ORGANIZATIONAL CULTURE

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CULTURAL DIVERSITY:

Culture is the unpredictable and expound arrangement of importance and conduct that characterizes the lifestyle for a gathering or society. In every society, civilized or uncivilized, there are certain norms and idiosyncrasies or conducts, quirks, responses that individuals or gatherings embrace. These norms can be characterized as culture. In other words, culture are those qualities and information on a specific gathering of individuals, which incorporate language, religion, cooking, social propensities, music and expressions. Cultures maybe assigned to regions, for example, Western culture—the norms that govern people who live in the United States. Then there are Eastern cultures, those norms that govern people who live in countries like China, etc.

A characterizing normal for culture diversity is its significant differentiations between its various layers—qualities and standards (values and norms), antiques and practices (artifacts and behaviors) (Hogan & Coote, 2014). Within the sight of social variety in nations the downplaying of social contrasts leads existing quality control files of social contrasts to miscalculate the real social contrasts organizations need to manage (Beugelsdijk, Slangen, Maseland & Onrust, 2014).

I am from what we call Caribbean culture, where our norms are encapsulated in the food we eat, how we speak, and our behaviors as it relates to religion, cooking, and social life. For example, in Jamaica, where I was born, we are known for certain foods, such as, ackee and codfish—our national dish. We are famous for our rice and peas.

ARTIFICATS:

An artifact is anything that is made by humans which give information about the way of life of the people of group of people utilizing those creations. These artifacts can be pottery, earthenware, and any such items. Numerous kinds of artifacts, such as pottery are safeguarded in soil, including tiles and blocks just as figures, pots and other local things. Fired antiquities can get by in the covered condition for extremely extensive periods of time (Kibblewhite, Toth & Hermann, 2015). In Jamaica, we take pride in our national artifacts, such as, our Coat of Arms. The national bird—the humming bird. Another artifact that we hold dear in Jamaica, are the pictures of the people we call National Heroes—Paul Bogle, Marcus Garvey and Nanny of the Maroons. We sometimes, revere the graves of these heroes that we believe were instrumental in our liberation. Another artifact that is very close to our hearts is the flag of Jamaica. We have them in our cars as bumper stickers. We have them on our lawns indicating pride in our homeland.

Aside from my birth county, I also embrace some of the cultural norms of the United States, my adopted homeland. For example, the Statue of Liberty on Ellis Island in New York, because of its welcoming presence when we decided to immigrate to the United States. We also hold the symbol of our emancipation—the Emancipation Proclamation from Slavery. The most important artifact is the symbol of the Cross—my liberation from sin, that Jesus paid for my salvation.

In the work environment, there are also artifacts. For example, in a radiographic picture is a social curio, which radiographers are defensive of and take responsibility for. Radiographers are aware of the nature of their pictures and the pictures are a significant part of their work. Radiographers think about analysis of their pictures literally. The radiographic picture is a record of the collaboration that happens between the radiographer and the patient (Strudwick, (2014).

VALUES:

Values are benchmarks or standards with which we assess activities, individuals, things, or circumstances. For example, excellence, genuineness, equity, harmony, liberality are on the whole instances of qualities that numerous individuals support. American embrace values such as, power, correspondence, distinction, opportunity, achievement, and the significance of information. Working situations become progressively socially different and directors, representatives and individuals everywhere are regularly required to take part in multifaceted dealings. It is significant for arbitrators to build up the capacity to perceive social contrasts and adjust their arrangement styles to the social possibilities they encounter (Caputo, Ayoko, Amoo, & Menke, 2019). I embrace the values of the Cross because it is the most important in my estimation.

I was taught to respect the elderly and those who are in authority young or old. Although my cultural values are enshrined in my socialization, some habits and practices, such as my conduct, quirk or response are shaped by circumstances and my adaptation to various environments.

ASSUMPTIONS:

Assumptions are social suppositions and thoughts that are regular way of life that mirror specific nations that show the musings they have with respect to various subjects. Each culture may have totally unique or comparable suspicions, in view of the custom, laws and individuals of that specific area. Assumptions can change over a period of time to align with, and/or reflect situations. I have various assumptions—for example, I assume that I must be very good at whatever I do and leave no room for the fact that I am not perfect. For example, I believe that I should work very hard at whatever I do, and the results should be tangible and forthcoming. One such example is that if I receive a 98% out of 100% for a class, it may be that there were slight errors in my work, and the professor is wiser and more familiar with the subject area. The professor may also have taken off two percentage points for simple errors. Therefore, it is an assumption that I will receive perfect grades at all times.—not leaving any room for anything below perfect— which is unrealistic (Boström, Hillborg & Lilja, 2017)

THEORIES OF CULTURE:

- STRONG CULTURE PERSPECTIVE is an organization whose individuals have basic conduct standards, qualities, desires and convictions which leads to better performances within the organization. When there is a strong organizational fit, there is shared goals within the organization can be realized. This will lead to higher occupation fulfilment, they will be progressively dedicated and in this manner bound to stay with the association. Some different advantages of individual association fit include higher nature of work and expanded profitability. Progressively proficient cooperation among colleagues.

- FIT PERSPECTIVE THEORY is centered on the connection between attributes of the individual and nature, whereby the individual affects their condition, while others influence the individual.

- ADAPTIVE PERSPECTIVE THEORY or versatile theory is one that is formed by embracing proof, while at the same time sift through and verify the information.

Regarding adaptive and non-adaptive and core values vs common values, I believe my organization displays non-adaptive tendencies, where most managers care about their own survival. We had a President for forty-two years, where the general organizational behavior was generalized caring for each other. In my particular department, for example, our Vice-President would visit workers in their various areas to find out if all is well and how their jobs were going. He would also have departmental meetings where employees could voice their concerns; and he in turn would brief employees on how management is thinking. All that caring went out the door when the new president took over. In other words, my organization moved from an adaptive core values type of organization to a non-adaptive culture.

WHAT LEADERS PAY ATTENTION TO:

In this new non-adaptive culture, employees jostle for the best positions. Managers seem to only to care about themselves, because they too have to feed their families and so they do not want to lose their jobs. For example, the college now fosters an atmosphere where employees are encouraged to snitch on each other in order to get promotions, which in some cases is futile, because we are governed by Civil Service Laws. Managers tend to behave insularly, politically and bureaucratically. Common values tend to be especially geared to attract more customers, not necessarily to maintain those customers, but to maintain their bottom lines.

As it relates to body language in communicating in various cultures body language means different things. For example, in the Asian culture, eye contact when speaking is considered obstinate. On the contrary, in Western culture, if speaking with someone and there is no eye contact, it shows weakness, timidity and dishonesty. Another body language is shaking hands. In some cultures, people do not shake hands, for example in the Middle East, it might not be proper to shake hands, while in Western cultures if handshake are limp and lifeless, it shows uncertainty and lack of confidence.

A smile goes a far way in breaking the ice and enabling people to feel at ease. In my organization, the Vice-President of my department rarely smile—his mouth is always in his nose. When things go wrong, of if someone makes a mistake, his mouth is further up his nose. People dread to face him, because we do not know what mood he is going to be in; the phrase "sourpuss" really depict this Vice President. He grouchy, bad tempered, pouty and sullen.

One of the elements/measurement impacting innovativeness is consolation of inventiveness; for example consolation of the age and advancement of new thoughts (Ali Taha, Sirkova & Ferencova 2016). At WCC, the focus of the leadership, more often than not, is to get all the work done by whatever means necessary. My staff would put in extra time to accomplish tasks in order to meet our deadlines. No time is allotted to ensure that the needs of staff are met as it relates to how we can help to make the work lighter and more manageable.

HOW LEADERS REACT TO CRISES:

The culture at WCC is one that assigns blame when errors are made and the person responsible is singled out. I have at times assume the blame for my staff, even though management want the name of the person or persons who made the error(s).   Crisis management at WCC is

currently being handled poorly. No rewards are given for successful teamwork accomplishments. Leaders at WCC behave negatively and assign blame for slight infringements or mistakes   For example, when a project is assigned, the first question that arises is, who is going to be responsible if something goes wrong? Even when group assignments are allotted, they want to know who among the group is going to be responsible when mistakes are made.

HOW LEADERS BEHAVE:

Because of this culture, careful thought is given and employees rarely volunteer for any additional work. It is important to note that even though blame are assigned and some leaders will assume the blame for errors, the culture is that management wants to know the exact person responsible for the error, therefore, there is not much success in shielding a person. At the point when botches or perceived behaviors happen in the working environment administrators—like most individuals—show the inclination to find somebody to fault, including allotting obligations and authorizing apparent transgressors for their activities.

HOW LEADERS ALLOCATE REWARDS:

Rewards are rarely allocated in my organization. Because we are a Civil Service, local government entity, handing out rewards may constitute conflict of interest. Employees operate under various union contracts, therefore, management are careful not to infringe or select employee for special recognition, if all are meeting their contractual obligations. Proposing that managers respond more effectively by adopting perspectives that slow down tendencies that assign blame, promote more thoughtful reactions to swift blame by having a no-blame approach, perform system inquiry and accountability and be mindful of training that people may require will be more beneficial (Skarlicki, Kay, Aquino & Fushtey, 2017).
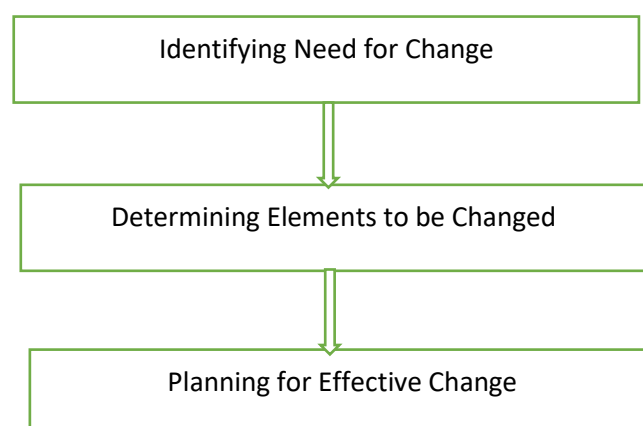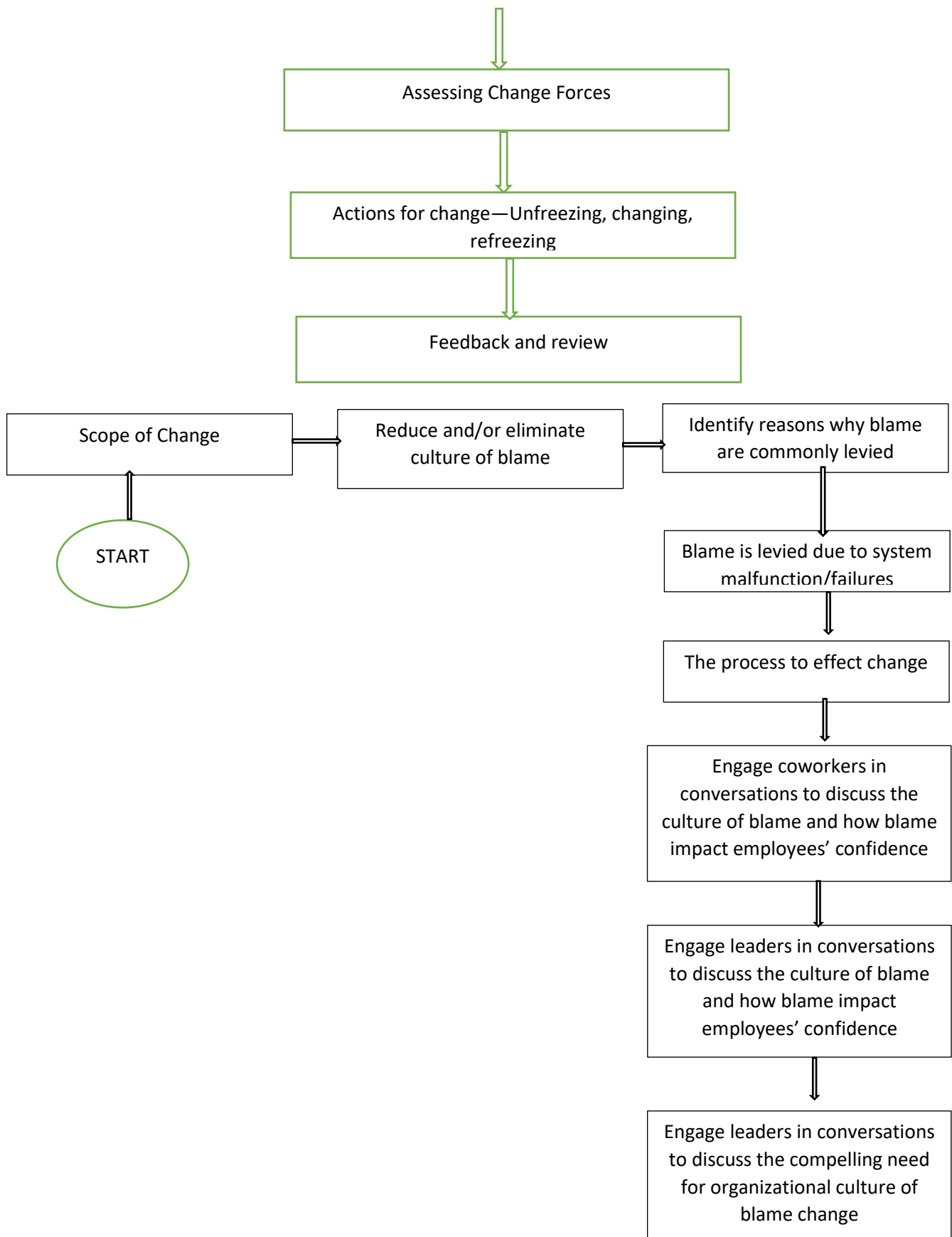
HOW LEADERS HIRE AND FIRE INDIVIDUALS:

As indicated earlier, the organization is Civil Service, local government, therefore, hiring and firing individuals are not at will. Hiring is based upon being qualified, taking and passing various civil service examinations. The organization operation under various unionized contracts. Unless an individual is extremely careless and lazy, once an employee is successful in his/her civil service examination, firing is almost not existent. If an employee is to be dismissed; it must be for cause; and the process can take anywhere from two-to three years. Job security is enforced by various union contracts, and because the dismissal process is so lengthy, it is rarely done. Therefore, establishing an authoritative respectful atmosphere in the workplace goes a far way in making sure that people are appreciated and will want to work for the organization (Li, McAllister, LIlies, Gloor, 2019).

ORGANIZATION CULTURE CHANGE PLAN

At their center, institutions are made of up basic components—individuals, procedures, and frameworks. It is important that institutions take on culture proactively to expand this arrangement with business system; culture will create and advance naturally after some time whether leaders develop it purposefully or not (Lyle, 2018).

The Process of Organizational Change

Identifying Need for Change

Determining Elements to be Changed

Planning for Effective Change

Assessing Change Forces

Actions for change—Unfreezing, changing, refreezing

Feedback and review

Scope of Change

START

Reduce and/or eliminate culture of blame

Identify reasons why blame are commonly levied

Blame is levied due to system malfunction/failures

The process to effect change

Engage coworkers in conversations to discuss the culture of blame and how blame impact employees' confidence

Engage leaders in conversations to discuss the culture of blame and how blame impact employees' confidence

Engage leaders in conversations to discuss the compelling need for organizational culture of blame change

Conduct feasibility studies to determine the cost for new system implementation

Since system functionality/malfunction are reasons for blames—look at system(s) that will detect system malfunction/failure before it happens

Train employees on new failure detection systems

Plan workshops with outside/inside professionals who are organizational change experts

Implement the change by stop leveling blame for malfunctions and system failures

Review success and take action to promote continual success

END

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