Organizational Culture and Organizational Structure for developing of job involvement

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ABSTRACT: The main objective of this article is to describe a role of organizational culture and organizational structure in developing job involvement.

Organizational Culture refers to a group of values, beliefs, and behaviors that are created and maintained by the organization's leaders and carried forth by the employees that differentiate one organization from another. Many studies have demonstrated that organizational culture is very important for shaping the work environment, influencing employee behavior, and ultimately impacting the organization's performance, reputation, and success. A positive and well-defined culture aligns employees with the company's values and goals, creating a conducive atmosphere for growth, collaboration, and innovation. Hence, the topic of organizational culture was, is and will always be actual and relevant still the business and management exist.

In this article, I will discuss the role of organizational culture for improvement of job involvement and will try to prove the importance of organizational culture in management.

Keywords: Organizational culture; organizational structure; management; effective.

I. INTRODUCTION

As students, workers, managers, researchers, or consultants, the majority of us interact with and are part of many groups and organizations. Nonetheless, we still find that a great deal of what we see and encounter in our organizational life is incredibly difficult to comprehend and justify. A lot of it appears to be "political," "bureaucratic," or just plain "irrational." People in positions of power, particularly direct supervisors, frequently irritate their employees or behave strangely, and the people we look up to as the "leaders" of our companies frequently let us down.

A successful organization must have a culture built around a set of deeply held, broadly accepted ideas that are backed by structure and strategy. Three things occur in an organization with a strong culture: Employees feel that the expected answer is the right one in every case, they are aware of how top management wants them to respond, and they are aware that they will receive rewards for upholding the company's principles.

One of the main factors influencing employee job involvement is organizational culture. The degree to which workers connect with their work, actively engage in it, and derive meaning and fulfillment from it is referred to as job involvement.

Though perceptions of the implemented organizational culture are not consistent among employees, each person has a unique understanding and explanation of his or her working conditions, based on his or her own characteristics, preferences, and personality. Organizational values, along with beliefs, assumptions, expectations, attitudes, philosophies, and norms, form the basis of organizational culture and are integral to the distinct identity that every organization has.

Role of Organizational Culture in improvement of work involvement.
Let me first define the difference between the organizational culture and organizational structure.
An organization's organizational structure and organizational culture are two separate but related elements that affect how the organization functions.

The shared values, attitudes, and practices that influence how members of an organization interact with one another and collaborate to achieve shared objectives are referred to as its organizational culture. It represents the character and identity of the company as well as the "way things are done" at work. However, The framework of roles, responsibilities, and connections that specify how different tasks and activities are arranged and coordinated within an organization is known as its organizational structure. It creates the reporting relationships and hierarchy between the employees

Organizational culture plays a significant role in developing job involvement among employees. Job involvement refers to the extent to which employees identify with their job, actively participate in it, and find

meaning and fulfillment in their work. A positive organizational culture can enhance job involvement in several ways.

Firstly, a positive company culture encourages workers to feel like they belong. Employees are more likely to engage with their work more deeply when they sense a connection to the firm, its values, and its mission.

Moreover, trust and understanding are fostered inside a company via an open and transparent communication system. Employee involvement is more likely when they are aware of the company's objectives, plans, and their part in accomplishing them.

An inclusive and supportive company culture gives staff members the tools, motivation, and emotional support they need. Employee engagement is better when they feel encouraged to put their all into their work, which increases their energy and effort.

Another advantage of effective organizational culture is that employee morale and job satisfaction are increased in an environment where the efforts of employees are acknowledged and valued. Employees are encouraged to stick around and keep giving their best work when they are recognized for their efforts and hard work.

Empowerment of employees is very important. Hence, giving workers autonomy and decision-making ability over their work can greatly increase their level of engagement at work. Employee engagement is stronger when they feel trusted to make decisions and have a voice in how they do tasks. This is because they take on a greater sense of responsibility and ownership.

Finally, mutual respect, cooperation, and teamwork are characteristics of a positive work environment that encourages job involvement. Employees are more likely to feel connected and engaged in their work when they look forward to going to work and interact well with coworkers and managers.

When the values of the organization align with the personal values of employees, they are more likely to find meaning and purpose in their work. This alignment enhances job involvement, as employees see their work as a reflection of their beliefs and principles.

There are several types of organizational culture, which may be present in the workplace. Firstly, I would like to discuss *innovative organizational culture*.

An innovative organizational culture is characterized by a set of values, practices and behaviors that promote creativity, experimentation and a willingness to take risks. In this type of organizational culture, employees are encouraged to generate new ideas, challenge the status quo and contribute to continuous improvement.

Open communication, encouragement and transparency at all levels are the key characteristics of an innovative organizational culture. Risk taking is another feature of innovative organizational culture**.** It is important to recognize that not every innovation will succeed but values the lessons learned from experimentation.

Second type of the organizational culture, which I would like to discuss is *collaborative culture.*

An organizational structure that fosters collaboration allows teams and individuals to work together to accomplish shared objectives. Collaborative cultures place an emphasis on shared decision-making and open communication among all organizational levels, in contrast to typical hierarchical organizations where decision-making authority flows from the top down. This type of structure has a lot of benefits on development of workers involvement. First of all, decisions are made collectively, involving input from multiple stakeholders rather than being dictated from the top. This promotes a sense of ownership and engagement among team members. Also, teams are often organized based on functions or projects rather than strict hierarchies. This allows for a diverse set of skills and perspectives to be brought together to address specific challenges. Team members may have more flexible roles that adapt to the needs of the project or team, allowing individuals to contribute their expertise in various areas. Building strong relationships among team members is crucial in a collaborative structure. Trust and mutual respect are foundational for effective collaboration. Moreover, leadership is more facilitative and inclusive, focusing on guiding and supporting teams rather than micromanaging. Leaders in a collaborative structure often foster an environment where everyone's contributions are valued. Collaborative organizations tend to be more adaptable to change. The ability to quickly respond to market shifts or new opportunities is enhanced when information flows freely and decision-making is distributed.

Since collaborative organizational models promote the exchange of ideas and knowledge, they are frequently linked to more inventive and dynamic work environments. However, a collaborative structure's effectiveness is contingent upon a number of variables, including the nature of the task, the corporate culture, and the participants' level of commitment.

An organization's common values, beliefs, and customs that prioritize a distinct, codified structure with clearly defined positions and levels of power are referred to as its *hierarchical organizational culture.* An emphasis on control, conformity to rules, and order is prevalent in hierarchical cultures. Organizational structures that are conventional and bureaucratic are frequently linked to this kind of culture. Hierarchical

organizational culture has a clear chain of command. There is a distinct chain of command from upper management to lower levels of the organization, and there is a well-defined hierarchy of authority. Executives at the top usually have the final say in decisions. Work processes and procedures are formalized and well-documented. There is an emphasis on following established protocols and guidelines. As for decision – making, decision-making authority tends to be concentrated at the top of the organizational hierarchy. Lower-level employees may have limited autonomy in decision-making.

Although hierarchical cultures can offer consistency and order, they may also find it difficult to adjust to quickly changing circumstances. Opponents contend that an overly hierarchical structure can hinder creativity, delay decision-making, and foster a rigid culture within the company. On the other hand, some businesses are shifting to cultures that are more adaptable and collaborative, particularly in response to the demands of a fast-paced, dynamic business environment.

An organizational structure that fosters inclusion, equity, and diversity in the workplace is known as an inclusive organizational structure. It entails fostering an atmosphere in which people from all backgrounds—regardless of characteristics like gender, age, race, ethnicity, sexual orientation, or disability—feel appreciated, respected, and welcome. By utilizing the distinctive viewpoints and skills of a diverse workforce, inclusive organizational structures hope to promote a collaborative and innovative culture. An inclusive organization often has leadership teams that reflect diversity in terms of gender, ethnicity, and other demographic factors. Having diverse leaders helps set the tone for an inclusive culture. Inclusive organizational structures hope to promote a collaborative and innovative culture. Also, an inclusive structure ensures that all employees have equal opportunities for career development, advancement, and access to resources. This may involve fair hiring practices, promotions based on merit, and support for professional growth. Inclusive organizations often implement flexible work policies to accommodate diverse needs, such as different cultural practices, family responsibilities, or varying work styles. Inclusive organizations involve employees in decision-making processes, seeking input from individuals at various levels and backgrounds. This can lead to more well-rounded and effective decision-making. An inclusive organizational structure needs constant dedication and work to create and maintain. In order to ensure inclusivity at all organizational levels, it entails cultivating a culture that values diversity, aggressively promoting equity, and regularly evaluating and improving practices.

According to mentioned above, organizational structure plays a complex and vital role in the growth of employee involvement, which is essential for creating a vibrant and dynamic work environment. Clear communication, teamwork, clearly defined roles, and opportunities for career advancement are all made possible by a well-designed structure, and these elements all support employees' engagement and professional development. Businesses that understand how important organizational structure is for fostering employee growth are better able to foster work environments where people are more than just employees but actively participate in the company's success and innovation.

Next structure, I am going to discuss in my article is a *flat organizational structure*, which is distinguished by having fewer levels of hierarchy, a wider range of authority, and a more decentralized method of making decisions. A flat organizational structure has a shorter chain of command since there are fewer tiers of management separating the employees from the top executives. The goals of this kind of structure are to encourage productivity, dialogue, and a more team-oriented workplace. There are usually only a few tiers or levels of management in a flat organizational structure. This is in contrast to conventional hierarchical organizations, which might have several tiers of middle management ranging from top executives to front-line staff. The span of control refers to the number of employees directly reporting to a manager. A wider span of control results from managers or leaders in flat organizations typically supervising a greater number of subordinates. Decisions can be made more quickly and directly as a result of this. Moreover, Decision-making authority is often distributed throughout the organization's levels in flat organizational structures. When decisions are made closer to the point of action, employees at different levels of empowerment can respond to opportunities and challenges more quickly. There are frequently more opportunities for employees to participate in decision-making processes in flat organizations. A more transparent and cooperative culture where ideas and feedback can move more easily between organizational levels is made possible by the smaller hierarchy. Even though a flat organizational structure has many benefits, not every company or sector will benefit from it. The nature of the company, the organizational culture, and the qualifications and experience of the workforce are some of the variables that affect a flat structure's ability to succeed. Furthermore, not all industries or functions may profit from such a simplified approach, and in some situations a certain degree of hierarchy may be required.

And the last structure, discussed in this article is *Holarctic structure.*

The goal of the Holarctic organizational structure and management philosophy is to disperse power and decision-making across the entire organization. Holacracy is distinguished from conventional hierarchical structures by a more decentralized methodology that places a focus on team and individual autonomy as well as

self-organization. Holacracy, a concept created by Brian Robertson, aims to promote flexibility, inventiveness, and agility in businesses.

Instead of traditional job titles, roles are assigned to individuals in a Holarctic organization based on their skills and expertise. There is more flexibility in the way work is organized because roles are defined by the particular tasks and responsibilities that they involve.

In a Holarctic organization, roles are assigned to individuals based on their skills and expertise rather than traditional job titles. Since roles are defined by the specific tasks and responsibilities they involve, there is greater flexibility in the way work is organized. A formalized governance process is used by holacracy to divide power and make decisions. Known as "Governance Meetings" or "Circle Meetings," regular gatherings are called to discuss conflicts or concerns within the organization, clarify responsibilities, and update roles. Holarctic organizations hold regular "Tactical Meetings" in addition to governance meetings to talk about day-to-day operational concerns. These gatherings offer a venue for organizing tasks and discussing tactical difficulties.

It's crucial to remember that, despite holacracy's innovative approach to organizational structure, not every organization will benefit from it. A substantial cultural shift and a dedication to the ideas of distributed authority and self-organization are necessary for the successful implementation of holacracy. Businesses thinking about implementing holacracy should carefully consider how well it fits with their mission, values, and operational requirements.

How to choose the best organizational structure

Teams' organizational structures differ depending on the size and objectives of the business. There are advantages and disadvantages to having a clear organizational structure, but having one is always a good idea.

When workers are aware of their roles within the organizational structure, they can manage expectations and objectives more effectively. A company's organizational structure is essential to its success. Designing an organizational structure requires careful planning and execution. Here are the eight steps to create your organization's structure. First of all, make a clear and succinct mission statement outlining the goals, objectives, and values of your company first. This will guarantee that all workers are working toward the same objective and help direct the design of your organizational structure. Create a strategy outlining your company's overall direction, top priorities, and major initiatives after you have your organizational structure and charter in place. This will assist you in determining the crucial roles and duties required to accomplish your objectives and build the framework that will support them.

To find areas that require improvement, do a comprehensive evaluation of the internal systems and processes in your company. Seek methods to improve efficiency, reduce duplication, and streamline operations. Create a functional organizational structure based on your assessment to best meet your business requirements. One can select from a variety of organizational structures, including matrix, network, divisional, and functional structures. Take into account elements like the size of your company, the nature of your sector, and the degree of teamwork needed. Your company may experience disruptions when implementing a new organizational structure, so it's critical to develop a detailed transition plan that details the necessary steps to make the change. A schedule, a communication plan, and any staff training that is required should be included. It's time to put your new structure into action after you have your transition plan. This could entail altering team assignments, job titles, or reporting arrangements. Make certain that all individuals are aware of the modifications and comprehend their new positions and duties.

Following the implementation of your new structure, keep a regular eye on how it's affecting your company. Make any necessary changes to ensure that your structure is operating as intended. Look for areas where it can be improved. Lastly, get input on the new structure from stakeholders and staff, then use it to improve. You can make sure that your organizational chart and structure continue to be effective and support the long-term objectives of your business by reviewing and improving them.

In conclusion, organizational culture and structure are complimentary components that work together to shape an organization's identity and overall performance. Structure is concerned with the official assignment of roles and responsibilities, whereas culture is more concerned with common values and behaviors. In order to comprehend and handle the complexity of organizational life, both elements are essential.

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