An Inquiry Into the Influence of Organizational Culture on Employees

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Abstract: Organizational culture seems to be invisible, but it permeates the operation and management of enterprises. It is not a management method, but a kind of idea. All the behavior of employees can be found here standards and direction, the focus is on the content of the guidance and management function. Therefore, organizational culture can control employees in simple and clear ways to eliminate all unnecessary waste, including time and money. The central task of organizational culture is to attach importance to the value of people and strive to create conditions for people to realize the value. The main purpose of this paper is to explain the impact of organizational culture on employee performance, to understand the composition and pattern of organizational culture, and to find out the important factors of employee management through analysis. It can have practical application in organizational culture management, so as to achieve the business objectives of enterprises.

Keywords: Organizational culture; Employees; Enterprises; Advanced management

Introduction

Since the late 1970s, when Pettigrew published Organizational Culture Research in the Quarterly Journal of Management Science, the study of organizational culture has received much attention in the field of organizational behavior [1]. In different perspectives, different scholars give different connotation interpretation. When foreign scholar Pettigrew (1979) [1] first proposed this concept, he believed that organizational culture is the collective feelings of members, expressed in symbols, ideologies, languages and beliefs in daily life. These lifestyles will gradually accumulate and evolve with events and time. Smirich (1983) [2] emphasized that organizational culture reflects the values and beliefs held by members simultaneously. He divided the categories of organizations and believed that each kind of organization had its corresponding beliefs and practices, which were repeatedly mentioned in the organization and internalized in the actions of members. Schein (1990) [3], the father of organizational culture, defined organizational culture as some basic assumptions. Such basic assumptions are gradually established in the process of integrating internal environment and adapting to external environment, which are common to organizational groups. Denison (1990) [4] emphasized that organizational culture is the core of an organization. According to his understanding, organizational culture is a whole composed of basic beliefs, values, action patterns, etc.

Organizational culture has always been a hot topic in management research. Effective organizational culture needs to adapt to the external environment and change with the environment. Its highest level is a spiritual belief, which can bring lasting competitive advantages to the organization. Organizational culture can improve the effectiveness of an organization and determine its future development. Every organization has its own culture, which makes the organization unique. Organizational culture affects every aspect of the organization, and how it can bring changes to the organization depends on people's efforts. Managers need to pay attention to the construction of organizational culture. The success or failure of an organization depends on whether it can build a good organizational culture. Organizational management is faced with an increasingly complex environment. The improvement of staff quality makes it necessary for organizational management to adapt to the era environment it is facing and the specific environment it lives in, and implement management and reform in the adaptation.

1. Concept of organizational culture

Organizations refer to formal organizations or organizations with independent legal personality or authorized management of legal person approved by legal procedures in social, economic, political, cultural and other activities, including government organs, enterprises and institutions, commercial companies, social organizations, colleges, academic institutions, and various associations [5]. Culture has many meanings, but its most basic meaning is the sum of a series of customs, norms and norms; Culture plays a role in regulating, guiding and promoting human and social development [6]. Every country has its own culture, and every organization has its own culture. Organizational culture is the general term of group consciousness, such as values, codes of conduct, team consciousness, way of thinking, work style, psychological expectation and group belonging accepted by all members of an organization [7]. A successful organization must have excellent organizational culture, which is the highest level of organizational management. Managers must know that organizational culture does not directly create profits; it is a means of effective management. Organizational culture management is a modern and advanced management mode. Organizational culture should be people-oriented. A positive and healthy organizational culture can establish a working atmosphere of fairness, justice, solidarity and mutual help in the organization. Maslow (1968) believed that human needs are composed of the following five levels: physiological needs, safety needs, belonging and love needs, respect needs, and self-actualization needs, all of which are the most basic human needs [8]. It can be seen that the pursuit of employees is not only money, but also social pursuit and spiritual pursuit. The spiritual pursuit of employees is the need for self-realization, which is the pursuit of values. Organizational culture is the shared values of all employees.

Culture has a great influence on the founders, executives and other managers of an organization, because it helps them make strategic decisions in the organization. Professor Collins and Professor Boras propose a system that distinguishes an organization from other organizations by highlighting the following seven cultural characteristics: (1) Innovation and risk taking: the spirit that encourages employees to innovate and take risks. (2) Pay attention to details: that is, employees show accurate analysis and attention to details. (3) Result-oriented: management should focus on results. (4) Personnel positioning: considering a person's influence on management decision-making in the organization. (5) Team orientation: work activities revolve around the team rather than individuals. (6) Aggression: People are more competitive than peaceful at any level. (7) Stability: organizational activities emphasize continuous growth. Each of these features has a continuum from low to high. Organizational culture includes a set of shared beliefs, attitudes, and values. These values can help employees understand how to work in a team.

2. Patterns of organizational culture

According to different criteria and different uses, organizational culture has different ways to divide. The four main models proposed by Charles Handy exhibit structures that are linked to other cultures, allowing employees to understand why some organizations feel more comfortable in them than others. These four modes include: power culture, role culture, task culture and individual culture. (1) Power culture. This type of culture relies heavily on individuals at work demanding that their employees correctly anticipate what is expected of them by power holders and execute accordingly. (2) Role culture. This culture is different. There is security and access to expertise for employees, who may be rewarded for meeting required standards of performance in a functional area. (3) Task culture. The principle is to do a good job. The goal of cultures is to assemble them into a complete resource on a particular item, with the right resources and the right people. There was an example from NASA. In the 1960s missions, NASA put a man on the moon and brought him back safely. It is a culturally highly autonomous approach where decisions are made to facilitate relationships and mutual respect within the working group based on ability rather than age or status. (4) Personal culture. The individual is the focus of the culture, serving and helping the individual to advance his or her own interests without any primary goal. In real life, the above four cultural patterns are often mixed. The ideas proposed by Handy can be applied to different types of organizations, including different types of people within organizations

3. The influence of organizational culture on employees

In terms of influence, organizational culture can be divided into three parts: internal, external and management. This article focuses on internal management, including leadership, ethics, attitudes and beliefs. (1) The first is leadership. Organizational culture is defined as a leading organization. The chief executive officer (CEO) is the leader of the organizational culture. He connects the

mission, vision and strategic communication of senior management and points out a clear direction of goals. But there may be many pitfalls waiting for leaders. These include the characteristics of the management failure data, information asymmetry, and potential misalignment of the overall intent and direction of members within the organization. (2) The second is morality. Business ethics shows whether an organization conducts its business fairly and honestly. It clearly defines and implements codes of conduct for improvement. If the code is not enforced, a negative organizational culture may emerge. For example, after the quality problems of Nestle milk powder appeared, all countries withdrew the products, but Nestle still said that it would not recall them in China. This incident first shows that Nestle lacks food safety and integrity; second, it shows that the company is unwilling to take responsibility, does not treat all consumers fairly, and lacks business ethics. (3) Finally, attitude and belief. The daily behavior of an employee can reflect his psychology and behavior, and also say whether the culture of the organization is safe and healthy. From the external environment, we should consider political, economic, social, scientific and technological, legal and environmental factors, which often affect the level of social culture.

3.1 Influence of organizational culture on employee performance

The influence of organizational culture on performance has attracted much attention. The performance of the organization can test the development of the organization. Only the organizational culture that ADAPTS to the change of external environment can interact with organizational performance in the long run. Strong organizational culture is an important factor that affects the psychology and behavior of employees and also an important factor to improve organizational performance. Positive organizational culture can create a positive working atmosphere for employees, which can improve employee productivity and performance. The improvement of employee performance can promote the improvement of organizational performance. After the improvement of performance, the organization can invest more in cultural construction and management. Employees realize their own value and also create value for the organization. The organization should give full play to the role of culture to ensure the maximization of performance.

3.2 Influence of organizational culture on employee innovation

Innovation is the driving force of organizational development and the core competitiveness of an organization. Employees are not only the main body of organizational innovation, but also the driving force of organizational development. Innovation is the most important ability for an organization to maintain its competitive advantage. Organizational culture is a kind of intangible assets, although it can not directly bring benefits to the organization, but it is particularly important to the survival and development of the organization. Organizational culture is the source of employees' creativity. The more open and free the organizational culture is, the more abundant the employees' creativity will be. Organizational culture is the spiritual power of employees, which can motivate employees to innovate, improve organizational efficiency and enhance organizational competitiveness. Play the role of organizational culture, can enhance the innovation ability of employees. Both individual and collective creativity depend on organizational culture. Organizational culture is the common values owned by all employees, and the common values make each employee realize the value of his or her behavior. When employees identify with the values of the organization, job satisfaction and positive behavior can be improved; Negative behavior occurs when employees do not accept the values of the organization. When employees encounter difficulties, excellent and advanced organizational culture enables other employees to empathize and take the initiative to help others. Organizational culture, as a spiritual force, can stimulate employees' mutual assistance behavior. Organizational culture encourages all employees to replace each other, help each other and cooperate with each other, and innovate in mutual assistance and cooperation. Organizational culture pays attention to innovation environment, entrusts employees with innovation motivation and encourages innovation behavior, so as to improve organizational performance.

3.3 Influence of organizational culture on employee turnover intention

Every employee should first identify with the spiritual culture, material culture, behavior culture and system culture of the organization, and then integrate into the organization and find a sense of belonging in the organization. Organizational culture needs to satisfy both spiritual and material needs if you want employees to stick with you. The higher the employee's job satisfaction and identification with the organizational culture, the lower the turnover intention. Increasing job satisfaction can reduce employee turnover. If employees like the culture of their own organization and can realize their own value in the organization, the less inclined to

quit; If employees contradict the organizational culture, they are prone to dimission behavior. Some organizations do not care about the feelings of employees, require employees to work more and less, long-term overtime, poor working environment, difficult to deal with interpersonal relations, and reluctant to allow staff training, resulting in staff dimission, this is the construction of organizational culture is not good. A successful organizational culture creates a harmonious, harmonious and supportive working environment that reduces employee turnover.

Conclusion

Good organizational culture can provide support for the development of the organization, attach importance to cultural construction, the value system is perfect. Organizations should not blindly pursue cultural construction, organizational culture needs to be accumulated in the long-term development, should be constantly learning, in order to form a unique cultural atmosphere. Personal values need to be integrated with organizational culture, which means that personal values need to coexist harmoniously with organizational culture. When the organization realizes the vision, it is when the employees realize the vision. In order to build a good organizational culture, it is necessary to give employees adequate physical and mental security and retain talents, so as to achieve better development of the organization. Only with the joint efforts of managers and employees can organizational culture serve the organization better.

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