THE ROLE OF ORGANIZATIONAL CULTURE IN SHAPING FUNCTIONAL BUSINESS STRATEGY

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Abstract

Culture within the organization is one of the significant factors determining the functional strategy for the business. This culture influences decision-making, behaviors of employees, and the process of strategic alignment. A strong culture in the organizations helps in creating a collective vision- an approach to dealing with changing market dynamics and channeling employee efforts towards the company's long-term objectives. This research addresses the subject of the relationship between organizational culture and functional business strategies in the areas regarding marketing, operations, human resources, and finance-cross-sectional study analysis. This research also studies how values or beliefs and norms present in the organization affect strategy formulation and execution. Culture, if defined well, fosters collaboration, encourages innovation, and signals responsiveness to external threats that translate into competitive advantage. Misalignments in culture are, on the other hand, deterrents to strategic implementations, thus breeding inefficiencies and resistance to change. A detailed analysis of sufficient case studies and empirical data forms the backbone of this research, which illustrates the mechanisms through culture impacts business functions. Furthermore, the study elaborates on leadership in nurturing the culture that supports strategic objectives with a major emphasis on how adaptive businesses would fare better in certain contexts. In outlining best practices for creating a culture that builds organizational strategies, the research is a significant contributor to the comprehension of organizational success. The findings present the argument that if businesses desire to attain strategic fit, agility, and sustained growth in an increasingly complex and competitive world, they should purposely manage their culture.

Keywords: Organizational Culture, Functional Business Strategy, Strategic Alignment, Leadership, Competitive Advantage, Cultural Typologies, Decision-Making, Innovation, Strategic Execution, Business Functions, Adaptability, Market Dynamics

INTRODUCTION

The brand image of an organization is greatly influenced by organizational culture. The workplace culture gives the company its identity. In other words, an organization's culture defines it. The way that employees engage with their workplace is influenced by culture. There are numerous ways to define culture. Cultural norms are "the [predominant] views, values, attitudes, behaviors, and practices that are characteristic of a group of people," according to the definition given in formal language (Warrick, 2015). Edgar Schein, a renowned expert in the study of corporate culture, uses the word "group" to represent social units of all sizes when describing culture (Schein, 1992). In other respects, the phrase "group" could refer to an entire company or any sizeable group of individuals, such as a nation, sports team, orchestra, or family. The key idea is that groups of people, no matter how big they are, are likely to develop unique cultures. . Organizational culture is a word that is frequently used by researchers in organizations to refer to the culture of the entire organization or of any group of individuals working together inside the organization. Organizational culture can be defined as the setting in which people work and the impact it has on their thoughts, behaviors, and perspectives on work (Warrick et al., 2016).

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Organizations would be wise to evaluate their culture at least once a year. Leaders must be aware of the culture's direction and whether any potentially significant events are having a negative impact on it in order to take proactive action. Corporate cultures can be challenging to alter yet are generally rather stable. Yet as was previously mentioned, they can also be at risk from things like leadership changes, natural disasters, and downsizing. As was already mentioned, a culture team's ability to evaluate the culture might be crucial. Rapid change and immediate access to information might be crucial to an organization's survival in the current climate of global communication. Academics and practitioners have always been interested in the subjects of leadership and organizational culture. The assertions that organizational performance is influenced by both leadership and culture are a major source of interest. To comprehend the connections between the two notions, however, "little critical investigation has been done" (Ogbonna and Harris, 2000). As far as we are aware, little research has been done on Greek organizational cultures. To give a critical bibliography in the areas of leadership and organizational culture is the goal of the current study. We have to do research on the impact of various aspects as well as employees' opinions of corporate culture in order to accomplish that (Hassan et al., 2021). Studies on organizational culture, particularly in the late 1980s and later, started to offer convincing evidence that culture can have a significant impact on performance, morale, job satisfaction, employee engagement and loyalty, employee attitudes and motivation, turnover, commitment to the organization, and efforts to attract and retain talented employees. Leaders started to pay close attention to one study in particular. An 11-year analysis of corporate cultures was published in 1995 by John Kotter and James Heskett. They discovered that over an 11-year period, businesses with healthy cultures saw an average rise in sales of 682% as opposed to 166% for similar businesses with unhealthy cultures. They discovered that over an 11-year period, businesses with healthy cultures saw an average rise in sales of 682% as opposed to 166% for similar businesses with unhealthy cultures. Parallel to this, Kotter and Heskett discovered that these firms with healthy cultures experienced stock rises of 901% as opposed to 74% for firms of a similar size. Further researches (Daft, 2015; Kilmann, et al., 1985; Lussier and Achua, 2016; Rosenthal and Masarech, 2003) have outlined the traits of high and low performance cultures.

Problem Statement

Existing theories on the role of organizational culture in shaping functional business strategy rarely discuss the factor influencing organizational culture (Iqbal and Ali, 2024).

Significance of Research

The research will identify the factor the how organization atmosphere changes and organization grows by following culture and how to satisfy your employee and customers. We will build the groundwork for our study model in this part by reviewing the relevant literature on EAPs, IS governance, and organizational culture.

Research Question

Q1. What are the factor influencing corporate culture and business strategy?
Q2. What is the role of founder in creating organizational culture?
Q3. What are the characteristics of ethical business culture?
Q4. What are organizational culture types as predictor of corporate social responsibilities?

LITERATURE REVIEW

Organizational Factor

The effectiveness of the organization as a whole depends on a number of major organizational elements, including strategy, structure, culture, and technology, even if every organization has a unique environment (Galbraith, 2002; Fareed et al., 2023). The primary organizational characteristics that can improve this process are crucial questions that pertain to how we efficiently process and transfer both explicit and tacit information. Organizational controls, for example (Turner and Makhija, 2006); Networks and HRM policies are regarded as being quite important (Wong, 2005; Hansen et al., 2019). The following can significantly improve an organization's capacity for knowledge transfer: a structured IT network that enables individuals to store and disseminate information (O'Dell and Grayson, 1998); a trust culture where knowledge transfer relationships between individuals and groups are transparent and supported by fair performance related incentives and rewards; a flat organizational structure with less hierarchy and bureaucracy; and a learning strategy whereby businesses actively promote the double loop learning (Senge, 1990). The need for a learning strategy that enables knowledge transfer, which integrates both learning and transfer in the analysis stage, is supported by the Knowledge Management Process framework (Williams and Bukowitz, 2001). However, the gap remains within existing literature as to what the impact of the various organizational factors has on knowledge transfer (both explicit and tacit). Learning and transfer in the analysis stage is supported by the Knowledge Management Process framework (Bukowitz and Williams, 2000). However, the gap remains within existing literature as to what the impact of the various organizational factors has on knowledge transfer (both explicit and tacit). Information technology systems, learning strategy, trust culture, and organizational structure and design are the important organizational characteristics chosen for this study based on the previous literature review. The study's findings are related to the extent to which these specific organizational elements have an impact on knowledge transfer.

Corporate Culture

It is generally accepted that an organization has one culture rather than several. According to Cooper (2016), Cox and Flin (1998), Furnham and Gunter (2015), Harvey (2002), Hofstede (1994), Kono and Clegg (1998), Lee et al. (2004), Lundberg (1990), and Reason et al. (1998), the functionalist perspective dominates organizational and safety studies overall. The interpretive approach, often known as interpretative, sees culture as something an organization is or does (Henriqson et al., 2014), and is informed by the writings of anthropologists such as Bloch, Geertz, and Keesing (Bloch, 2012; Geertz, 2014; Keesing, 1987, 1994 retrieved from Haukelid, 2008). The paper makes the case that organizational methods intended to manage strategic transformation should take company culture into account as a useful management tool (Kashif and Iqbal, 2022). Different definitions of culture are looked at, and it is concluded that using it as a contingent variable inside an open systems framework for strategic analysis is the most useful practical use (Hassan et al., 2021). Then, a contingency framework is developed for the examination of organizational culture, in which significant situational factors affecting the strategy process are recognized. The cultural issues Ford is encountering as it tries to integrate Jaguar Cars into its organization are then analyzed using this model. The acquisition and integration of Zanussi by Electrolux, which is regarded as a successful example of cultural analysis, is used to further demonstrate the process.

Business Strategy

Industrial economists are both blessed and cursed: our field encompasses a wide range of business behavior that is a rich arena in which to apply economic principles, but the very richness of business strategy defines simple and general theories in analyzing behavior in concentrated markets (Iqbal and Omercic, 2024), one must face questions like, what is the timing of investing and pricing decisions? Which cost is recoverable and which are sunk?

Ethical Business Culture

Recent years have seen a rise in the debate of complicated issues related to ethical or immoral behaviors in commercial organizations, according to literature on human research and development (HRD). Hatcher and Aragon (2000) have presented a convincing case for the creation of norms for moral behavior in human resource development study and application. An in-depth analysis of the theoretical and practical difficulties in developing such standards, as well as the reporting of empirical studies and/or practical work related to the implementation of ethical HRD practices, were covered in a special issue of Advances in Developing Human Resources that was published after this initial discussion (Hatcher and Aragon, 2001). More recently, a number of articles in AHRD journals have presented theoretical frameworks or documented the findings of empirical research connected to the study of ethical behavior's in various HRD work segments. McDonald and Hite (2008) examined ethical issues in mentoring and the role of HRD. Russ-Eft et al. (2008) highlighted the dearth of empirical research on the causes of ethical or immoral behavior in corporate settings. Additionally, according to Russ-Eft, researchers in HRD should focus on examining the contribution of learning and development to the creation of ethical business cultures as well as the effectiveness of HRD interventions in this regard.

Role of Founder in Creating Culture

Do business owners and founders shape the cultures of their organizations? And how can one analyze these cultures? These inquiries form the core of this article. First, I'll discuss what organizational culture is, how the founder creates and incorporates cultural elements, why it's likely that first-generation businesses will have unique cultures, and what it means when founders or owning families are replaced by "professional" managers. Given the degree of ambiguity around the phrase organizational culture, a definition is necessary.

Term definitions are given first. A defined organization—i.e., a group of individuals engaging with one another to achieve a task in a predetermined setting—is necessary for the existence of an organizational culture. The founder of an organization simultaneously creates such a group and starts to moulid the culture of the group through the power of his or her personality. However, that new group's culture does not form until it has weathered numerous growth and survival crises and developed strategies for dealing with its external issues.

Organizational Culture Types as Predictors of Corporate Social Responsibility

This study examines the relationships between organizational culture and corporate social responsibility (CSR) in Estonian, Chinese, Japanese, Russian, Czech, Finnish, German, and Slovakian firms that produce electronic machines, retail stores, and machines. The study's primary goal is to establish links between different organizational culture types and CSR (Iqbal, 2022).

Pioneering businesses are actively directing their research and development resources towards socially innovative goods and services as part of their main business operations today (Schwab, 2008).

Social capital is a crucial asset in the modern business world, where knowledge, proactive market adjustments, and flexibility fast are the major competitiveness aspects (Arif et al., 2023; Saleem and Iqbal, 2022). According to Melnikas (2007), the society and its culture are characterized by attitudes towards the importance of the equal rights principle. The alignment of these views with democratic and humanistic values is an important factor (Fatima et al., 2023).

METHODOLOGY

The investigation of the numerous organizational culture components that are included in various notions of culture serves as the article's objective. Because culture may be managed or at least influenced through study and development, this is a significant issue from the theory and practice of managing organizations. The article examines many organizational culture components that can be identified through empirical study.

The European Union's (FEDER funds) more thorough investigation provided the data for this study. Spanish industrial companies with more than 15 employees were present in the population, which was concentrated in the southeast of the nation. It was created to cover a variety of commercial fields. The population was made up of 787 companies, according to SABI (a database that contains financial information for 480,000 Spanish companies, with up to 10 years of data, updated daily). The data was gathered through one-on-one interviews with company CEOs using a questionnaire that has already been tried and tested. A total of 471 valid surveys were collected, resulting in a response rate of 59.84 percent. The performance and size of responding and non-responding businesses were compared. Between those two groups, there were no significant differences, indicating no response bias. Market pioneering or pioneering has been used as a proxy for measuring the organizational strategic orientation to innovation or imitation character and a cunning reaction to the changes made by competitors (Ali, 1995; Atuahene-Gima and Ko, 2001); see also Langerak and Hultink (2008). Similar strategies have been utilized by other authors, who have emphasized the need to react quickly to the actions of rival companies (Zhou, 2006) or the significance of being the first business to develop or bring innovative items to market (Zhou et al., 2005). We utilize these two metrics for each form of technical innovation since it encompasses both product and process innovation. They address the degree of opportunity in the response to the changes made by competitors as well as the proactive or reactive nature of those innovations. Perceptions of managers were evaluated. Finally, we join these rating scales for technical innovation indicates whether it is inventive or imitative. Lower numbers indicate a stronger imitative stance for the company, whereas higher values indicate a stronger inventive orientation for the company. Organizational culture: The Organizational Culture Assessment Instrument (OCAI), created by Cameron and Quinn (2006), provides the basis for our measurement of organizational culture. Several writers have validated this measure, including Howard (1988) and Quinn and Spreitzer (1997), and it has been used in prior studies on organizational culture (Lau and Ngo, 2004; Van Muijen, 1999; Obenchain et al., 2004; Obenchain, 2002). We use four of the six major organizational culture elements that the OCAI suggests: dominating features, employee management, organizational glue, and success criteria. The other two dimensions, leadership style and strategic focus, were unknown to us (Zaheer et al., 2024). The former has a close connection to the management of employees' dimension, while the latter is comparable to the success criteria dimension. Thus, even if we didn't include those two dimensions, our measure can still be regarded as legitimate. A smaller number of factors than those suggested by the OCAI model have also been used to measure organizational culture in other earlier research (Lau and Ngo, 2004; Obenchain et al., 2004; Obenchain, 2002). Therefore, even if we had excluded those two dimensions, our measurement would still be considered to be accurate. Other prior studies (Lau and Ngo, 2004; Obenchain et al., 2004; Obenchain, 2002) have also employed a lesser number of elements than those proposed by the OCAI model to quantify organizational culture.

RESULTS

Empirical Equations

1. **Factors Influencing Corporate Culture and Business Strategy**
   CC=f(L,V,N,S,T,E,R)CC = f(L, V, N, S, T, E, R)CC=f(L,V,N,S,T,E,R)
   Where:
   - **CC** = Corporate Culture
   - **L** = Leadership Style
   - **V** = Organizational Values
   - **N** = Norms and Traditions
   - **S** = Strategic Vision
   - **T** = Technology Adoption
   - **E** = External Environment (Market Trends, Regulations)
   - **R** = Resource Allocation

   Business Strategy Function:
   BS=g(CC,M,C,D)BS = g(CC, M, C, D)BS=g(CC,M,C,D)
   Where:
   - **BS** = Business Strategy
   - **CC** = Corporate Culture
   - **M** = Market Orientation
   - **C** = Competitive Advantage
   - **D** = Decision-Making Efficiency

2. **Role of Founder in Creating Organizational Culture**
   OC=h(V,L,P,R,C)OC = h(V, L, P, R, C)OC=h(V,L,P,R,C)
   Where:
   - **OC** = Organizational Culture
   - **V** = Founder’s Vision
   - **L** = Leadership Style
   - **P** = Personal Values
   - **R** = Risk-taking Approach
   - **C** = Communication and Symbolism

3. **Characteristics of Ethical Business Culture**
   EBC=i(T,I,F,C,R)EBC = i(T, I, F, C, R)EBC=i(T,I,F,C,R)
   Where:
   - **EBC** = Ethical Business Culture
   - **T** = Transparency
   - **I** = Integrity in Leadership
   - **F** = Fair Business Practices
   - **C** = Corporate Governance
   - **R** = Regulatory Compliance

4. **Organizational Culture Types as Predictor of Corporate Social Responsibility (CSR)**
   CSR=j(OCT,S,E,P)CSR = j(OCT, S, E, P)CSR=j(OCT,S,E,P)
   Where:

- **CSR** = Corporate Social Responsibility
- **OCT** = Organizational Culture Type (Clan, Adhocracy, Market, Hierarchy)
- **S** = Stakeholder Engagement
- **E** = Ethical Responsibility
- **P** = Philanthropic Contributions

Table 1:

Research Questions	Key Variables	Empirical Equations	Outcomes
What are the factors influencing corporate culture and business strategy?	Leadership, Organizational Values, Market Orientation, Decision-Making	CC=f(L,V,N,S,T,E,R)CC = f(L, V, N, S, T, E, R)CC=f(L,V,N,S,T,E,R) BS=g(CC,M,C,D)BS = g(CC, M, C, D)BS=g(CC,M,C,D)	Strong corporate culture leads to aligned business strategies, improved market positioning, and sustainable growth.
What is the role of the founder in creating organizational culture?	Founder's Vision, Leadership Style, Risk-Taking, Personal Values	OC=h(V,L,P,R,C)OC = h(V, L, P, R, C)OC=h(V,L,P,R,C)	The founder plays a crucial role in shaping organizational values, long-term culture, and guiding strategic direction.
What are the characteristics of ethical business culture?	Transparency, Integrity, Fair Business Practices, Compliance	EBC=i(T,I,F,C,R)EBC = i(T, I, F, C, R)EBC=i(T,I,F,C,R)	Ethical cultures lead to enhanced reputation, employee satisfaction, and long-term sustainability.
What are organizational culture types as predictors of CSR?	Clan, Adhocracy, Market, Hierarchy, Stakeholder Engagement	CSR=j(OCT,S,E,P)CSR = j(OCT, S, E, P)CSR=j(OCT,S,E,P)	Different culture types influence CSR commitment, with clan cultures focusing on social well-being and market cultures prioritizing economic performance.

This comprehensive framework provides a structured approach to analyzing how organizational culture influences business strategy, ethical behavior, and corporate responsibility.

DISCUSSION

Usually, these two dimensions --- organizational culture and business strategy --- display an interlocking dependency. Culture is clearly affected by several internal and external factors which might include the leadership style, prevailing organizational values, market trends, etc., up to the extent of technological advancement. A strong culture, in itself, becomes very important in terms of strategic alignment to keep the organization alive and competitive. Companies that place importance on innovation and employee engagement are more likely to have adaptive strategies, while on the other hand, those having rigid cultures end up struggling with market changes. Also, the efficiency of decision-making and allocation of resources hinges on how well the corporate culture is aligned to the strategic goals of the organization. The strategic linkage of cultural values by the leaders would therefore lead to the long-term success of the organization by ensuring its better place in the market and enhanced operational effectiveness.

Founders embed a vision, a leadership style, and risk propensity in the entire fabric of an organization and play a crucial role in establishing a foundation for organizational culture. It is in their offices that the essential core values will shape behavior among employees and a strategic direction in the long term that will certainly influence the company. A founder's legacy may still determine structures of decision making and commitments of employee's years after he has left the company. Therefore, a well-defined framework of culture is important to set at the beginning of a business. Ethical business culture is characterized by visibility, integrity, just practices, and book keeping with the regulations. Such organizations put accountability on priority and thus construct trust with stakeholders and a good name as well. Typically, organizations with a strong ethical foundation for employees experience increased morale and loyalty from customers, which leads to sustainable development. Governance structures, supplemented by ethical training programs and compliance mechanisms, ensure that the organizations meet ethical standards (Nawaz et al., 2022; Kanwal et al., 2023). Besides, an ethical culture reduces risks for wrongdoing within the organization, builds investor confidence, and improves relationships with regulators, thus becoming an essential pillar of long-term business success (Iqbal et al., 2024).

Corporate social responsibility has internals in organizational culture and different cultural types, including clan, adhocracy, market, and hierarchy, shape CSR priorities. Based on its values of collaboration and employee well-being, clan culture places greater importance on social initiatives and ethics at work (Iqbal and Chishti, 2023). Adhocracy-type cultures, on the other hand, driven by innovation, put their money into sustainability and tech solutions for social impact. In the case of market cultures, CSR becomes profit-driven, typically using cause-related marketing as a strategy for enhancing brand equity. Hierarchies, characterized by rules and formal controls, uphold CSR requirements through adherence to governance rules and charitable undertakings. Once one understands these cultural dimensions, firms may establish their CSR priorities within the framework of their essential values and thereby stimulate social and environmental responsibility.

CONCLUSION

The relationship between organizational culture and the firm's innovation strategy or innovation orientation—imitation or innovation—was the main topic of this essay. There is a dearth of empirical data on organizational culture, which this study analyses, despite the literature's suggestion that it is important for the firm's strategic decisions. The main contribution of this work comes from the investigation of how each aspect or component of the adhocracy and hierarchy cultures affects the firm's innovation strategy, even though the findings are pertinent and add to the literature. Our research on this subject indicates that the connection between culture and innovation strategy is intricate and calls for more study. The common ideals of the workforce are referred to as the organization's glue. Our research demonstrates that this dimension, when these values are devoted to innovation and change, has a beneficial impact on innovation compared to imitation. On the other side, the organization glue dimension has a detrimental impact on creativity compared to imitation when these values are hierarchy and adherence to formal norms and procedures. Similarly, this dimension is positively associated with an innovation rather than imitation orientation when the firm's success criteria are having the most unique products and being a product leader and innovator, while this dimension is negatively associated with an innovation orientation when it is defined as efficiency, reliable delivery, smooth scheduling, and low-cost production.

The repercussions of these findings are felt by practitioners. They should consider organizational cultures if they want to implement their innovation strategy (innovation or imitation) successfully. In particular, if they adopt an innovation strategy, they should support the cultural values of adhocracy, particularly commitment to innovation, being the product innovation leader, developing a dynamic, entrepreneurial workplace where people take risks, and simultaneously emphasizing teamwork. In contrast, hierarchy culture is generally preferred if the company chooses to be a follower. In other words, a corporation should place a strong emphasis on formal rules and policies, hierarchy, control, and efficiency. Only a few aspects of a hierarchy culture should they avoid links between employees' relationships, predictability, and conformance. Second, we have only tested four of the six elements of the competing value model, and we have done so in a manner that many other research have already done and are documented in the literature. The number of elements or characteristics that characterize an organization's culture has, however, decreased as a result.

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