



Sudan University of Science and Technology



The Impact of Organizational Culture on Managerial Creativity in Construction Companies in Sudan

اثر الثقافة التنظيمية على الابداع الاداري في شركات التشييد في
السودان

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قال الله تعالى:

(وَلَوْلَا فَضْلُ اللَّهِ عَلَيْكَ وَرَحْمَتُهُ لَهَمَّتْ طَائِفَةٌ مِّنْهُمْ أَنْ يُضِلُّوكَ وَمَا يُضِلُّونَ إِلَّا أَنْفُسَهُمْ ۗ وََمَا يَضُرُّونَكَ مِنْ شَيْءٍ ۗ وَأَنْزَلَ اللَّهُ عَلَيْكَ الْكِتَابَ وَالْحِكْمَةَ وَعَلَّمَكَ مَا لَمْ تَكُن تَعْلَمُ ۗ وَكَانَ فَضْلُ اللَّهِ عَظِيمًا) (113) سورة النساء

صدق الله العظيم

Dedication

To whom I carry your name with pride
To those who tremble my heart for your remembrance
To the spring of patience, optimism and hope
Oh God, you have entrusted me with this research

My Father

To my wisdom..... And my knowledge
To my literary..... And my dream
To my way.... Straight
To..... Guide
To all who are in existence after Allah and His Messenger

My Mother

To my Sindhi and my strength and my refuge after God
To those who have influenced me on their own
To those who taught me the science of life
To those who showed me what is nicer than life

My brothers and sisters

To those who were my refuge and refuge
To whom you have had the most beautiful moments
"I will miss them ... and I hope they miss me
To whom God made them my brothers in God ... and who loved them with
God

My friends

ACKNOWLEDGEMENTS

As we take our last steps in life, we must go back to the years we spent in the university with our distinguished professors, who have given us so much, making great efforts in building the future generation to re-emit the nation ...

Before we proceed, we offer our highest thanks, gratitude, appreciation and love to those who carry the most sacred message in life...

To those who paved the way for us the path of science and knowledge...

"To all my professors ...

"Be a scholar ... If you cannot be educated, if you cannot love scientists, if you cannot not hate them"

I especially appreciate and thank:

Dr Awad Saad Hassan

Which we say to him with the words of the Messenger of Allah peace be upon him:

"The whale in the sea, the bird in the sky, to pray on the teacher of good people"

I also wish to thank those who have taught us optimism and to go forward, to those who have taken care of us, to those who stood by us when we lost the way.....

Professors of Sudan University of Science and Technology

Who helped me in my research, and a light that shines the darkness that sometimes stood in our way.

To those who planted optimism in Derby and provided us with assistance, facilities, ideas and information, they may not feel their role

My colleagues and colleagues

مستخلص:

لقد غدت الثقافة التنظيمية محرك أساسي لدفع عجلة التنمية لدى المنظمات ورفع أدائها، كما أنّ دورها الفعّال في دفع طاقات وقدرات موظفي تلك المنظمات يعتمد على مختلف الأساليب الفعّالة كالإبداع، الذي أصبح ضرورة حتمية لا بدّ على المنظمات تبنيها لتمكّن من تحقيق الأداء النّاجع لموظفيها وبالتالي تحقيق درجة عالية لأهدافها.

تناول هذا البحث نظرة عامة عن الدراسات السابقة و الحالية عن الثقافة التنظيمية و سألط الضوء على أهميتها واثرها على الابداع الاداري في المنظمات السودانية، كذلك بين سماتها الأساسية و القواعد و الخطوات الفعلية التي يجب إتباعها لتحويل المنظمة التقليدية لمنظمات ثقافية قادرة على البقاء والتحمل و النجاح..

تم تصميم إستبيان لجمع المعلومات، و تكوّن مجتمع البحث من الشركات العاملة في قطاع التشييد بولاية الخرطوم، و تم توزيع 60 استبياناً بلغ العائد منها 45 إستبياناً ، بمعدل إستجابة 75% واستخدم برنامج SPSS الإحصائي لمعالجة وتحليل البيانات

هدفت هذه الدراسة إلى التعرف على اتجاهات العاملين بشركات التشييد السودانية نحو مستوى الثقافة التنظيمية السائدة المختلفة هذا بالإضافة إلى معرفة أثر الثقافة التنظيمية بابعادها في الإبداع الإداري لدى العاملين والتعرف أيضاً على مستوى الإبداع الاداري السائد لديهم

خلص البحث إلى أن ثقافة شركات التشييد لم تكن مفتوحة للإبداع. وقد ظهرت علاقة قوية وإيجابية بين الثقافة التنظيمية وإبداع الموظف. كان الإبداع لدى الموظفين مرتبطاً بشكل إيجابي بالأداء الوظيفي للموظفين المشرفين. وكان لاستقلالية الموظفين الأثر الأكبر والإيجابي على الإبداع بينما كانت المكافأة (للمعمل الإبداعي) مرتبطة إيجابياً بإبداع الموظفين.

Abstract:

The organizational culture has become a key driver for the development of organizations and their performance. Their effective role in promoting the capabilities and abilities of the staff of these organizations depends on the various effective methods such as creativity, which has become an imperative that organizations must adopt in order to achieve the effective performance of their employees and thus achieve a high degree for its objectives

Address this research an overview of previous and current studies on organizational culture and highlighted their importance and impact on the administrative creativity of Sudanese organizations, as well as their basic features, rules and actual steps that must be taken to transform the traditional organization into viable cultural organizations.

A questionnaire was designed to gather information. The research community was composed of companies operating in the construction sector in Khartoum State. Sixty 60 questionnaires were distributed, of which 45 were returned with a response rate of 70%. The SPSS statistical program was used to process and analyze data

The objective of this study is to identify the trends of the Sudanese construction companies towards the level of the prevailing organizational culture in addition to the knowledge of the impact of the organizational culture on its dimensions in the administrative creativity of the employees and also on the level of administrative creativity they have

The research concluded that the culture of construction companies was not open to creativity. There has been a strong and positive relationship between organizational culture and employee creativity. The creativity of the staff was positively associated with the performance of the supervisory staff. Staff autonomy had the greatest and positive impact on creativity while reward (for creative work) was positively associated with employee creativity. Based on this study, he concluded that organizational culture positively influences employee creativity.

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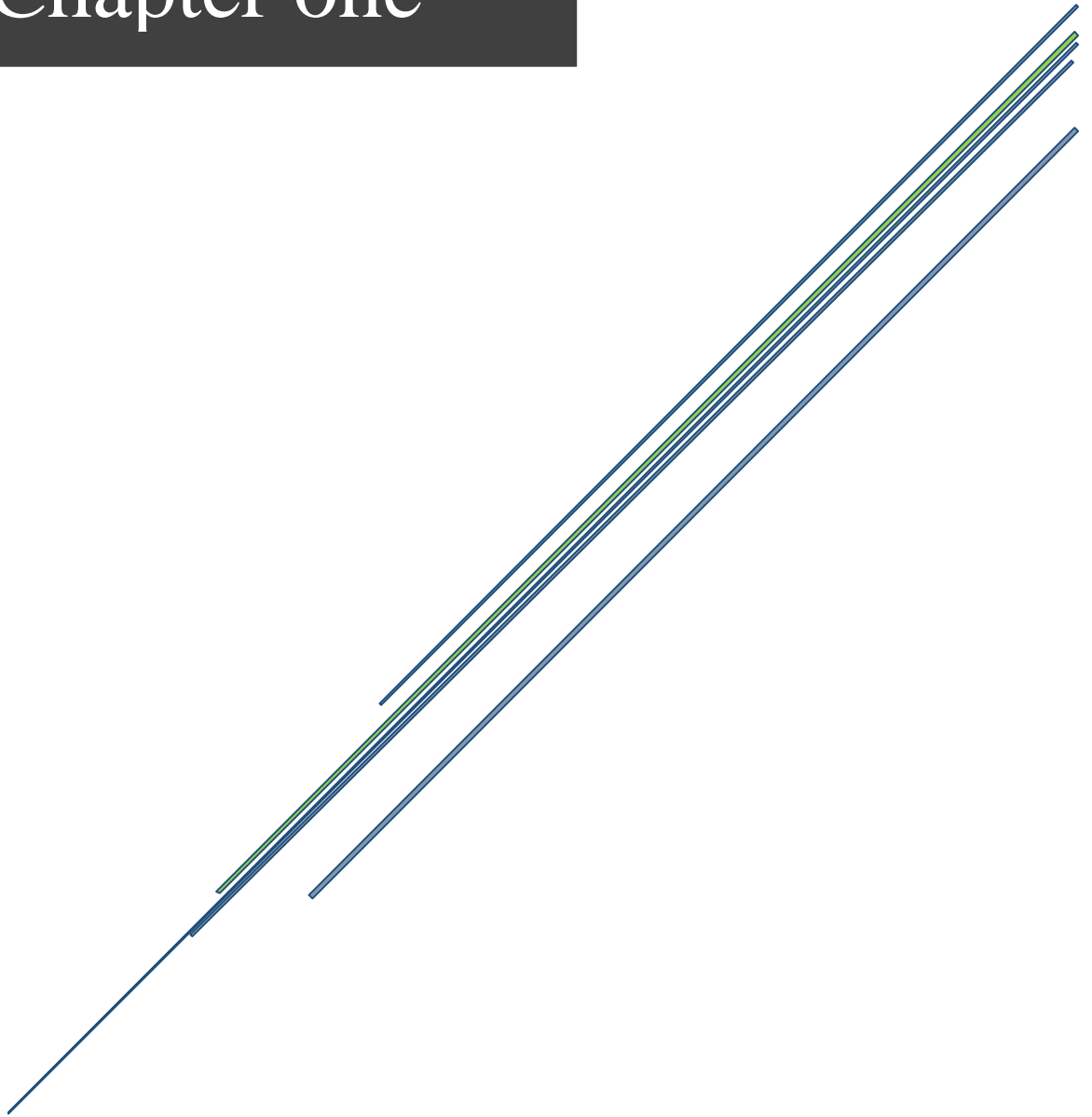
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Chapter one



Introduction

Chapter one: Introduction

1.1 General:

Developments brought about by the information age revolution has created a number of problems, some of which is technological, economic and social. So it was imperative for organizations to respond to these developments, the creation of adjustments that keep pace with these developments and be such a response through new ideas and new methods that enable organizations to cope with problems, as well as the appreciation of the importance of management innovation in theory does not necessarily guarantee the success of the creative work of organizations because there is many of the factors that affect the creativity of employees in these organizations, and perhaps the most important of these factors, we find organizational culture where the latter have a significant impact on all the activities of organizations, including the administrative creativity. Hence, should the organizations that want to reach high levels of administrative creativity to make efforts to provide appropriate and encouraging creativity and organizational culture in order to help exploit the creative capabilities of workers because the absence of such a supportive culture for creativity reflected negatively on the creative thinking among these workers.

1.2 Research problem:

The 21st century construction industry is undergoing major changes because it addresses issues such as organizational culture and its impact on Creativity administrative. These changes have begun in the looming crisis for the construction industry in Sudan, the need to maintain organizational culture within the organization and focus on the continuous creativity of human resources at all levels of organizations.

Sudanese companies lack the culture of good organizational culture of human resources to ensure that all individuals employ their abilities, creative skills and experiences better.

Specifically, organizational culture is one of the factors that motivates working individuals and encourages them to better utilize their abilities, skills

and experiences by creating a culture of trust and acceptance from all members of the organization who share a harmonious set of values, beliefs, traditions and norms governing their behavior within the organization , A broad consensus on values and beliefs, and adherence to them strongly by all increases the loyalty of employees and loyalty to the organization, and this represents an the importance of organizational culture in the formulation and direction of human behavior, this study will try to identify the extent of the impact of this culture on the managerial creativity of workers in construction companies.

1.3 Significance of Research:

The subject of organizational culture and creativity of great importance in the management of any organization, which reflected the importance of the study of the importance of the subject, as a culture and creativity in real time with great interest, and it appears that through the following points:

- Organizational culture is considered the main engine of the energies and capabilities they affect the first degree on the behavior of individuals and achieve high productivity for the choice of methods, styles and methods of effective action.
- Newness Thread: where is the topic of topics modern both for academic research and Construction at the level of institutions
- The importance of culture and creativity in any organization because of due to their role in creating an atmosphere of cooperation and harmony among the members of the organization;
- The importance of the subject of organizational culture in the success or failure of the organization and its effects on the behavior of individuals; because of the variables changes in the internal and external environment and the intensity of competition between organizations;
- The importance of having a strong culture that encourages creativity in the organization;
- The success of Japanese organizations relying on a strong organizational culture

1.4 Hypotheses of Research:

1. Affect organizational culture characterized by collectivism and humanitarian material impact on the organization's activities and are affected by.
2. Organizational culture has a prominent role in the creativity of organizations.
3. The success of construction companies in achieving their objectives and excellence is mainly due to the openness of organizational culture to creativity.

1.5 Objectives:

1.5.1 Main Objectives:

The main objective of this study is to find out the main role and the impact of organizational culture on administrative creativity in organizations.

1.5.2 Secondary Objectives:

- To give a clear vision of the concept of organizational culture and Recognize the administrative level of creativity among workers of construction companies.
- Illustrate the importance of each of the administrative organizational culture and creativity in organizations
- Identify the degree of relationship between organizational culture and creativity among administrative workers of construction companies
- Contribute to the study of the constraints and obstacles that limit the achievement of administrative creativity.
- Check whether the organizational culture of Sudanese construction companies is supportive or open to employee creativity.

1.6 Research Questions:

Q1/ Does organizational culture influence the behavior of members of the organization and the activity?

Q2/ what is the relationship between organizational culture and management creativity in organizations?

Q3/ what is the effect the prevailing values of organizational culture on administrative creativity in organizations?

1.7 Research Methodology:

Find the adoption of the scientific method in the collection of components theoretical framework and the father of a former anchored and so by looking at their books, periodicals, some of the specialized Internet sites to find out the latest developments of rate.

The research used the descriptive and analytical in the operational framework of the study. Primary data collected through questionnaire surveys. A questionnaire was designed and used as the main tool for data collection. Data were analyzed with appreciate statistical techniques, results were obtained, interpreted, conclusions inferred and recommendations were presented.

1-8.Study Difficulties:

- The most important difficulties encountered in the preparation of this study in the complexity of the subject and the multiplicity of its dimensions and its novelty, but that culture includes many different areas of the organization
- The difficulty of the subject in itself because it regards the components of such intangible values and beliefs;
- The difficulty of differentiating between the terms due to the presence of several different concepts overlap in many cases;
- The difficulty get a non-crisis information and assistance in the application of what came in the theoretical in the organization under study;

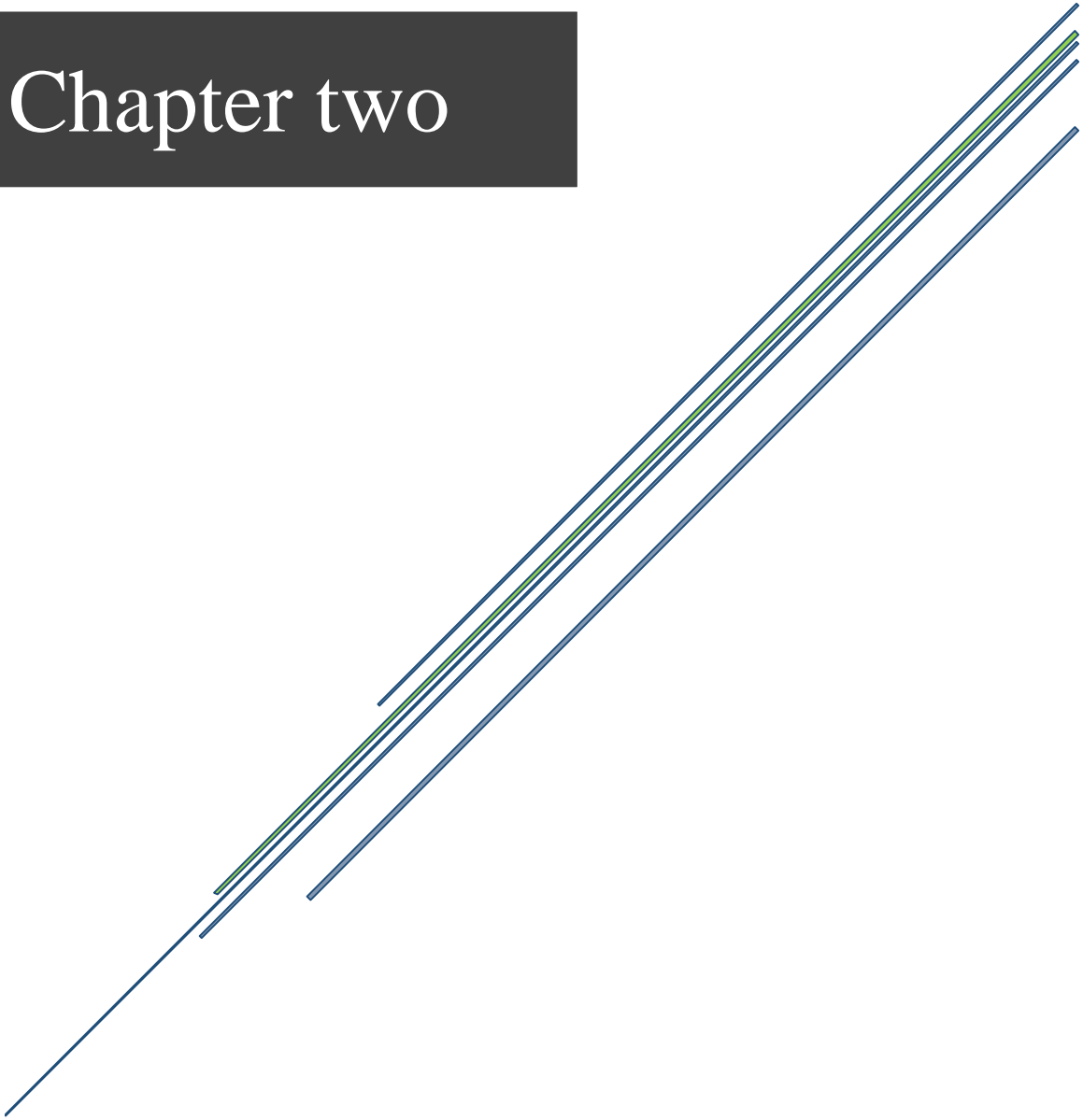
- The difficulty distributing the questionnaire in the organization and take it for a long time to be restored, the difficulty of finding organizations to carry applied study.

1-9The limits Of the Study:

In order to address the issue of organizational culture and its relationship to innovation have been identified two areas of study are

- Human Frontier: completed a field study on the administrative workers construction companies.
- Temporal borders: and for the period that has been the father of his head,
- Spatial boundaries: and concerning the place of conducting the study which construction companies
- Objective limits: This study focused on the substantive part, to examine the impact of the dominant constituent of organizational culture of values that included (strength, elite bonus, effectiveness, efficiency, equity, work teams, law and order) at the administrative creativity which includes (fluency, flexibility, originality , sensitivity to problems, analysis, risk, out of the ordinary) institutions construction.

Chapter two



Literature Review

Chapter two: Literature Review

2.1 Introduction:

Culture is a complex phenomenon and there remain many competing views of the construct of organizational culture (Martin, 2002). Smircich (1983) suggests the problem may lie within the attempt to combine the construct of culture with the construct of organization. Mead (1949) describes culture as the ethos of an organization, much as personality is the ethos of an individual. Culture, as representative of ethos and personality, suggests a complex and dynamic system rather than a static, organized one.

A unified and widely accepted definition of “culture” itself still evades the literature, resulting in as many as 164 different definitions generated from the field of anthropology alone (in Block, 2003). Trice and Beyer (1993) present the common characteristics of these definitions as: collective; historically based; inherently symbolic; dynamic and inherently “fuzzy.” Langan-Fox (1997) elaborates using four factors which reflect culture in organizations: organizational culture is relatively stable and resistant to change; it is taken for granted and less consciously held; it derives its meaning from the organization’s members; and it incorporates sets of shared understandings.

There have been many attempts to understand the construct of culture using various theoretical perspectives. Lineberry and Carleton (1999) present a behaviorist perspective of culture. Schultz (1995) offers three prevalent perspectives of organizational culture: symbolism, rationalist and functionalist; and Sackmann (1991) offers three different ones: holistic, variable and cognitive.

2-2. Organization Culture:

Organizations can be divided into two main distinguished components. The first component is tangible features. That can be seen touched and physically cognized, such as equipment, machinery, buildings, products, computer systems etc. The second is intangible features. That cannot be seen

or touched; these are people related aspect, commonly referred to in literature as soft aspects. While tangible ones are referred to as hard ones.

Recelis (2005) considers organization culture as one of the most important and influential soft aspect of an organization. That is due its significant role is internal integration enhancement and external environment adoption (as seen by open system theory). Organization culture has been considered an important theme among the quarries of organization science and business studies during the past few decades. Chow et.al. (2001) cited in Bashayreh (2009) argued that this is can be attributed to its potential effect on desired outcomes such as commitment, loyalty, intent to turnover and satisfaction both on individual and organizational level.

2-2-1. Historical Background to the Concept Organization Culture:

Social scientists have explored the notion of organizational culture as a perspective in organizational theory over the past decades. Brown (1998, p 2) states that “current interests in organizational culture stems from at least four different sources: climate research, national cultures, human resource management and from conviction approaches which emphasize the rational and structural nature of the organization to be unable to offer a full explanation of organizational behavior”.

Research findings by means of organizational climate surveys that were conducted in the 1970s suggest that organizational culture seems to be a sophisticated approach to understand the beliefs and attitudes of individual members about their respective organizations (Brown, 1998).

The origin of organizational culture from a national culture point of view is based, among others, on the work of Deal and Kennedy (1982). According to this view organizational culture is seen as being central to organizational success rather than factors such as structure, strategy or politics. As a result the attention shifted away from national cultures and focused more on organizational culture.

Other theoretical development of the concept organizational culture includes studies conducted within the field of organizational theory.

These studies focused on the description and understanding of the concept organization culture by using typologies or classifications, which include the following:

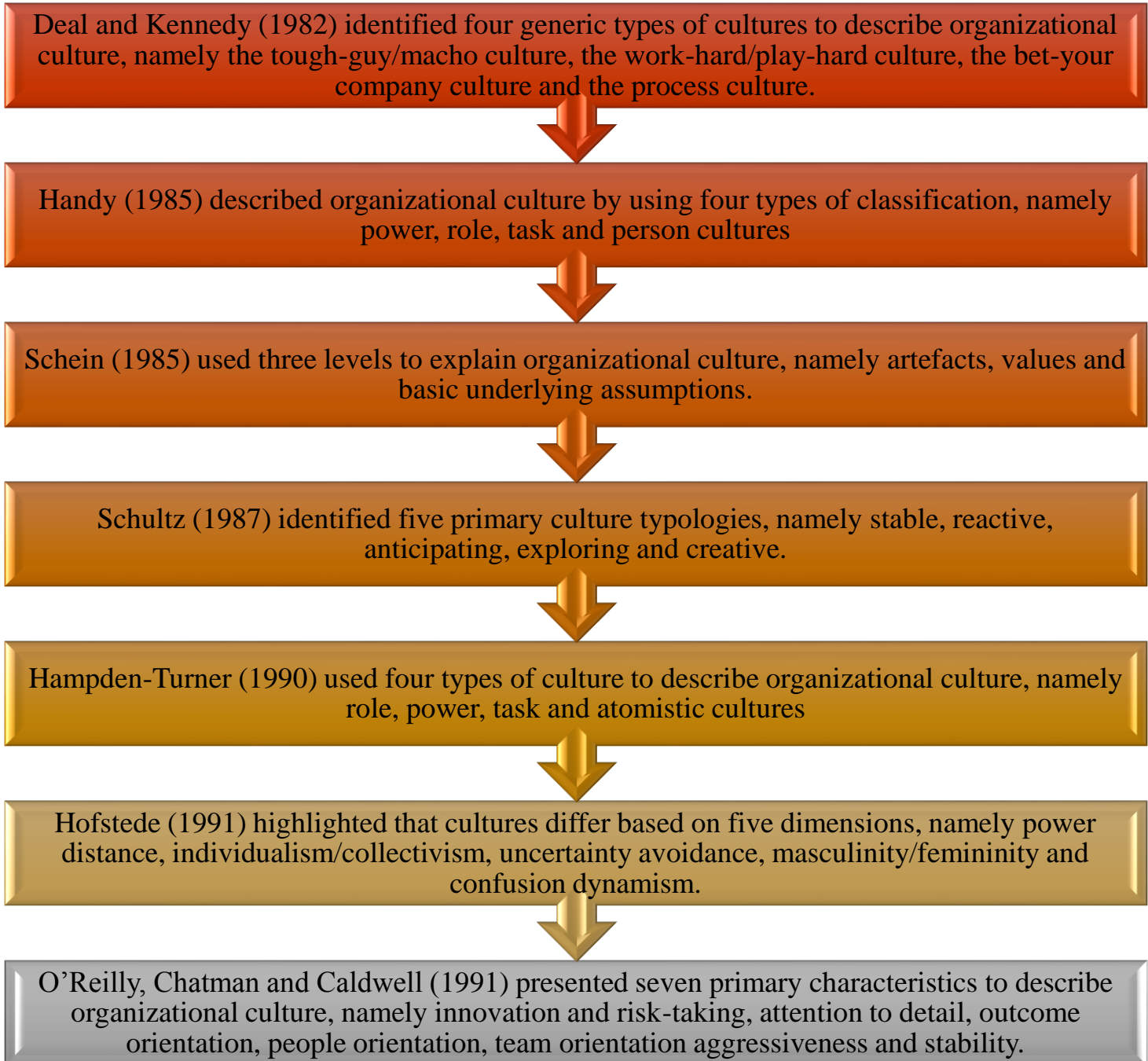


Figure (2.1): concept organization culture

The above-mentioned typologies of organizational culture provide broad overviews of the variations that exist between theorists in their description of this concept. The variations and differences have mainly evolved over time.

2-2-3.Culture:

Culture is hard to define, it is an abstraction. Each person may have his or her own understanding of culture. There are hundreds conception of culture, each of them is a point of view, an outlook. (Ajiferuke and Boddewyn's , 1970:54) A study of hundreds definitions of culture by Kroeber, Kluckhohn, & Untereiner (1952) even shown that there are 164 meaning of culture and the definition of culture has changed by times.

An anthropologist, Edward B. Taylor (1871) is the first one to define the concept of culture scientifically: "that complex whole which includes knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by[a human] as a member of society." This definition manage to point out a lot of independent factors to make culture become an object of a separate science

(Bernardi, 1977:10) Édouard Herriot (1930) had a famous saying that culture is "what remains when one has forgotten everything." This definition does not provide a scientific understanding but it still manages to point out that culture belongs to the root of a society.

In Mexico City Declaration on Cultural Policies, UNESCO (1982) stated that "culture may now be said to be the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only the arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions and beliefs; that it is culture that gives man the ability to reflect upon himself. It is culture that makes us specifically human, rational beings, endowed with a critical judgment and a sense of moral commitment. It is through culture that we discern values and make choices. It is through culture that man expresses himself, becomes aware of himself, and recognizes his incompleteness, questions his own achievements, seeks untiringly for new meanings and creates works through which he transcends his

APPLIED SCIENCES THESIS | Forename Surname limitations. “This definition is the most useful and correct as it provides an all sided view on culture, it includes all the elements of culture and how culture appears in the society.

From the above definitions, the common and core points are to emphasize on the human element. Culture connects closely with human being and belongs to our life. It is human-made. In this thesis, I would like to understand culture as a system of values which are created and accumulated by human during the practical activities, in relation with their natural and social environment. In case of this study, the working environment is the social environment where culture is created. This is to imply a three-dimension coordinate system where culture exists: human is the subject of culture, natural and social environment is the space of culture, activity process is the time dimension of culture.

Culture contains many elements such as: customs and habits, languages, religion, moral standards, values, opinions and live styles, education, arts, and social institutions (family, school, policies, etc...)(Hager, 2011) Rai and



- Culture is not created by an individual. It is formed and developed through social interaction and to be shared among members of a group or society.



- All the things and concept around us are systems Culture as a system, however, seems to be too complex that its completeness may be concealed by the partial formants. For example, some definition of culture may consider it as a total of discrete parts from different sections. Definition of Taylor’s (1871) falls into this type:
- Culture = knowledge + beliefs + arts + morals + laws + customs...
- But culture is systematic, that means any values need to be considering in close relation with one another. Its completeness allows us to distinguish a complete culture from a set of discrete cultural values.

Panna (2010) present culture with many characteristics, but four main ones are:

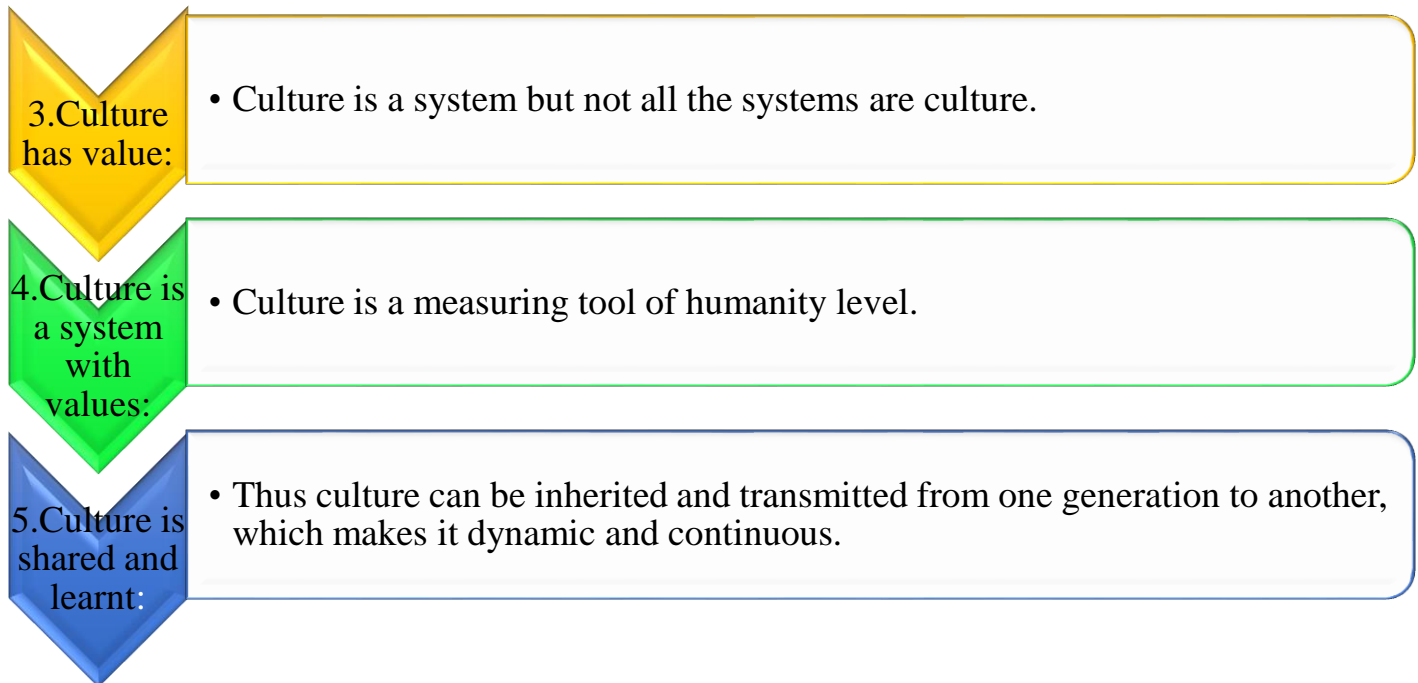


Figure (2.2): Characteristics of culture

Through its historical growth, culture can be changed in response to conditions of physical environment.

With those characteristics, culture plays an important role in any society. Culture is the connection among every member, it determines the behavior, opinions and the way one conceives the world.

2-2-4. History of Organizational Culture:

Jung, et al. (2007) made an interesting statement about organization culture history, his statement reads as "Many of the ideas and themes raised by the organizational culturists from the 1980s onwards were not original. In this connection, some authors have gone to extremes, arguing that the concept of organizational culture made its first appearance on historical records as early as 431 BC, when Pericles reckoned that strong, unified teamwork was Athens' key to winning the Spartan war (Fisher 2000). More moderately, the conceptualization of organizational culture that emerged from the 1980s

onwards can be seen as a continuation of a trend that started at the beginning of the 20th century."

Janićijević (2011) argued that culture construct has been a central theme in the studies of anthropology and folklore studies over the past century. As a direct result an enormous body of literature has been produced. (Janićijević, 2011) elaborated stressing this notion. He stated that "The concept of culture has been central to anthropology and folklore studies for over a century. Practitioners of these disciplines have produced an enormous body of literature."

The notion of organizational culture construct popularization in the early 1980s and its extended roots to the ancient human relations organizations is repeatedly cited in the literature.

Hawthorne conducted pioneering studies in 1920s in an attempt to understand the work organization from cultural perspective. Work group culture, productivity norms and workers attitude toward management were among the most important researched areas and findings of Hawthorne. His studies had great impact to further push the momentum of group culture quarries. This can be attributed to the fact that Hawthorne studies were the first to suggest practical implication of organization culture (Zewan, 2006). Moreover, group norms identified by Hawthorne were sufficiently explaining the foremen attitude change due to different work setting after retaining home subsequent to receiving leadership training in the study conducted by Lewinian action research and leadership training in 1940s and 1950s (Edgar H.Schein, 1985).

Organization culture research status in the 40s and 50s is summarized by (Janićijević, 2011) stating that "During the 1940s and 50s some of research dealt directly with the customs and traditions of work organizations (e.g., Chapple, 1941, 1943; Dalton, 1959; Messenger, 1978; Roy, 1952, 1954, 1960; Whyte, 1948, 1951, 1961). This trend was paralleled in sociology by Jacques (1951), among others, who wrote about the culture of the factory. Although organizational culture studies began to appear around the early 1970s (Clark, 1972; Pettigrew, 1973; Trice, Belasco, & Alutto, 1969; Turner, 1973), it was not until the 1980s that management scholars widely adopted the culture

concept (Deal & Kennedy, 1982; Kilmann, Saxton, Serpa, & Associates, 1985; Ouchi, 1981; Pascale & Athos, 1981; Peters & Waterman, 1982; Sathe, 1985)”

Jung et al. (2007) offers another, but as he stated – a less contested reason- for the interest in organizational culture studies. He stated that “influence on the discourse of organizational.

Culture has been the human relations movement of the 1930s. Of special importance in that respect are the works of Elton Mayo (1933) and Chester Barnard (1968). Influenced by both, the ideas of the ‘Pareto Circle’ at Harvard University, and anthropological thinking, their writings underline the importance of informal social structures when trying to obtain a more accurate understanding of human behavior in organizations”.

2-2-5. Definitions of Organizational Culture:

There is a plethora of organizations culture definitions in the literature. Definitions offered below are conceptual definitions, i.e. linguistic definitions are excluded since it is not serving any meaningful purpose of defining such a complex and evolving construct as organization culture. For example organization culture is defined by O’Reilly and Chatman’s (1996) cited in Mckinnon et al. (2003) according to shared values (what is ought to be) and norms (what is followed). Shared system of values defines what is important and norms define what is an appropriate attitude and behavior. The definition fully goes as “a system of shared values and believes that produces norms”.

Hofstede (1991) defines organizational culture “as the collective programming of the mind which distinguishes the members of one organization from another. Hofstede also refers to organizational culture as the shared mental software of an organization”. Lewis et al. (2003) defines organization culture as "Organizational culture’ in the simplest terms is ‘the way of life in an organization’. Morgan (1997, p. 138) defines it in more complex terms as ‘a process of reality construction that allows people to see and understand particular events, actions, objects, utterances, or situations in distinctive ways’. It generally refers to shared values and practices which evolve within organizations. Organizational culture is partly influenced by wider societal cultures, and is partly newly constructed, deliberately or by

chance, by people themselves within organizations.” Hellriegel et al. (2004: 357) cited in (Meijen, 2007) defines organizational culture as “the distinctive pattern of shared assumptions, values and norms that shape the socialization activities, language, symbols, rites and ceremonies of a group of people.” Cartwright (1999:11) defines organizational culture as “an organized body of people who share the same goals, beliefs, and values and it can be measured in terms of the effect it has on motivation.” Bower (cited in Deal and Kennedy 1982:4) defines organizational culture as “the way we do things around here. (Hofstede, 2001; Schein, 1985), Zuo and Zillante (2005) offered a definition of project culture that reads as “the shared values, basic assumptions and beliefs that the participants involved in a project hold that determine the way they process the project and the relationship with each other in the project environment”.

Perhaps the most echoed definition in organizational culture literature is the definition offered by Schein (1985). The definition goes as “the pattern of basic assumptions, that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that has worked well enough to be considered valid and therefore is to be taught to new members as the correct way to perceive, think and feel in relation to those problems.”

Limitation to Schein definition was identified by Hatch (1993), she pointed out that the interaction, relations and influence among Schein layers of culture is not identified. She introduced a modified dynamic and symbolic model

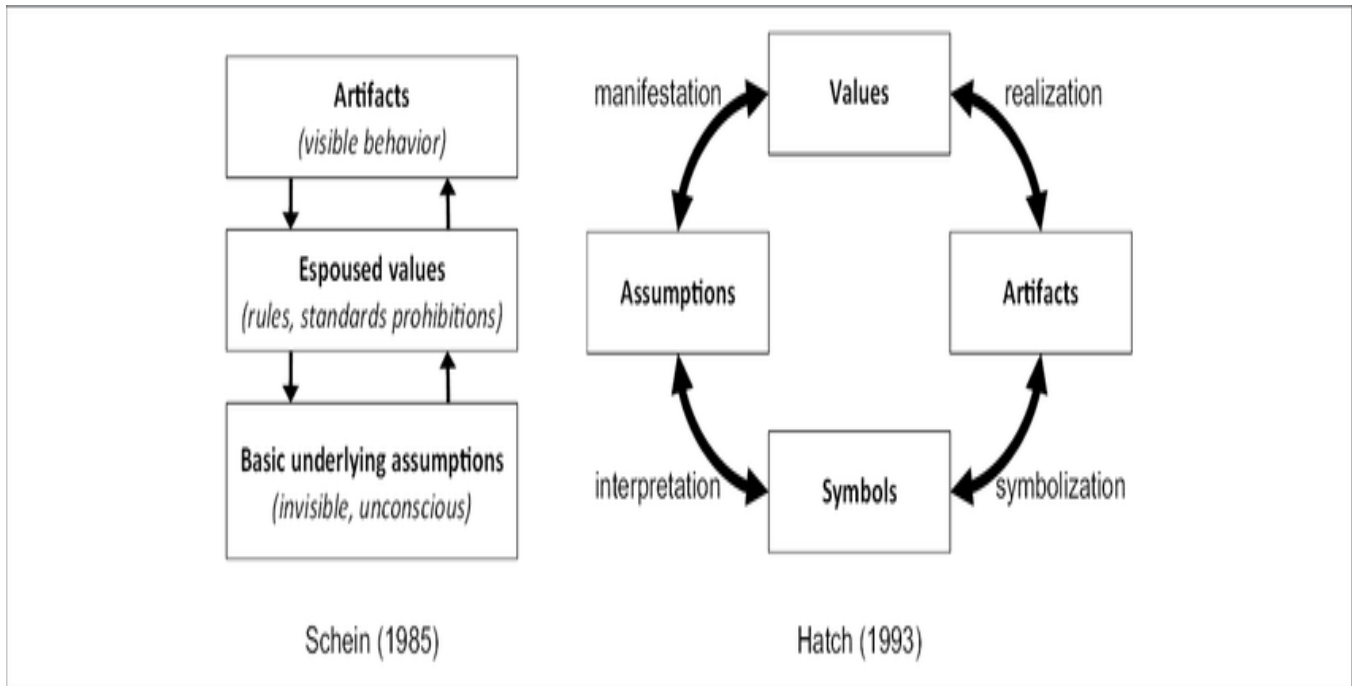


Figure 2-2-5 Source: Hatch (1993, p. 685). The dynamics of organizational culture, Academy of Management Review

The definition of organizational culture outlined by Schein (1984) is consistent with the definitions of Cartwright (1999) and Hopstede (1991) in term of the shared goals, values, norms and attitudes. Schein is the definition adopted for this thesis.

A basic definition of organizational culture is necessary to provide a point of departure in the quest for an understanding of the phenomenon. Martins and Martins (2003, p 380) state the general definition of organizational culture as “a system of shared meaning held by members, distinguishing the organization from other organizations”.

In relation to the above definition, Arnold (2005, p 625) indicates that “organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character”.

These two definitions suggest that organizational culture distinguishes one organization from another organization. Therefore, organizational culture is to an organization what personality is to an individual (Johnson, 1990).

Although the construct of organizational culture (as a distinctive branch of knowledge) is relatively new, it is historically was considered as a lack of understanding gaps filler. It was attributed or used to explain the non-understandable by the known organizational explanations and where it fails to provide an acceptable explanations. The construct did not experience a radical paradigm shift in a sense that new revolutionary new ideas or theories are introduced. It is to a great extent borrowed ideas, concepts and theories from other fields of knowledge such as psychology, sociology etc.

Organizations can have independent subcultures within its main culture. Independent values, beliefs and attitudes can be developed by small work groups. This situation may cause the arousal of conflict between the organization culture and its subcultures. Weak organization culture can be substituted by the subculture for the individuals working within it and seize their commitment (Peter Lok, 1997).

Although there is a lack of consensus or widely agreed upon particular definition of organizational culture among the scholars in the field, most of definitions offered in the literature stress the shared aspect of the organizational culture construct. I .e. the shared values, beliefs and assumptions held by organization member that facilitate meanings sharing and their practical implications (attitude and behaviors). The socialization process via which shared values and acceptable behaviors and attitudes are transmitted. The ability of culture to form those values behaviors and attitudes. Another aspect shared by many organizational culture definitions is the possibility of sub-culture existence within the main culture of the organization.

2-3.Importance of Organizational Culture:

Organizational culture importance manifested on the objectives setting process, the administration process of achieving these tasks (manner things

are done in the organization), resources allocation to achieve goals. Organizational culture also affects how people feel and think. It interacts with their decision making process, their response to different situations (threats and opportunities).

People behavior in organizations is determined most of the time according to informal rules. Quoting Tharp (2005) noted in Deal and Kennedy (1982) cited in Lewis ET. al. (2003) strong culture has the ability to:

- reduce uncertainty by creating a common way to interpret events and issues;
- create a sense of order in that members know what is expected;
- create a sense of continuity;
- provide a common identity and a unity of commitment; and
- Provide a vision of the future around which the company can rally.

Strong culture is important on the strategic level. It is a major contributor to behavior guidance (Deal and Kennedy (1982), Peters and Waterman (1982) cited in (Zwaan, 2006).

Moreover, organization culture can assist in firms recruiting process. As stated by Nathalie Delobbe et. al. "Hofstede (1980)'s study indicates that cultural values reliably distinguish national subsidiaries of a multinational corporation. Values belong to people more than to organizations and, to paraphrase Hofstede, Neuijen, Ohayv and Sanders (1990), organizations import values more than they create them. Appraisal of values, therefore, may be of particular significance to the recruitment and selection sub-system within organizations. At the same time values appear less sensitive to differences between firms within the same national culture (Hofstede et al., 1990)".

The above paragraph stress what had been stressed by many reputable field scholars regarding the importance of organizational culture in recruitment. In international/ multinational organizations national culture values distinguish the subsidiaries. In the sense that values are possession of people more than it is for the organization. Organizations adopt values from its people more than it creates them. Hence, recruitment, selection, screening

and values appraisal processes are of great importance for organizations which are keen to its incorporated values. It is worth noting that values are less sensitive to national differences where organizations functioning in the same national context appear to have less values differences.

Moreover, many improvement initiatives launched by organizations such as quality initiatives have failed. One possible reason for such a failure is overlooking the effect organizational culture (GRÖNDAHL, MARTINSSON, 2011). (Divan, 2012) is advocating for this notion. He argued that “without understanding cultural drivers of agency behaviors will only result in temporary changes and individuals are likely to revert to stagnant patterns of decision-making.”

It is cited in Ismael Younis Abu-Jarad et.al. that “Between 1990 and 2007, more than 60 research studies covering 7619 companies and small business units in 26 countries have found that market culture and business performance are strongly related. This positive correlation is identified by more than 35 performance measures, including return on investment, revenue growth, customer retention, market share, new product sales, and employee performance. The evidence provides executives with an empirical basis for embracing a strong market culture as a means of creating a competitive advantage for their firms and the superior business performance that results. In one study, authored by Kotter and Heskett of Harvard Business School, it was reported that firms performance enhancing cultures grew their net income 765 % between 1977 and 1988, as compared with 1% for firms without performance enhancing cultures over the same period (Gallagher et. al, 2008)”.

It can be concluded that various and different aspects of organization culture importance are evidently encompassed in the above discussion. People are in the heart of organization culture construct. People behavior understanding is crucial for organization internal integration and external adaptation and for meeting various, sometimes conflicting demands and challenges.

2-4.The Role of Organizational Culture:

Culture affects the behaviors of the member in its society. So a strong organizational culture would clearly influence the way employees behave in the firm. That is to say the organizational culture may generate competitive advantages for the organization by enhancing employees' performance and cooperation with each other. Besides that, a strong culture helps to reduce the conflict within the organization, to dispatch, control and motivate employees. (Dawson, 2010, Schein, 2010, McKenna, 2012)

- Firstly, a strong culture fastens the connection among members, helps them to share the common understanding for an issue and valuate, choose and orient their action in the same orientation. When there is a risk of confliction on the organization, the shared norms and values are the elements to unite people, help them to evaluate the situation correctly and behave properly.
- Secondly, organizational culture dispatches and control members' behaviors by the standards, procedures, regulations, etc... In addition, the culture helps to narrow down the area to consider during decision making process because a decision gains the effect only when it matches the culture to get them members' approval.

On the other hand, organizational culture helps the members to gain a clear view of the task's target and orientation. A strong culture also creates good relationship among members as they share common understanding and interest. It improves the working environment to be comfortable and healthy. When an organization is successful in building a strong culture, it creates the employees' faithfulness to the firm, which makes the members feel proud of the job they are doing. (Dawson, 2010organization as well as the)

With the combination of the above effects, organization's culture can positively influence the firm's performance; creating its differences in the market. That is a competitive advantage for the company. For those reasons, the need to build a strong culture and maintain it is essential for any organization in this era of international competition.

2-5.Dimensions of Organizational Culture:

To understand the organizational culture of different ways for researchers Stimulate discussion. In this thesis, I would like to introduce to dimensions

Reynold's, Schein's and Hofstede's dimensions of organizational culture. These four ways to know dimensions of organizational culture:

2-5-1. Reynolds' dimensions

Reynolds (1986) argued that the dimensions of organizational culture from previous researchers such as Hofstede, Ansoff, Deal and Kennedy, etc. had overlapped and the author also presented 14 independent dimensions of Organizational culture:

- ❖ **External vs. internal emphasis:** External emphasis focus on satisficing customers or any external stakeholders, while the internal emphasis focus on internal activities, such as committee meeting or reports.
- ❖ **Task vs. social focus.** This dimension shows the degree to which the organization view the task accomplishment or social needs of employees' as more important.
- ❖ **Risk vs. safety.** This measures how much the organization willing to change or adopt different program or procedure.
- ❖ **Conformity vs. individuality:** the degree to which the employees' distinctive and idiosyncratic behavior in work and social life is tolerated.
- ❖ **Individual vs. group rewards.** The organization would rewards all the members in the unit or individually based on one's contribution.
- ❖ **Individual vs. collective decision making:** the degree to which decisions are made, by individual or by the input of various individual who are affected.
- ❖ **Centralized vs. decentralized decision making:** the decisions are made by those in key position in the organization or those who are in charge of the task.
- ❖ **Ad hoc vs. planning:** the organization develops ad hoc for all change or has intricate plans that forestall most future situations.
- ❖ **Stability vs. innovation:** the degree to which the organization open to adopting novel and distinctive goods, services, and procedures.

- ❖ **Cooperation vs. competition:** it is about the individual member's attitude to their work, either for internal competition for rewards with each other or for external competition with outsiders.
- ❖ **Simple vs. complex organization:** the degree of complexity of the formal and informal structure as well as the organizational internal political process.
- ❖ **Informal vs. formalize procedures:** the level of tendency to have a formal tool for all procedures and decision-making. The more formalized it is, the more extensive, detailed rules and procedures and elaborate forms and written documents are used to justify any and all actions. The most informal would comprise oral discussions and approval on main subjects, even very little or no discussion for insignificant issues.
- ❖ **High vs. low loyalty:** The degree of loyalty work in the organization in comparison with other relevant groups.
- ❖ **Ignorance vs. knowledge of organizational expectations:** the level of employees' awareness of their job, what they are expected to do and to contribute to the common goal of the organization. (Reynolds, 1986:234-236).

This way to dimensionalize organization is very detailed and it covers all the elements of organizational culture. However this framework is more useful in evaluate an organization's performance and to compare with other ones.

2-5-2. Hofstede's dimensions

Hofstede (2011) used a framework of six dimensions to describing organizational culture:

I. Process-oriented vs. results-oriented (Means-oriented vs. Goal-oriented):

This dimension is most closely associated with the effectiveness of the organization. A process-oriented culture focus on HOW the work is done, it concern more about technical and bureaucratic routine while results-oriented culture concerns about the outcome, where employees are asked about WHAT to be done. The two sides of the dimensions are also different in level of risk taking. As Process-oriented culture emphasize on the assurance during working process, employees avoid risks and even make limited effort in the task. By contrast, employees in results-oriented tend to take more risk in order to achieve specific internal goals.

II. Job-oriented vs. employee-oriented

This dimension relates to management philosophy. The job-oriented culture assumes responsibility for the employees' job performance only, it even heavily press employees to perform the task. In opposite, employee-oriented culture takes into account also the employees' wellbeing; it cares about individual issues too.

III. Professional vs. Parochial (local)

In professional culture, employees are identified with their profession or content of their job. In the local culture, the identity of members is determined by the team or unit they work in.

IV. Open system vs. closed system

This dimension reflects the level of the accessibility of an organization. It refers to the internal and external communication style and how easily newcomers are welcome. In open system, a member is open to both insiders and outsiders as they believe everyone can fit the organization.

V. Tight vs. loose control (Easy going work discipline vs. strict work discipline)

This dimension deals with the amount of internal control, structuring and discipline. It expresses the formality and punctuality level of the organization. In a tight culture, members are expected to be punctual, serious and cost-conscious while loose culture exposes less control and discipline.

VI. Pragmatic vs. normative (External driven vs. internal driven)

This dimension is about customers' satisfaction, or in general, it defines the principal way of dealing with the environment. The pragmatic culture (external driven), mostly existing in units such as selling or customer services, focus on fulfil the customers' requirement. On the other side, normative culture (internal driven) emphasis on business ethics and honesty issues, which appears in units involving in laws and regulation.

More recent, in his website, Hofstede (2014) add two more dimensions: degree of acceptance of leadership style and degree of identification with your organization. Degree of acceptance of leadership style implies how the leadership style of employee'' direct boss is alighted with their preferences. Degree of identification with your organization tells us the degree to which one identifies with the organization, such as internal goals, clients, direct boss, team, etc...

2-5-3. Schein's dimensions

Schein (1992) used five questions to study organizational culture:

- The organization's relationship to its environment.
- The nature of reality and trust, which is the basis for making decisions
- The nature of human nature
- The nature of human activity
- The nature of human relationship.

However later on, Schein (2010:69-175) has developed the dimension of Organizational culture into more details.

	Mission
--	----------------

From External Adaptation:	Strategy
	Goals
	Means
	Measurement
	Correction
From Internal Integration:	Common language
	Group boundaries
	Power, authority and status
	Norms of Personal Relationships
	Rewards and Punishments
	Myths and Stories
Macro-culture Assumptions concerning	Reality and Truth
	Nature of Time
	Nature of Space
	Human Nature, Activities and Relationships

Table 2-1. Dimension of organizational culture. Adopted from Schein (2010)

2-6.Mechanisms of Formation of Organizational Culture:

Organizations are considered as micro societies or mirror to them. Although organization is a pervasive concept, there is a lack of universal conceptualization of it across disciplines. Each field/discipline has its own perspective toward the concept. Ojo (2012) argued that “The subject of organizational behavior has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, social sciences and organizational communication.” No universal and shared perception has a consensus upon (Jung, et al, 2007). GRÖNDAHL, MARTINSSON (2011) argued that organizations types and cultures is almost as many as organizations. Many attempts to define and classify organizational cultures have taken place.

The main source of organizational culture is the organization’s leadership. Leadership in this context refers to the influential individuals,

often the founders who have a major impact on the creation of the organization's early culture (Schein, 1985). According to Brown (1998, p 48) "in building their organizations founders tend to impose their beliefs and values about the nature of the world, organization's and human nature on other organizational participants". This suggests that the founders of the organization, created the organizational culture

Organization culture has common elements in literature. They can be summarized as:

- Beliefs, values and attitudes.
- Artifacts
- Language
- Behavior patterns
- Norms of behavior
- Ethical codes

According to Finegan (2000) cited in (Ojo, 2012) the bases of culture (values and norms) are formed and shaped through four routs.

2-6-1. Firstly: by organization leaders and modeling figures, especially the founding visionary fathers. Founding fathers shape organization culture by the way they behave, embedding mechanisms and what they pay attention to. That would imply what is expected from the employee to behave and act accordingly. This is in line with what Schein (1990) advocates. He argued that since culture is learned "we can see clearly how leaders and powerful members embed them in group activity". Beside the role of creating culture, leader nurture the culture and ensure the realignment, its changing components and with its core issues and its values. This is can be achieved by acting as a role example, practicing influence on behaviors and attitudes, creating and organizational structure that support the culture and being flexible regarding experimenting .

2-6-2. Secondly: culture is shaped through significant, critical and important events. Where desirable behaviors are encouraged and prevail where undesirable ones are suppressed.

2-6-3. thirdly: through interaction and relationships among members of organization, this relationship contributes to expectation setting process.

2-6-4. fourthly: through organizational context/ environment. Since culture is a learned phenomenon, as the time pass, culture is developed, prevails, flourishes and firmly embedded. Culture formation is affected by many factors, among the top are situational forces “The situational forces are the organization's mission, its setting and what is required for success, for example, quality, efficiency, reliability, customer service, innovation and loyalty.....reward systems, policies, procedures and rules governing work are formally documented, they have a more specific impact on shaping the initial culture by suggesting what behaviors and attitudes are important for success” (Zwaan, 2006).

One can hypothesize that as cultures evolve and grow, two processes will occur simultaneously: a process of differentiation into various kinds of subcultures that will create diversity, and a process of integration, or a tendency for the various deeper elements of the culture to become congruent with each other because of the human need for consistency.

2-7.Sustaining Organizational Culture

In order to keep the organizational culture alive, the organization has to ensure that its culture is transmitted to organizational members (Martins & Martins, 2003).

Brown (1998, p 55 – 59) presents the following three basic stages in which organizational culture can be sustained in the organization:

2-7-1.Pre-selection

The first stage of sustaining organizational culture is the pre-selection stage. The pre-selection stage is characterized by potential recruits who aspire to become members of an organization, who may make great efforts to learn about its history and culture (Brown, 1998). The selection process is also used by the organization to appoint individuals who will fit into the organization’s culture; the values of such individuals should be consistent with those of the organization (Martins & Martins, 2003).

2-7-2.Socialization

The socialization stage follows the pre-selection stage of sustaining organizational culture. According to Brown (1998, p 57) this stage can be described as the “enculturation process by which participants learn the culturally accepted beliefs, values and behaviors, so that they are able to act as effective members of the group”. This suggests that during the socialization stage, the organization helps new organizational members to adapt to its culture (Martins & Martins, 2003).

Martins and Martins (2003, p 388) conceptualize the socialization process as consisting of the following three stages:

- I. The pre-arrival stage encompasses all the learning that occurs before a new employee joins the organization.
- II. The encounter stage is when the new member sees what the organization is really like and confronts the possibility that expectations and reality may diverge.
- III. The metamorphosis stage is when long-term changes take place and the new members must work out any problems discovered during the encounter stage.

2-7-3. Incorporation/Rejection

The incorporation or rejection stage is the final stage of sustaining organizational culture. It is through the socialization process that organizational members may be incorporated or rejected (Brown, 1998). Indicators that the individual member has reached full incorporation includes acceptance by the work group, understanding and acceptance of the organization’s culture (Martins & Martins, 2003). On the other hand rejection may lead to loss of key goals, values and assumptions; which ultimately create a crisis of identity for organizational members (Schein, 1985).

2-8. Methods of Learning Organizational Culture:

Organizational members in a number of ways and methods can learn organizational culture. According to Brown (1998, p 10 – 30) the following

ways have been identified to be methods of learning the organization's culture:

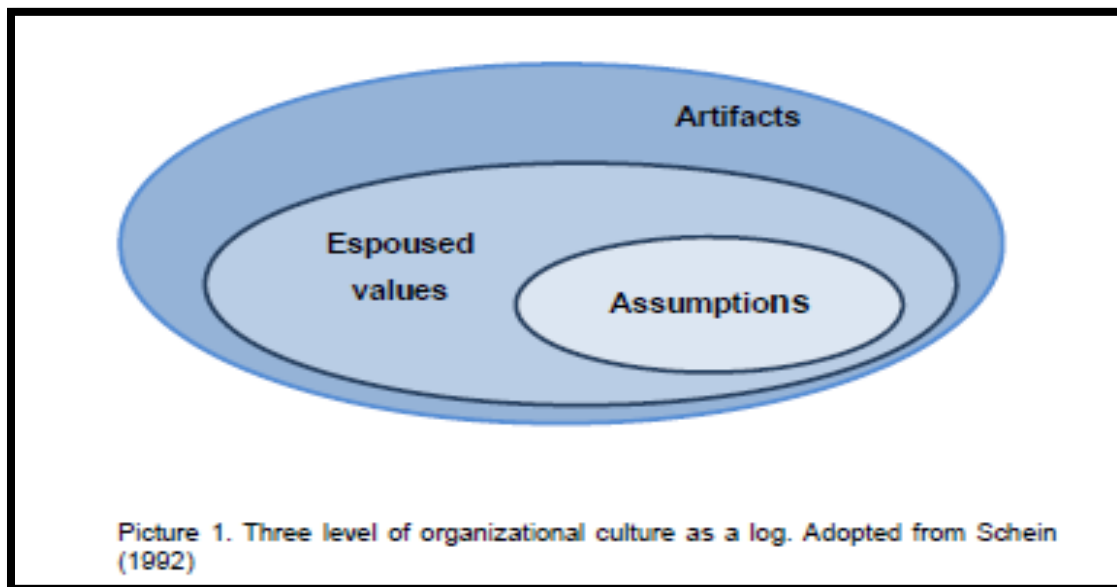
- I. **Artefacts:** They refer to the total physical and socially constructed environment of an organization. Examples of artefacts include office space, equipment's, rules, systems and procedures.
- II. **Language:** It refers to the fundamental way in which the organization comprehends its world. Examples of language include jokes, metaphors, stories, myths and legends.
- III. **Behavior patterns:** They refer to recurrent patterns of behavior which are a feature of organizational life. These patterns include rites, rituals, ceremonies and celebrations.
- IV. **Norms of Behavior:** They refer to rules for behavior which dictate what are considered to be appropriate and inappropriate responses from employees in certain circumstances. Such norms develop over time as individuals negotiate with each other in their attempts to reach a consensus on how to deal with organizational issues.
- V. **Heroes:** They make success possible, provide role models and portray the organization to external constituencies. Heroes are the people who motivate other employees.
- VI. **Symbols and symbolic action:** These include words, objects, conditions, acts or characteristics of the organization, which mean something to organizational members. Typical symbols found in organizations include corporate logos, policies and products.
- VII. **Believes, values and attitudes:** Values are intimately connected with moral and ethical codes; they determine what people think ought to be done. Beliefs on the other hand, refer to what people think is and is not true. Attitudes connect belief and values with feelings; they may be thought of as a learned predisposition to respond consistently in a favorable and unfavorable manner.
- VIII. **Basic assumptions:** They are taken-for-granted solution to an identifiable problem. Basic assumptions guide organizational members' perception, feelings and emotions about things in the organization.
- IX. **History:** Culture is understood to be a product of the historical process.

The different ways described above, can be used to transmit organizational culture during the process of sustaining it.

2-9.Three Level of Organizational Culture as:

Schein (1992, 2004, and 2010) sees the organizational culture and leadership as “two sides of a coin”. He, therefore, introduced three levels of the organizational culture to so that one can have an insight:

Figure 2-4 three level of organization culture as alog. Adopted from



Schein (1992) Artifacts, espoused values and assumptions

2-9-1.Assumptions

Assumptions include the most core values which are shared but invisible even to the members of the group. If we consider organizational culture as a log, the heartwood is assumptions. It takes a tree many years to grow to get the heartwood and it is also the strongest part of the log. That is to say it takes a long time to create the core values and their existence is expressed by penetrating and transmitting the features of core values into the espoused values and artifacts. The assumptions, therefore, is hard to be erased once established. But it can be changed in certain conditions.

Therefore, the most important thing when valuating an organization from cultural perspective is to ask: what values has the organization proposed,

comprehended and followed? They are not just a slogan or a speech of the directors, but they are seen in other cultural levels. In other words, these fundamental values manifest themselves as automatic reactions and unconscious perceptions or opinions. For example, an organization claiming to enhance their commitment to the customer as a core value should be able to show out the value through their customers' evaluation of employees and products. This value must be also expressed in recruitment process. The organization may admit an employee who is lack of experience but customer-oriented other than an experienced employee but lack of motivation in satisfying customers. Because the weakness in skill can be improved more easily by learning, while the change in philosophy behavior is more difficult. And consequently, employees with better performance in serving customers should get better opportunities of promotion and rewards. That is the reason why we may get some clues of an organizational culture through the promoted employees.

2-9-2.Espoused values

This is the middle layer of the log, between the heartwood and the bark. It represents the philosophies, goals and strategies of the organization. The espoused values also contain unwritten norms but all the members understand and follow self-consciously. Those who do not follow would feel lack of belonging. For example, culture of Vietnam has the collectivism feature, and it is expressed in Vietnamese organizational behavior also. In the morning, people usually gather for some tea or coffee before the working time to talk or discussing. People not joining these kinds of conversation may feel stray and hard to cooperate in the job.

Espoused values also include the working environment as well as leadership style. The working environment reflects the relationship in the organization: how superiors trust their subordinates; how much the organization is open to innovation or it keeps avoiding the risk; relationship between employees; how the conflictions are solved; etc. On the other hand, the leadership style reflects the attitude and power of the leader in carrying out the organization's goal.

2-9-3.Artifacts

This level can be seen as the bark of a log. The cultural factors of this level are visible even to outsiders. They include the organization's infrastructure, dress code, information flow as well as the language in organization's messages.

An organization claims to emphasize on the cooperation and sharing but the infrastructure may heighten the power, or working space is divided into separated small and closed room. In this case those artifacts show that the values which top leaders aim to either have not been shared or applied by the employees, or have not been transmitted properly to the organization's activities by intermediate managers.

By contrast, when the external environment changes these artifacts would be the first to get influences to be changed easier than other levels. When the outer levels of culture have changed for a long time, they may gradually erode the value deep inside the heartwood. At that moment, the organizational culture will be changed spontaneously. These changes may either support or obstruct the performance of the firm.

2-10.Function of Organizational Culture:

The main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Making meaning is an issue of organizational culture, because organizational members need to benefit from the lessons of previous members. As a result, organizational members are able to profit from whatever trials and errors regarding knowledge others have been able to accumulate (Johnson, 1990).

Organizational culture also determines organizational behavior, by identifying principal goals; work methods; how members should interact and address each other; and how to conduct personal relationships (Harrison, 1993).

Brown (1998, p 89- 91) states the following functions of organizational culture:

- Conflict reduction. A common culture promotes consistency of perception, problem definition, evaluation of issues and opinions, and preferences for action.

- Coordination and control. Largely because culture promotes consistency of outlook it also facilitates organizational processes of coordination and control.
- Reduction of uncertainty. Adopting of the cultural mind frame is an anxiety reducing device which simplifies the world of work, makes choices easier and rational action seem possible.
- Motivation. An appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values that encourage employees to perform.
- Competitive advantage. Strong culture improves the organization's chances of being successful in the marketplace.

In addition to the above functions, Martins and Martins (2003, p 382) also mention the following as functions of organizational culture:

- It has a boundary-defining role, that is, it creates distinctions between one organization and the other organizations.
- It conveys a sense of identity to organizational members.
- It facilitates commitment to something larger than individual self-interests.
- It enhances social system stability as the social glue that helps to bind the organization by providing appropriate standards for what employees should say and do. It serves as a meaningful control mechanism that guides or shapes the attitudes and behaviors of employees.

These functions of organizational culture suggest that an organization cannot operate without a culture, because it assists the organization to achieve its goals. In general terms, organizational culture gives organizational members direction towards achieving organizational goals (Hampden-Turner, 1990).

2-11.Determinants of Organizational Culture:

The main determinants of organizational culture are the individuals who initially started the organization, as their personalities would influence the way in which the organization functions (Martin, 2001). Martin (2001) states further that employees go through a phase of enculturation, which is a process

of socialization whereby new employees are introduced to the organization and its culture, and begin to adapt to the organizational culture. In addition to the importance of socialization, Van Stuyvesant Meijen (2007) indicates a number of other influences that determine the organizational culture, namely history and ownership, size, technology, goals and objectives, and environment. These influences will be discussed next.

2-11-1. History and ownership:

The history of the organization is determined by integrated aspects of functioning and behavior derived from the individuals who started the organization, and as the organization becomes more established, significant stakeholders as well as dominant groups that function within the organization form part of the culture (Campbell & Craig, 2005; Greenberg & Baron, 2003). Ownership influences the organization, depending on different leadership styles. A new generation of organizational leaders can lead to changes or alterations to the culture when they arrive in the organization (Campbell & Craig, 2005; Martin, 2001). Organizational culture is enduring, as it exists before the employee joins the organization and will continue to exist after the employee has left (Martin, 2001). Although culture is fairly stable within an organization, it is also dependent on the interaction of the employees in the organization

2-11-2. Size:

Size is an important aspect of the organization and its culture. Larger organizations tend to be more formalized than smaller organizations (Martin, 2001).

2-11-3. Technology:

Technology is an important aspect of organization culture, particularly if the organization's core business is in advanced technology. Therefore, the organization's design and values will seek to highlight the employees'

technical skills as a significant factor in the organization (Martin, 2001; Van Stuyvesant Meijen, 2007).

2-11-4.Goals and objectives:

Culture and organizational goals mutually influence each other, as the culture of an organization can be molded around the organizational goals, while at the same time, the culture can cause the organization to accept particular goals in line with its objectives

(Martin, 2001). The organizational goals can develop or completely change over time as the organization's culture develops and adapts to various factors. A strong organizational culture will influence employees, and employees will accept the organization's goals as their own and begin to exert extra effort in order to achieve those goals.

2-11-5.Environment:

The external environment, with which the organization interacts, influences and is influenced by the organizational culture and can therefore change the organization's culture (Martin, 2001). The environment is an important consideration in understanding the organization's culture as a changing environment (for example, globalization) requires organizations to be flexible and adaptive (Campbell & Craig, 2005) and culturally diverse environments require that the organizational structure reflect the external cultures of the South African environment.

While these determinants affect the type and development of organizational culture, there are specific factors that cause organizational culture to develop in certain areas and not in others as well as how the culture is maintained within the organization to ensure that it is passed on to new employees.

2-12.Strong and Weak Organization Cultures:

Organizational culture can be either weak or strong. Martins and Martins (2003, p 382) highlight that "in a strong culture, the organization's core values

are held strongly and shared widely”. This suggests that when organizational members accept the shared values, they become more committed to them. A strong organizational culture therefore refers to organizations in which beliefs and values are shared relatively consistently throughout an organization (Deal & Kennedy, 1982).

Strong organizational cultures have a great influence on the behavior of organizational members (Martins & Martins, 2003). In other words, a strong culture is a powerful lever for guiding behavior (Deal & Kennedy, 1982).

Brown (1998, p 226) also believes that strong organizational culture can enable an organization to achieve high performance based on the following reasons:

- A strong organizational culture facilitates goal alignment.
- A strong organizational culture leads to high levels of employee motivation.
- A strong organizational culture is better able to learn from its past.

In relation to the above benefits of a strong organizational culture, Martins and Martins (2003, p 382) states that “one specific result of a strong culture should be a lower employee turnover”. This is due to the fact that when organizational members agree about what the organization stands for, the end results are cohesiveness, loyalty and organizational commitment (Martins & Martins, 2003).

A weak culture, on the other hand, means the opposite of a strong culture, in other words, organizational members do not subscribe to the shared beliefs, values and norms (O’Reilly et al, 1991). Organizational members in a weak culture find it difficult to identify with the organization’s core values and goals (Wilson, 1992). As a result components or different departments within such an organization uphold different beliefs that do not necessarily address the core goals of the organization.

Weak cultures have a negative impact on employees because they are directly linked to increased turnover (Harrison, 1993). In essence, the fundamental strength of the organization’s culture is determined by how weak or strong it is.

2-13.Implications of Strong and Weak Organizational Cultures:

Organizational culture is deemed to be either strong or weak (Deal & Kennedy, 1982; VanStuyvesant Meijen, 2007). At the same time, having a strong culture does not necessarily mean that it is a positive culture (Brenton & Driskill, 2010). As they try to cope with changes, stronger cultures may put more pressure on the employees and may persuade them to adopt those changes. Organizations, particularly in South Africa, employ diverse individuals who bring their own strengths in behavior and skills, yet in strong cultures these diverse skills and behaviors are weakened as new employees try to conform to the strong culture (Martins & Martins, 2003).

Strong Culture	Weak Culture
Values permeate the organization	Values are limited to top management

Elements of culture send consistent message	Elements send contradictory messages
Most employees can tell stories about history and heroes	Little knowledge about history or heroes exists among average employees
Identification with all employees is strong	Employees identify more with subcultures than with the overall organizational culture
Surface cultural elements are tied to employee beliefs and assumptions	Little connection exists between cultural elements and employees' beliefs and assumptions
Culture has historical penetration and therefore has existed over a long period	Culture is recent and not well established

Table 2.2 presents Brenton and Driskill's (2010, p. 43) comparison of strong and weak cultures. Source: (Brenton & Driskill, 2010, p. 43)

In a strong culture, the organization's core values are widely shared, therefore the more the values are accepted by the employees, the more likely the employees are to be committed to the values and the culture will be stronger (Martins & Martins, 2003). Accordingly, a stronger culture will have a greater influence on employee behaviors because the employees share the same values and this will create a greater intensity that controls the behavior. A strong culture should ultimately result in a lower employee turnover and create a sense of loyalty, integration between employees and organizational commitment, which may in turn reduce the employees' need to leave the organization (Martins & Martins, 2003).

2-14.Changing Organization Culture:

There are different theoretical views on changing or managing organizational culture, which suggest that the process of culture change is

complex. O'Reilly (1989) believes that it is possible to change or manage organizational culture by choosing the attitudes and behaviors that are required, identifying the norms that promote or impede them, and then taking action to create the desired effect.

In relation to that, Arnold (2005, p 579) states that “culture can be seen as something that can be managed or changed when the existing culture is inappropriate or even detrimental to the organization’s competitive needs”. Therefore, organizations undertake conscious culture change because it is necessary to do so (Harrison, 1993).

Organization’s culture is extremely difficult but cultures can be changed”. Thus, Harrison (1993, p 21) highlights that although it is possible to change organizational culture, changing the fundamental cultural orientation of an organization has the following drawbacks:

- ❖ It is difficult to achieve, requiring deep changes in values and management style and in organization systems, structures, and rewards systems.
- ❖ It takes a long time, three to five years or much more.
- ❖ It creates turmoil and stress within the organization.
- ❖ The effort results in the organization suffering a decrement in performance at first, which often causes the leadership to abandon the effort before it bears fruit.

Schein (1985) argues that before any attempt is made to change organizational culture, it is imperative to understand the existing culture and how it is sustained through organizational culture diagnosis.

Brown (1998, p 189 – 192) presents the following steps, which can be followed during the process of managing organizational culture change:

- ❖ Step 1: Analyzing the existing culture – establishing a norm gap.
- ❖ Step 2: Experiencing the desired culture – systems, introduction and involvement.

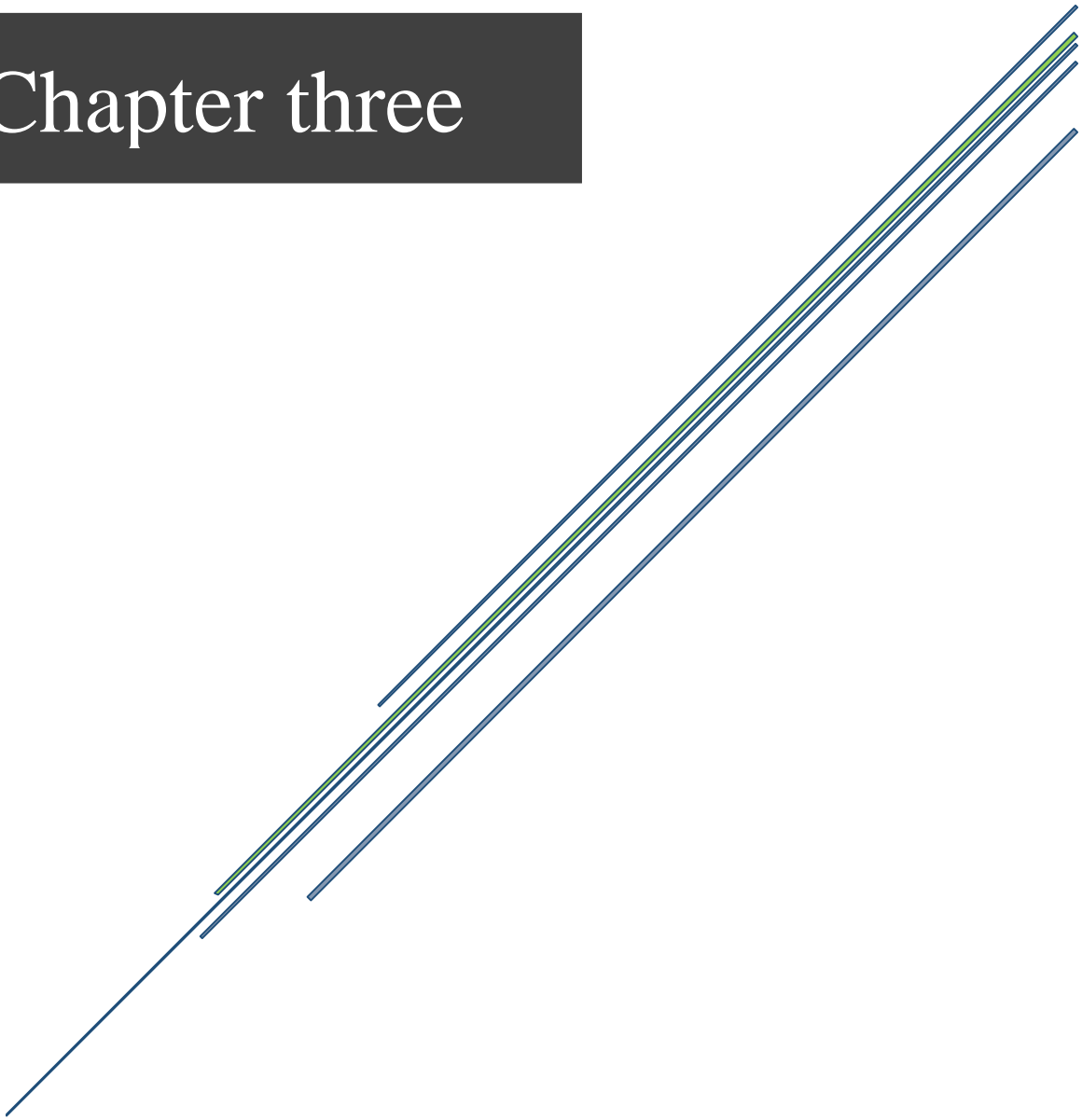
- ❖ Step 3: Modifying the existing culture – systems installation.
- ❖ Step 4: Sustaining the desired culture – ongoing evaluation and renewal

According to Martins and Martins (2003, p 395) organizational culture change can only take place when most or all of the following conditions exist:

- ❖ A dramatic crisis. This is the shock that undermines the status quo and calls into question the relevance of the current culture.
- ❖ Turnover in leadership. New top leadership which can provide an alternative set of key values may be perceived as more capable of responding to the crisis.
- ❖ Young and small organization. The younger the organization, the less entrenched its culture will be and it is easier for management to communicate its new values when the organization is small.
- ❖ Weak culture. The more widely held a culture is and the more members agree with its values, the more difficult it will be to change; thus weak cultures are more amenable to change than strong ones.

In essence, changing the organization's culture is possible, but attempts to initiate such a process should take into consideration the complexity of culture.

Chapter three



Creativity

Chapter three: Creativity

3-1. Introduction:

Understanding of creativity in a workplace is very much needed, and examinations of such have increased in recent years. The fast pace of change in the world and organizations of today, along with inter organizational and international competition makes creativity essential if individuals are to cope and if organizations are to survive and be successful.

Creativity, as expressed and brought to life through organizations, plays a critical role in society. Whether the organization is a business that is bringing creativity to life through innovative products and services that customers desire, thereby fulfilling customers' needs, creating jobs and contributing to the economy, or whether the organization is the local government using ideas in a creative way to meet the needs of the community, thereby increasing the quality of life, organizational creativity and innovation, such organizations play an integral role in serving all of us. Yet, the majority of the literature on creativity views it as an individualized phenomenon (Sternberg and Lubart, 1999).

The major focus in creativity researches have been on the individual creator and his or her personality, traits, abilities, experiences, and thought processes' (Williams and Yang, 1999: 378). However, it is important to study and understand the context in which the individual creator functions. 'The social environment can influence both the level and frequency of creative behavior' (Amabile et al., 1996: 1155).

3-2. The Concept of Creativity

Many researchers have suggested that creativity is very important for the long-term survival of organizations (Devanna & Tichy, 1990), because it enables organizations to remain competitive in a rapidly changing environment and achieve a competitive advantage (Amabile, 1988). Competitive advantage depends upon the firm's utilization of the existing creativity and its ability to generate new ideas and knowledge more efficiently (Oldham & Cummings, 1996). When employees perform creatively, they come up with novel products and ideas that provide an organization with

important raw materials for subsequent development that enhance the organization's ability to grow and compete (Kanter, 1983; Oldham & Cummings, 1996).

Some scholars have found creativity related to individuals' set of characteristics (Barron & Harrington, 1981), in the last two decades scholarly attention has shifted from internal (individual) to external (contextual) determinants of creativity. Empirical research has examined how environmental characteristics can affect creativity at work and has provided evidence that creativity can be facilitated or reduced by work environments (Amabile, 1988; Ford & Gioia, 1995; Oldham & Cumming, 1996; Shalley, 1991, 1995).

Although creativity is increasingly recognized as essential for competitiveness and has attracted considerable attention, there is still no consensus among researchers on how to define it in terms of what they perceive as its key conceptualization. As reported by Amabile (1996), although it is wrong to say that little is known about creativity, given the considerable research on this topic, it is nonetheless true that we do not know enough to identify a precise, universally applicable definition of the term. Various authors have different opinions about what should and should not be at the core of what constitutes "creativity". One of the main reasons for these differences is that those who have contributed to the development to creativity literature come from different academic backgrounds, giving rise to ambiguous and different definitions of creativity. Research on this topic is therefore quite difficult to conduct. Hence, the need for greater clarity on the domain and operationalization of the concept.

This chapter attempts to fill the void in the literature by analyzing scholarly definitions of creativity and identifying areas of conceptual agreement by providing evidence of its conceptual categories and defining elements. Creativity's definitions are analyzed through a content analysis of 94 definitions of the term, collected from articles published in selected management journals and books from 1990 to 2008.

This investigation makes several contributions. First, by bringing definitional clarity, it provides theoretical contribution to the literature on

creativity. Second, it promotes shared understanding between separate streams of research and suggests possible connections. Third, it begins a process of integrating these streams into a whole. Fourth, once clarified the conceptual categories of creativity, it allows the subsequent investigation of the disciplining mechanisms and practices.

3-2-1. Meaning of Creativity

“Creativity” is defined as a mental process relating the generation of novel ideas or improvement of the existing ideas (McFadzean 1998).

Moreover, Kendall (1985) also emphasizes that creativity is one of the most aspired human ability and organizations of all sizes and kinds are looking for. Most organizations are expecting employees in all areas of the organization to generate creative contributions.

A vast majority of organizations attempt is to seek various methods to develop their competitive advantage, for instance, old products and services should be sold in new ways and new places to sustain in the competitive market. One of the key factors that encourage organizations to achieve common goal is support their employees to be creative (Wang and Casimir 2007).

Several researches on creativity point out those creative employees are one of the factors that can enhance creative process in the organizations (Andriopoulos 2001). As a result, employees’ creativity is regarded as valuable asset in the organization generating novel and useful ideas for an organization (Amabile 1996).

Csikszentmihalyi (1999) defined creativity as an idea that is original, valued, and implemented. His general model of creativity is shown in the figure below. Creativity is most often seen as an individual characteristic, as the insight of an individual genius (Csikszentmihalyi, 1999).

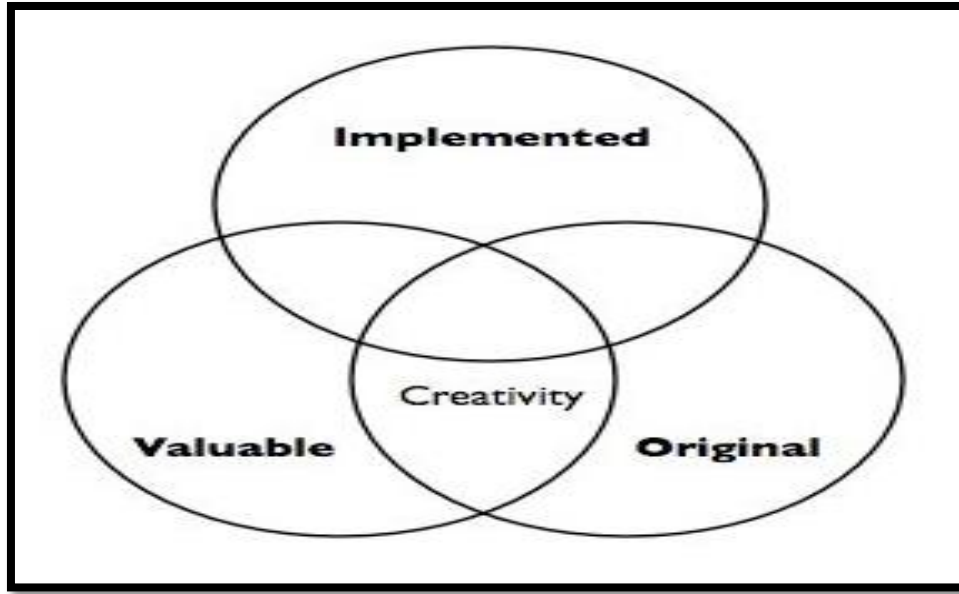


Figure 3-1. General model of creativity. (Csikszentmihalyi, 1999)
Definitions of creativity reveal that creativity is very subjective and hence difficult to measure.

3-3.Importance of Creativity:

What makes the concept of creativity interesting and crucial is that creativity is the necessary prerequisite to innovation, and the latter is a part of the organizational change and development processes, which are vital for the running of an organization in the long run. (Amabile, 1997) Companies have to constantly deliver products and services appropriate and needed at the corresponding time, and thus exercise creativity in their strategic and daily operations. Despite the fact, that creativity can be excelled at different levels depending on the business functions and tasks, it can be still used at all the levels in organizations to some extent (Shalley & Gilson, 2004). Moreover, managers, who are aware of various factors influencing creativity at all levels can be better at influencing and positively affecting occurrence of creativity in their organizations (Shalley & Gilson, 2004)

3-4.Objectives of Creativity

Main objectives of a creative thinking process is to think beyond existing boundaries, to awake curiosity, to break away from rational, conventional ideas and formalized procedures, to rely on the imagination, the divergent, the random and to consider multiple solutions and alternatives (Candy 1997, Schlange and Juttner 1997).

The result of the creative thinking process is especially important for businesses. Managers and managerial decisions and actions, confronted with fast-changing and ambiguous environments in business, need to develop creative solutions and creative action-based strategies to solve problems, as they allow to increase understanding of problematic situations, to find multiple problems, to produce new combinations, to generate multiple solutions that are different from the past, to consider possible alternatives in various situations that could occur in the future and “to expand the opportunity horizon and competence base of firms” (dt ogilvie 1998).

3-5.The Creative Person:

McFadzean (2000) manages to conclude and summarise the traits of the creative person as follows:

1. A desire to achieve a goal or winning attitude.
2. A high level of motivation, dedication and commitment.
3. A high level of self-confidence, not risk averse and accepting of failure
4. The ability to link different (unrelated) elements or entities.
5. The assimilation of negativities regarding failed projects or attempts.
6. An ability to shift existing paradigms and assess different perspectives.
7. Problem and opportunity conceptualisation in a different or new frame of mind.
8. A ‘single-minded’ vision or road map.
9. A working style that induces hard work and relaxation in order to enhance incubation.

10. The ability to determine whether individual or group creativity should take place.

McFadzean (2000)

3-5-1.Factors Influence personal Creativity:

To emphasize factors influencing personal creativity, the external influences including creativity goal setting, evaluation and feedback, teamwork, role models, and leadership and supervision are also important to foster creativity in workplace. (Egan 2005)

❖ Creativity goal setting

Goals enable to stimulate or hinder personal creativity regarding the focus of the organization or person setting the goals. Employees can be distracted from creativity if the organization sets the goal toward immediate results. On the other hand, creativity can be stimulated when the goals aim toward crucial areas for improvement (Egan, 2005)

❖ Evaluation and feedback

Some studies have pointed out that the evaluation enables to less creativity of employees because intrinsic motivation by employees maybe decreased by an anticipated evaluation or by the feeling of owning the responsibility of task (Amabile, Goldfarb, & Brackfield 1990). In short, the employees are not able to generate creative ideas owing to the forthcoming external assessment that will constraint their motivation and creativity. On the contrary, other studies indicated that evaluation can increase employees' creativity by increasing the levels of motivation and creativity (Harackiewicz & Elliot 1993). Therefore, it is dramatically essential for the organization to know how to evaluate the employees in the way that can stimulate them to creativity.

However, feedback also plays a crucial part to boost creativity in the organization. To illustrate clearly, the study of Zhou (2003) demonstrated that the intrinsic motivation was enhanced by the developmental feedback provided to employees, for instance, providing benefits such as healthcare's

to the employees. The research indicates that the benefits can make employees felt willingness to work, learn new things, and increase persistence in problem solving as a result they can improve their creative performance (Dweck & Leggett 1988; Utman 1997).

❖ **Teamwork**

From the previous research, it indicated that the factor of teamwork could influence employees in both sides. The positive of teamwork was that interaction with teammates could share and generate new ideas that may influence the level of individual creativity. On the other hand, people sometimes enable to generate more creative ideas when they are individual. Consequently, under certain circumstances, personal creativity may or may not be increased by teamwork (Shalley 1995).

❖ **Role models**

Role models play an essential influence for personal creativity in order to support individual work performance and career success as well as develop the personal creativity (Bloom & Sosniak 1981). Learning from role models such as experience colleagues and leaders can broaden personal creativity of employees through training sessions. Cognitive modeling is frequently used in training sessions as tools for problem-solving because it enables to increase creative responses and originality. The notable example is a study of a cognitive modeling training session focusing on innovative problem solving; Gist (1989) found an increase in originality and numbers of ideas generated by managers participating in the session.

❖ **Leadership and supervision**

There are various researches demonstrate that leadership and supervision behavior affect the creativity of individuals in workplace. Shin and Zhou (2003) stated the transformational leadership was relatively more positive influence on personal creativity because of high-orientations. The role of this leadership is to support employees to generate creative ideas by stimulating their intrinsic motivation.

However, the relation between personal creativity and supervisor monitoring were unable to find a direct negative. George and Zhou (2001) indicate that individuals exhibiting conscientious behavior were low in creativity when high supervisor monitoring and low colleagues' supports were present.

3-6.Factors Affecting Creativity in Organizations:

Dacey and Lennon (1998) proposed a model that describes creativity as the result of an intricate network of several interactive influences in their attempt to determine the salient factors that collectively make creativity most likely to develop. From their compilation of factors that affect creativity, they have constructed a model that highlights five determining forces, from the smallest environment, the brain cell, to the largest environment, world culture (Dacey and Lennon, 1998). They described these forces as follows:

- ❖ biological features (including micro-neurons, hormones, IQ, regulatory genes, brain development, hemispheric dominance, and inter-hemispheric coordination);
- ❖ personality characteristics (for example, tolerance of ambiguity, risk taking, and delay of gratification);
- ❖ cognitive traits (for instance, the ability to make remote associations and lateral thinking);
- ❖ micro-societal circumstances (such as relationships with family and friends, and type of living quarters);
- ❖ Macro-societal conditions (including type of neighborhood and work, educational, religious, ethnic, legal, economic and political environments).

Dacey and Lennon (1998) emphasize that each factor influences the other factors bidirectional.

They noted that in fact, more than just influencing each other, the five variables are embedded in each other uniquely in every individual. None of the variables can be understood except in the context of the others.

3-7.Creative Leadership:

Creativity is one of the essential factor for leaders that are seeking methods for long- term competitive advantage. Consequently, leaders should attempt to create atmospheres such as organization culture, working environment and so on, that enable to facilitate the creativity of employees in their organization (Wang and Casimir 2007).

3-8-1.Type of Creative Leadership:

Rickards & Moger(2006) propose nine them of creative leader as below :

- Leadership learning and knowledge system
- Empowerment and distributed leadership for innovation and change
- Creative problem-solving
- Innovation leadership and entrepreneurship
- Leadership in turbulent environments
- Change-centered leadership
- Structural supports and hindrances to creativity (amended to Creating the conditional for creativity)
- The social construction of creativity (creativity evaluation)

3-7-2.Roles of Creative Leadership:

Manfred F.R. (1997) purposes creative employees who generally generate novel and outstanding ideas enable their organization to reinvent and become success in the business world. However, most organizations cannot entirely utilize creativity of their employees. Therefore, this is a significant role of creative leadership to foster an environment in workplace that encourages their employees to have more freedom and think outside the box. The environment was encouraged by creative leadership should consist of emotional intelligence, liveliness, curiosity, and freedom to suggest new ideas. Under this environment, employees enable to initiate as well as propose both of new ideas and activities (ibid).

However, creative problem-solving becomes necessary issue that organizations have to concern about. Isaksen (1995) suggests the creative model for creative problem-solving structure based on Parnes/Osborn Model. His conceptual emphasizes the more process-oriented permitting a deliberate matching of creative problem-solving structure to features identified of the task and environment. The research demonstrates that individuals (leaders and team members) conducting creative problem-solving will have preferences influencing their behaviors. Therefore, creative leader plays a crucial role to foster employees to solve problem in creative and alternative techniques under appropriate environment. Isaksen (1995) emphasizes the advantage from creative training and application of creative problem-solving techniques will facilitate organization to remain competitive advantage in rapid changed markets.

Furthermore, diminish internal and external barriers that will occur in the organization is also one of the important roles of creative leadership. The crucial internal barriers of creativity and innovation were resources and activity coordination, whereas the external barriers were pressures and changing demands of customers, and squeezed margins (Radnor & Robinson 2000).

3-8.Role of Motivation in Enhancing Creativity:

Many researchers see motivation as a prerequisite and a key element for creativity (Amabile, 1997; Woodman 1993; Adler and Chen, 2011; Grant and Berry, 2011). Therefore, when searching for the roots of creativity in organizations, it is crucial to consider the concept of motivation, its elements and possible influence.

Motivation can be viewed as belonging to a line of two extremes: from extrinsic to intrinsic motivation. Extrinsic motivation is considered to be oriented on getting the reward for the work without commitment to the activities performed. (Adler & Chen, 2011) Many researchers are using the typology of extrinsic motivation described by Ryan and Cornell, which describes three extrinsic motivators: external (which is also referred to as extrinsic), interjected, and identified (Grant and Berry, 2011; Adler and Chen,

2011). In this order the forms are supposed to correspond to increasing of their positive influence on the occurrence of creativity. (Adler & Chen, 2011)

External motivators mainly relate to the factors relating to the necessity of getting rewarded financially, reference to external authority, compliance with the rules or fear of being punished. Interjected items refer to esteem-based pressures to act, such as avoidance of feelings of guilt, shame and discomfort. (Adler & Chen, 2011) Identified items are described as relating to the individual set of goals, values and wishes. (Adler & Chen, 2011) What is common in all the extrinsic motivators, is that the source of motivation comes from outside.

Intrinsic motivation is described as “the motivation to work on something, because it is interesting, involving, exciting, satisfying, or personally challenging” (Amabile, *Motivating Creativity in Organizations: On Doing What You Love and Loving What You Do*, 1997) Furthermore, the key roots of intrinsic motivation are supposed to be passion and interest (Amabile, *How to Kill Creativity*, 1998) It seen as “the desire to expend effort based on interest in and enjoyment of the work that is being performed” (Grant & Berry, 2011). Amabile also states, that intrinsic motivation can be a part of individual’s own personality to some extent (1997). Nevertheless, researchers identify various factors, which can influence the intrinsic motivation, and thus can have an impact on the expressed creativity.

Intrinsic motivation is seen to be the most appropriate motivational base for enhancing occurrence of creativity in organizations by many of the researchers (Amabile, 1997, 1998; Woodman 1993; Adler and Chen, 2011). But at the same time, many of them emphasize, that it is not sole intrinsic motivation that is necessary in order to motivate creativity.

Moreover, the structure of the organization can have an impact on the creativity outcomes as well: structures that encourage open contact with external players and using multiple sources of information are seen to be more suitable for creativity to flourish. (Shalley & Gilson, *What leaders need to know: A review of social and contextual factors that can foster or hinder creativity*, 2004) This also relates to the hierarchical structures of

organizations, to what extent the employees are encouraged to make decisions on their own and decide, how their work should be done.

3-9.Organizational Culture and Creativity:

Regarding organizational culture, there is an agreement in the literature about its importance for creativity (Chang and Lee, 2007; Higgins and McAllaster, 2002; Lau and Ngo, 2004; Lloréns Montes et al., 2004; Martins and Terblanche, 2003; Mumford, 2000; Obenchain and Johnson, 2004; Ruigrok and Achtenhagen, 1999).

Cultural aspects and management behavior are closely related and can be serious impediments to change (Boonstra and Vink, 1996). According to Tesluk et al. (1997), the basic elements of culture have a twofold effect on creativity from the perspectives of socialization and of coordination. Through socialization, individuals can know whether creative behaviors are part of the path the business treads. At the same time, the business can, through activities, policies and procedures, generate values, which support creativity, and its creative capacity will subsequently improve.

According to Poskiene (2006: 47), organizational culture ‘refers to the complex set of ideologies, traditions, commitments, and values that are shared throughout the organization and that influence how the organization conducts its whole performance becoming a potential source of innovation, advance and advantage’. As such, inevitably ‘it is not the values individuals bring to the organization that count, but the values the organization brings to the individual’. All in all, the author claims the relationship between creativity and culture is not necessarily proved by empirical research as it contains too many variables which simply cannot be expressed, measured or perceived.

Martins and Terblanche (2003) convey that successful organizations blend an emphasis on creativity into their management processes and overall culture in two primary ways. First, via the socialization processes present within an organization whereby individuals learn the existing organizational norms and whether or not creativity serves as one of those norms. Secondly, since an organization’s basic values, assumptions and beliefs are exposed by

the structures, policies, and management practices and procedures, they are linked to the levels of creativity in the workplace.

In this line, Ahmed (1998) contends that culture is the primary determinant of the level of creative activity within a company but while many companies discuss creativity, far fewer actually implement it. To a large extent, many companies are averse to the risks involved with creativity. Nonetheless, Angel (2006) remarks that firms must ‘innovate or die’ (p. 1) and despite being difficult to implement, creativity remains a critical success factor. While risks do exist in the implementation of a creativity culture, they are mainly short term and cost based, but also bring about the potential for opportunities which may offset such risks (Ahmed, 1998). Furthermore, there is no guarantee that implementing a creative culture will lead to effective creativity, but nonetheless the presence of a creativity culture is necessary to ensure that innovation is at all possible (Angel, 2006).

Creativity serves as a dynamic capability and is born out of an organization’s ability, referred to as the ability to explore and exploit as well as increase variance at the same time (Hitt et al., 2005). Research carried out by Poskiene (2006) indicates that a strong and deeply-rooted organizational culture is a primary factor in allowing for sustained creativity. The author argues that a strong culture will probably only lead to diminished ability to be creative if that culture inspires uniformity, which limits individual creativity within the organization.

Kenny and Reedy (2007) argue that a ‘creativity organizational culture is one in which continuous improvement throughout the organization is the norm’ (p. 119). Creativity is not only derived from a small number of employees who perform a specific task (such as research and development), but it is a philosophy that is embedded throughout the organization and is present among all employees (at least to some degree).

Isidre and Jeff (2009: 4) define a creative culture as a ‘way of thinking and behaving that creates, develops, and establishes values and attitudes within an organization, even though such changes may mean a conflict with conventional and traditional behavior’.

This definition suggests four attitudes to be met in order to create a successful creativity culture: willingness among corporate managers to take risks, widespread participation among members of the organization, stimulating creativity and shared responsibility.

Moreover, Despande et al. (1993) propose that long-run competitiveness requests a unified culture that values creativity. This prediction is probably due to the idea that the culture of an organization impacts the degree to which creative solutions to questions or problems are encouraged, supported and implemented (Kenny and Reedy, 2007). Thus, if an organization is unable to produce creative solutions to problems then that firm's chances for long-term survival and success are likely to be limited (Despande et al., 1993).

3-10.The Importance of Organizational Culture Influencing Organizational Creativity:

Organizational culture is defined as a framework of organizational members. It consists of beliefs, norms, and values of organization that are shared among team members. Schein (1999) proposes that successful leaders may attempt to create an organizational culture based on share values in order to encourage their employees to achieve the common goal of organization. To demonstrate clearly, organizational values and norms are fundament of comprehending organizational culture. Leaders should shape organizational culture through conditions which derived from share values and norms of organization as well as set clear directions and goals (O'Reilly 1989). Consequently, employees are able to focus on the right direction as well as generate creative ideas. Moreover, leaders should comprehend the current behavior of organization in deep basic in order to predict the future action that will affect to their organizational creativity (Schein 1999).

The benefit of an organizational culture that encourages creativity is the company enables to remain competitive advantage within an uncertain circumstance. Therefore, the following model will illustrate the importance of organizational culture that comprise of norms, values and artifacts. This organization culture mainly fosters creativity and innovation behaviors in the organization and the influence of these also stimulate organizational performance in the positive way.

3-12. Organizational Culture Factors Impacting Creativity:

Organizational culture standardized different factors of member's behavior regarding the way their think, feel and act within the framework of the organization. Management and creation of culture is particularly one of the most salient functions of organization founder or leaders. In order to establish a creative culture, a number of organizational culture factors impacting creativity need to be considered. In this study we put emphasized on four most important factors of risk taking, resources, specific targets and reward system.



Figure (3-2) indicates the definition of each factor based on the study of Plesk and Bevan (2003).

3-12.Effects of Cultural Values on Creativity:

Values are an important element in defining culture. Many of the studies about the relationship between cultures and creativity have focused on values. For example, Kluckhohn (1951: 86) suggests that ‘the essential core of culture consists of traditional ... ideas and especially their attached values’. Schein (1985) also confirms this view, classifying culture in terms of three levels, with the most accessible aspect being espoused, shared values. Hofstede (1997) argues that culture is most obviously revealed in shared values. The dimensions of cultural value differences are one of the main ways in which cultural values have been discussed. For example, Parson’s (Parsons, 1951; Parsons and Shils, 1951) pattern variables assumed that cultural values develop in relation to societies’ responses to a set of problems. This was supported by Kluckhohn and colleagues (Kluckhohn, 1951; Kluckhohn and Strodtbeck, 1961), and has since been the basis for numerous attempts at modelling, measuring and differentiating culture.

However, in cross-cultural management the cultural dimensions of Hofstede (1980, 1982) and of Trompenaars and Hampden-Turner (1998) have played a leading role. Both frameworks have been used extensively to examine creativity within organizations, and it is important work that cannot be ignored. The next section deals more directly with the relationship between culture and creativity. It does so by reviewing work that purports to have a bearing on the relationship between various cultural values and creativity.

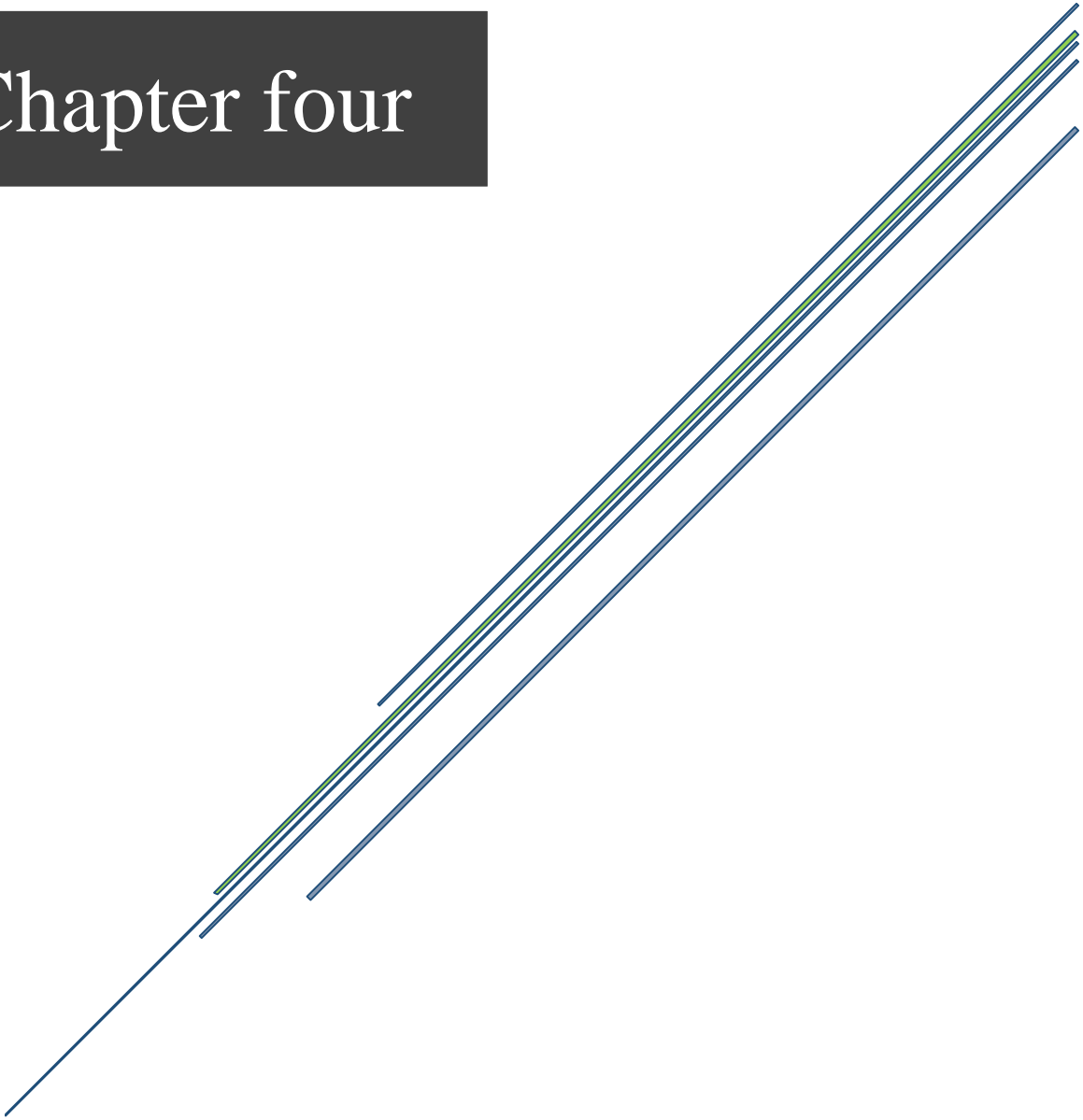
3-13.Strong Organizational Culture enabling to constrain Creative Ideas:

Basically, strong organizational culture that broadly shares values, norms, and beliefs among employees is likely to have positive performance, for example, higher stock prices, income growth and return on investment. The previous studies have been emphasized the benefit of shared value enabling to develop the alignment between employees’ behavior and organizations’ objectives. However, the positive impact of strong organizational culture will merely occur within the stable circumstance because the major processes and policies are normally congruence to organizational objectives. Consequently,

the core organizational culture will facilitate employees to operate their work efficiently. (McFarlin 2002)

Conversely, sometimes strong organizational culture is being called as two sides of the same coin. On one hand, strong organizational culture encourages the positive performance in stable circumstances. On the other hand, it may also be constraint their employees' perspective because employees will strongly embrace with existing perspective of organizational culture. As a result, their employees are not adaptable, creative and also less inspiration to generate novel ideas for organization (McFarlin 2002).

Chapter four



Research Methodology and Results

Chapter four: Research Methodology

4.1 Introduction:

This study is totally based on existing literature. The main purpose of this research is to integrate the viewpoints of different companies and to make a conclusion on the basis of the literature. Initially the search was conducted by using Google's scientific search engine with the keywords "culture", "organizational culture" as well as "creativity" to understand basic information about terminology.

4.2 Research Method:

The quantitative survey method was used to collect data. The design of the research consists of a self-assessment questionnaire to assess perceptions about organizational culture and managerial creativity, and to discover the extent to which companies are aware of them and their impact on the development of companies.

This research will adopt a practical philosophical position. A practical approach to research involves mixing data collection methods and data analysis procedures.

4.3 .Geographical scope:

This research conducted in construction organizations of Sudan, Khartoum.

4.4 Time scope:

The research considered the time period between Aprils to August 2017.

4.5 Research Sample:

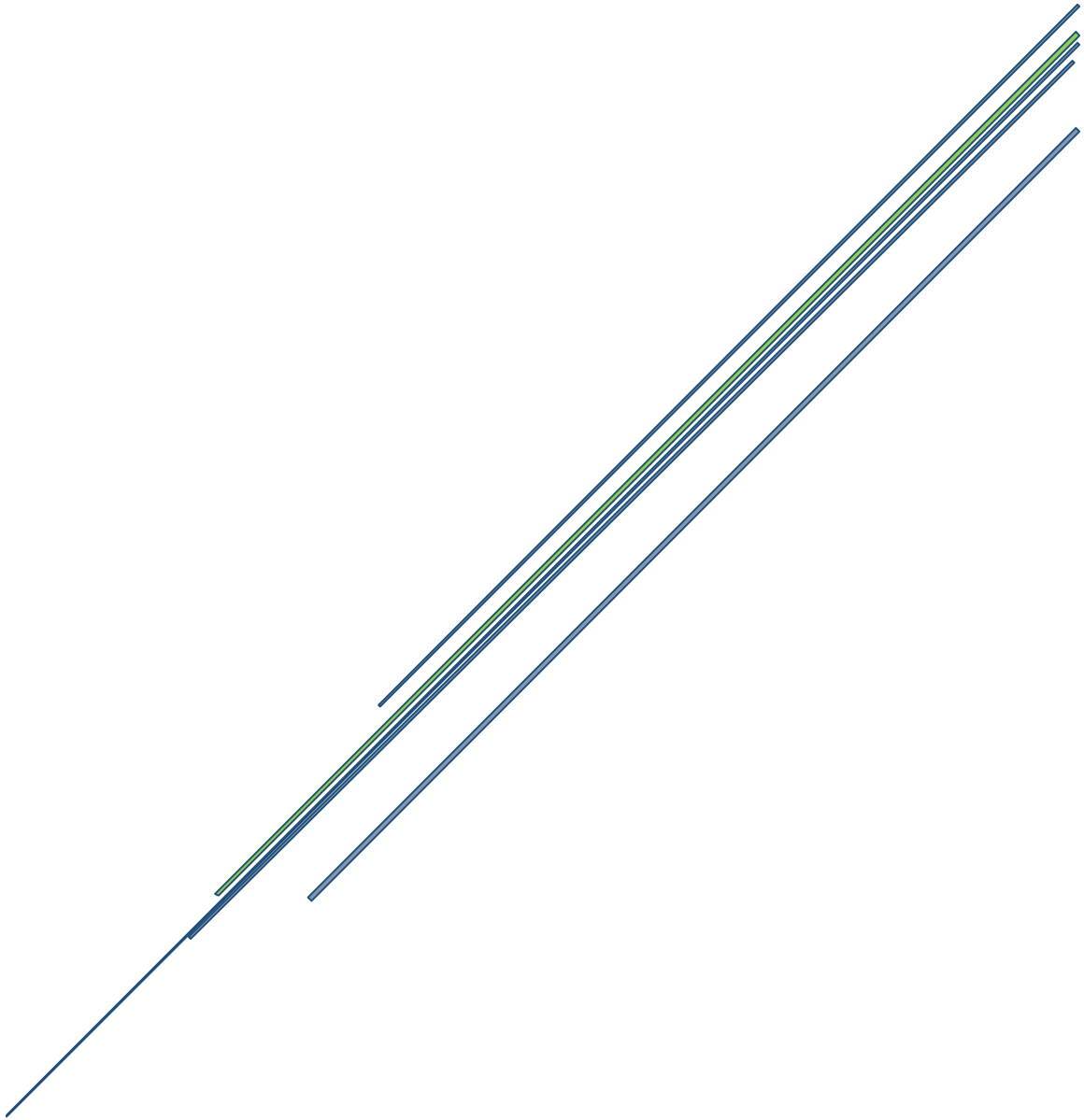
All types of Construction Companies in Khartoum State were chosen as the statistical population of the study. The organizations that the research subject contain many fields. It includes construction companies, consultant companies and contracting companies.

The sampling was done through the purposive sampling method, one of the non-probabilistic techniques. Proportional stratified sampling and simple random sampling method were utilized

4.6 Data Collection:

Data was collected using a structured questionnaire contributed on 15 selected construction industry organizations operating in Khartoum, Sudan. Proportional stratified sampling and simple random sampling method were utilized to collect data.

Follow-up efforts including telephone calls and reminders on some of the respondents with repeat visits were made. In the process sixty completed questionnaires were received. The response rate to the questionnaire was 70%. This is judged to be a high rate of response which can be attributed to the follow-up efforts.



Results and Discussions

Chapter Fifth: Results and Discussions

7.4 Data Analysis:

The primary concern of this research was to investigate the impact of organizational culture on administrative creativity in construction and construction organizations in Khartoum. Data analyses were performed with SPSS 18 and the diagrams drawn by Excel 2013.

7.4.1 Age

In the form, we note that the majority of employees in institutions are between 31 and 40 years of age at 38%, followed by the number of employees under 30 years of age by 27%, then employees aged 41 years and under 50 by 17% 10% for staff aged 15 years and older, and therefore it is possible to say that most of the employees of the institutions are in the average age and this means that they are able to assume responsibility and perform the right work.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 30	16	26.7	26.7	26.7
31 and less than 40	28	46.7	46.7	73.3
41 and less than 50	10	16.7	16.7	90.0
51 and above	6	10.0	10.0	100.0
Total	60	100.0	100.0	

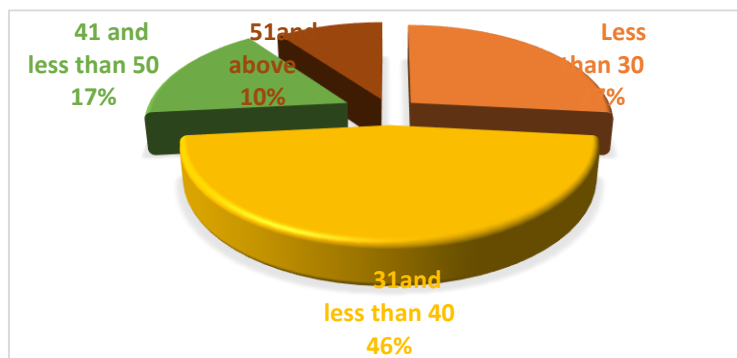


Figure (7.4-1): Questionnaire Analysis

7.4.2 Qualification:

The majority of the employees are 40% of the Baccalaureate, while the rest of the employees are. 30% of the holders Master's and Ph.D. Therefore, the institutions are keen to employ the qualified human resources that possess the skills and skills necessary to fill the jobs.

Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	B.Sc.	24	40.0	40.0	40.0
	Master	18	30.0	30.0	70.0
	Ph.D.	18	30.0	30.0	100.0
	Total	60	100.0	100.0	

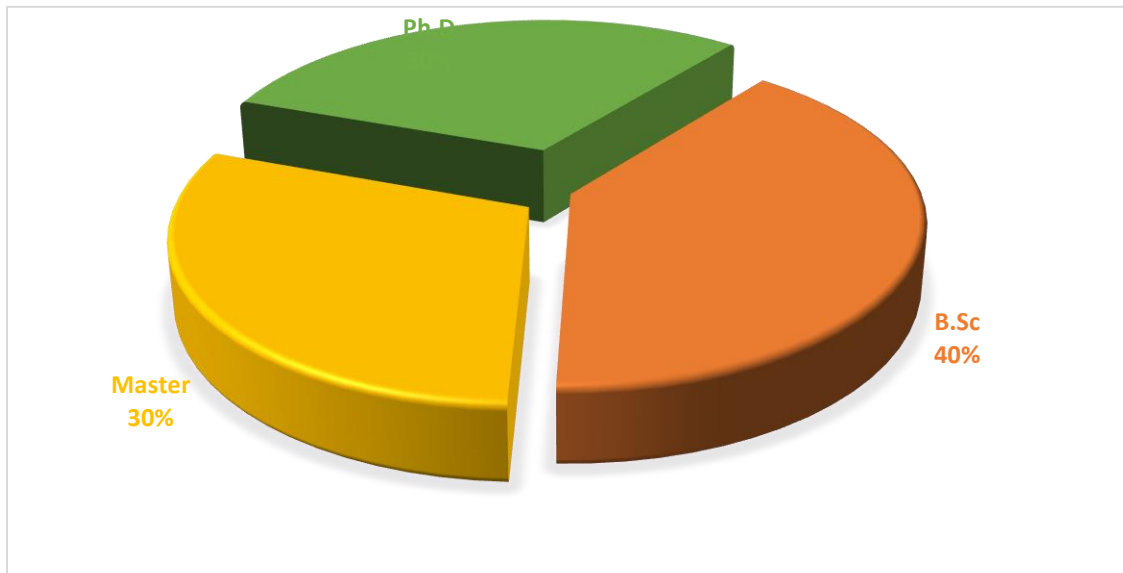


Figure (7.4.2): Questionnaire Analysis

7.4.3 Years of Experience:

In the form, we note that most of the employees of the institution have experience of more than 5 years and up to 10 years and this is 47%. The years of experience for employees whose experience ranged between 10 and 15 was 28%. The years of experience for the employees of the institution who have less than 5 years' experience were The percentage of years of experience for employees with more than 15 years of experience was 3%, it can be said that the reason for the lack of individuals with more than 16 years' experience is due to the recent establishment of the institution on the one hand, For age on the other hand.

VAR00003

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	13	21.7	21.7	21.7
	From 11 to 15 years old	28	46.7	46.7	68.3
	from 11 to 15 years old	17	28.3	28.3	96.7
	More than 16 years	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

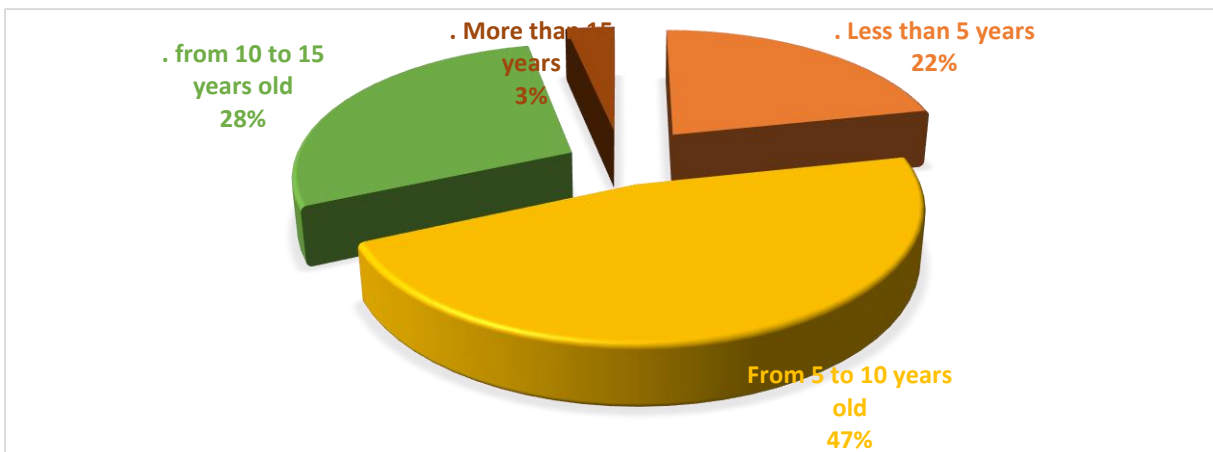


Figure (7.4.3): Questionnaire Analysis

7.4.4 Current Job Field:

The figure shows that most employees are employed in the non-supervisory administrative business by 42% who work in supervisory administrative work by 38%, while the proportion of those working in the field of technical work is 20%

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-supervisory administrative work	25	41.7	41.7	41.7
	Supervisory administrative work	23	38.3	38.3	80.0
	Artworks	12	20.0	20.0	100.0
	Total	60	100.0	100.0	

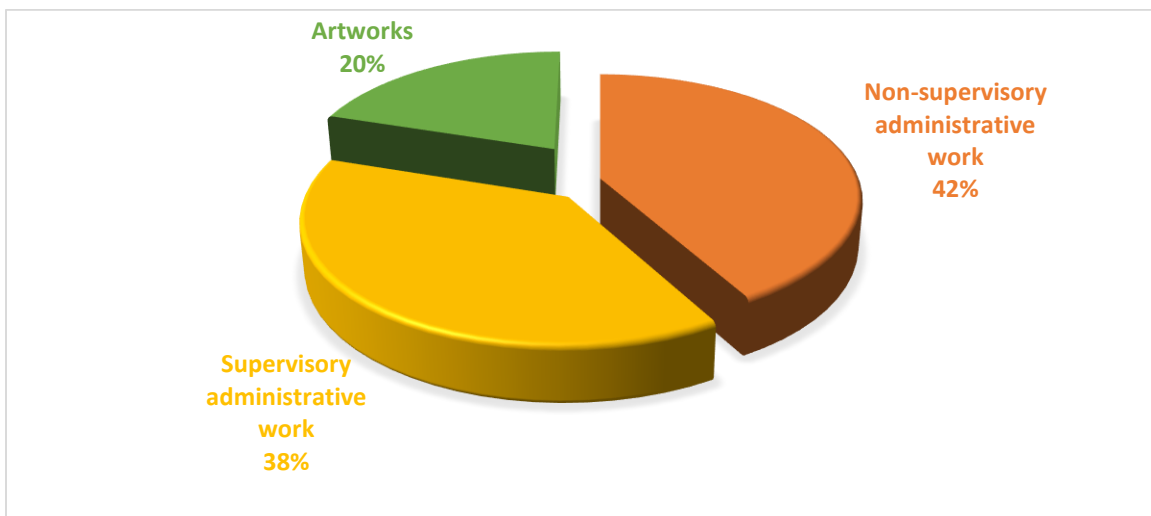


Figure (7.4.4): Questionnaire Analysis

7.4.5 What is the reason for choosing to work in the organization?

In the form we note that most of the employees of the institutions chose to work on the basis of the privileges provided by the institution by 40% and also good reputation by 33%, followed by compatibility with the industrial field by 27%. Therefore, institutions with good privileges and good reputation are institutions capable of attracting employees compared to their competitors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The reputation of the enterprise	20	33.3	33.3	33.3
	Privileges provided by the institution	24	40.0	40.0	73.3
	Specialization agree with the industrial area of the institution	16	26.7	26.7	100.0
	Total	60	100.0	100.0	

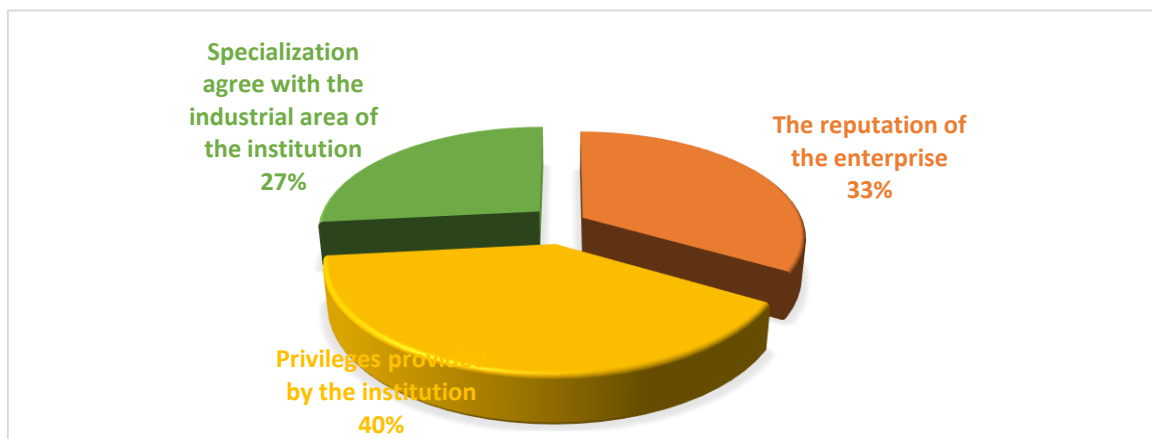


Figure (7.4.5): Questionnaire Analysis

7.4.6 Do you have difficulty integrating into the work in the organization?

In the form we note that most of the employees in the institutions did not face the difficulty of integrating into the work, and the ratio was 70%. Employees who found it difficult to integrate were 30%.

This can be attributed to the prevailing culture of the institution and the unwillingness of staff to change their culture to suit a culture Institution, or asymmetry of an individual's culture with an enterprise culture

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	30.0	30.0	30.0
	no	42	70.0	70.0	100.0
	Total	60	100.0	100.0	

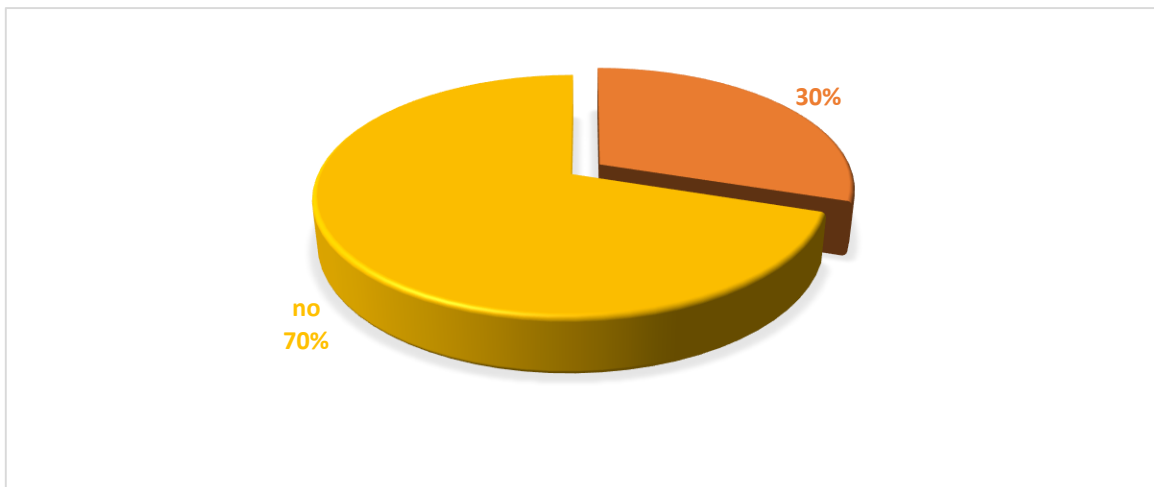


Figure (7.4.6): Questionnaire Analysis

7.4.7 Are the goals of the institution clear to you?

In the form we note that the objectives of the institutions are clear to most of the employees of the management, which is 73%, the ambiguity of the objectives of some employees was about 27%.

It is therefore possible to say that the objectives of the institutions are clear to the majority of staff, which means that there is effective communication between the management and the various administrative staff in the institutions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	73.3	73.3	73.3
	no	16	26.7	26.7	100.0
	Total	60	100.0	100.0	

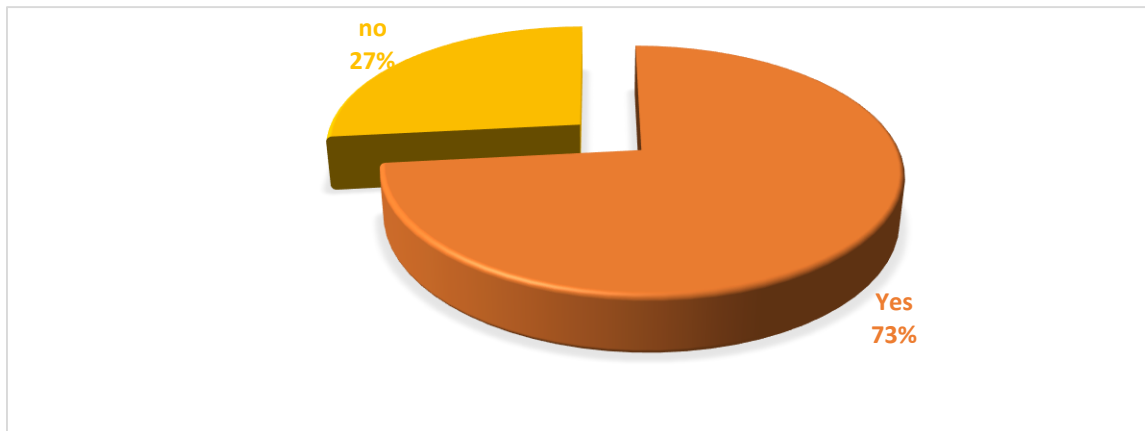


Figure (7.4.7): Questionnaire Analysis

7.4.8 If you have a problem at work do you resort to solve it to?

In the form we note that the most of the employees of institutions when faced with a problem rely on themselves by 44%. The second percentage is 38% resorting to a colleague of the same interest, and 18% they resort to the senior management to solve their problems.

It is therefore possible to say that the institutions have experienced employees who are experienced and able to take responsibility, and have an atmosphere of cooperation and team spirit among employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Relying on yourself	26	43.3	43.3	43.3
	A colleague of the same enterprise	23	38.3	38.3	81.7
	Higher Management	11	18.3	18.3	100.0
	Total	60	100.0	100.0	

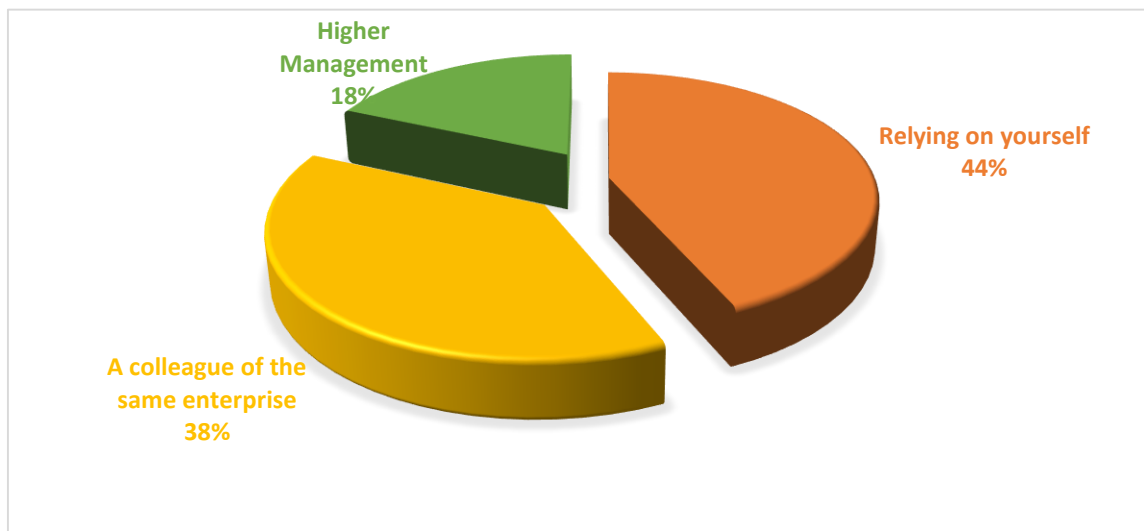


Figure (7.4.8): Questionnaire Analysis

7.4.9 In your opinion, is there consistency and harmony in the work between the departments?

We note from the form that there is consistency and harmony between the employees of the institution, by 52%, and 25% they see that there is no harmony in the work. 23% are neutral the existence of harmony and harmony in the work refers to the prevailing values and spirit of cooperation and objectives.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	31	51.7	51.7	51.7
	no	15	25.0	25.0	76.7
	neutral	14	23.3	23.3	100.0
	Total	60	100.0	100.0	

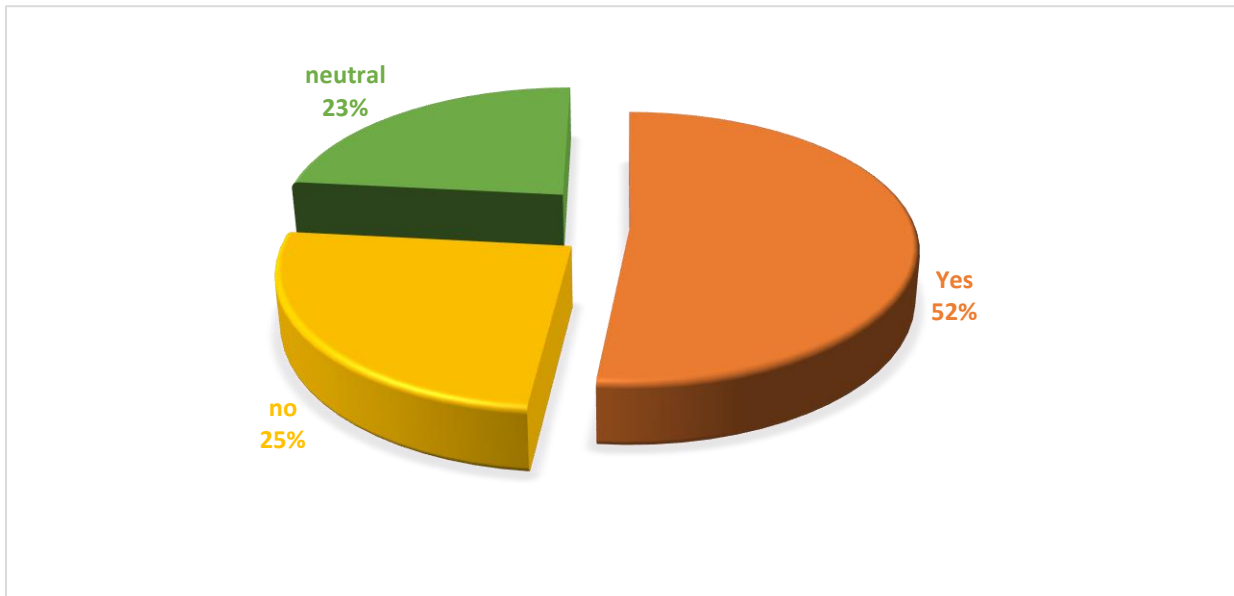


Figure (7.4-9): Questionnaire Analysis

7.4.10 Do motivation system helps to achieve the goals of staff?

Through the form we note that the incentive systems in the institutions achieve the objectives of the staff at a high rate, so that the percentage of 100%

The acceptance rate indicates that the incentive system in the institutions receives acceptance and has an effective role in achieving the objectives of the employees and thus achieving the objectives of the institutions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	60	100.0	100.0	100.0

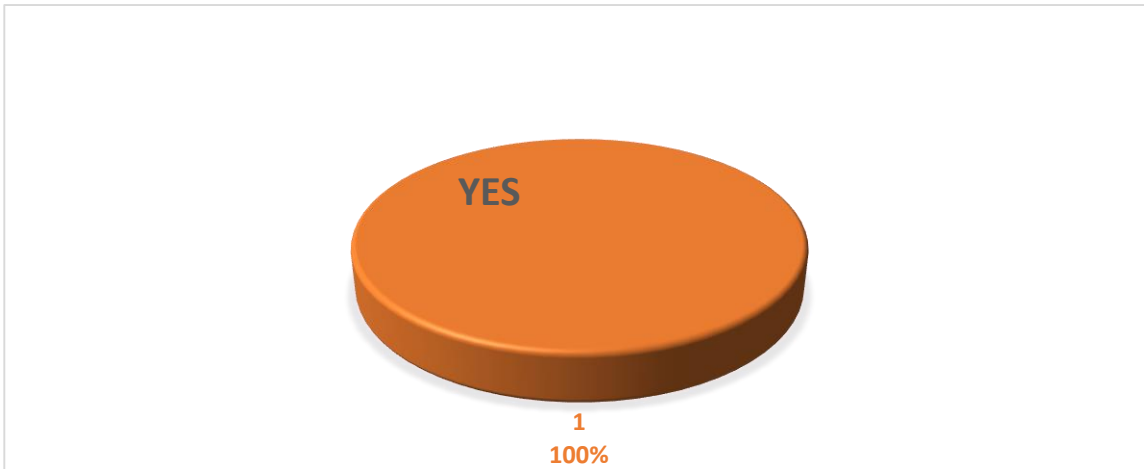


Figure (7.4-10): Questionnaire Analysis

7.4. 11 Is the enterprise changed the culture in earlier?

We note from the form that there is 67% of employees see that institutions have not changed their culture before, indicating that most employees have no knowledge of cultural change and may be due to new employees or unfamiliar with the history of the institution, and 23% think the institutions have changed Culture, which indicates that they are familiar with the history of the institution and related events, and the ratio of 10% neutral, indicating that they are new employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	23.3	23.3	23.3
	no	40	66.7	66.7	90.0
	neutral	6	10.0	10.0	100.0
	Total	60	100.0	100.0	

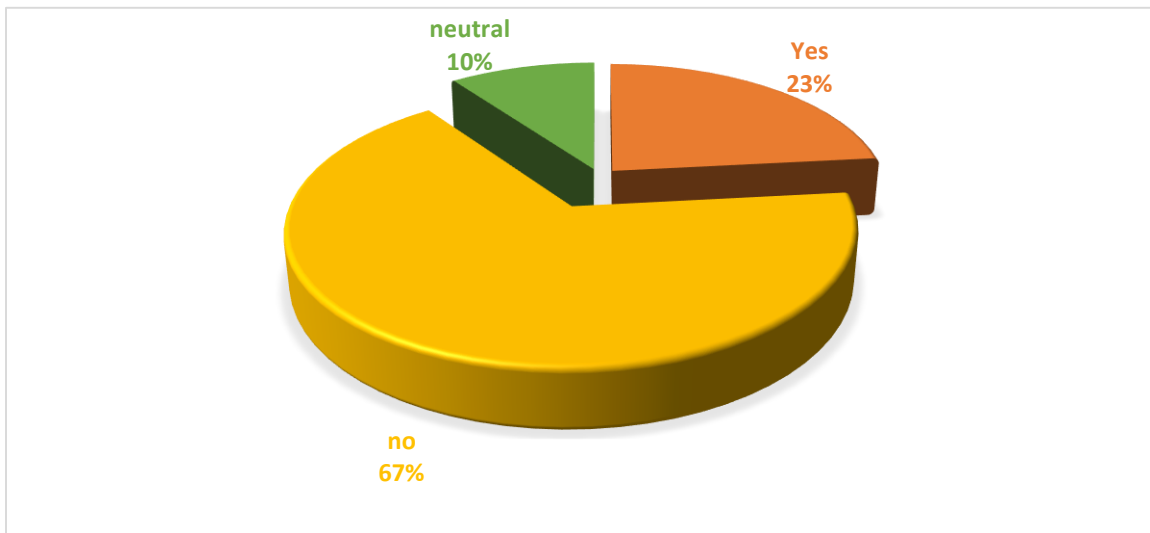


Figure (7.4-11): Questionnaire Analysis

7.4.12 is you're organization resistant when changing its culture by employees?

It is clear from the figure that institutions faced resistance by employees when they change their culture by 80%. This is due to the lack of readiness of employees for this change, the lack of awareness by institutions and the fear of negative repercussions on them.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	48	80.0	80.0	80.0
	no	8	13.3	13.3	93.3
	neutral	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

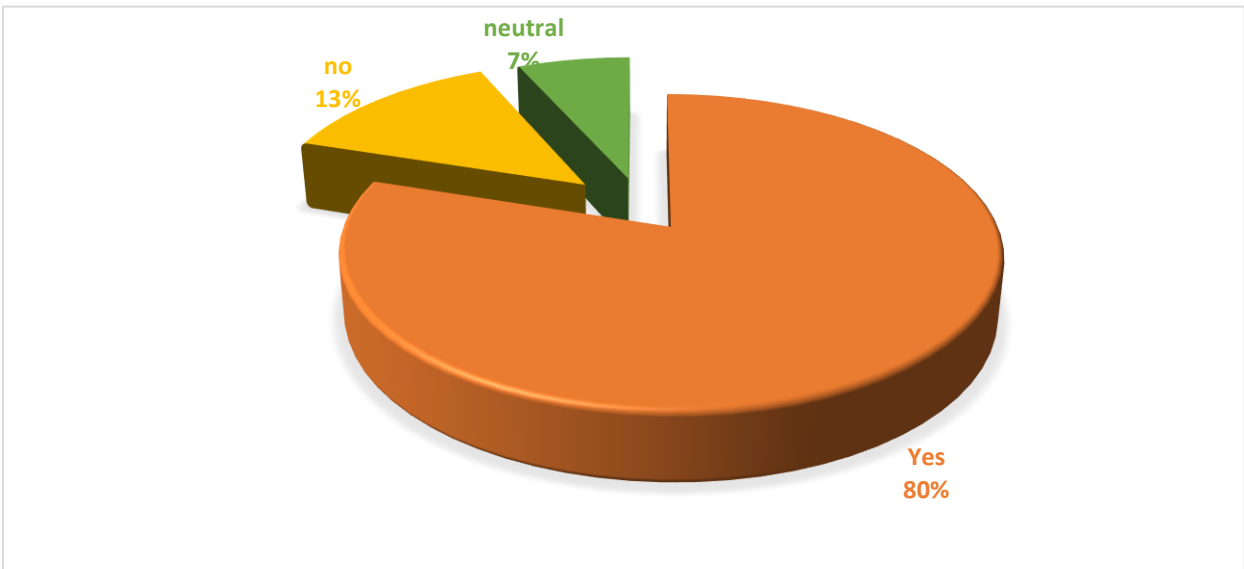


Figure (7.4-12): Questionnaire Analysis

7.4.13 Do you think the evolution of the institution is due to?

The figure shows that the reason for the development of institutions is related to the strategy followed by 64% and then to the following Organizational culture by 23%, and finally the ability of administrators by 13%.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strategy followed	38	63.3	63.3	63.3
	Ability of administrators	8	13.3	13.3	76.7
	Dominant organizational culture	14	23.3	23.3	100.0
	Total	60	100.0	100.0	

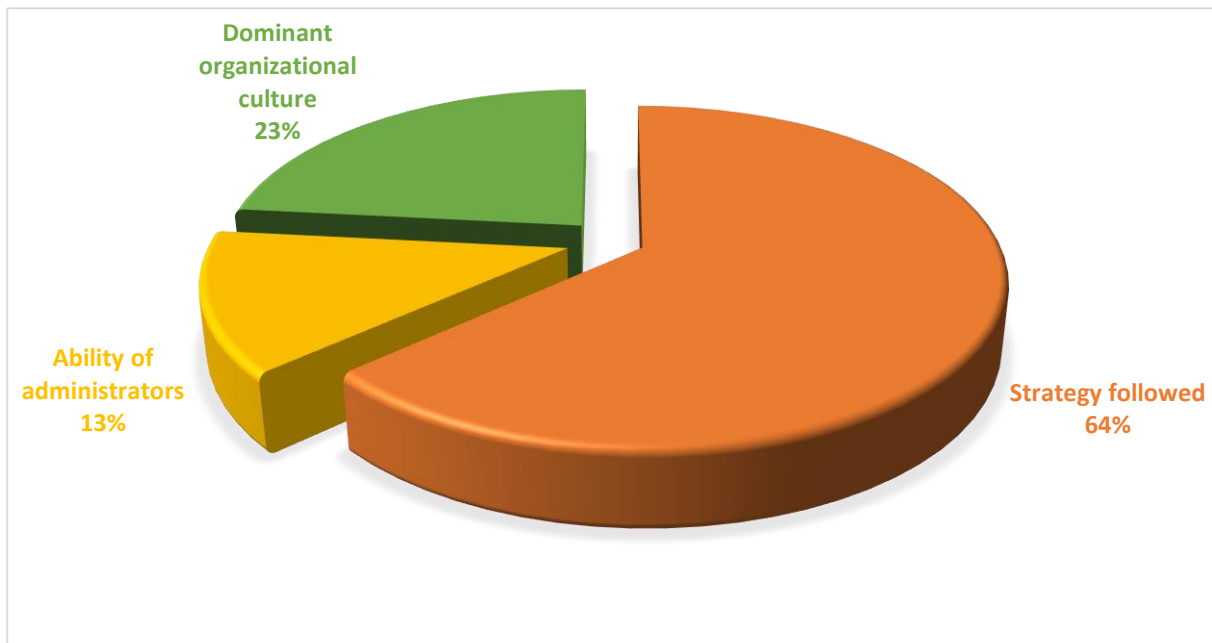


Figure (7.4.13): Questionnaire Analysis

7.4.14 Does the institution encourage?

The figure shows that the institution encourages the introduction of new ideas by 49%, followed by experimentation and initiative by 28% and finally collective action by 23%.

These percentages indicate that institutions encourage their employees to provide new ideas that help creativity as well as encourage them to experiment and initiative and thus seek new and encourage collective work that leads to the solution of problems and the abundance of ideas, which reflects the possibility of creativity and thus the invasion of many markets.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Experimentation and initiative	17	28.3	28.3	28.3
	Provide new ideas	29	48.3	48.3	76.7
	Teamwork	14	23.3	23.3	100.0
	Total	60	100.0	100.0	

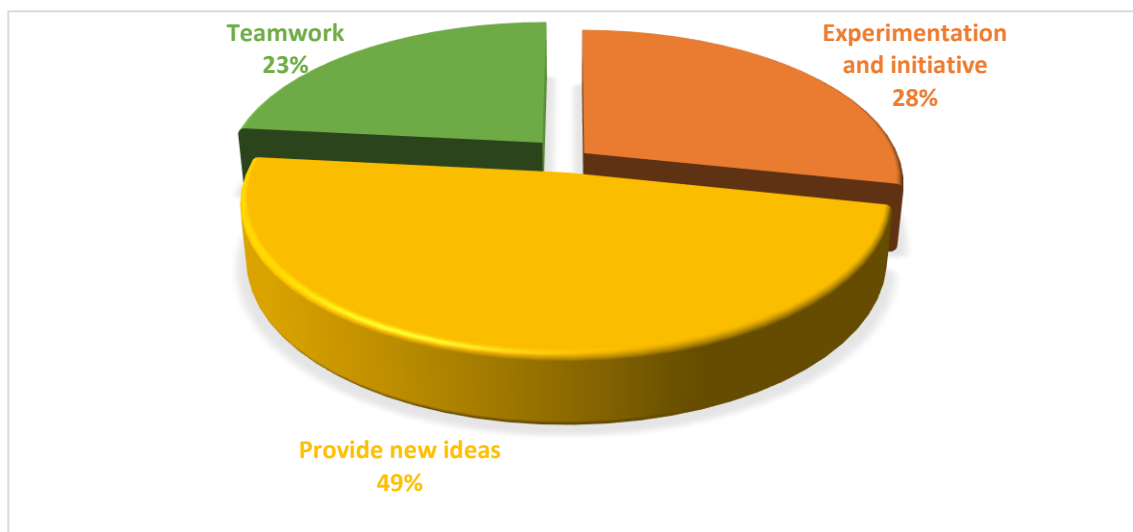


Figure (7.4.14): Questionnaire Analysis

7.4.15 Have you ever submitted new ideas?

The figure shows that the majority of employees did not submit new ideas, with 68%, they are a class that is not able to innovate and do routine tasks. Unlike 32% of employees, they provide new ideas, demonstrating that they have creative abilities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	19	31.7	31.7	31.7
	no	41	68.3	68.3	100.0
	Total	60	100.0	100.0	

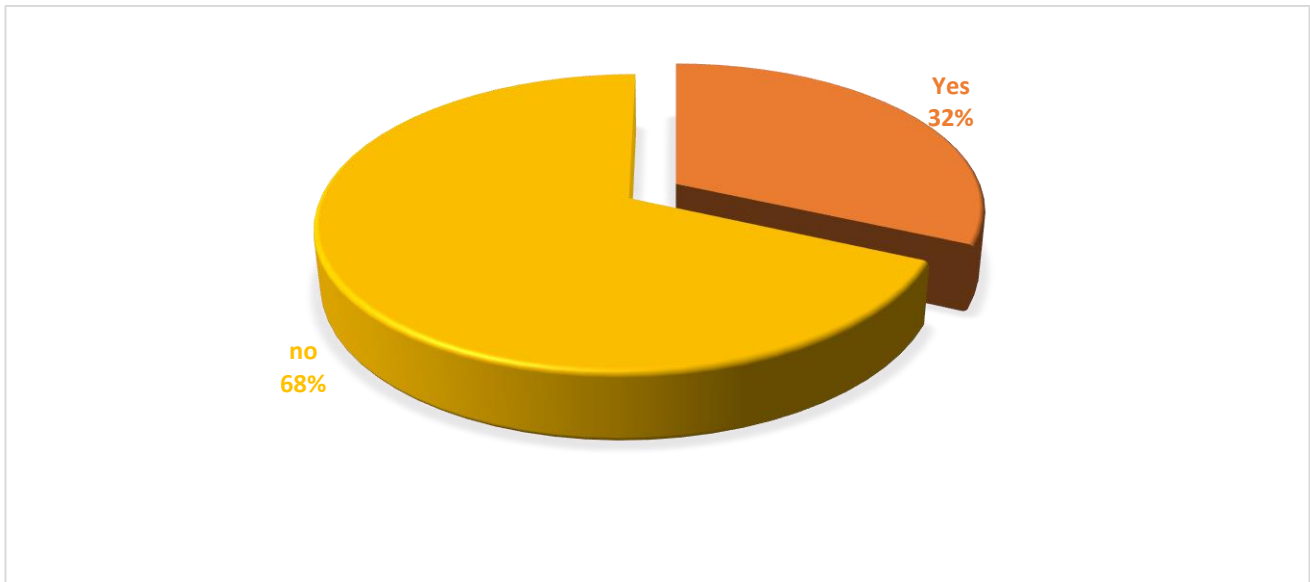


Figure (7.4-15): Questionnaire Analysis

7.4.16 when providing new ideas do you receive acceptance?

The percentage of employees who submitted ideas and received acceptance reached 58%, which indicates that the institutions encourage creativity and initiative, and possess creative competencies, or 42% rejected, may be due to the large cost or insufficient time for implementation or resource problem the period lasts.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	35	58.3	58.3	58.3
	no	25	41.7	41.7	100.0
	Total	60	100.0	100.0	

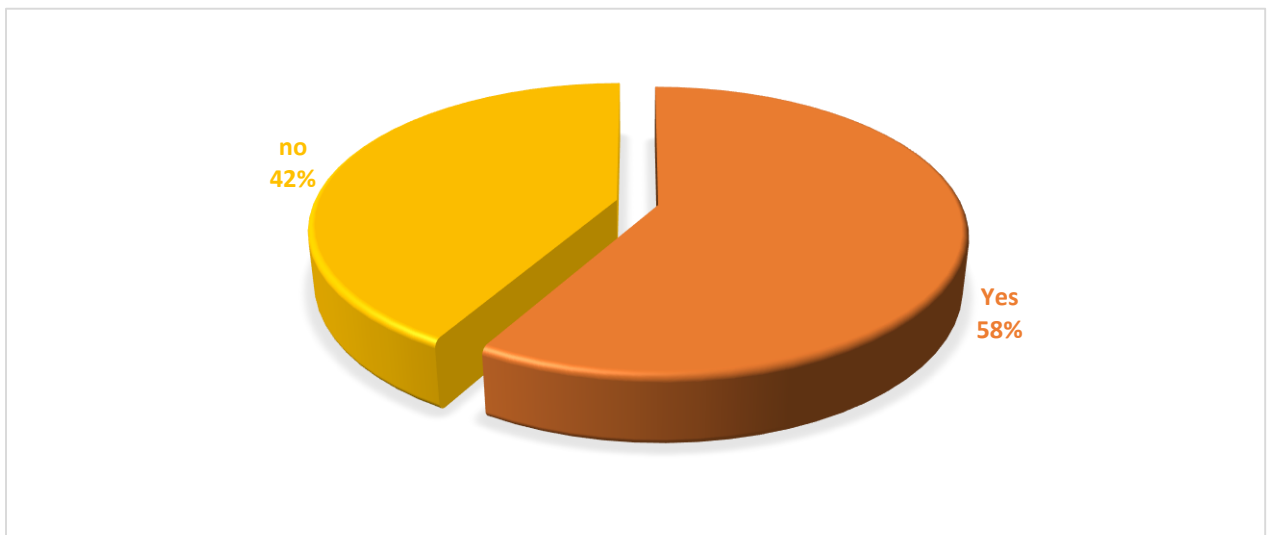


Figure (7.4-16): Questionnaire Analysis

7.4.17 when you do your job, do you feel bored?

It is noticeable that most employees do not feel bored when performing their jobs, which is 73%. This is due to the presence of a rest period during work, cooperation between the various employees, and since the work depends on new ideas and creativity there is no boredom, unlike the 27% who are bored because of routine work and are not creative.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	26.7	26.7	26.7
	no	44	73.3	73.3	100.0
	Total	60	100.0	100.0	

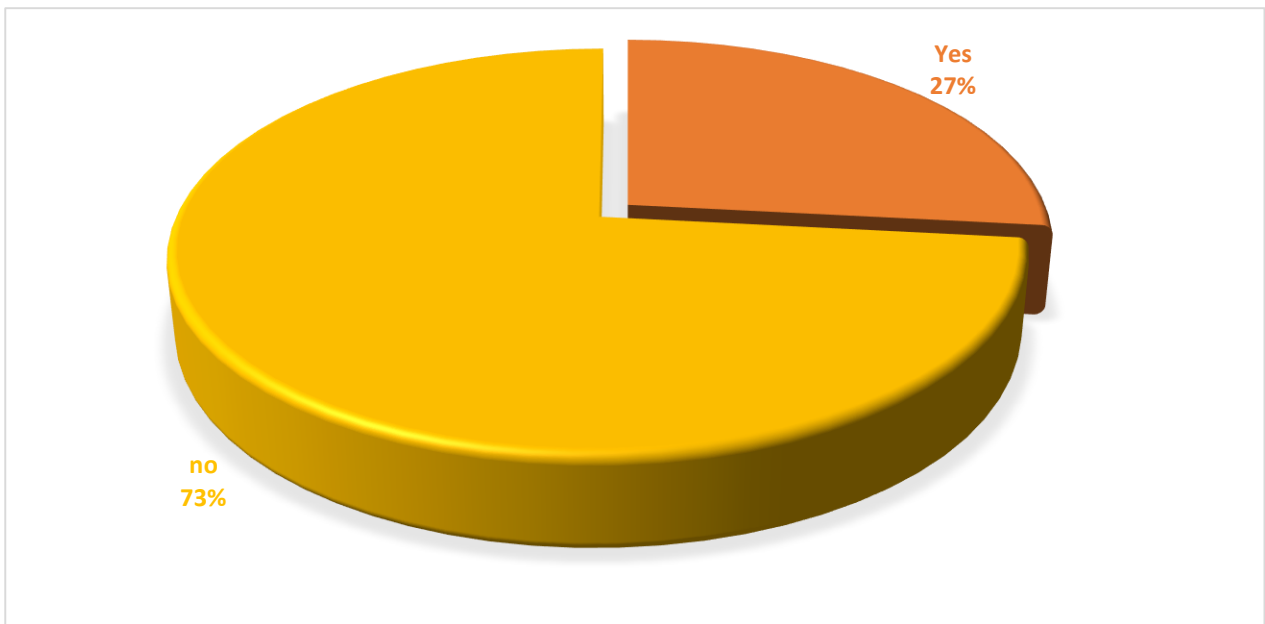


Figure (7.4-17): Questionnaire Analysis

7.4.18 Generate creative ideas to the employee as a result of:

The majority of the employees believe that the new creative ideas are generated by the organizational culture prevailing in the institution by 35%, followed by the incentives provided by 20% and the rest believe that creativity is generated by teamwork and loyalty to the institution and training programs. This indicates the strength of organizational culture in the institutions Main to generate creativity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	incentives provided	12	20.0	20.0	20.0
	- loyalty to institutions	9	15.0	15.0	35.0
	training programs	8	13.3	13.3	48.3
	organizational culture	21	35.0	35.0	83.3
	teamwork	10	16.7	16.7	100.0
	Total	60	100.0	100.0	

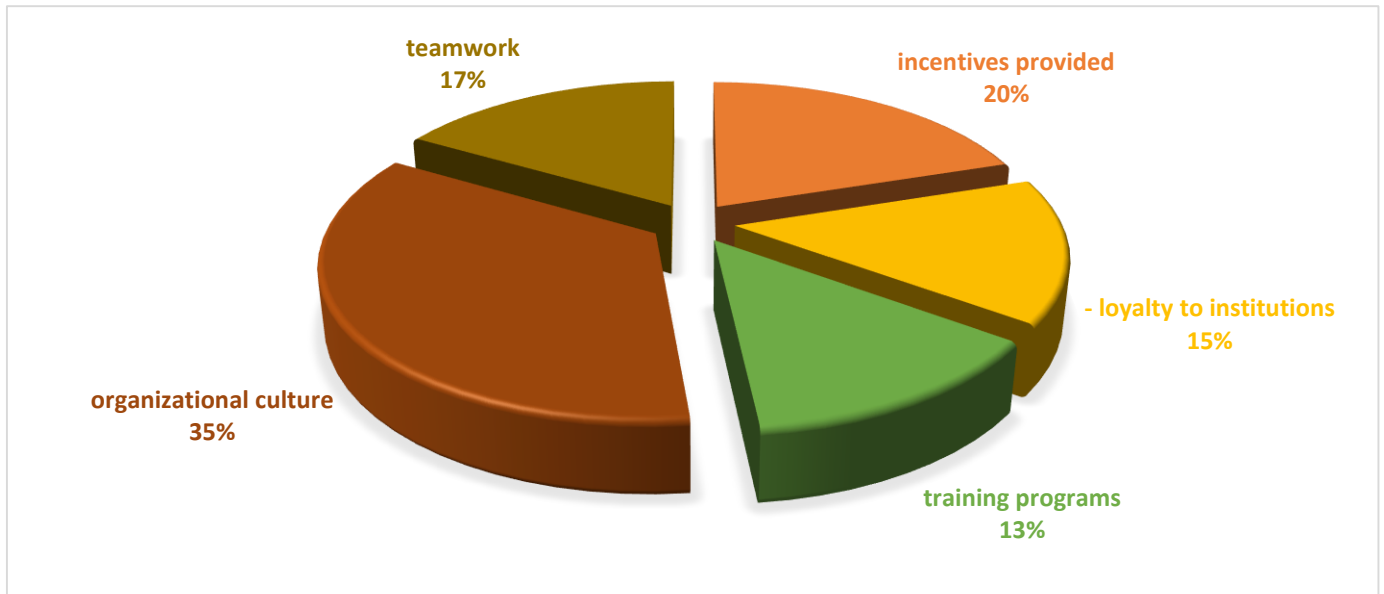


Figure (7.4-18): Questionnaire Analysis

7.4.19 Do you think creativity means?

The figure shows that the 44% of institutional staff believe that innovation means introducing new ideas, then 28% believe that creativity is the use of a new method in production, while 15% believe that innovation is to produce a product New, and 13% see it as a new service offering and this is the point of view of each employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Introduction of new thinking	26	43.3	43.3	43.3
	New way of production and distribution	17	28.3	28.3	71.7
	- New product	9	15.0	15.0	86.7
	New service	8	13.3	13.3	100.0
	Total	60	100.0	100.0	

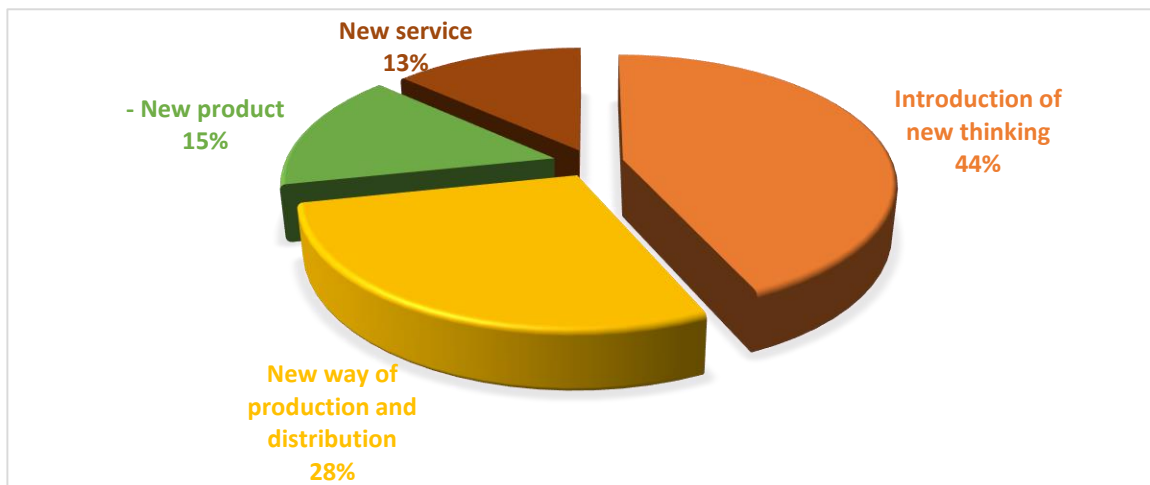


Figure (7.4-19): Questionnaire Analysis

7.4.20 Dose curent culture encourage creativity?

The majority of employees believe that the culture of institutions does not encourage creativity by 48%. This is due to the absence of an atmosphere conducive to creativity and a literal commitment to laws and administrative interventions, while 34% see the opposite and 18% are neutral

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	33.3	33.3	33.3
	no	29	48.3	48.3	81.7
	neutral	11	18.3	18.3	100.0
	Total	60	100.0	100.0	

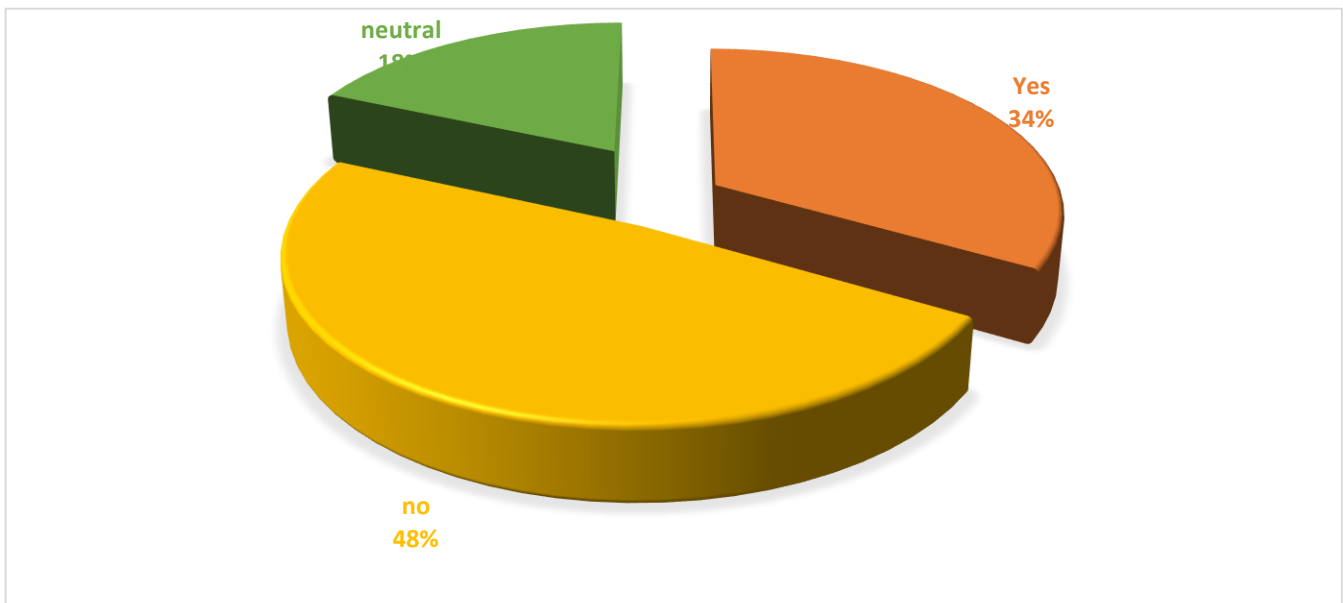


Figure (7.4-20): Questionnaire Analysis

7.4.21 Does the senior management have a great role in encouraging creativity?

The majority of employees believe that senior management encourages creativity by 92%. This is due to the adopted strategy, good governance and organizational culture, and 8% believe that it is the opposite

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	91.7	91.7	91.7
	no	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

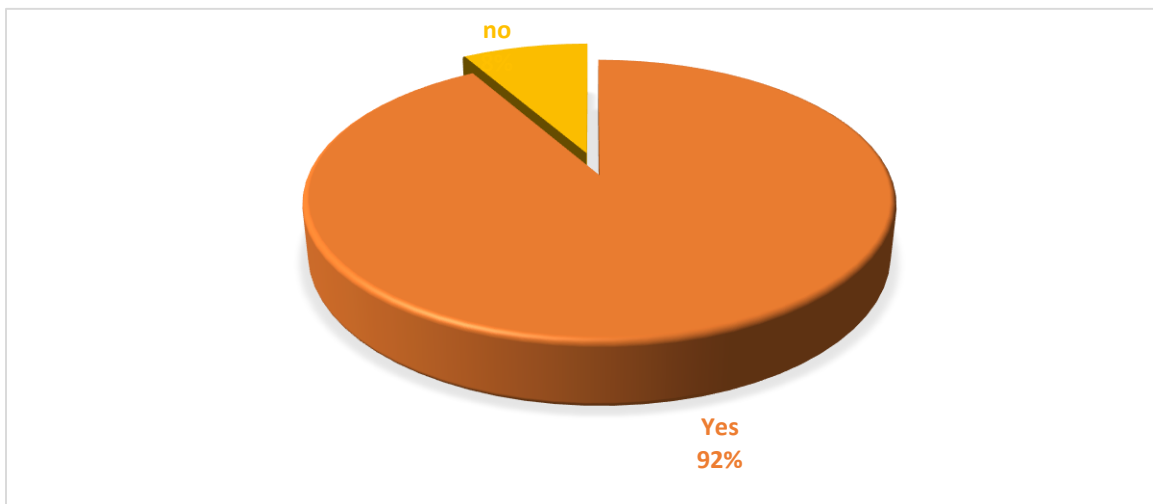


Figure (7.4-21): Questionnaire Analysis

7.4.22 Does the institution have a competitive advantage?

The figure shows that the institutions have a competitive advantage due to the 35% reduced prices and the after-sales services provided by 33% and 32% for the strong relationship with the customers. This is due to the low prices and high quality of the various products in addition to the services to follow the sale of maintenance and guarantees, as well as relations with clients, whether income or foreign

		Y7	Percent	Valid Percent	Cumulative Percent
Valid	After-sales service	20	33.3	33.3	33.3
	Strong relationship with customers	19	31.7	31.7	65.0
	Lower prices	21	35.0	35.0	100.0
	Total	60	100.0	100.0	

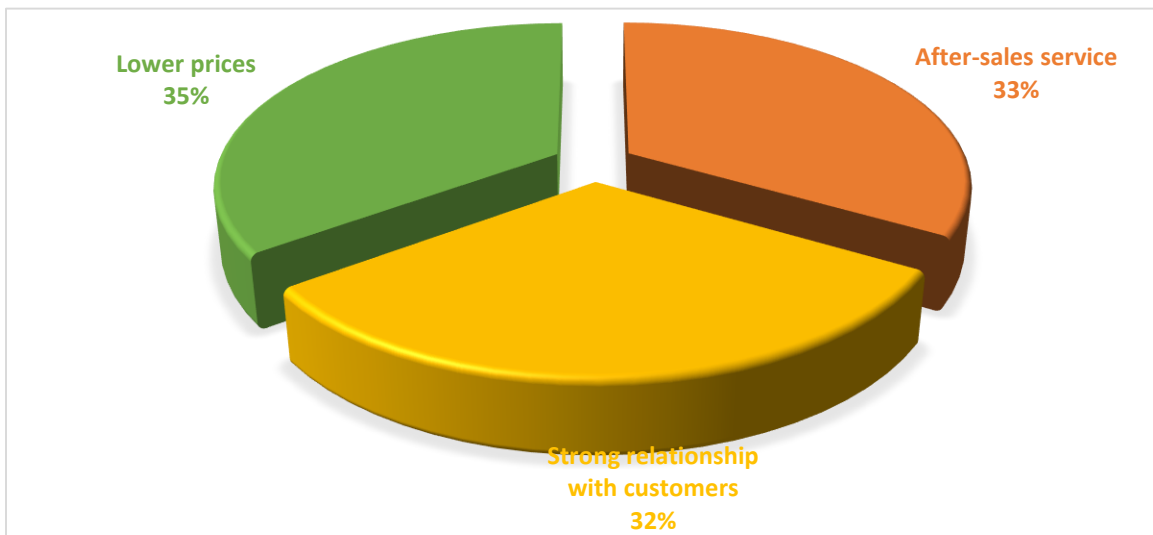


Figure (7.4-22): Questionnaire Analysis

7.4.23 what are the obstacles that prevent the creation of a culture that encourages creativity?

It is clear that among the obstacles to the creation of a culture of encouraging creativity is the literal adherence to the laws by 42%, followed by the large cost of 28%, followed by the lack of clarity of the goals by 17% and finally the insufficient time for creativity by 13%, indicating that there are individuals Creators aspire to the best but face difficulties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	significant cost	17	28.3	28.3	28.3
	lack of clarity of objectives	10	16.7	16.7	45.0
	insufficient time	8	13.3	13.3	58.3
	compliance with laws and regulations	25	41.7	41.7	100.0
	Total	60	100.0	100.0	

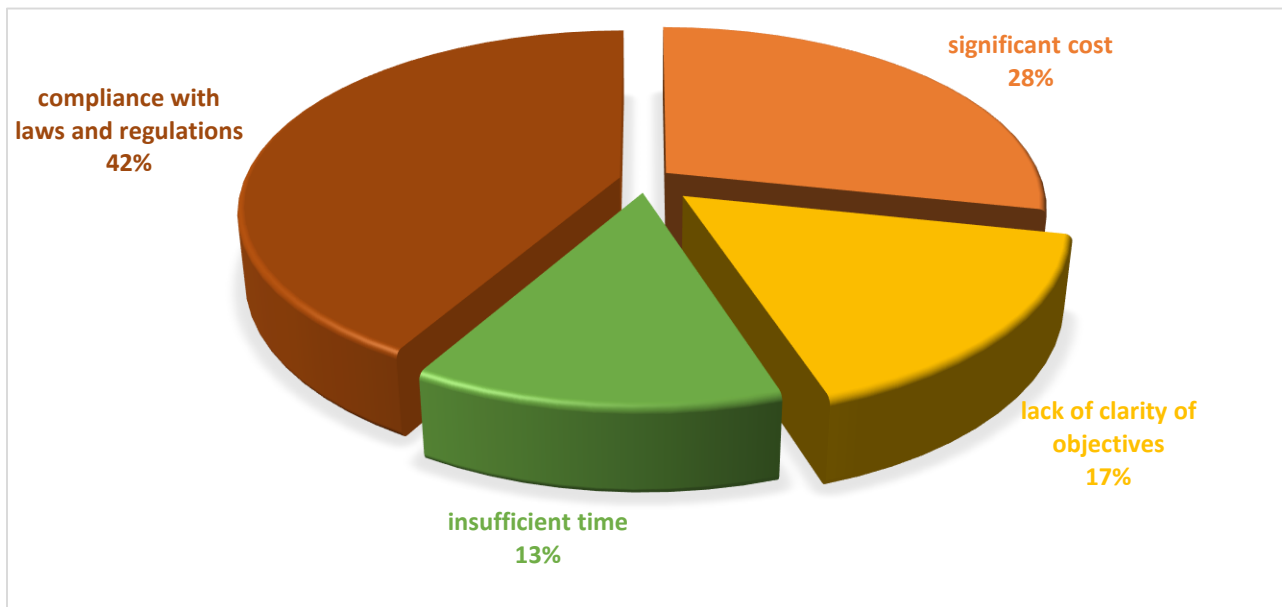


Figure (7.4-23): Questionnaire Analysis

7.4.24 Does the institution consider mistakes as a source of learning and creativity?

The figure shows that institutional staff view error as a major problem and punish its owner by 73% and 27% believe that error is a source of learning and creativity. This is due to the administration's perceived error as failure and not reason to succeed.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	26.7	26.7	26.7
	no	44	73.3	73.3	100.0
	Total	60	100.0	100.0	

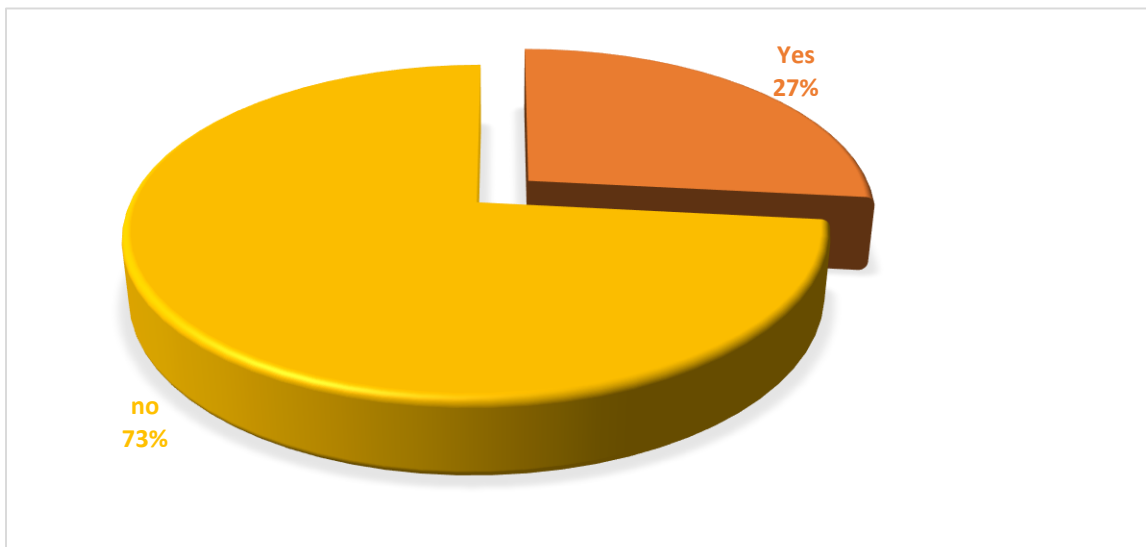


Figure (7.4-24): Questionnaire Analysis

7.4.25 is the culture of the organization values equivalent to creativity?

It is clear that most employees believe that the culture of the organization contains values that are equivalent to creativity by 77%. This is due to the appropriateness of this value with the expectations of the employees, while 23% see the opposite

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	46	76.7	76.7	76.7
	no	14	23.3	23.3	100.0
	Total	60	100.0	100.0	

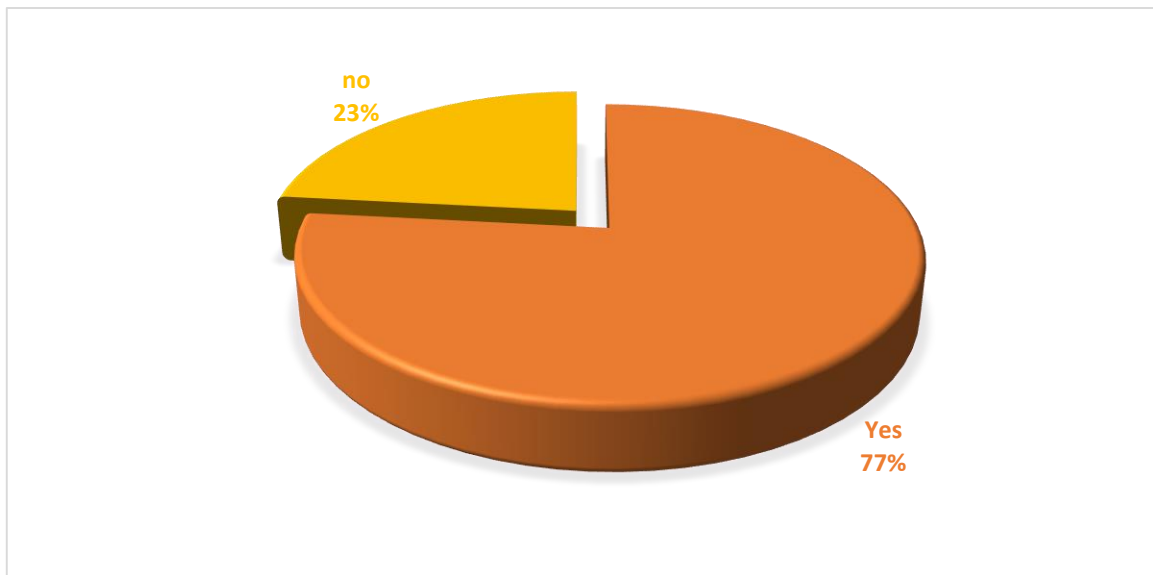
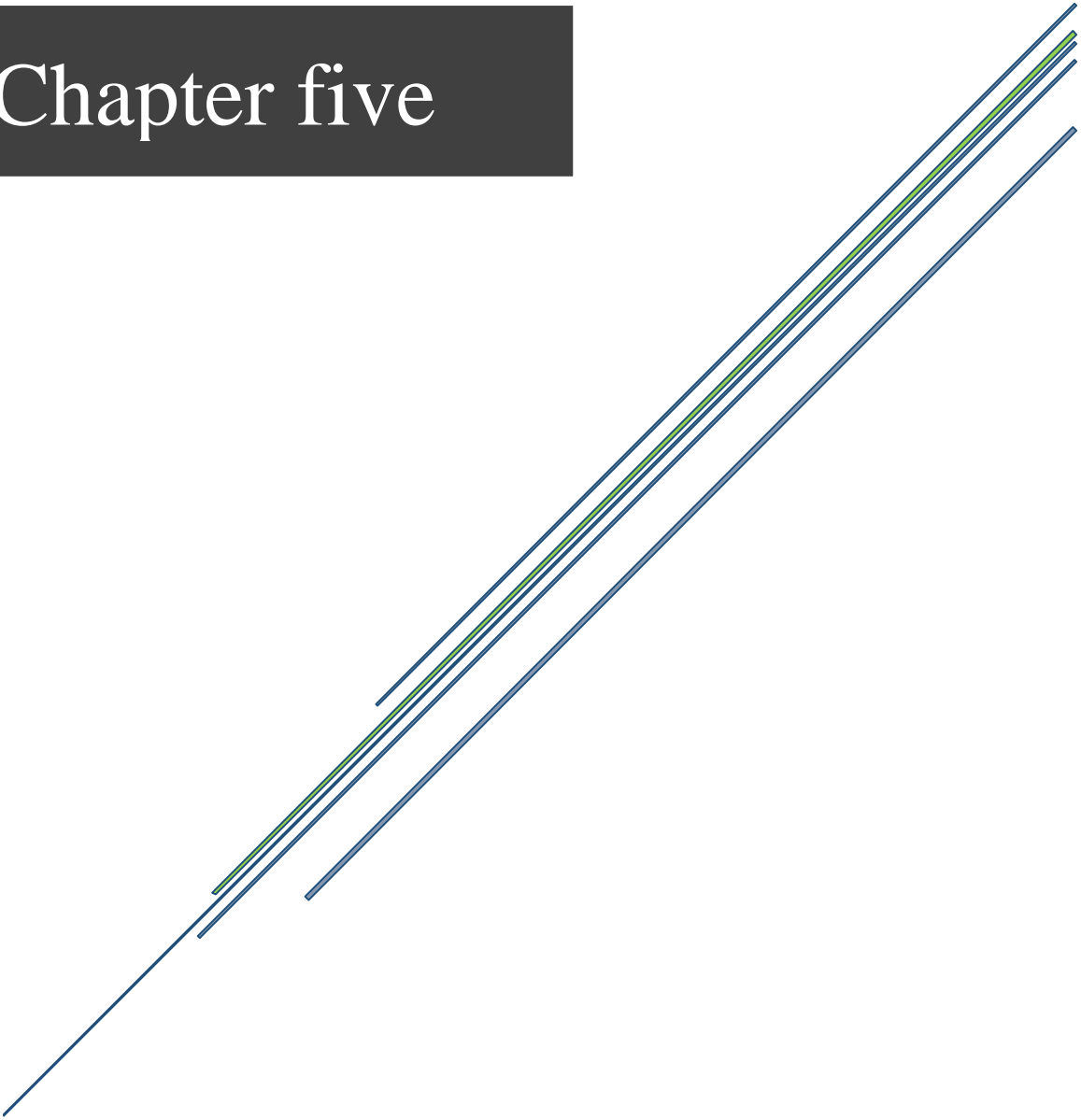


Figure (7.4-25): Questionnaire Analysis

Chapter five



**Conclusion and
Recommendations**

Chapter six: Conclusion and Recommendations

6.1 Conclusion:

This research began with a survey of literature on organizational culture and management creativity in order to provide greater clarity of definition. Although literature is highly divergent and there is nothing like a uniform definition or concept of organizational culture and managerial creativity, some common definition ground has been identified.

The aim of this research is the impact of organizational culture on managerial innovation in construction companies. It has been assumed that organizational culture has a significant impact on creativity in construction organizations

To test these hypotheses, primary data were collected using a questionnaire. Data were analyzed using descriptive statistical methods.

The results of the data analysis confirmed the first hypothesis and the second hypothesis but the third hypothesis is not quite correct.

Because the organizational culture in the construction companies in Sudan was not open to creativity.

The research main conclusions are:

1. The culture that existed in companies was not very open to employee creativity. There seems to be a big gap with regard to perceptions about the culture that existed in construction companies among unskilled administrative staff on the one hand and supervisors and business owners on the other.
2. All the administrative staff who responded to corporate organizational culture as open to innovation, all supervisory staff, engineers and almost novice employees recorded organizational culture is not open to creativity. Organizational culture is not only about what the management knows or believes in, but also what has been transferred to other staff (what supervisors and workers see).
3. Teamwork is very good for organizational development, team identity or team culture should not be allowed to overshadow the organizational culture.

4. The study found that members of more independent firms (administrative staff) showed greater creativity in their work. However, staff with little or no autonomy show little creativity in their work.
5. The effect of a literal commitment to laws or routines and management's perception that error is a failure and not a reason for success. Their creativity is vastly robbed. This means that the less formalization of work, the more creative and vice versa. It turns out that rewards and incentives (for creative work) affect employee creativity positively.

6.2 Recommendations:

1. First and foremost, management must help generate a culture supportive of creativity with emphasis on enhanced communication in order to influence attitudes, opinions and beliefs.
2. Because organizational culture is not limited to management's belief, corporate management must reach goals, values, beliefs, mission and organizational vision more evenly and effectively at all levels of staff.
3. Despite the fact that teamwork is good for organizational development, corporate management organizations must strive to ease team members from their team identities and help them adopt more organizational identity.
4. Organizational culture must be binding on all employees of the company because this will encourage consolidation among the members of the organization and thus enhance commitment.
5. In order to promote innovation across all levels of corporate personnel, management should pay special attention to independence, formalization, workload, recognition and financial rewards.
6. Corporate management should give staff at all levels reasonable autonomy for them to perform their duties.
7. Management in companies must seek to reduce the commitment to craft laws and regulations in order to promote creativity
8. Institutionalism must consider mistakes as a source of learning and creativity - and accept new ideas. In order to enhance creativity in the staff.
9. Management must give staff a reasonable workload.
10. It was found that the financial and moral reward for creative work according to this study has a positive relationship with creativity. . So

the management should evaluate the creators' recognition of such creative work.

11. Finally, the management should work well to strengthen the organizational culture because of its great role in enhancing the creativity of employees and thus the development of the institution and gain competitive advantage in the markets.

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Questionnaire

The Impact of Organizational Culture on Creativity managing in Construction Companies in Sudan

Show:

Thank you for your interest in surveying organizational culture.

The purpose of the study is solely for educational purposes, and your answers will not be used or reviewed by anyone other than yourself or us.

We hope that the survey results will provide a starting point to help you assess how well your organization meets the criteria of being a creative cultural organization, especially when compared to the criteria we have set in previous research.

Please note that since your results will only be based on your own perceptions of organizational culture and leadership creativity in your organization

Please tick (✓) in front of the right answer

1. Age:

1. Less than 30 2. 13 and less than 40

3. 41 and less than 50 4. 51 and above

2. Qualification:

1 B.Sc. 2. Master

3. Ph.D.

3. Years of Experience:

1. Less than 5 years 2. From 11 to 15 years old

3. from 11 to 15 years old 4. More than 16 years

4. Current Job Field:

(a) Non-supervisory administrative

(b) Supervisory administrative work

(c) Working in the field

(d) Other.....

➤ Related to organizational culture concepts:

5. What is the reason for choosing to work in the organization?

1. The reputation of the enterprise

2. Privileges provided by the institution

3. Specialization agree with the industrial area of the institution

6. Do you have difficulty integrating into the work in the organization?

1. Yes 2. No 3. Neutral

7. It is clear goals the enterprise for you?

1. Yes 2. No 3. Neutral

8. If you have a problem at work do you resort to solve it to?

1. Relying on yourself
2. A colleague of the same enterprise
3. Higher Management

9. In your opinion, is there consistency and harmony in the work between the departments?

1. Yes 2. No 3. Neutral

10. Is the enterprise changed the culture in earlier?

1. Yes 2. No 3. Neutral

11. Do motivation system helps to achieve the goals of staff?

1. Yes 2. No 3. Neutral

12. Does your institution resistance at changing the culture of the party staff?

1. Yes 2. No 3. Neutral

➤ **Concepts related to creativity**

13. You think the evolution of the enterprise is to?

- (a) Strategy followed (b) - Ability of administrators
(c) Dominant organizational culture (d) low price
(e) Good governance

14. Does the enterprise encourage?

1. Experimentation and initiative
2. Provide new ideas
3. Teamwork

15. Do you ever offer new ideas?

1. Yes 2. No 3. Neutral

16. When providing new ideas do you receive acceptance?

1. Yes 2. No 3. Neutral

17. When your performance of your job do you feel bored?

1. Yes 2. No 3. Neutral

18. generate creative ideas to the employee as a result of:

(a) Incentives provided (b) - loyalty to institutions
(c) Training programs (d) organizational culture
(e) Teamwork

19. Do you think creativity means:

(A) Introduction of new thinking
(b) New way of production and distribution
(c) New product (d) New service
(d) Other.....

➤ **Related to organizational culture and its relationship to the concepts of creativity:**

20. Is the current culture that encourages creativity:

1. Yes 2. No 3. Neutral

21. Does senior management operates a major role in encouraging creativity

1. Yes 2. No 3. Neutral

22. Do you own a enterprise of competitive advantage refer to:

1. After-sales service
2. Strong relationship with customers
3. Lower prices

23. What are the obstacles to creating a culture that encourages creativity?

(a) Significant cost (b) lack of clarity of objectives
(c) Insufficient time (e) compliance with laws and regulations
(d) Others.....

24. Do you consider the enterprise error as a source of learning and creativity?

1. Yes 2. No 3. Neutral

25. Is the organization's culture values that rewards creativity?

1. Yes 2. No 3. Neutral