How Leadership can be impacted by different Organizational Cultures and have influence on followers.

João Farinha

Universidade Europeia | Laureate International Universities

Purpose:
This study explores the concepts of Cultural Dimensions within an organization that are understand as two different ones: National and Organizational Culture. The purpose of the paper, based on Organizational Culture practices is to discuss How Leadership can be impacted by different Organizational cultures and have influence on followers. Which is the research question. It will lead us to test and validate the impact of Organizational Culture on leadership behavior and his influence on follower's commitment, engagement and inherent results.

Methodology:
This conceptual paper, explores the concepts of Organizations Culture framed by six autonomous dimensions or variables and two semi-autonomous dimensions (Means-oriented vs. goal-oriented, internally driven vs. externally driven, easygoing work discipline vs. strict work discipline, local vs. professional, open system vs. closed system, employee-oriented vs. work-oriented, degree of acceptance of leadership style, degree of identification with your organization).The methodology used was documentary analysis, including papers from the main scientific databases: Scopus and WOS, using the keywords Organizations, Culture, Leadership, Behavior. The field methodology will be a ´Action Research´ that study organizational cultures, methods, leadership styles and behavior from Leader but also the effect on the followers. For that propose an existing model will be used to understand the organizational cultures by the six factors, related to concepts within the field of organizational sociology and the six dimensions that were developed based on the literature. The study is to be performed from March 2018 to September 2018 in a specific sector and environment, using several techniques to collect data. Data collecting will be through, In-depth interviews with Top and Middle management, Business leaders. Workouts will be done with expertize people to define meaningful questions that can identify as many differences among work practices as possible. As a pre-test some Ad hoc questions will be analyzed, assessed to validate whether they are well understood and whether the answers can differentiate. A support survey using around 100 questions administered among company employees (Managers, non-managers, operational professionals per department and ad-randomly
chosen).

Theoretical base:
Previous studies identified six dimensions that will be analyzed under Organizational Culture scope which however should not be confused with the six national culture dimensions and are not necessarily considered as relevant in all regions, countries and all companies or organizations. They are not based on values but on strategic practices, which unlike national values can to some extent be monitored by the organization's
management, leaders, with the support of skillful specialist, expertize people or even consultants or coaches. Reinforcing the main purpose of this research mentioning that effective leadership is still largely a matter of behavior and that could be dependent of each Organizational Culture and according to Geert Hofstede, "culture" can be defined "as the collective programming of the mind that distinguishes the members of one group or category of people from others". Is necessary to gather the right people with certain behaviors to the

right position and when adapted to the organizational culture in place will lead to better decision making (on leadership level) and consequently better and faster business results can be achieved.

Results:
The main expected result is the development of Leaders behaviors, adapted to Organizational Culture in place, and competencies with the goal to impact follower's results in terms of engagement and commitment.

Originality:
With the specially concern to fit between strategy and culture this research will also bring perceptions on organizational culture in combination with context and in using combinations of dimensions and their reflection in real work life, such as engagement and commitment, efficiency, productivity, innovation among others.

Practical implications:
To get a scientific approach/ validation for an application on the field that can bring together the development of Leaders behaviors, adapted to Organizational Culture in place, and competencies with the goal to impact follower's results in terms of engagement and commitment.