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Employee Awareness of Organizational Cultural and Climate Expectations

Venita M. Govan
Walden University

Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral dissertation by

Venita M. Govan

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the review committee have been made.

Review Committee
Dr. James Herndon, Committee Chairperson, Psychology Faculty
Dr. Eric Hickey, Committee Member, Psychology Faculty
Dr. Grant Rich, University Reviewer, Psychology Faculty

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2019

Abstract

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by

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MS, Lindenwood University, 2011

BA, Lindenwood University, 2005

Dissertation Submitted in Partial Fulfillment

Of the Requirements for the Degree of

Doctor of Philosophy

Psychology

Walden University

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Abstract

Organizational culture statements are established to pronounce and promote core values for employees to live while performing roles and responsibilities. It is essential for employees to be knowledgeable of cultural expectations. When considering organizational alignment, research has indicated there is deficient linkage when analyzing applied strategies versus envisioned strategies focusing on employees' actual lived experiences. The purpose of this phenomenological study was to survey whether the corporate health care employees' lived experiences mirrored the stated cultural values associated with the theoretical framework concerning artifacts, espoused values, and basic assumptions. Through an online survey, this phenomenological study analyzed cultural experiences of 10 corporate health care employees, ranging from administrative support to the executive level. This study revealed experiences by employees based on stated cultural values and expectations. Many of the participants' lived experiences linked back to the organization's advertised cultural values. Results relative to behaviors emulating the culture statement were expressed based on employees' alignment with the organizational mission and vision. They feel included, recognize integrity, and have an appreciation for serving the community. Other findings linked to the communication mediums were based on utilization, frequency, and access to appropriate communication tools. Findings also demonstrated leaders' behaviors which align with innovation and granting autonomy for optimal performance. These results may influence social change by providing insight for better understanding employees' lived experiences, thus creating improved alignment, replication of behaviors, mutual respect, and collaboration.

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Dedication

This study is dedicated to my parents and grandparents who made provisions for productive progression and helped pave the way, as well as my husband, Archie B., my daughters, Rosemary and Natalie, who were supportive, patient, and encouraging throughout this process. This study is also dedicated to other family members and friends who kept me encouraged and motivated. I thank all of you for your love and encouragement.

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Dr. Rich also provided valuable feedback and encouragement through this process. All of the support is greatly appreciated and I realize that I would not have come this far without their commitment to the process and respect for the integrity of research.

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Chapter 1: Introduction to the Study

Organizational culture and climate represent the manner in which employees interact with one another and are representative of behaviors and norms. If the organization represents progression and evolutionary improvements, the employees develop expectations and have an understanding of cultural values (McKay, Kuntz, & N Näswall, 2013). Cultural values and expectations represent an additional layer of attributes to be considered within organizations as those values drive ultimate behaviors. Cultural values may lend to a more comprehensive understanding of cultural guidance on an individual basis which impacts the organization as a whole (Shein, 2010). Strategically, engaging human resources is fundamental to establish hiring, training, development, and competency parameters. This enables focus on required qualifications, credentials, and understanding aspirations of each respective employee. This focus directly impact organizational culture and climate in being aware of employees' expectations and how they align with organizational expectations (Berry & Cable, 2010).

Background of the Study

Leadership is often challenged with managing and retaining employees who are collaborative, committed, and aligned with the stated values of organizational culture, which may be directly related to their knowledge of organizational culture, climate, and expectations (Wilson, 2012). Evidence from previous research indicates that the attitudes of employees along with their behaviors are linked directly to organizational culture, which significantly influences organizational climates (Pinto, Cabral Cardoso, & Werther, 2017). Attitudes are directly influenced when behaviors are not aligned with

the stated organizational culture; limited resources to drive effective collaboration have the propensity to obstruct meeting organizational goals (Canals, 2014). If behaviors are not aligned with the organizational cultural expectations, there is a greater risk of employee terminations, separations, and departmental transfers in search of a sense of satisfaction while seeking more favorable and cohesive cultural environments (Kontoghiorghes, 2016).

Once employees are aware and understand an organization's culture, there is a better opportunity to develop an environment which compels creativity, motivates sharing, and encourages application of knowledge, thus developing a more sustainable and respectful organization (King, 2007; Kontoghiorghes, 2016). According to Catanzaro, Moore, and Marshall (2010), candidates seeking employment will consent to lower pay if the culture statement or the perceived culture of an organization is supportive, favorable, and aligned with core principles and values which epitomize an environment of respect, trust, and integrity.

Kusy and Holloway (2010) warned of the disadvantages of ignoring or discounting the impact of poor behaviors which jeopardize organizational integrity relative to cultural aspects. Further, the consequences of questionable cultural environments impacted by poor climates may be undocumented in many organizations, but are prevalent spanning multiple industries and are represented in organizations such as AIG, Countrywide Financial, and Lehman Brothers (Guerci, Radaelli, Siletti, Cirella, & Rami Shani, 2015; Stevens & Buechler, 2013).

Lack of appreciation and regard for team members in the workplace cultivates environments that minimal collaboration, if any, and there is inevitable impact in terms of employees' dispositions, interpersonal relationships, performance levels, and production levels (Ayoko & Paterson, 2013). Essentially, incivility in the workplace compels burnout, disengaged employees, friction, dissatisfaction, and high turnover rates where employees transfer to other departments or transfer out of the organization, are terminated, or become stifled in terms of creativity and efficiencies (Rahim & Cosby, 2016). Employees and leaders who are unaware of cultural expectations have the potential to poorly represent standards and values established by an organization, which produces multiple behavioral nuances and creates challenges for organizational success and corporate governance and representation (Olkkonen, 2017).

Problem Statement

The problem that this study addresses involves organizational culture statements and knowledge relative to employees, leaders, and human resources. When considering organizational alignment, research has shown a lacking linkage while analyzing implemented strategies vs. intended strategies that focus on organizational culture (Harrison & Bazzy, 2017). There is a requirement for human resources (HR) practitioners as stakeholders to seek methods to develop flexible cultural environments and include all levels of employees within the workplace. If middle managers are incentivized to develop environments where there is accountability for culture as opposed to wielding power and control, more constructive environments will develop. The two principles in this study were generational and expectancy. The generation aspect

discussed peer personality and values concerning organizational culture. Vroom's expectancy philosophy focused more on the need for organizations to associate reward systems and organizational culture with the behaviors of employees (Eversole, Venneberg, & Crowder 2012). This study was intended to demonstrate the perceptions of employees and their knowledge of the organization's culture statement concerning expectations relative to daily activities, interactions, and roles. When breaches of intended cultural representation occur through behaviors and opinions, there is an opportunity to establish an environment that promotes social change through educational workshops, frequent open discussions, and other strategic communication mediums.

Chapter 2 includes an expansive research review that aids in validating the significance of culture and climate and its impact on organizational behaviors and the manner in which employees commit to their roles. Additionally, there is a review of organizational climate and how cultural aspects are managed, communicated, and exhibited within the workplace. The significance of organizational culture is examined as well as its impact on employees, their commitment, satisfaction levels, and their success within an organization.

Purpose of the Study

This research is intended to demonstrate and collaborate with previous studies that focus on organizational culture as well as gain visibility of employees' awareness and whether employees are knowledgeable and demonstrating behaviors that align with the organizational culture statement which is intended to impact the success of the organization. Positive social change can be driven through the embracing of

organizational cultural diversity relative to opinions and ideas (Hartnell, Ou, & Kinicki, 2011). When teams represent the desire to collaborate and communicate, an environment that exhibits an appreciation for cultural differences is promoted and coerces inclusion from all facets of teams. Fundamentally, frequent exercises, communications, and consistent onboarding endeavors will lend to the introduction and maintenance of the stated and advertised culture of an organization, which compels potential employees to become a part of an organization (Hernaus, Pološki, & Vokic, 2014; Caputo & Crandall, 2012).

Cultural and climate expectations are inevitably relied upon as the drivers of how team members interact and treat each other, as well as being influential in terms of the level of commitment that members of an organization demonstrate (Ofori, 2009).   When organizations post their cultural statements on their websites, they are available and can be appealing to potential candidates and for communities as customers. If the culture statement speaks to the fiber of the organization, an opportunity exists for all levels of employees to recognize and identify with the cultural expectations (Gregory, Harris, Armenakis, & Shook, 2009).

The study involved gaining feedback from employees that span multiple levels within an organization concerning their knowledge of cultural and climate expectations. Through survey questions it provided a glimpse of viable and comprehensive information for human resources departments, leaders, managers, and other employees to consider when experiencing cultural and climate-related challenges or successes in the workplace in understanding both the intent of the cultural statement as well as the behavioral

expectations. Feedback from employees indicated that most of the participants are experiencing the stated cultural values which are communicated as the character of the organization. The results revealed day-to-day interactions emulate the organization's culture statement. The goal was to exhibit a platform of results based on the experiences of the employees and their points of view concerning organizational cultural and climate aspects (Ofori, 2009).

Leadership is responsible for understanding the importance of what motivates employees and how those motivators are aligned with the organizational culture and structure as they relate to meeting objectives. Research indicates that depending on an organization's structure, the employees will adapt to an environment that is cooperative and collaborative or callously competitive and self-serving (Jai, Tong, & Lee, 2014).

There are meaningful consequences when organizations focus on the development and prospective opportunities to build a cultural platform upon, creating an evolutional and fluid approach while considering the ever-changing needs of employees, cultural qualities, and the populations or customers that are served (Pokorny, 2013). Pokorny conducted a study to assist employees in understanding their own principles, dispositions, personal objectives, and their reward preferences. This study surveyed more than 1,000 U.S. employees spanning multiple industries, which included technology, retail, telecommunications, financial services, and pharmaceutical and health care. Remote employees were also surveyed to explore probable differences in their requirements. The four diverse employee value segments focused on were Altruists, Drivers, Stabilizers, and Pioneers. Each of these employee types were recognized for their unique values, the

manner in which they operated, and the requirements for recognition and rewards (Pokorny, 2013). Depending on the generation, there are intrinsic and extrinsic needs to be considered and satisfied (Twenge, et al, 2010). When working with diverse groups of employees, it is essential to discern what motivates each employee individually. This may lend to a more cohesive and competitive environment. Promoting and embracing diversity add an additional level of intentional respect (Schullery, 2013)

Employees' perceptions of an organization's culture directly influence the behaviors, the work environment, and shape the variable climates within an organization (Shanker, 2015). Climate and culture are direct reflections of how employees emotionally respond to their environments—positively or negatively (Shanker). When leadership, human resources, and executives are disengaged in developing and nurturing an environment that is positive and constructive, cultures and climates that represent social alignment are lacking and become difficult to manage (Manroop, Singh, & Ezzedeen, 2014).

Research Questions

RQ1: How do employees' behaviors emulate the cultural statement and expectations of the organization?

RQ2: What methods does the organization use to communicate the organizational cultural expectations?

RQ3: What do organizational leaders do to demonstrate expected cultural behaviors stated in the organizational culture statement?

Organizational Foundation

The values associated with flexibility and autonomy produce more favorable aspects of creativity as opposed to climates representing rigid and micromanaged environments (Gagne & Bhave, 2011). One of the concepts presented in a study conducted by Yahyagil (2015) indicated there are main dimensions of organizational culture and expectations in the realm of creativity which can be defined as supportive and encouraging, innovative and progressive, and bureaucratic and rigid. Each of these aspects has the potential to compel a climate which flourishes on creativity and collaboration or stunt the creativity of team members which yield consequences that are unfavorable and restrictive impacting success and satisfaction within the organization.

It has been noted that there are gaps in understanding groups within the workplace, specifically the construction of social identities, experiencing exclusion, and the intersection of several identities (Shen & Dumani, 2013). While studying demographic categories such as race, sexual orientation, gender, capabilities, and size, it may prove beneficial. This provides an opporutjity to conduct a more holistic approach by studying how multiple identities intersect and the impact of how the various identities interact (Sawyer, Salter, & Thoroughgood, 2013).

Some psychologists have designated five primary aspects of personality which are conscientiousness, willingness to experience, amicable, extraversion, and stability (Block, 2010). Conscientiousness represents the primary personality which predicts work execution, organizational citizenship behavior, and academic performance (Pan, Qin, & Gao, 2014). According to Schein (2010), social endorsement is a key component to

shared learning and interactive engagement among team members and leaders. Social identification within an organization focuses on the role of team and individual identification and encourages a sense of unity and team identification. There is an expectation of creativity and innovation to drive performance levels in an effort to meet expectations (Hirst, van Dick, & van Knippenberg, 2009). Each of these aspects are directly related to whether employees are considered to be a good fit for the organization in adapting to cultural expectations and the overall mission (Gardner, Reithel, Cogliser, Walumbwa, & Foley, 2012).

Cultural and climate expectations are directly related to the treatment of team members, professional relationships, collaboration, and commitment within the organization. A study conducted by Shanker (2015) acknowledged that employees' perceptions of an organization's culture have a direct impact on behaviors, the work environment, and influence the varying climates within an organization. The purpose of this study was to examine the insights and attitudes of employees within an organization to reveal their knowledge of cultural and climate expectations. This may provide insight to feasible action items for leaders, human resources business partners, and the learning and development teams to analyze when facing gaps in climate-related and cultural behavioral issues. The three dimensions of organizational culture are artifacts, espoused values, and basic assumptions described in the Conceptual Framework. Though there may be some difficulty understanding these dimensions, there is a requirement for leaders to discern their effect (Schein, 2010).

Conceptual Framework

In an effort to gain insight into the organizational cultural perception, this research pursued insight into the manner in which organizational culture is defined and if cultural expectations are understood and fulfilled based on the defined culture statement. According to Schein (2010), culture is represented by an organization as customs and rights. Through a prototype of shared fundamental principles, behaviors are adapted through the integration of internal education of leaders and maintaining consciousness of the overall climate (Schein).

According to Schein, some of the levels by which culture is assessed are through artifacts, espoused values, and basic assumptions. Artifacts are associated with perception through emotions, language, technology, creations, products, creation, and shared experiences. Espoused values represent reflection of learnings, influence, shared assumptions, and social validation. Basic assumptions include problem solving practices, the manner in which culture defines the employees, cognitive stability, and consistent treatment. Organizational culture provides a platform of fundamental importance for customs and expected behaviors which lend to the essence of an organization's consciousness. Misunderstanding cultural expectations and consequential variations in culture create both minor and major gaps in relationships and may thwart organizational progress (Canco, 2016).

Nature of the Study

A qualitative phenomenological study was conducted to understand the knowledge of organizational culture through the experiences of employees at varying

levels and the alignment of those lived experiences relative to the published culture statement. This strategic approach pursued to gain insight into how culture is perceived, which directly impacts organizational collaboration, commitment, observations, communication, and attitudes. The population of interest was corporate employees ranging from administrative entry level positions to executive leadership roles and included human resources team members as well. Through the distribution of survey questions via email, there was an opportunity to capture the knowledge and influence of the published culture statement. Utilizing Schein's cultural elements' framework, a qualitative assessment was conducted to collect perceptions of the organizational culture and climates and to learn about the demonstrated social behaviors within the organization (Armenakis, Brown, & Mehta, 2011). By gaining points of view concerning how culture and climate are perceived, there is an opportunity to for an organization to better understand their role in the gaps and successes associated with cultural values. This may be valuable to share in partnership with human resources and leaders for developmental opportunities or replication of practices.

Questioning the employees revealed a level of insight into the employees' experiences and how those experiences are representative of or not in living up to the cultural statement (Trochim, 2006). Some of the participants were more expressive and aware of cultural expectations and offered their perceptions when providing feedback from the survey questions. Chapter 3 further explains the approach and strategy to survey participants, the concept of the phenomenon under study, research tradition, and provides the basis for the chosen rationale approach.

Definitions

Cultural Values: Values that represent a set of philosophies and assumptions collectively believed as pursuable goals that justify behaviors. Represents norms, behaviors, symbols and overall practices that are broadly shared and exhibit the fundamental cultural principles (Sagiv & Schwartz, 2007).

Diversity: Involves several dimensions of identities in the workplace where distinctive characteristics are respected and managed effectively (Hsiao & Ma, 2015).

Employee Attitudes: The manner or disposition of employees compelled by cultural influences (Gregory et al., 2009).

Employee Commitment: The state and quality to which employees are attached and dedicated to their organization developed through human resources and management practices influenced by organizational culture (Meyer, Becker, & Vandenberghe, 2004).

Employee Awareness: Perceived organizational ethical values and understanding of particular policies, programs, documentation, and expectations relative to roles within the organization (Markley & Townsend, 2013).

Employee Engagement: The construct of human resources which establishes employee relationships among team members, management, and the organizational objectives (Kompaso & Sridevi, 2010).

Employee Retention: Talent management strategy which focuses on integrating strategies which increase productivity in the organization through the implementation of enhanced processes (Hausknecht, Rodda, & Howard, 2009).

Organizational Climate: Elements associated with attitudes and behaviors within an organization serving as a sub-system to organizational culture. Climate is facilitated by leadership, embedded by various work groups, and social relations relative to cooperation, conflict, trust, and other factors (Albrecht, Breidahl, & Marty, 2018; Schein, 2010).

Organizational Culture: A set of shared rights and customs established by leadership within an organization providing employees with expected norms, structure, principles, rituals, and traditions to be communicated, learned, and exhibited to new employees as acceptable behaviors and perceptions (Schein, 2010).

Organizational Mission: Elements associated with the overall purpose for all employees within the organization and represents the organizational philosophy and the significance of its existence (Babnik, Breznik, Dermol, & Širca, 2014)

Organizational Values: Established business strategies serving as the framework and compass representing the characteristics of an organization and define the manner in which organizational values should be related and demonstrated by the employees (Sheehan & Isaac, 2014).

Organizational Vision: A statement which defines the future of the organization and provides ideological insight into guiding principles for decisions and behaviors of employees within an organization (Kopaneva & Sias, 2015).

Personal Values: A framework of personal beliefs that provide a guide for behaviors and actions (Lichtenstein & Higgs, 2017).

Assumptions

Though many organizations publish their culture statement on their web sites for the general public to review as well as potential new hires, it is believed that some employees are not experiencing their organization's culture statement and the overall intended behaviors that are required to mirror those cultural values. Corporate employees ranging from administrative support to executive leadership, including human resources were expected to provide feedback expressing their awareness of the organizational culture statement. These particular corporate employees represent the full breadth of professionals which influence the climate in which they work.

Scope and Delimitations

In an effort to narrow the scope of this research, the population was delimited to corporate employees who work to complete operational tasks for the organization. This qualitative phenomenological approach revealed the work-life experiences and the actual climate within the organization. Based on the survey questions, feedback included how their day-to-day experiences are influenced through teams, collaboration, their commitment, and their overall attitudes toward the organization. As delimitation, only corporate employees were chosen as participants within a health care organization who provide services or products to patients in the community. The rationale for choosing this population is that these employees share roles that are generally strategically and cross-functionally aligned in an effort to meet the mission of the organization. Access was gained through meeting with one of the top-level human resources executives within the organization who is responsible for supporting, training, and development of their

organizational culture as it relates to diversity and inclusion and the overall employee experience. The organization has a stated culture statement that is posted on their websites designating their core values, mission, and commitment to their standards while serving the community. With their permission, through a signed consent form, the specified employees were sent the informed consent form outlining the intent of the study while explaining the procedures for answering the survey questions. The goal was to select 15 participants who were comprised of five participants from the administrative support, five participants from middle management, and five participants from directors and above. This was the recommended number to provide an acceptable sample which would yield awareness of organizational cultural experiences (Latham, 2014). The preferred method of questioning was through sending a link to each participant's company email to conduct an online survey. In shaping the attitudes of employees, transferability is conceivable considering the roles and expectations within the health care industry are comparable (Rayton, Brammer, & Millington, 2015).

Limitations

Limitations are prevalent with this study. There is a significant population within health care on the clinical side that has been eliminated from the research. When considering the corporate side of health care, which houses the administrative disciplines, collaboration and strategic planning are essential in an effort to successfully implement patient care, products for patients, and services. This also limits the transferability to other organizations that collaborate with clinical staff such as physicians, nurses, and other medical support. Biases could be prevalent if questioning an organization where

complaints have been expressed either personally or publicly. Avoiding research within such organizations aided in eliminating potential biases based on personal experiences and discussions. Addressing limitations in the beginning provided a level of clarity concerning the omitted population of clinical health care employees. Additionally, there is an opportunity for future research to occur as an expansion or extension to this particular research.

Significance

Depending on an organization's structure, the employees will adapt to an environment that is cooperative and collaborative or competitive and toxic. The significance of this study exhibits the value of understanding what motivates employees and how those motivators are aligned with the organizational culture and structure as they relate to meeting objectives. In order to be aligned, there must be a clear line of understanding that the demonstration of model behaviors is essential. If model behaviors are not portrayed, consequently, dysfunctional and stressful environments with high turnover may be prevalent. Employees spend an ample amount of time at work and the cultural environment has the propensity to invigorate or hinder healthy social progression within an organization as well as externally.

Climates where employees are challenged with healthy collaborative approaches and sharing processes and information or where consideration for team members is lacking characterize self-serving environments, thus creating climates that hinder not only employee growth and development, but the organization is negatively impacted as well (Kontoghiorghes, 2016; Waring, 2012). Kusy and Holloway (2010) refer to the

results of such behaviors as "double bottom line," and the combination produces the harboring of incivility and negative financial outcomes because employees lose focus and are distracted by the surrounded behaviors as opposed to the tasks and outlined objectives.

Summary

The pursuit to understand how well employees are living the organizational cultural expectations is valuable for companies who promote their cultural strategy and lure potential employees. When organizational leaders and human resources are not managing the expected culture, the entrenched culture will manage the leaders, representing infiltration of external behaviors that are not aligned with the stated cultural principles (Schein, 2010). Chapter 2 demonstrates previous research studies that provide insight into the influence of organizational culture. It reviews the assessments and some of the outcomes of peer-reviewed studies concerning employees and their knowledge of the organization's culture statement and expectations. Chapter 2 also focuses on the significance of culture and expands discussing the multiple aspects of culture and cultural impact on employees. Chapter 3 delineates the research methodology and the rationale for the design. Additionally, the role of the researcher is included along with the participants, their protection and the data collection methods.

Chapter 2:   Literature Review

The problem that this study addresses is around the stated organizational culture statement and the lacking knowledge and cultural experience relative to employees, leaders, and human resources. If an organization has a culture statement which indicates inevitable progression, there is an opportunity to further review if there is an association when reviewing alignment of strategies versus gaps in strategic endeavors and missed opportunities (Harrison & Bazzy, 2017). Organizational leadership is responsible for cultivating the culture as the leaders are the ones who develop and guide strategies which are also representative of the vision, mission, and purpose of the organization. Cultural and climate practices have the propensity to drive the level of competitiveness and sustainability to similar organizations and influence consequential successes based on performance levels collectively and individually (Fortado & Fadil, 2012).

This chapter analyzes organizational climates and how cultural aspects are managed, communicated, and exhibited within the workplace, relative to artifacts, espoused values, and basic assumptions. It examines previous literature that concentrates on the significance of organizational culture and its influence on employees, their commitment, satisfaction levels, and their success within an organization. Additionally, demonstration of previous research studies are examined which provide insight into the influence of organizational culture. Assessments are reviewed and some of the outcomes of peer-reviewed studies concerning employees and their knowledge of the organization's culture statement along with expectations. Essentially, the strategy around this research intends to demonstrate and collaborate with previous studies that focus on organizational

culture and to expand visibility of employees' awareness and whether employees are knowledgeable about the organizational culture statement that is intended to impact organizational behaviors and experiences. An analysis and consideration for the relationship between organizational culture and climate and the knowledge of employees as it relates to organizational culture and climate was used to discern the connection between culture, climate, employee knowledge, commitment, and satisfaction and engagement (Sopow, 2007).

Literature Search Strategy

Sources were retrieved from EBSCOHost, PsycINFO, Business Source Emerald, Google Scholar, and SAGE Journals through Walden University and other resources. The Walden University all-inclusive database was utilized with visibility to full-text dissertations completed by Walden students including ProQuest Theses and Dissertations database for subject-related material seeking the following terms: *cultural expectations*, *culture*, *culture statement*, *diversity*, *employee attitudes*, *employee awareness*, *employee commitment*, *employee engagement*, *employee perceptions*, *engagement*, *leadership vision*, *organizational climate*, *organizational goals/objectives*, *organizational mission*, *organizational principles*, *personal values*, *retention*, and *values*. The research was limited to peer review articles and studies that were conducted between 2007 and 2018 from the beginning of this dissertation journey, which began in 2007. Other relevant resources represented concerning organizational culture and climate earlier than the 2007 are (Abdul Rashid, Sambasivan, & Johari, 2003; Bal & Quinn, 2001; Judge, Thoresen, Bono, & Patton, 2001; Balthazard, Cooke, R. & Potter, 2006; Braddy, Meade, &

Kroustalis, 2006; Braun, Wesche, Frey, Weisweiler, & Peus, 2012; Calman, 2006;

Campbell, Foster, & Finkel, 2002; Forbes, & Seena, 2006; Jaskyte, 2004; Patterson,

West, Shackleton, Lawthom, Maitlis, & Wallace, 2005; Schraeder, Tears, & Jordan,

2005; Smith & Sharma, 2002; Testa, 1999; Tarnow, 2001;Trochim, 2006; van Muijen,

Koopman, De Witte, K., De Cock, Susanj, Lemoine, & Turnipseed, 1999).

Organizational Foundation

Culture

Over the past 30 years, organizational mission and cultural statements have

represented the purpose of the organization, the manner in which the purpose is expected

to be accomplished, and the expected results of the organizational mission and vision

(Babnik et al., 2014). Nelson and Gardent (2011) indicated that culture is fundamentally

established by an organization's proposed ethics and values, practices, and leadership.

The organizational culture describes the mission of the organization and provides insight

to strategies associated with the administration of achievable efforts which are in

alignment with the core principles of the organization (Babnik et al., 2014).

Schein (2010) provides a more formal definition of culture which is described as a

prototype of common fundamental ideas and assumptions learned over a period of time.

These philosophies are instrumental as problem-solving factors are instigated by both

external changes and internal incorporation. As needs evolve for employees or

customers, there is a requirement for development of new ideas and implementation of

solutions. These basic assumptions are proven to have worked previously and are

measured as acceptable and teachable perceptions for introduction to new employees.

The success of an organization is directly influenced by the organizational culture to commitment (Abdul Rashid, Sambasivan, & Johari, 2003). The commitment of employees was defined as the psychological condition that represents the epitome of the relationships of the employees within the organization. The level of commitment from each employee influences whether the employee will have longevity within the organization or if their membership to the organization will separate for other opportunities either through internal transfers or outside of the organization.

Conceptual Framework

Schein (2010) presented an outline defining the components and characteristics of organizational culture. The founders of an organization or the leaders who developed the vision and mission of the organization are responsible for providing insight to subsequent leaders based on the original values and beliefs. Cultural expectations expand to additional leaders and employees bringing in new ideas, principles, and assumptions. Schein (2010) outlined that the influence of the founders and the intended representation of the organization are critical aspects for sustainability and optimal growth and development.

The development of the visible management from leaders is foundational for establishing historical practices as examples. Group norms are driven by stated principles and values and documented philosophies. When new employees enter the organization, if the cultural expectations are not outlined, explained, and introduced, there is a greater chance of infiltration of unacceptable behaviors due to lack of

knowledge, lack of training, and lack of ongoing communications directly related to the organizational culture.

Table 1

Defining Factors of Organizational Culture

What is Culture?	Components	Combined Efforts
Phenomenally, culture surrounds all of us and culture classifies leadership behaviors Culture classifies leadership and to understand the organization, culture must be understood	Observed behavior Group norms Stated values Rules of engagement Climate Recognized philosophy	Language, customs, traditions Values and principles Published, publicly displayed Rules for all Climate and team interaction Organizational mission

Schein (2010) further presents the framework of expected communication methods as in the language, the manner in which communication is established and organizational traditions.   Ideally, the cultural expectations are displayed and exemplified not only in behaviors of leaders and employees, but these expectations are assessable and comprehensively received through ongoing communication mediums fluidly and constantly and are part of daily discussions and behaviors. The interaction of team members from team to team creates the climate in which employees and leaders operate (Schein, 2010).

Culture Formally Outlined

Schein (2010) indicated that organizational culture is first defined by a culture statement and is represented through employee customs, rights, and practices. Through a

prototype of shared fundamental principles, behaviors are adapted through the integration

of internal education of leaders and maintaining consciousness of the overall climate

(Schein, 2010). Some of the elements of culture explored are through artifacts, which are

obvious and include the work environment, attire of employees, communication styles in

language, technology, and shared experiences.   Espoused values are a reflection of the

organizations principles and norms and include learnings, influence, shared expectations,

and social endorsement.   Basic assumptions are considered the basis of organizational

culture and represents practices, the manner in which culture defines the employees,

cognitive stability, and consistent treatment (Schein, 2010).

Organizational culture provides a platform of fundamental importance for customs and

expected behaviors. Misunderstanding cultural expectations and consequential variations

create both minor and major gaps in relationships and may thwart organizational

progress. Being unaware of cultural expectations also impedes the intent of

organizational culture (Canco, 2016). Supporting data from Schein (2010) provides a

synopsis of the levels of culture within an organization and the artifacts.

Table 2

Levels of Culture

Artifacts	Espoused Values	Basic Assumptions
Surface: What is seen, felt, heard	Group learning impacts original principles	Assumptions become reality
Visible: Language, technology, products, attire, rumors, experiences, creativity	Those who last are influencers of group: the leaders	Culture delineates what we pay attention to, their meaning, how we respond emotionally, actions to take
		Humans require stability for intellectual protective tools
Ease of observation	Primarily shared values which results in shared expectations	If people receive consistent treatment, they perform and behave based on their treatment, creating a stable and predictable environment
Difficulty interpreting	Social endorsement occurs with shared learning	
Ambiguous symbolism	Initiated by original leaders, shared, and adapted	
		New members bring new assumptions and behaviors
Classification issues		

Artifacts

Hogan and Coote (2014) reviewed Schein's model concerning organizational culture, performance, and innovation. They noted that artifacts are considered the most visible aspect of organizational culture derived from norms and values. Artifacts are apparent and distinct in organizational symbols, the manner in which the workspace is arranged, common practices, technology, and language. When considering symbols within an organization, there may be expectations for senior leaders, managers, or other

leaders to be set apart by offices, executive break rooms, lunchrooms, and other exclusive amenities. This leads to the manner in which office space or workspace is set up for other employees or subordinates. Cubed areas with walls or open space environment are artifacts that establish the cultural environment and interaction from one team member to the next (Hogan & Coote, 2014).

Organizations may anticipate a level of creativity in an organization when the environment is open and flexible, aiding the promotion of empowerment and a reasonable level of autonomy built on trust and past experiences, thus driving innovative, receptive, and accommodating behaviors (Hogan & Coote, 2014). A descriptive literature review was conducted by (Martins and Terblanche (2003) intended to understand the impact of culture relative to innovation and creativity among employees. In conformity with other similar items or incidents, the innovation within an organization resides in the shared vision and mission of the company which link directly back to sustainability and opportunities for advancement.

Espoused Values

Moving into aspects of espoused values, Schein (2010) presents multiple aspects which represent principles or variables that have a direct impact on the organizational culture, how it is adopted or viewed, or whether there is sufficient knowledge associated with expectations. For instance, group learning has an impact on the original philosophical points of views and the manner in which that information is shared among peers, leaders, customers, and others. Schein also indicated that the survivors outlasting others are generally associated with the influencers of the group and represent the leaders

who are expected to impart the shared values of the organization and its associated expectations.

There are gaps in research when considering groups, which expands the platform for scholarly practitioners to build upon within organizational culture. Some employees represent those who require more motivation than others. Employees represent chronic self-esteem, situational self-esteem, and socially influenced self-esteem (Pan, Qin & Gao, 2014). Positive self-esteem can be representative of more constructive outlooks considering aspirations of idealistic beliefs. In the actual versus possible self-views, personal knowledge about self may include the aspirations of others based on expectations, aiming for the premises of regulatory focus (Campbell, Foster, & Finkel, 2002).

Self-awareness can be developed when associated with certain types of leaders within an organization, such as transformational leaders who are visionaries, compelling personal growth of peers and subordinates (Ruggieri & Abbate, 2013). Motivation of employees may entail the engagement in various team building activities which point in the direction of their aspirations and objectives. Additionally, self-awareness is considered a soft skill and ranks as a solid pillar when considering effective management competencies and leadership success. Those lacking self-awareness can potentially have obscured visibility into how they are viewed by others, which can lead to leadership derailment (Showry & Manasa, 2014).

Basic Assumptions and Values

Schein (2010) presented data indicating that the essence of organizational

culture is characterized by fundamental hypotheses and values which are prevalent

unconsciously. Though the state of basic assumptions may be instinctively present,

there is a requirement for management to discern that these basic assumptions drive

behaviors and represent the reasons the culture and climate are in their current state.

Management has a responsibility to understand the personalities of the employees on

their team. This represents goals for managers and supervisors, though many are

unaware of the various personality types. Both mid-level and frontline managers

have prevalent roles in shaping the dispositions of employees and have a direct

impact on daily productivity, which ultimately shapes the organization as a whole

(Gobble, 2012).

Literature Review Related to Key Concepts

The literature review for this study is centered around the following factors of

importance concerning organizational culture and climate: implication of organizational

culture statement, implication of organizational culture and climate, intent of

organizational mission statement, importance of organizational vision, consequences of

organizational values and principles, communication method of organizational cultural

statement, expected knowledge of organizational cultural expectations, and employee

satisfaction and organizational success.

Taormina (2008) indicated that leaders are granted considerable authority to

provide direction as to how organizations are run and as a result this authority offers a

level of influence in how culture in the organization is represented. Socialization and

leadership styles within the organization play a large role in the displayed behaviors

which mirror the culture of the organization. Transformational leadership yielded greater correlation in employee satisfaction than transactional leadership styles. Culturally, transactional leadership is represented as task-driven and transformational leaders were designated as relationship-driven.

Smith and Sharma (2002) and van Winkelen (2010) indicated that lack of cultural diversity hinders creativity and stifles personal and professional satisfaction and growth. Essentially, when the organizational culture is unknown and ineffectively disclosed among employees, the interaction of personal values and expected advancement of organizational principles is impractical, which has the potential to stifle continuous innovation (Hattrup, Mueller, & Joens, 2007; Jia, Tong, &, Lee, 2014; Soosay & Hyland, 2015).

According to Wilson (2012), leadership within organizations is often challenged with managing and retaining employees while engaging in multiple levels of collaboration relative to capturing the minds and attitudes of employees. This may be directly related to the organizational culture, climate, expectations, and awareness of counter-productive behaviors. Attitudes are directly influenced when behaviors are not aligned with the organizational culture and the limited resources to drive effective collaboration which has the propensity to obstruct meeting organizational goals (Canals, 2014). When behaviors are not aligned to the organizational cultural expectations, there is greater risk of employee terminations, separation, and departmental transfers in search of more favorable cultural environments. Additionally, when leaders are not aligned with the organizational culture, there is a greater risk of losing valuable employees who move

their skill sets to competing companies or other organizations (Kontoghiorghes, 2016).

Cultural Impact on Employees

Schraeder, Tears, and Jordan (2005) suggested there is a requisite for all employees to be cognizant, acknowledge, and incorporate the values of the organization into daily operations and representation. When employees incorporate the fundamental principles into daily processes, operations, and interactions, expected cultural representation occurs. Organizational culture is a significant factor which compels organizational effectiveness. The culture and climate represented within an organization consequentially influences employees' behaviors, performance, and the manner in which they interact with one another (Nelson & Gardent, 2011).

An analysis conducted by Schullery (2013) provided information that focused on beliefs of various generations and the potential impact that their contributions have in the workplace. This research suggests that diverse values and tolerance levels drive expectations which may compel job hopping relative to organizational culture. Previously, van Winkelen (2010) presented the requirement to learn and adapt through participation within the organizational networks which aid in expanding partnerships and alliances where collaboration is required cross-functionally. This research provides awareness into problematic social concerns within an organization and the platform for solving problems from a cultural perspective. Additionally, van Winkelen (2010) presented the idea of developing an innovative cross-functional and cross-organizational educational forums focusing on social transformation. Through interactive forums, the employees provide feedback based on the learning experience across the system on

multiple levels. This study goes as far as to review the contextual external drivers (i.e., customer-base or targeted audience served). The macro cultural influences are through individual, group, organizational, and inter-organizational learning programs (van Winkelen, 2010).

Salem Khalifa (2012) indicated that the organizational cultural expectations encapsulate the aspects of the vision, mission, values, and practices, all of which must be interrelated as guiding ideologies that epitomize the character of an organization and how the organization is perceived both internally and externally. Each of these organizational characteristics lends to purpose of direct influence of the other with the capacity to directionally steer the organization and its obligation to internal and external stakeholders (i.e., employees, customers, business partners, and others).

Kontoghiorghes (2016) presented a study linking organizational commitment, satisfaction, and employee motivation as mediators to organizational culture and the management of talent. This study analyzed the attitudes of employees based on the impact of organizational culture. Higher levels of retention were expected in the event the organizational cultural performance was favorable. Additionally, depending on the performance of the organizational culture, the performance of the employees exceeded expectations and positively represented a favorable place of employment. There is a requisite for organizations to focus on developing an environment that supports formalized knowledge management systems as it relates to culture and effectiveness.

Eversole, Venneberg, and Crowder (2012) conducted research reviewing effective talent management which included essential tools such as understanding employees'

requirements and keeping up with the changes in organizational culture. This study

acknowledged the importance of leaders recognizing the needs of their employees, thus

creating climates that are conducive to feeling valued, motivated, and willing to meet the

organizational goals. Sand, Cangemi, and Ingram (2011) conducted a study to

understand what is most important to employees in an effort to generate positive and

productive work environments. The term of emotional intelligence was posed for

consideration in what is required for an effective leader. An effective leader recognizes

the need to maintain emotions while effectively demonstrating emotional intelligence.

Research conducted by King (2007) and Kontoghiorghes (2016) suggests that

when leaders and employees are cognizant and comprehend an organization's culture,

"organizational life" will be represented reaping benefits of innovation, collaboration,

sharing of knowledge, and the application of learning occurs creating a healthy level of

sustainability and regard for others within the organization.   Further, Shanker (2015)

indicated that organizational climate depicts the image of how employees react to their

environments on an emotional level. Climates where employees do not value and

appreciate co-workers or where respect for one another is not exhibited represent self-

serving environments which become desensitized, thus creating climates that fragment

the development of progress and hinders team efforts, which has a direct impact on the

performance and reputation of an organization (Kontoghiorghes, 2016; Waring, 2012).

Kusy and Holloway (2010) presented information which suggests that ignoring

behaviors that jeopardize the integrity of the organizational culture lead to 68 percent of

workers whose performance is less productive and 78 percent indicated they were less

committed to the organization.   For the sake of accountability, some cooperative engagements and relationships may be contractually established, depending on the goals and organizational requirements.   However, this has the propensity to create a detachment from the expected cultural guidelines or principles.

When behaviors within an organization exhibit lack of respect, an environment of limited cooperation is prevalent which impacts attitudes, socialization, and impede the meeting of organizational objectives (Ayoko & Paterson, 2013). Incivility creates climates where burnout manifests, employees become desensitized, and high turnover rates exist – where employees transfer to other departments or transfer out of the organization (Rahim & Cosby, 2016).

Leadership Impact on Organizational Culture

Huey Yiling and Zaman Bin Ahmad (2009) conducted a study which demonstrated the significance of culture being supported by the leaders within the organization. When leaders support the organizational culture, there is a direct influence on both satisfaction levels and commitment. The development of commitment driven by organizational culture has reasonable inference when the culture is shared, understood, and instilled in new employees and fully supported by leaders. When commitment is gained from employees, there is a greater chance that the employees will remain with the organization whether the circumstances are favorable or unfavorable. Essentially, when cultural aspects characterize positive and encouraging climates, employees are willing to stay committed to meet the organizational mission and objectives even if the work becomes challenging and time consuming (Abdul Rashid, et al., 2003).

When leadership and senior management are not instrumental in fostering and promoting a constructive and caring culture, organizational climates are not aligned and collaboration of knowledge and social cooperation are deficient. Additionally, if leadership is not demonstrating behaviors that represent the organizational culture, the employees become disengaged and commence to completing tasks without going above and beyond for the organization (Manroop, Singh, & Ezzedeen, 2014).

A study offered by van Winkelen (2010) provided insight into challenging social concerns within an organization and the platform for addressing these cultural issues. Additionally, van Winkelen presented the concept of creating an innovative cross-departmental and cross-organizational learning considering social change. Led by supportive leadership, learning and adapting through participation within the organizational networks aid in expanding sustainable partnerships and alliances where collaboration is required cross-functionally. Collaboration is viewed as more of an opportunity for employees to develop supportive and accommodating dispositions and lend to the practicing of organizational cultural expectations.

Jia, Tong, and Lee (2014) presented the importance of gratitude within an organization and denoted that gratitude has an impact on the manner in which individuals self-regulate as well as plays into the overall social relationships.

Examples of poor cultural environments influenced by deficient cultural practices are characterized in organizations such as AIG, Countrywide Financial, and Lehman Brothers, (Guerci, et al., 2015; Stevens & Buechler, 2013). Analysis of organizational culture and crises circumstances was conducted on Lehman

Brothers by Appelbaum, et al., (2012). This study was conducted to gain insight into the various crises stages that were experienced and the requirement for change management within the organizational cultural platform. This financial organization could have benefited from preliminary crisis exposure as their compass to direct and prevent mismanagement of their financial practices. As a result of cultural practices, Lehman Brothers was forced to liquidate all of their assets in 2010 and file bankruptcy.

Organizational Culture and Vision

An element that is considered a major component or characteristic of organizational culture is vision. According to Kantabutra and Avery (2010) the vision of an organization states the mission and purpose. Vision statements ideally present a platform in how organizations can be transformational for successful business practices and strategies. Through vision statements, strategic aspirations are established and are represented to fulfill positive and progressive results while considering an organization's anticipated destination (Gulati, Mikhail, Morgan, & Sittig, 2016; Zuckerman, 2000). According to Millar, Hind, and Magala (2012), the most successful leaders have the skillset and vision to transform organizational aspects along with influencing attitudes and points of view of employees, customers, and the manner in which they are viewed by society and policymakers.

Haque et al., (2016) indicated it is essential for leadership within organizations to understand the impact and merit of visionary leadership as a fundamental element for thriving in an ever-changing and competitive environment or industry. Organizational vision in some instances has the potential to become blurred when visionary leaders

develop their own vision for the organization based on their dimension of responsibility. Kantabutra and Avery (2010) suggested that multiple visionary leaders develop multiple visions for the organization that may or may not be rational and objective, depending on the leadership style and the free reign of autonomy given to each leader, respectively.

Testa (1999) presented the point of view which infers that vision statements may lack their intended influence on employees within the organization and do not exemplify the intended value. Potentially, each leader persuades their team members and subordinates to perform based on their vision by employing a breadth of techniques which range from granted authority, posturing, intellectual motivation, punitive persuasion organizational restructuring, goal setting, and persuasion by rewards, team construction or team annihilation (Kantabutra & Avery, 2010).

Research conducted by James and Lahti (2011) determined that the influence of organizational culture is fundamentally established by the organizational vision. Subsequently, the vision of an organization has the potential to inspire and combine self-concepts and associated values into identifiable and progressive outcomes. This potential and realistic outcome presents opportunity for additional studies to understand to what degree individual inspiration is aligned with organizational vision.

M. Taylor, J. Cornelius, and Colvin (2014) indicated that influential and effective visions are considered powerful when they include a level of organizational consciousness, provide a level of transparency, offer a competitive level of challenge and inspiration, and present a level of stability both for the employees and the customers who are served. For organizational vision to serve as influential and effective there is a

requirement for the vision to be communicated to the leaders and passed down to the team members. Both Testa (1999) and James and Lahti (2011) intimated that through transformational leadership, the development of subordinate accomplishment reflects organizational interests as opposed to self-interests. Transformational and charismatic visionary leaders advance more positive and progressive attitudes and commitment from employees. This approach fosters a cultural environment where organizational objectives are being met and encourage creative methods to develop new ideas and collaboratively implement solutions (Tarnow, 2001).

According to Haque et al. (2016) the designated vision statement is developed to ultimately capture the nature of the industry, the clients or customers served, and to characterize a cutting edge position that elevates above that of the competitor's position or statement. Additionally, in many instances the vision statement will provide an explanation of the expected cultural environment in which the employees will work. When an organization has a clear picture of understanding what the culture should feel like, pinpointing gaps that hinder that picture or focusing on areas where that picture is clearly represented provide opportunity for leadership to develop, replicate, or modify behaviors (Bal & Quinn, 2001).

Vestal and Massey (1994) indicated some time ago that in an effort for authentic recognition and realization of the vision statement of an organization, there is a requirement for the CEO to display the willingness and commitment to support and require other leaders within the organization to promote a culture that empowers. Additionally, there are advantages when leaders cooperatively serve as practitioners who

know when to lead, support, listen, and when to allocate or reallocate team resources.

Effective communication of the vision statement to leaders, subordinates, peers, and all

within the organization is required in order for alignment and delivery to be effectively

implemented and evolutional. Without effective and frequent communication of the

vision, there will be no alignment and multiple perceptions will materialize blurring the

lines of the intended vision for the organization (Foster & Akdere, 2007).

Organizational Culture and Mission

Coleman (2013) believed the purpose and mission of the organization leads the

decision-making processes adhered to by the employees and has the potential to influence

and compel the customers being served. The mission statement has the potential to

represent one of the most influential and meaningful methods for developing a culture of

ongoing success within an organization and is set to distinguish one organization from

another according to Sheaffer, Landau, and Drori (2008).

A comprehensive review of the literature indicates that the mission and purpose of

an organization are ultimately statements that originated as an administrative tool from

Drucker's handbook of management and have since proliferated into a means to enable a

level of coherence when driving the purpose of the organization. The mission also serves

a directional compass for control and guidance when employing decision-making (Braun,

Wesche, Frey, Weisweiler, & Peus, 2012).

Bart (2007) stated that if the purpose of an organization or the mission is

unknown, it is inevitable for employees and leaders to lose focus, waste resources, and

operate within an environment of ambiguity and confusion. Mission statements are

generally considered as the basis of an organization's culture along with the replication of shared principles and core values. Mission statements are viewed by some as motivators and inspirational methods to improve employees' focus and drive an appropriate level of allocation of resources. Though some skeptics believe mission statements present an environment of unreasonable expectations, the mission of an organization is essentially the core of why the organization was established (Patel, Booker, Ramos, & Bart, 2015).

Ghose (2012) provided insight into The Cleveland Clinic's mission statement: To provide better care of the sick, investigation into their problems, and further education of those who serve. This health care facility operates as a private non-for profit organization. Considering the composition of their mission statement, they ultimately established a goal which intends to create healthier communities, determine why neighboring populations are not improving in health, and continuously provide an educational forum that is accessible and utilized by those who are employed there and are serving the patients. Through transformational leadership, their personnel teams are encouraged to improve self which allows them to grow in knowledge and ultimately deed. According to the observations of Buelens and Van den Broeck (2007) and Jaskyte (2004), the leaders of The Cleveland Clinic are compelled to create a work environment that is both creative and innovative in an effort to shape and impact the employees who in turn aid in shaping more positive and healthier communities.

Sheaffer, Landau, and Drori (2008) indicated the rationale behind mission statements is intended to compel the transfer of the vision of an organization into sustainable strategies which represent the organizational culture. As a result, the mission

statement helps in determining the direction that the organization aspires to achieve by focusing on the current state and future state of an organization. It also outlays a guiding principle for the decision-making process and is instrumental in developing a level of alignment with the multiple stakeholders, business partners, and the customers.

Salem Khalifa (2012) described that some of the characteristics of a mission statement include mentioning the targeted customers, indicating the contribution that is being offered to the targeted customers, and listing the values that are deemed important. Additionally, characteristics include the significance and relationships of the employees, strategic status in the community, and state the overall image that the organization endeavors to represent for sustainability. Forbes and Seena (2006) conducted a study that outlined mission statements as a tool for developing operational excellence and if effectively communicated to the employees, the mission statement can serve as a motivator for the employees. The intent is to communicate the mission statement for aligning strategies regardless of how large or small the organization is. Forbes and Seena (2006) went on to add that there is a gap in research that points to senior leaders not receiving adequate or valuable feedback that assessed the knowledge of the mission statement and its influence and clarity.

I. Williams (2014) presented research focusing on the significance of top management and the support of the overall organizational mission statement. This study designates that leadership at the top level and their dedication to the mission of the organization directly controls the relationship between the mission statement and the knowledge of the other stakeholders within the organization. This study focused on the

effectiveness of the mission statement as opposed to whether the employees were aware of the mission statement, which is part of the organizational culture. However, results indicated that not one individual outside of senior leadership felt they were part of the development of the mission statement, which is developed for a common purpose within the organization.

Organizational Culture and Values

The principal nucleus of an organization is its values, which are required to be articulated and communicated to the employees in a manner in which expectations are unquestionable and there is a sense of authenticity associated with the values. As the values provide purpose, in establishing organizational culture, without practice, those values are valueless. The employees understanding what to practice and also understanding the rich history of the organization helps in imparting the organization's narrative to the customers or clients being served (Coleman, 2013).

Pokorny (2013) conducted a study to assist employees in understanding their own principles, dispositions, personal objectives, and their reward preferences. A significant objective for this study was for development and prospective opportunities to build upon, creating an evolutional and fluid approach while considering the ever-changing needs of employees, cultural aspects, and environments. This study surveyed more than 1,000 U.S. employees spanning multiple industries, which included technology, retail, telecommunications, financial services, and pharmaceutical and health care. Remote employees were also surveyed to understand probable differences in their requirements. The four diverse employee value segments focused on were Altruists, Drivers,

Stabilizers, and Pioneers. Each of these employee types were recognized for their unique values, the manner in which they operate, and the requirements for recognition and rewards.

The study conducted by Shanker (2015) acknowledged that employees' perceptions influence the variable climates within an organization. This study indicated organizational climate has the propensity to shift based on the how employees emotionally react within their environments. For instance, when employees are in an environment where positive leadership and positive reinforcement of expectations are prevalent, the employees are prone to extend their efforts willingly and provide additional assistance to ensure goals are met.

When leadership and human resources are inefficient in managing the intended organizational culture and encouraging a positive considerate culture, organizational climates suffer the consequences and the employees' morale and motivation are minimal (Manroop, Singh, & Ezzedeen, 2014). As a result, employees may or may not meet goals. If goals are met, they are not compelled to exceed those goals, which may have a direct and negative impact on performance assessments, future goals, and satisfaction levels. Yahyagil (2012) indicated that since there is variability in values across any organizational spectrum, from one employee to the next, there is a necessity to utilize cognitive hierarchy methodology in an effort to maintain a comprehensive culture within an organization.

Organizational Culture and Communication

According to Budd and Velasquez (2014), it is essential to have the ability to effectively communicate to motivate, which allows leaders to transcend cultural boundaries and meet expectations.   Effective communication can be delivered in multiple forms and is dependent on the culture of the organization that will determine its effectiveness.   Even though some managers or leaders are not effective in communication styles, the method in which messages are communicated, the clarity, and the frequency all provide a level of meaningful substance when attempting to gain trust and commitment from employees. This study also indicated that longevity in employee commitment yields favorable and productive results. Killingsworth (2012) denoted that there is a necessity for organizations to frequently share multiple interactions and messaging to individuals and groups in an effort to build favorable and sustainable cultural climates. When cultural expectations are coherent and represent identifiable stories, and are repetitively communicated through more than one medium, such as email, verbally, behaviorally, or signage, resonation occurs with each relative experience and has the tendency to carry a more defined emotional responsibility.

Johansson, Miller, and Hamrin (2014) discussed the importance and impact of communicative leadership and the requirement for communication styles to represent collaborative and integrated strategies. Additionally, there is a prerequisite for leaders to bring excellent communication skills to an organization, which includes listening. Effective communication skills are deemed to be one of the most important traits for leaders to possess as 79 to 90 percent of the day is spent communicating both internally

and externally. Communication styles and methods are foundational when establishing and sustaining organizational culture. Effective communicative cultures require strategic principles in order to operate within an environment that offers a level of interpretation and engagement. One of the first strategies is for leaders to have the capability to coach employees and present a culture that allows self-management, which presents the opportunity to engage in problem-solving and decision-making (Johansson, Miller, & Hamrin, 2014).

Berry and Cable (2010) suggested the importance of strategically, engaging human resources as fundamental for establishing hiring, training, development, and competency parameters that focus on required qualifications, credentials, and aspirations of each respective employee for a complete assessment of available resources. Ongoing and open communication through comprehensive updates via email and bulletin boards indicating phases and expectations is also a requirement. Establishing a mediator to work directly with the employees with the message employee retention, development, and appreciation is crucial and may drive cooperation.

Killingsworth (2012) conducted a study which suggested that communicating organizational expectations are better received when it is simplified, easily identifiable, and when employees can actually see the expected behavior from leaders and peers. Aligning organizational values with personal values provides an aspect of a conceptualized value-based approach. Essentially, the value-based approach provides direction across the organizational spectrum in achieving cultural goals. When leaders understand the implications of demonstrating behaviors that mirror organizational ethics,

there is greater visibility and adaptation for the employees to operate with compliance (Killingsworth, 2012). Johansson et al. (2014) provided insight to the significance of how leaders within organizations communicate cultural strategies. While some do not believe leadership styles and traits are meaningful and though they are sometimes overlooked, the interaction of leaders has the potential to be very influential. The two designated approaches for influential communication tactics are transmission of information and the connotation of the developed communication. When communication is transmitted, there is a requirement for interpretation to occur in order for the message to be implemented and viable. Johansson et al. (2014) indicated that communication from leadership is distinguished as a circular and energetic interaction in which both the employees and leaders collaboratively participate. The dynamics of circular communication allows cultural environments to conduct questions and gain answers. Behaviors represented by leader-team and leader-employee concerning communication methods provide variability in structure and represent different levels of significance and meaning. When managers are communicating to the employees, the intent is for the mission to be a part of the discussion in goal-setting and expectations (Johansson et al. 2014). When promoting an environment that represents a healthy climate for circular communication, Johansson et al. (2014) suggests that leaders being approachable, good listeners, and giving positive feedback are key in relational dynamics. Additionally, results will yield positive outcomes if a level of trustworthiness is built between the leaders and the employees. Table 3 further outlines the communicative profile concerning interactions for managers, employees, and teams.

Table 3

Outline of Essential Communicative Behaviors

	Leader – employee level	Team level
Initiating construction	Set objectives and expectations Strategy to allocate responsibilities	Define organizational mission Set objectives, plan, allocate work Selection process, understanding
Facilitating jobs	Training, coaching, mentoring and feedback based on performance	Training, coaching, mentoring Feedback on performance Problem-solving, encouragement, autonomy
Relationship dynamics	Candor, supportive, effective conflict resolution, managing up	Candor, supportive, effective conflict resolution, ongoing analysis and monitoring, networking, manager limitations, provide cross-functional and viable resources Cohesive, confidence, team practices
Results	Role clearly defined, commitment, engagement Performance	Performance

In compiling previous studies concerning communicative leadership and culture, Johansson, et al. (2014) proposed that it would be beneficial for organizations to represent behaviors that focus on communication consciousness and become acquainted with multiple communication methods. The objective is to infuse a sustainable communicative approach or attitude where there is a reasonable aptitude or capacity to effectively communicate the organizational culture.

Human Resources

Human Resources Responsibility

Human resources leaders who recognize the importance of cultural differences also recognize the significance of what each individual brings to the team to meet objectives both from a departmental level to an organizational level. If lack of diversity respect occurs, there is no embracing of cultural differences and ideas are dismissed or not considered. This creates an environment of self-serving and egocentric results that fragment the development of progress and hinder team efforts (Waring, 2012). Focusing on cultural competence through continued education is fundamental for securing respectful acceptance of all employees, ethnic backgrounds, religions, and so forth. This emphasis aids in affirming values of individuals are preserved and embraced with dignity. Additionally, though ethnic backgrounds may differ, core principles relative to organizational culture require awareness for alignment (Odrakiewicz & Zator-Peljan, 2012).

It is essential for organizations to represent a level of diversity, especially when services are being offered to diverse populations. The organization selected for this study serves diverse cultures within the health care community. Cultural management has a great deal of influence on being able to improve the manner in which employees perform which directly impacts the performance of the organization as a whole. When cultural principles are introduced, and included in the day-to-day interactive practices beginning with the executive leadership levels, this widens the net of embracing the stated cultural values for the employees regardless of position or ranking (Hays-Thomas, Bowen, &

Boudreaux, 2012). There is a requirement for cooperative and collaborative contributions to develop sustainable and evolutional environments. Additionally, this type of cooperative collaboration aids in meeting objectives from one department to the next, thus creating a healthy organization that is equipped to withstand various external and internal conditions (Herriman, Storey, Smith, & Collier, 2012).

Maheshwari and Vohra (2015) have a study that suggests HR approaches which focus on disciplines such as leadership, culture, integration of cross-functional teams, effective communicative technology, and training, have a greater chance of progressively influencing the manner in which employees interact and perceive their environment. Focusing on these disciplines aids in growing commitment levels and reduces the chance of resistance to change. Therefore, evaluating how employees perceive the various phases of initiating change through implementation and merging provides feedback to the leaders within HR and their significance in staying involved to compel commitment and effective transformation.

Summary and Conclusions

This chapter provides insight to the importance and value of organizational culture, its foundational framework, and the essence of leadership and human resources supporting the rudimentary assumptions from which an organization is established. There is a requirement for human resources and leaders within organizations to represent a favorable level of social proficiencies to reasonably compel, represent, and uphold organizational cultural values (Taormina, 2008). In an effort for employees to demonstrate behaviors that mirror the published statements associated with

organizational culture, it is essential for the leaders to mirror those behaviors as well. In order to emulate the organizational values, there is a requirement for said values to be common knowledge and candidly expressed. Schein (2010) provided tools that help understand subcultures which are developed from those considered operators through employee interaction, effective and frequent communication mediums, teamwork, and trust. Further, there are those classified as engineers who provide solutions both complex and simple, along with technological solutions within an organization. The executives and other leaders within an organization are often focused on financial status, knowledge and awareness, and serve as the primary champions of organizational culture and stated expectations.

Schein (2010) established that without a level of alignment among the organizational engineers, the operators, and the executives, the environmental factors associated with culture will appear to represent bureaucracy, autocratic leaders, conflict among peers and cross-functional teams, and the leaders. The literature indicates that organizational culture drives performance levels, shapes thoughts, creates commitment, and compels engagement. Whether employees are aware of the cultural expectations is questionable in many instances. If employees are not aware of cultural expectations, the alignment that Schein (2010) demonstrates as essential will be lacking and the meeting of objectives becomes difficult, challenging, and sometimes futile (Canals, 2014). Further, the aforementioned commitment levels, engagement, and employee satisfaction are all impacted by the organizational climate and culture. Though an organization's overall culture is established through the company pioneers and leaders, there is a requirement

for subsequent leaders, employees, and others to understand the significance of the

associated subcultures that make up the organizational culture (Schein, 2010). Through

gaining survey feedback and insight from the participants, an outlay of research results

provided a glimpse into how culture and climate are perceived and lived. The

methodology and design aided in exhibiting knowledge and awareness of organizational

culture. Additionally, the selection process for the participants was determined based on

specific roles within the corporate environment ranging from entry level to executive

leadership. Chapter 3 provides the manner in which the method and approach to assess

participants, the idea concerning the phenomenon, the background which explains the

common practice for this research, and presents the basis for the rationale and

methodology.

Chapter 3: Research Method

This research was developed to demonstrate and collaborate with previous studies that focus on organizational culture as well as to gain visibility of employees' awareness and whether employees are knowledgeable about the organizational culture statement that is intended to impact organizational behaviors and experiences. Positive social change can be driven through the embracing of cultural diversity in opinions and ideas. When teams represent the desire to collaborate and communicate, it creates an environment that demonstrates an appreciation for cultural differences and promotes inclusion from all facets of teams. Fundamentally, frequent exercises, communications, and consistent onboarding endeavors will lend to the introduction and maintenance of the stated and advertised culture of an organization, which compels potential employees to become a part of an organization (Caputo & Crandall, 2012; Hernaus, Pološki, & Vokic, 2014).

Cultivating the culture of any organization is the responsibility of leadership, or those who drive the vision, mission, and purpose of the organization. Cultural and climate expectations are associated with an organization's competitive advantages and are linked to the manner in which organizations perform and relate internally (Fortado & Fadil, 2012). Internal relationships of team members and the methods through which collaboration, commitment, and engagement occur are driven by leaders and their communicative and social styles representing the stated culture and climate within the organization (Schullery, 2013). Gaining feedback from leaders, employees, and human resources professionals concerning their knowledge of cultural and climate expectations provides viable insight into where cultural behaviors are well-represented and known.

Conversely, where there are gaps in knowledge and behaviors, and relationship challenges, leadership will have visibility to address accordingly and improve the frequency of communication mediums relative to cultural expectations. The objective was to provide a visible platform for organizational leaders, human resources business partners, and the employees to view how their organizational culture is perceived. Through this lens, team members can examine whether the knowledge of the organizational culture statement is representative in the behaviors, relationships, and success of the organization. The organizational culture statement is foundational and is directly linked to the character that drives the purpose and mission and the manner in which they will be demonstrated through the behaviors of the employees (Babnik et al., 2014). This chapter will present the methodology and design concerning organizational culture and also provide a description of participants and the selection process for this study. The data collection methodology along with any ethical concerns to ensure participants are protected and collected data are confidential will be presented as well.

Research Design and Rationale

Research Questions

RQ1: How do employees' behaviors emulate the cultural statement and expectations of the organization?

RQ2: What methods does the organization use to communicate the organizational cultural expectations?

RQ3: What do organizational leaders do to demonstrate the expected cultural behaviors stated in the organizational culture statement?

The central concept of this research was to determine whether the culture statement within the selected organization is common knowledge and whether the employees are experiencing those expectations through aligned behaviors based on the published cultural principles. In an effort to understand the phenomenon of how employees consciously perceive and experience the organization's culture, a qualitative research approach was conducted. Through perception and social engagement interaction, the participants were able to express their experiences.

The rationale behind this chosen tradition is due to the historical practices studying cultural aspects. This qualitative phenomenological approach is traditionally chosen to glean the experiences and knowledge of organizational culture from employees that range from administrative support to up to executive leadership. The partnering organization was presented with a set of survey questions included in (see Appendix B) that tapped into the advertised culture statement and the actual climate within departments which influences the manner in which teams collaborate, their commitment, and their overall attitudes toward the organization and their peers. Consequentially, this approach aided in establishing a framework.

The qualitative method of gaining feedback has been effective in redirecting management efforts. The phenomenological approach is one of the most common techniques when gaining knowledge concerning cultural aspects which are comprised of participants and their experiences related to cultural experiences within an organization. Objectively, there is an opportunity to disclose perceptive results to organizational leaders demonstrating the influence of organizational cultural expectations and the

manner in which those cultural principles are practiced, understood, and communicated (Grégoire, 2015). Gaining feedback assisted in narrowing down some key factors or concerns that may require specific attention (Creswell, 2009). The survey questions enabled the collection analysis to organize and code the data based on the participants' feedback (depending on organizational role).

The population of interest was comprised of corporate employees ranging from entry level positions to executive leadership roles. Utilizing Schein's cultural elements framework, this study yielded a qualitative assessment for gaining insight from employees to understand their knowledge levels and their experiences based on the culture statement and their opinions of the organizational culture and climates in which they thrive daily (Armenakis, Brown, & Mehta, 2011). An online survey link was sent to 15 participants which included human resources representatives, administrative support, middle management, and directors and above. This selection process was beneficial in corroborating the overall awareness, experiences, and gaps involving organizational cultural expectations. Transformation of thought processes and reconditioning concerning cultural expectations has to occur in order for transcending to emerge, which cannot transpire without knowledge of expectations. Transformation occurs when employees recognize personal external behaviors and predispositions and alter those behaviors based on training, education, model examples, or actual experiences (Farrell, Vernaza, Perkins, Ricketts-Duncan, & Kimbar, 2012).

Role of the Researcher

My intent was not to survey participants with whom I was familiar. The intent was to avoid potential biases by not surveying those who I know are challenged with the organizational culture and its significance or expectations. The participants were informed that their engagement and contribution to this study was strictly voluntary and confidential. Ultimately, this study was reliant on their valuable feedback based on their lived experiences, their knowledge, and their expectations of self, coworkers, and leaders. The method to record the survey was shared with each participant to ensure the integrity of the data collection. Consent forms were distributed via email to each participant prior to the survey process explaining in detail the purpose and significance of the study, their right to decline participation, and details involving the distribution of the results.

Methodology

Participant Selection Logic

The population for this study consisted of corporate employees ranging from administrative support, human resources representatives, middle managers, and vice presidents within organizations. The span of professionals is due to the importance and implication of each role in capturing the points of view of multiple professional levels, thus mitigating the risk of bias (Creswell, 2010). Administrative support often represent the first line of defense when considering organizational culture and modeled behaviors. Over the last two decades, the roles administrative support crosses multiple disciplines, management, communication mediums, and responsibilities. Essentially, dissemination of information is often relied upon by the administrative support (Kakabadse & Lee-

Davies, 2016). Administrative support may be represented in roles such as coordinators, clerks, analytical support, and other roles which support operations without managing, supervising, or leading subordinates.

Middle management was selected for this study as there may be a considerable level of influence generated based on roles and responsibilities. Middle management is generally responsible for overseeing processes and ensuring subordinates are adhering to the processes tactically. The inference of supervisors within an organization directly influence behaviors and the manner in which supervisors lead compel subordinates' and their commitment levels, help shape perceptions, and impact stress levels and turnover (Michela, 2008).

Procedures for Recruitment and Data Collection

Appointment sessions were set up with an executive in a health care organization that provides products and services to patients on a global level. The goal was to select a progressive organization that publishes their culture statement and to have email access to potential survey participants. A number of 15 participants were contacted, spanning the three professional levels, administrative support, middle management, and directors and above. This number was deemed as an acceptable sample size to reveal the experience and awareness of organizational cultural expectations (Latham, 2014). Each professional ranking was assigned a specified identifier to delineate between the various professional levels.   This offered visibility to the perceptions and experiences by each level which tailored the results to specific groups based on their positions within the organization. Overall the survey method compiled a graphical demonstration from which to evaluate in

the event there are conditions which represent opportunity for addressing and eventual resolution (Judge, Thoresen, Bono, & Patton, 2001).

Instrumentation

As the researcher, I utilized an online tool in which to populate and sort the research questions to gain insight concerning organizational culture and its effectiveness (Leedy and Ormond, 2010). One of the many measurement tools concerning organizational culture and its effectiveness was conceived by Wallach, which assesses innovation, bureaucracy, and supportive characteristics within organizational culture (Patterson, et al., 2005). Each of these characteristics was further characterized as reflecting values, attitudes, and behaviors. Bureaucratic aspects are distinguished as a hierarchal structure that is highly-regulated. Innovation is viewed as an environment which is highly creative, results-oriented, and enterprising. Supportive characteristics epitomized as an environment that promotes equitable conditions, trusting environment, collaborative, and sociable (Patterson, et al., 2005). A questionnaire developed by Stephanie L. Dailey, illustrated as Organizational Identification Instrument was selected, extracted from PsyTESTS. Questions from the Full-Time Employment survey were utilized as the questions established for the participants from this instrument. Each question could be linked back to Schein's conceptual framework concerning Artifacts, Espoused Values, and Basic Assumptions. The survey questions gauged the perceptions of the participants relative to the organizational cultural experiences which are established and stem from the organizational mission, vision, and values. Additionally, the survey questionnaire was intended to yield opportunities to disclose gaps in cultural

knowledge from one group of employees to another, exposing both positive and negative aspects of cultural and climate perceptions.

Data Analysis Plan

Since the research was conducted electronically via email communication, utilizing the workplace email system of the respective organization of interest, it was essential to convey to the participants that data collected is strictly confidential and that at any point, the participants could opt out of this voluntary process. Coding for the participants was delineated by level. For administrative support, their codes were represented as A1. For middle managers, their codes were M1, M2, M3, M4, and M5. The directors and above were represented as D1, D2, D3, D4, and D5.

According to Balthazard, Cooke, and Potter (2006), the Organizational Culture Inventory (OCI) which was developed by Human Synergistics International represents a validated tool for surveys when engaged in consulting within an organization for change management. This particular study hypothesized that dysfunctional organizations are compelled by dysfunctional cultural foundations which have a direct impact on lower efficiencies and decreased performance levels. Additionally, the internal forces that manage organizational cultural expectations have a pivotal impact on the dysfunctional environments (Balthazard, Cooke, & Potter, 2006).

QDA Miner Lite, SurveyMonkey, and Excel were tools used to segregate the data for each group to assist with the qualitative analysis. These tools were beneficial for mining through the results represented as textual data   Additionally, both Excel and QDA Miner Lite has multiple output formats in which the data results can be searched,

sorted, and organized. Excel also formats as CSV, tab delimited, RTF, and other

functional formats. These are free options and have the potential to capture data for more

than 1,000 participants, which far exceeds the number of participants for this study.

Issues of Trustworthiness

The essence of developing this study relied on the preparation which led up to

engaging the participants and effectively organizing the data points once they were

received, and clearly reporting the results in a comprehensive manner (Elo, et al., 2014).

In protecting the participants for administrative support, their codes will be represented as

mentioned previously, A1, M1, M2, M3, M4, M5, D1, D2, D3, D4, and D5.

For creditability purposes, the point of contact remained intact thorough the survey

process. Two participants, both representing the directors and above group sent inquiries

concerning the confidentiality of the survey feedback. I communicated that once the

surveys were captured in SurveyMonkey, there was no way that I could associate specific

individuals to their responses as IP addresses are not captured.

As this study disclosed evidence of cultural awareness, there is a level of

transferability to other corporate employees within similar organizations and industries.

In shaping the points of view of employees, transferability is plausible considering the

roles and expectations within the health care industry are comparable from one

organization to the next (Elo, et al.,2014; Rayton, Brammer, & Millington, 2015).

Maintaining an unbiased approach was essential in in gaining trust from not only

the executive within the organization but the participants, which may prove as beneficial

in the future in expanding similar studies with other organizations interested in

understanding how well employees are aware of cultural statements and employee experiences. Staying focused on the results and reporting them appropriately was essential to maintain objectivity (Elo et al., 2014).

Ethical Procedures

The web-based technique which collected the response, SurveyMonkey, is established with electronic intellectual values that collect and summarize responses, compute the results, and delivered viable results intended to be a conclusive development process (SurveyMonkey, 2009). This technological tool is designed to encapsulate feedback anonymously as long as the researcher changes the default. As the researcher, it was necessary to adjust user options to protect identity concealing IP address information that may link back to specific email addresses (Making Responses, 2015).

The notification to the participants indicated the manner in which the data will be stored and password protected outside of the organization. The results from the study will be kept for a period of two years and will be archived in my home on a thumb drive, and erased from my computer.

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Summary

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This chapter provides insight into the research methodology for this study and has also provided a synopsis of the participants of interest and their ranking within the corporate organizations of interest. It outlines the rationale that supports the various levels of employees and how valuable and relevant each participant is within the professional levels. Each of the participants is an employee from an organization that provides health care products and service levels to the communities. This qualitative

study evaluated and categorized the phenomenological experience of three levels of employees revealing whether their lived experiences can be linked to knowledge of the cultural values and aligned with behavioral expectations.

While gaining input from managers for this study, it was important to understand the effect managers have on supervisors, and other subordinates. If managers are aware of the culture statement, they may or may not be transferring the cultural values to their subordinates. The roles that directors and above play within an organization are critical and represent the fundamentals of the cultural values which link back to the mission and vision of the organization. If top leaders within an organization are driving the cultural values, there is a greater chance for the organizational character to maintain a level of sustainability and a reputation that the community will have visibility to and be more compelled to appreciate and rely upon. The manner in which the survey questions were conducted was solely dependent upon organizational consent supporting as a corporate partner in this research. The collection data process captured in SurveyMonkey was transferred into Excel and QDA Miner Lite.

Chapter 4 includes comprehensive results from the qualitative study and will delineate the level of professionalism (i.e., administrative support, middle management, and executive support) which reveal perceptions and where there are gaps in sharing feedback concerning cultural values and experiences.

Chapter 4:   Results

The purpose of this study was to gain insight from employees within a health care organization to better understand how they conceptualize the organizational culture and how they perceive the manner in which the organizational culture fits into their daily work lives and core values. The methodology was described in Chapter 3, outlining the participants, their span of professionalism within the organization and the reasoning behind selecting the population for this study. Chapter 4 will provide the setting of the study, the demographics, and data collection process, themes and analysis of the data, evidence of trustworthiness, results, and summary.

As the researcher, I used questions developed from a similar study that would provide insight into my research. Further, I reviewed the culture statement within the organization which supported in establishing consistent and meaningful questions in order to engage truthful and uninhibited feedback. One of the advantages of the qualitative approach is the provision for employing diverse strategies in engaging the participants and their perspectives. More frequently, discussions are occurring surrounding organizational culture and expectations. Recently, as a team member responsible for developing onboarding documents for an organization, I included the published culture statement in the welcome letter. While meeting with the multiple team members, the question was raised concerning the origin of the culture statement that was included in the new hire documents. The team wanted to know who developed the statement. The team members inquiring were from human resources and unaware of the cultural representation that was promoted on the external career website which has been

strategically established to attract new candidates. When discussing some of the unsavory behaviors that occurred within a division in this same organization, I mentioned the culture statement to some of the vice presidents who were over this shared services division. They were unaware that the culture statement existed and asked me to forward it to them for their own enlightenment. With key human resources representatives unaware of the cultural statements along with executive leaders within the organization, there is a greater opportunity for employee engagement survey results to yield negative feedback, which has a direct impact on attrition, resignations, terminations, and transfers.

Setting

The organization that was selected was in the midst of transition as it had been acquired by another organization. At the time of the study, roles and responsibilities had not been merged. The executive officer who provided support to conduct the study increased her level of responsibility and became accountable for compliance and research. That was the only role that revealed a merger of responsibilities at the launch of this study. The impact of the merger increased the level of focus required from employees. The executive representative implied that there were multiple projects going on within the organization at the time.

Acquiring Participants

Approval was received from Walden University's Institutional Review Board (IRB) on January 31, 2019 (IRB Approval #01-31-19-0306521). Once approval was received from the IRB on February 1, 2019, I emailed the community partner representative in Human Resources who was appointed to assist me in providing access

to potential survey participants that were categorized as administrative support, middle management, and directors and above. I selected five participants from each group of email addresses that were provided and communicated via email, explaining the survey and providing information concerning the executive leader from whom I received permission to proceed with the study.

Demographics

The organization is comprised of multiple levels of professionals from corporate level employees, physicians, pharmacists, nurses, and other clinical staff. The participants of this study are part of a health care organization that provides services to improve the health of patients and their families. This health care organization was selected because of its customer base and the impact on health care in making a difference in offering services that promote better health options. Approval was granted to send out electronic surveys via email to 15 employees spanning three different professional levels and included five employees from each group – administrative support, middle management, and directors and above. There were a total of 10 participants that completed the online survey from the various professional levels. Though 10 completed the survey, the 15 participants represented as corporate employees characterized a level of professionalism in which the organization relies upon for supporting each other in creating a cohesive and collaborative organization (Soldan, 2010).

Professional Positions

Of the 15 participants that the survey was sent to, the 10 participants who responded represented administrative support, one of five responded (20%). From middle management, five of five participants responded (100%), and from the directors and above participants, four of five responded (80%). Overall, 66.67% of participants completed the survey questions.

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Data Collection

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The communication method used for collecting data was email. The participants were provided with an online link that was also included in the letter of consent. The survey was open for a total of 4 weeks and a reminder email was sent out twice during the 4-week period. SurveyMonkey housed the questions and sorted the data either by respondent or question. The data were collected and recorded within SurveyMonkey and each participant was labeled Respondent 1 through 10 (R1-R10). Each participant had access to all 10 questions from the survey. Though names were provided for each participant, there was no way of tracking individuals once questions were answered in SurveyMonkey.

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Data Analysis

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Data were transferred into both Excel and QDA Miner Lite and were sorted by three categories, administrative support, middle management, and directors and above. The categories selected were coded as A1 – administrative support (represented by one respondent) M1, M2, M3, M4, M5 – Middle Management (represented by five respondents) D1, D2, D3, and D4 – (directors and above) (represented by 4 respondents).

The questions were categorized by each support level within the organization. This method provided insight into the various levels of responsibility and exhibited the perceptions of each respective category.

Themes

Corporate employees from administrative support, middle management, and directors and vice presidents provided feedback regarding the research questions. Human Resources data were included within the middle management results providing their perception of culture for their organization. Each of the participants' levels represented the full breadth of professionals which influence the climate in which they work. There were themes revealed in the survey which were expressed through the collection of data within each respective role as indicated in Tables 4 – 13. Each question was reviewed searching for similarly expressed experiences and color coded in Excel. Themes began developing as early as Question 2, seeking the significance of roles and responsibilities from the participants. For coding purposes, I used various colors to delineate frequently used terms by the participants. As mentioned in Chapter 3, this process adds to the validation method used prior to the presenting of the results back to the organization and disseminating it on the website for participant leaders and departments (Creswell, 2009).

Survey Question 1

When you meet someone new and they ask what you do for a living, how do you respond?

This question provides insight and thoughtfulness concerning the organization and how the participants feel about their current position. It links back to RQ1 and focuses on the

behavioral aspect of the participants and their explanations concerning their experience. Table 4 provides details concerning the depth of the answer concerning where the participants work indicated the following: did not provide details of role (70%), provided role details (30%). Table 4 provides a breakdown of the responses from each participant.

Table 4

Responses to SQ1

Category	Responses A	Responses MM	Responses D+
Did not share details	1	4	2
Shared details of role		1	2

N=10

*S*Q1 provides insight into the attitudes and behavioral aspects that the participants have concerning their roles and the manner in which they communicate those roles. Providing insight into roles also reveals social identification associated with each role (Hirst, van Dick, & van Knippenberg, 2009). RQ1 is linked to SQ1 where participants are expressing their insight into their role which emulates expectations within their role.

Survey Question 2

What does it mean for you to personally to work at this organization? This question was intended to gain knowledge based on how the participants perceive the cultural aspects of the organization and their impact to the clients or customers served. Themes extracted from SQ2 denoted the following: an appreciation for serving the community and providing health care (70%), sharing talents and influencing employees (30%). Given the population that this organization serves, this question provides insight

to RQ3. The participants had the opportunity to express how their roles advance the communities that they serve (Pokorny, 2013). Table 5 provides a breakdown of the responses from each participant.

Table 5

Responses to SQ2

Category	Responses A	Responses MM	Responses D+
Serving the community		4	3
Sharing talents, influencing employees	1	1	1

N=10

Survey Question 3

Do you feel that you are a good fit in the organization? Why or why not?   This question provides insight into the cultural aspect of the organization and is relative to RQ1 which is focused on organizational culture. It seeks to understand how employees view themselves relative to the posture of the organization. The primary theme from this question was around mission and vision. The remainder of the participants' responses for SQ3 was dissimilar The results are as follows: employees feel they are a good fit (100%), core values align with mission and vision (60%), opportunity for advancement (10%), feel valued (10%), represents a rare talent (10%), appreciates the people and the pace (10). Table 6 provides a breakdown of the responses from each participant.

Table 6

Responses to SQ3

Category	Responses A	Responses MM	Responses D+
Mission/vision driven	1	2	3
Advancement		1	
Feel valued		1	
Represents a rare talent		1	
Appreciate people and pace			1

N=10

Survey Question 4

What are the values or goals of this company? Are those different from or similar to your personal values or goals? This question accompanies RQ1 and seeks insight to the organizational culture and the understanding by participants. It delves deeper into the alignment of personal principles and organizational principles. This question invited the participants to outline areas of importance as they relate to organizational and personal objectives, specifically. The main themes expressed were around respect, integrity, collaboration, and serving. The remainder of the participants' responses for SQ4 was dissimilar. The results are as follows: integrity, respect, collaboration, and serving (80%), healthier outcomes (10%), no answer provided (10%). Table 7 provides a breakdown of the responses from each participant.

Table 7

Responses to SQ4

Category	Responses A	Responses MM	Responses D+
Respect, integrity, honesty, collaboration, service	1	4	3
Healthier outcomes		1	
Provided no input			1

N=10

Survey Question 5

How similar/different do you think you are to other full-time employees? This survey question intends to understand how employees perceive their behaviors and the behavioral aspects of others within their organization. It links back to RQ1 concerning organizational behaviors as they relate to the organizational culture. The primary theme for this questions indicated that most employees expressed they were similar. The results: similar (50%), different (30%) both similar and different (20%). Table 8 provides a breakdown of the responses from each participant.

Table 8

Responses to SQ5

Category	Responses A	Responses MM	Responses D+
Similar		2	3
Different	1	1	1
Similar and different		2	

N=10

Survey Question 6

In what ways has the organization made you feel like you are a member? Do you represent Admin Support, Middle Management, or Director and above? This is a question focused on both organizational cultural and behavioral aspects, RQ1 and RQ3. The predominant theme for this question was the expressed experience of being included as a team member. The remainder of the participants' responses was dissimilar. The results are as follows: feels included (60%), does not feel valued (10%), allowed to perform without barriers (10%), no feedback (20%). Table 9 provides a breakdown of the responses from each participant.

Table 9

Responses to SQ6

Category	Responses A	Responses MM	Responses D+
Feels included		4	2
Does not feel valued	1		
Allowed to perform without barriers		1	
No feedback			2

N=10

Survey Question 7

Have you received any company paraphernalia? This question provides insight to both culture and the manner in which employees communicate their association with the organization, RQ1 and RQ2. The majority of the participants indicated they have

received company paraphernalia. The results are as follows: does have company

paraphernalia (90%), does not have company paraphernalia (10%)

Table 10

Responses to SQ7

Category	Responses A	Responses MM	Responses D+
Yes, company paraphernalia	1	5	3
No company paraphernalia			1

N=10

Survey Question 8

What email lists are you on? What access to technology do you have? This

question provides insight into the manner in which employees communicate with each

other within the organization. Schein (2010) indicated that interaction of team members

within organizations directly impacts culture and climate in which employees and leaders

operate. The majority of the participants indicated that they have access to the required

technology to perform their roles. The results are as follows: has appropriate technology

to effectively perform, also included names of organizational databases (80%), N/A

(10%), no answer (10%).   Table 11 provides a breakdown of the responses from each

participant.

Table 11

Responses to SQ8

Category	Responses A	Responses MM	Responses D+
Properly equipped to perform	1	4	3
No answer			1
Indicated N/A		1	

N=10

Survey Question 9

How much do you communicate with other employees? This question supports

the RQ2 in better understanding the frequency of communication within the organization.

As shared in SQ8, various forms of communication are a part of the organizational

culture. These mediums of communication impact and influence relationships, longevity

in employee engagement and commitment, and also provides a level of meaningfulness

when interacting with one another (Killingsworth, 2012).   The frequency of

communication is as important as the methods of communication. Every participant

indicated frequently, daily, or all day for this question. The results are as follows:

frequently, daily, all day (100%). Table 12 provides a breakdown of the responses shared

based on the frequency of communication from each participant.

Table 12

Responses to SQ9

Category	Responses A	Responses MM	Responses D+
Frequently, daily, all day	1	5	4

N=10

Survey Question 10

Do you feel like you are a member? Why or why not? The final question focuses

on the cultural behavior of the organization and whether the participants feel as if they

are a member of the organization and links back to RQ3. The most common theme for

this question was respected, heard, and shared objectives. The remainder of the

participants' responses was dissimilar. The results are as follows: respected, heard,

shared objectives (70%), somewhat (10%), does not feel like a member (10%), no answer

(10%). Table 13 provides a breakdown of the responses.

Table 13

Responses to Question 10

Category	Responses A	Responses MM	Responses D+
Feels valued, connected, and respected, making changes		4	3
Somewhat		1	
Does not feel like a member		1	
			1
No answer			

N=10

Evidence of Trustworthiness

The implementation of this study began through communicating with the participants and providing background information concerning the support of one of the executive leaders of diversity and inclusion. This provided a platform which introduced the clearance to participate in this study. Instead of reaching out to the participants every three days as originally anticipated, the participants were contacted twice in a four-week period reminding them that the survey was still open and available for participation. So, overall, there were three communications sent via email to the participants.

Credibility

The intent of the analysis was to review the data collected and measure or analyze those results in an instrument that aids as support in classifying and reporting the findings based on the feedback and perceptions. The essence of developing this study relied on preparation to engage the participant and effectively organizing the data points once received, (Elo, et al., 2014).

Transferability

Distinguishing employees' perceptions in the workplace may lead to a better understanding of their attitudes and the manner in which they view the organization. In shaping the attitudes of employees, transferability is plausible based on the similarity in roles within organizations (Rayton, Brammer, & Millington, 2015). This study obtained insight from three different professional levels within an organization in an effort to gain insight into how cultural aspects are conceived through experiences and interactions.

Phenomenology assisted through this process in accessing work-life experiences through each of the participants' levels of involvement.

Dependability

Dependability in this study was established with the utilization of conventional questions that aligned with the overall Research Questions associated for this study. Bias was minimized by adhering to the same established questions for each group of professionals. Each participant received the link to the survey questions via company email. None of the emails were returned as undeliverable.

Confirmability

Confirmability was ensured through the consistency in the established protocol for each participant. The intent was to gain feedback from three different levels of professionals. There was no deviation in the questions and each participant answered the questions through the same link via email communication.

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Summary

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In this chapter, the results were displayed based on feedback from 10 participants who voluntarily provided feedback based on their perspective concerning the organizational cultural aspects. The overall themes for middle management and the directors and above group revealed emulation of cultural expectations in experiences, behaviors, and support. Additionally, the participants' responses supported ideas relative to perceptive points of view into connectivity, empowerment, and respect within a diverse organization. Further data are included to substantiate the assertion of important communication through various methods and mediums used within the organization to

keep the employees connected and the frequency was also revealed. The emulation of behaviors as it relates to the organizational cultural expectations has been provided throughout the answers. Comprehensive feedback based on the participants' feedback from each survey question is included to further corroborate the results that have been displayed in Chapter 4.

Chapter 5 will reiterate the purpose and nature of this study and will outline the interpretation of the findings. The findings will be concise and succinct in an effort not to express any biases that would conclude erroneous data. Additionally, Chapter 5 will discuss limitations of the study, recommendations, implications for social change, and the conclusion.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

An organization's cultural and climate environments are inevitably relied upon as the drivers of how team members interact and treat each other as well are viewed as influential when considering the level of commitment that employees within the organization demonstrate (Ofori, 2009). This research was intended to demonstrate and collaborate with previous studies that focus on organizational culture as well as gain visibility regarding employees' awareness and knowledge concerning their organizational culture. It was conducted to reveal employees' perceptions spanning from administrative support up to executive leadership. Research indicates that positive social change can be manifested through when aspects of cultural diversity are prevalent through the sharing of opinions and ideas. If the culture speaks to the character of the organization levels of employees will have some level of experience with the cultural environment (Gregory et al., 2009).

The expectation for this study was to gain feedback from employees at multiple levels learning about their experience and knowledge of their organizational culture and climate based on their daily experience. It was essentially intended to provide a glimpse of that cultural experience and share it with human resources leaders, managers, and other employees who are ingrained within the cultural experience. Feedback from employees indicated their awareness of cultural expectations and the perceived effectiveness of the organization's culture statement. The survey results provided evidence of experiences that are directly linked to the stated values and cultural

framework. The goal was to exhibit a platform of results based on the experiences of employees and their points of view concerning organizational cultural aspects and climates (Ofori, 2009). Though organizational culture is developed through the vision of company pioneers and leaders, it is essential for subsequent leaders and employees to have an awareness of the cultural intent and the significance of subcultures that make up organizational environment (Schein, 2010).

Interpretation of Findings

The survey was sent to 15 participants. Of those 15 participants, responses were received from 10 participants. The breakdown of the participants is represented as follows: One of five was from administrative support, five were from middle management, and four were directors and above.

The results of this study indicated that the one administrative support employee who responded to the study was not pleased with the cultural experience and sought to be moved to another environment within the organization. The respondent A1 indicated that a level of respect was lacking in the manner in which other team members interacted and shared. While there was a sense of service associated with the role, collaboration, and alignment was not part of the experienced purpose (Babnik, et al., 2014). Since only one of five administrative support participants provided feedback, there are no indicators that others within similar positions share that experience. The next group of participants was represented as middle management. Of the five participants, all five provided feedback and were unanimous in experiencing a culture of serving and giving back to the community. The middle management participants expressed a culture that was aligned

with the opportunity for advancement and felt as if they were part of the organization; they were committed, and also engaged in the strategies of improving the overall life of customers (Rashid, et al, 2003). Most of the middle management participants expressed experiences that represented feelings of being empowered and properly equipped to perform their roles. Essentially, there was a sense of being able to complete the mission and vision of the organization effectively with the proper tools. Additionally, levels of culture were expressed through artifacts, such as organizational paraphernalia, communication methods, and other technological tools. The values that defined the culture were expressed through the participants' responses as described as espoused values, basic assumptions, and artifacts (Schein, 2010).

The participants categorized as directors and above expressed feelings of serving the community as well as the other two groups. They were unanimous in their perception of representing a culture that improves the quality of life for others. Most of these participants expressed their engagement as mission and vision driven based on the strategies of the organization. Based on the feedback from middle management, the directors and above provide a level of support so that objectives are being met and there is a sense of gratitude associated with their roles (Jai, Tong, & Lee, 2014). There was an expression of promotion of diversity and inclusion within the cultural environment, which has the propensity to generate levels of purposeful respect (Schullery, 2013). Most of the respondents presented feedback that represented behaviors that emulate the organizational culture and expectations. Through multiple mediums of communication and technological frameworks, the participants shared similar manners in how they

interact with team members based on established and organizational traditions (Schein, 2010). Ideally, the cultural expectations are displayed and exemplified not only in behaviors of leaders and employees, but these expectations are assessable and comprehensively received through ongoing communication mediums fluidly and constantly and are part of daily discussions and behaviors (Kakabadse & Lee-Davies, 2016). Based on the feedback, the leadership support received by the middle management team generated positive and encouraging feedback in the sense of empowerment, commitment, engagement, respect, alignment, and integrity. This approach enables a cultural environment that promotes positive social change, speaking to the character of the overall organization as it relates to the cultural environment (Gregory, et al., 2009). Though middle management and their leaders provided the bulk of the feedback and it was positive, questions remain concerning the administrative support participants and their lack of contribution in this research. Portions of the feedback from the one respondent A1 expressed unfavorable experiences and provides an opportunity to consider conducting an exploratory study for additional inquiry.

Conceptual Framework

The results from this research gained insight and present the manner in which organizational culture is defined. The results also demonstrate that cultural expectations are understood and fulfilled based on multiple aspects associated with the defined culture statement. The study results outline the organizational culture as customs and rights (Schein, 2010). Through a prototype of stated and shared fundamental principles, the employees have adapted through the integration of internal tools supported by its leaders

while recognizing and maintaining consciousness of the overall climate (Schein, 2010). The artifacts are represented through the commonalities in language, communication mediums, and products with organizational insignia. The sense of empowerment expressed by the middle management participants denoted that a level of autonomy and trust are established (Hogan & Coote, 2014).

The espoused values that were communicated throughout this study were indicative in the commitment to influencing the customers for healthier living options. All of the participants expressed the service to the customers and the community provided a sense of accomplishment and a culture of commitment and contribution. The self-awareness associated with the espoused values provided both aspiration and a sense of accomplishment (Campbell et al., 2002).

The basic assumptions and values that Schein (2010) describes are demonstrated unconsciously. Through expressed alignment and collaboration, the meeting of strategic goals is achieved and the current state of the culture and climate were displayed in the stated experiences and behaviors. Each of these aspects influence daily productivity and shape the organization and its agenda.

The study results provided insight to the organizational culture and how it delivers fundamental importance for its customs and expected behaviors which lend to the essence of an organization's consciousness (Schein, 2010).

Limitations of the Study

There is a greater population within the corporate side of healthcare to consider for this study in expanding the knowledge based on the perceptions of the employees. Additionally, expansion of this study will reveal further points of view for consideration and potential action. This phenomenological study sought themes that would exhibit the perceptions of employees ranging from administrative support, middle management, and directors and above, which included executive level support. The lack of participation from the administrative support respondents did not support the themes associated with the one respondent and the unfavorable experiences expressed. The sample size was small and does not represent saturation, leaving room for additional studies to be conducted on a larger scale, perhaps through an exploratory study approach.

Recommendations

Within the health care discipline, there are clinical roles associated with providing services to customers or the community. This population was not included for this study and leaves room for advancement in pulsing cultural and climate perceptions from others. Additionally, it will be beneficial to seek feedback from administrative support team members to compare the results of the one participant that contributed to this study. Since leaders provide significant authority as it relates to cultural direction and the manner in which organizations are operationalized, there is room to expand further for a more comprehensive assessment on a larger scale (Taormina, 2008). Expansion to the administrative support team members will allow for additional feedback to determine if

the one participant represents many points of view and if there is an opportunity to address other contrary experiences.

Implications

In order for the culture of an organization to be appreciated, there is a requirement for cultural recognition to occur and for the cultural values to be displayed and available for all employees at all levels. Visibility to cultural values at all levels has a significant impact on how employees behave within an organization, their relationships, and the overall performance. Positive social change can be driven through the embracing of cultural diversity in opinions and ideas. When teams represent the desire to collaborate and communicate, it creates an environment that demonstrates an appreciation for cultural differences and promotes inclusion from all facets of teams. Embracing cultural values is beneficial in identifying personal cultural values as well as embracing diverse cultural values. Through ongoing communication, workshops, and exercises that discuss and promote organizational culture, employees are compelled to feel a part of an organization and aware of expectations (Caputo & Crandall, 2012; Hernaus, Pološki, & Vokic, 2014).

When leaders, human resources, and executives are engaged in cultivating environments that are positive and constructive, cultures and climates represent social alignment and are not as challenging to manage (Manroop, Singh, & Ezzedeen, 2014). The results associated with this study deliver opportunities to replicate behaviors throughout the organization in an effort to expand the behaviors that characterize the intended cultural environment.

Conclusion

This sampling of participants for this study provided insight into the experiences associated with the organizational culture and utilized the language around organizational cultural expectations in behaviors. If leaders are the drivers who advocate for sound cultural values, the expression of experiences for this study coincided with the organizational cultural principles which represent the strength and character of the organization. Favorably, the middle management and executive leader support provided feedback that corresponded with the organizational mission, vision, and success. While there was lack of participation from the administrative support, there was still hope of advancement articulated from the one participant aspiring to be promoted to middle management status which may yield a different cultural experience. The survey questions enabled the participants to express their experience as it relates to the stated cultural values and representation which may appeal to other potential employees who are seeking positions that align with the values of importance to them. The results supported the fiber of the organization and it is important for all levels of employees to recognize and identify with the cultural values and expectations (Gregory, et al., 2009).

Through organizational culture and prototypes of common practices, behaviors are reviewed through Artifacts, Espoused Values, and Basic Assumptions. According to Schein (2010), "The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead." This statement is the essence of how significant organizational cultural values are when

leading and developing principles and norms for an organization. It has a direct impact on social advancement and expectations.

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Appendix A: Letter of Permission

Dailey, Stephanie L <dailey@txstate.edu>

Reply all|
Mon 7/2, 1:26 PM
Venita Govan

Hi Venita,

Thank you for reaching out. Here are the survey questions for Organizational Identification I have used for full-time employees. I hope they are useful for your research. Best of luck with your dissertation!

1. When you meet someone new and they ask what you do for a living, how do you respond?
2. What does it mean for you personally to work at [company]?
3. Do you feel that you are a good fit at [company]? Why or why not?
4. What are the cultural values or goals of this company? Are those different or similar from your personal values or goals?
5. How similar/different do you think you are to other employees at [company]?
6. In what ways has [company] made you feel like you are a member?
7. Have you received any company paraphernalia?
8. What email lists are you on? What access to technology do you have?
9. How much do you communicate with other employees?
10. Do you feel like you are a member of [company]? Why or why not?
- Stephanie

Stephanie L. Dailey, Ph.D. | Assistant Professor
Department of Communication Studies | Texas State University
Centennial Hall 325 | 512.245.4471
dailey@txstate.edu | www.stephaniedailey.wp.txstate.edu
2707

Appendix B: Survey Questions

Question 1: When you meet someone new and they ask what you do for a living, how do you respond?

Question 2: What does it mean for you to personally to work at this organization?

Question 3: Do you feel that you are a good fit in the organization? Why or why not?

Question 4: What are the values or goals of this company? Are those different from or similar to your personal values or goals?

 Question 5: How similar/different do you think you are to other full-time employees?

Question 6: In what ways has the organization made you feel like you are a member? Do you represent Admin Support, Middle Management, or Director and above?

Question 7: Have you received any company paraphernalia?

 Question 8: What email lists are you on? What access to technology do you have?

Question 9: How much do you communicate with other employees?

Question 10: Do you feel like you are a member? Why or why not?