

Factors that Create and Sustain Organizational Culture The Importance of the Role of Organizational Leaders

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Abstract

The founder of a business sets up the underlying culture of his organization. Keeping in mind the end goal to get by in the marketplace, the leader of a business finds an unmistakable method for giving products and services to his client base. A few organizations are established on giving excellent client services, and some are established on giving low costs, however whatever technique the leader discovers accomplishment with turns into the right route for this organization to direct business and is instilled in the way of life of the new business. Once the leader has set up a kind of culture for his organization, he hires individuals to work for him whose qualities will coordinate the center values of the way of life of the organization. This is done through a selection and hiring process that places a need on employing individuals who can perform the job enough additionally puts a need on how well the applicant fits into the way of life of the organization. The leader then further strengthens the significance of core values to the general population he has hired.

as Wal-Mart and Southwest Airlines

thrived well when their competitors were

better positioned in terms of the above

forces (Cameron & Quinn, 1999). A

detailed examination of these

organizations will reveal that their

success was not grounded on

competitive positioning in the market

but rather on the established

organizational culture.

Organization culture broadly
refers to the principles and practices set

Most scholars have traditionally
focused on certain factors considered to

be behind successful businesses. Factors

such as large market share, strong

barriers to entry into the market, low

availability of substitute products, low

bargaining power of the buyers, or low

rivalry among the competitors are

considered by many as preludes to a

success in business (Cameron & Quinn,

1999). However, these are not sufficient

conditions for success. Companies such

joins the company and they constitute the culture.

The culture of an organization has much influence on its performance success (Mohamed et al., 2013). It is usually established by the founder of the organization but may be changed later on when new leadership with different ideals come into power. Whichever the case, the commitment of the top leadership in an organization will largely determine the extent to which the culture will thrive and remain sustainable over long periods (Cresie, 2005; Hosseini, 2014). The top executives have to be exemplary in living by the established cultures. Besides, a culture in an organization will be sustained for long if it leads to a successful classical management and the organization records good performance. On the contrary, the culture will be revised when it does not aid proper management

by the management that will guide the employees and other stakeholders on how to work as a unit towards the achievement of the established goals and objectives (Mohamed et al., 2013; Hosseini, 2014). From the illustration given above, organization's culture is created out of the management's desire to have a society of workers and other stakeholders who will work in harmony to help achieve company objectives. It will be effective when there is proper commitment by the management (McGuire, 2003). The process begins with the leaders coming up with the mission, vision, and goals of the objectives (Lowe, 2009). The management then settles on the core values, principles, and practices that will be appropriate in pursuing the objectives. These are then communicated to any employee who

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or when some developments have
occurred and it no longer works.

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