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The Position of Culture in Advancing the Strategic Goals of Organizations

Abstract

Culture can be defined as the sum of acquired behaviors and belief characteristics of the members of a certain society. Culture is a continuous set of ways of thinking, feeling and acting which is more or less specific and is learned by a large number of people and is common among them and is used in two objective and symbolic ways to make these people a special and distinct group. In the various stages of drafting, implementing and evaluating the strategy, organizations should also consider the cultural strategy in order to address the degree of external compatibility and internal coherence of their goals. Considering the characteristics of culture such as being acquired, being shared, being transferable, being a model, being symbolic, and the adaptability of culture, the top managers of the organization can identify incompatible beliefs and norms, change incompatible beliefs and stabilize them by applying organizational culture management. In this research, while examining the different dimensions of culture and explaining the main characteristics of a culture, the role of aligning the values and beliefs of the people of an organization, especially the beliefs and attitudes of top managers, middle managers and executive personnel in the position and situation of economic, production and industrial institutions of

<https://dergipark.org.tr/tr/pub/atdd>



the current level and Gaining relative superiority of the companies has been done with the same existing facilities and through the application of cultural management of the organization.

Keywords: *Role of Culture, Advancing the Strategic Goals, Organizations*

Kurumların Stratejik Hedeflerinin İlerletilmesinde Kültürün Konumu

Öz

Kültür, belirli bir toplumun üyelerinin edinilmiş davranış ve inanç özelliklerinin toplamı olarak tanımlanabilir. Kültür, az ya da çok spesifik olan ve çok sayıda insan tarafından öğrenilen ve aralarında ortak olan ve bu insanları özel ve farklı bir grup haline getirmek için nesnel ve sembolik iki şekilde kullanılan sürekli bir düşünme, hissetme ve hareket etme yolları kümesidir. Stratejinin hazırlanması, uygulanması ve değerlendirilmesinin çeşitli aşamalarında kuruluşlar, hedeflerinin dış uyumluluk ve iç tutarlılık derecesini ele almak için kültürel stratejiyi de dikkate almalıdır. Kültürün edinilmiş olması, paylaşılabilir olması, aktarılabilir olması, model olması, sembolik olması ve uyarlanabilir olması gibi özellikleri göz önünde bulundurulduğunda, örgüt üst yöneticileri örgüt kültürü yönetimini uygulayarak uyumsuz inanç ve normları tespit edebilir, uyumsuz inançları değiştirebilir ve istikrarlı hale getirebilir. Bu araştırmada, kültürün farklı boyutları incelenirken ve bir kültürün temel özellikleri açıklanırken, bir örgütün insanlarının değer ve inançlarının, özellikle üst yöneticilerin, orta yöneticilerin ve yönetici personelin inanç ve tutumlarının, mevcut seviyedeki ekonomik, üretim ve endüstriyel kurumların konumu ve durumuyla uyumlu hale getirilmesinin ve şirketlerin göreceli üstünlük kazanmasının rolü, aynı mevcut imkanlarla ve örgütün kültür yönetiminin uygulanmasıyla yapılmıştır.

Anahtar Kelimeler: *Kültürün Rolü, Stratejik Hedeflerin İlerletilmesi, Organizasyonlar*

Introduction

Nowadays, this principle is undeniable that industrial development is not possible without the development of cultural foundations. In general, the effect of culture in the economy is to the extent that Alvin Toffler writes somewhere (the history of the world economy shows three separate classes: the agricultural era, the industrial era, the post-industrial era, in each of these eras, the economy revolves around a series of cultural criteria. It is clear that one cannot live in the post-industrial era but follow the cultural patterns of the agricultural era. As long as the organizations do not know the industrial culture and the requirements of the industrial culture, it is not possible to progress and compete with other companies at the national and international level. The lack of industrial culture has caused a crisis in the taste and power of research and internal creativity of industrial enterprises. What happens in such industrial units is that they cannot work from within to continue their lives and their management suffers from a kind of indifference caused by rural culture. Industrial culture means having commitment and seriousness to do the work which is the characteristic of today's industrial world, if the human force in the organizations wants to increase the productivity of the industry, in the first stage,

they should have motivation and in the next stage, they should have the ability and skills. The lack of industrial culture destroys the principle of customerism in production units. When such a principle does not exist, industrial units will not be interested in internal research and development. The purpose of this article is to examine the relationship between organizations' strategy and culture and to classify the influencing factors for organizations to achieve predetermined and planned goals.

1. Historical Background

Organizational culture as an independent concept has a long history in the humanities, sociology, and management. This concept represents the values, beliefs, norms, and patterns of behavior shared in an organization that affect its performance and interactions within the organization. The background of this topic can be examined in several historical stages:

1. Early Origins: The Concept of Culture in the Social Sciences: The term "culture" was first introduced in anthropology and sociology. Edward Tylor (1871) defined culture as a set of knowledge, beliefs, art, morals, laws, and customs that individuals acquire as members of a society. This concept was later extended to organizations, because organizations, as social units, also have their own cultures.

2. The Beginning of Organizational Culture Studies (Early 20th Century): In the early 20th century, although organizational culture was not considered as an independent issue, work values and norms were examined in the form of concepts such as team spirit and organizational cohesion:

Scientific Management (Taylor): In scientific management theory, culture was implicitly considered as a force for order and efficiency, but the emphasis was on standardization and reducing the influence of human factors. Hawthorne Studies (1930s): These studies showed that social interactions and the cultural environment affect employee productivity and motivation. These findings initiated attention to culture as a key factor in organizations.

3. Establishment of the concept of organizational culture (1970s-1980s): In this period, organizational culture emerged as an independent field of study:

Talcott Parsons and Chester Barnard: In social and management theories, organizations were examined as social systems with shared values and norms. Edgar Schein (1985): Schein was one of the main founders of organizational culture studies. He divided culture into three levels:

Artifacts and symbols (what is seen, such as physical structure and clothing). Shared values (what is important, such as honesty or creativity). Fundamental assumptions (what is unconscious, such as belief in success). Peters and Waterman: In their book "In Search of

Excellence", they showed that successful organizations have strong cultures that are aligned with their strategies.

4. Contemporary developments (1990s onwards): With the advancement of technology and globalization, the role of culture in organizations has become more complex and important: Diversity management: With the increase in multicultural workforces, managing diversity and creating inclusive cultures has become a major concern for organizations. Technological changes: The digital transformation has led organizations to develop cultures that encourage creativity, continuous learning, and adaptability. Social responsibility and sustainability: Organizational culture has been considered as a tool to achieve ethical and environmental goals (Rezaian, 2014).

2. Classification of Systems and the Position of Culture

For thousands of years, people have been thinking about classifying phenomena. Every classification plan, even if it is a contract, is organized with a special objective. Classification of systems can be done based on several factors, one of these factors is the degree of complexity. Boulding has presented a hierarchy for the classification of various systems. In this hierarchy, the complexity of the systems of each level is higher than the previous systems, and the rules of the previous levels apply to the next levels as well (Rezaian, 2014).

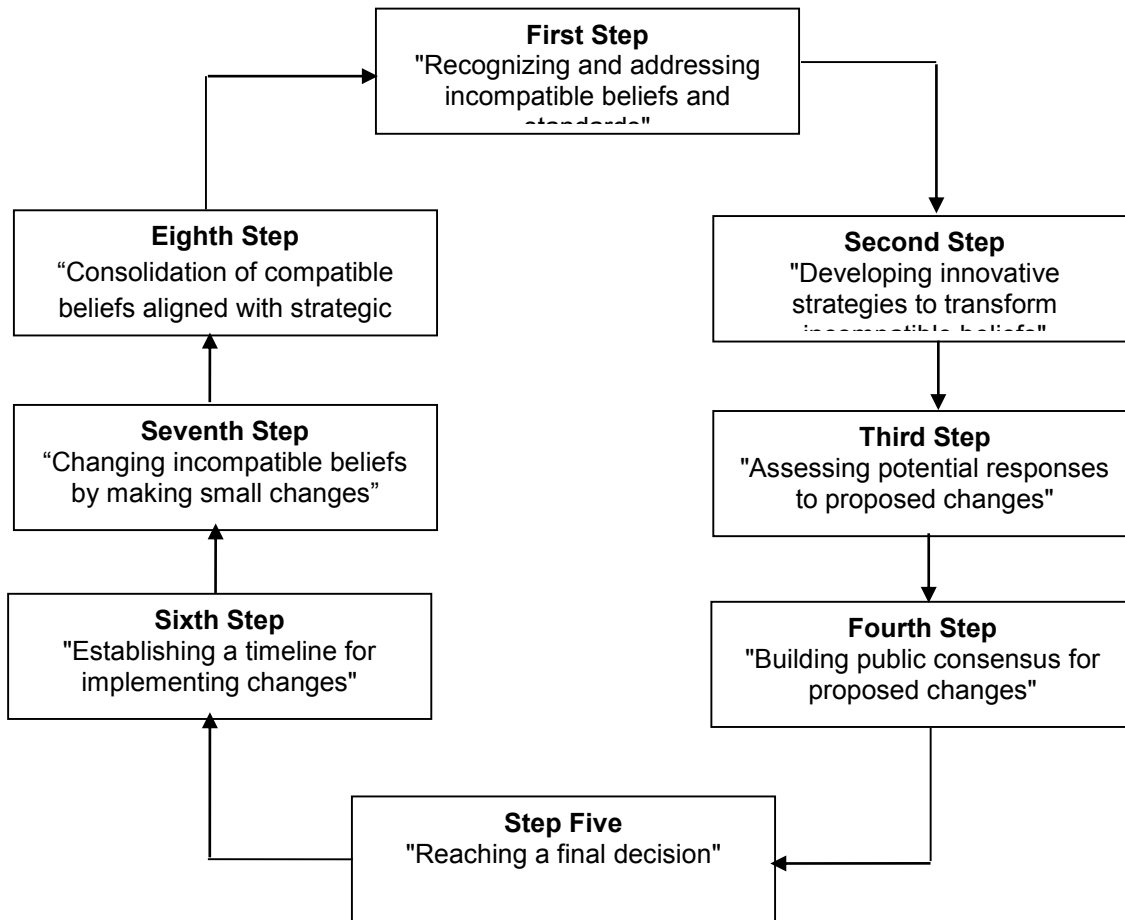
While the next levels each have features that the previous levels lack these levels are:

1. The surface of the static structure or the surface of the frames
2. The level of simple moving systems
3. The level of cybernetic systems
4. The level of open systems, self-sufficient systems and systems capable of production
5. Evolutionary and vegetative systems of plants
6. Animal systems
7. Human systems
8. Social systems
9. Supernatural systems, symbolic and singleness of the unknown world

The eighth level includes organizational systems. These systems are influenced by factors such as values, roles, history, culture and works of art. These types of systems are among the most complex known systems, the constituent unit of such systems is not humans, but the role that humans play in social systems, for example, in an office, out of 3 people who do a certain job, one One person works to receive salary, another person works because of interest in work,

and another person works because of serving people. In this way, although their work is the same, each of them performs different roles.

Table.1. In general, the complexity of the above systems can be shown in the figure below



As shown in the figure, culture can be defined for society and it is studied in this area. Culture can be defined as a set of acquired behaviors and belief characteristics of the members of a certain society. Culture is a continuous set of ways of thinking, feeling and acting which is more or less specific and is learned by a large number of people and is common among them. According to the position of culture in the above form, it can be said that the culture of a society includes knowledge, beliefs, art, laws, ethics, customs, and the abilities of habits that humans acquire from the society needs careful investigation and study. Especially with regard to the fact that in organizations, beliefs, imaginations, inclinations and trends and culture in general is the hidden half of an iceberg (Stanley, 1994).

3. Culture and Strategy:

Despite the fact that many definitions of strategy have been stated over the years, but all of them include common points such as planning, planning, success and goals, environment, management and leadership. Strategy in the field of organization and management is the

analysis of the relationship between the organization and its environment and science and art and attention to the use of political, economic, technical and social powers and factors and the organization's forces to obtain and provide maximum support and policies. is an organization The factors mentioned above have a wide correlation with each other, in order to achieve organizational and national success, it is necessary to use all the factors. Organizational culture emerges in social and psychological power. Perhaps the use of any of the strategic management factors is not as complicated and ambiguous as the social and psychological factor, because organizational culture is an ambiguous phenomenon. Currently, it is not only necessary to have the necessary power to organize appropriate strategic responses, but timely and quick implementation of those responses is also a sign of competitive superiority in international markets. In order to achieve this superiority, companies must act quickly.

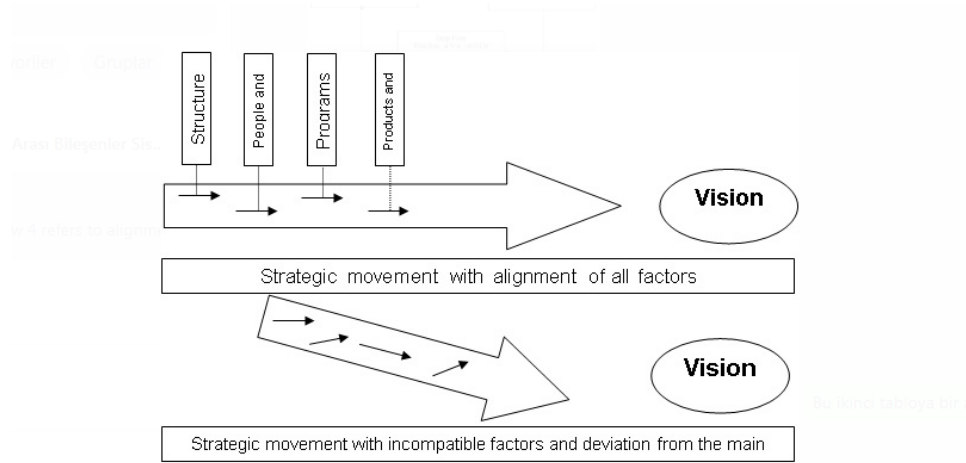
Giving importance to the strategy and emphasizing the culture of the organization as a means to be effective in guiding and implementing or preventing the implementation of that strategy. Extensive studies that have been conducted show that national and cultural patterns play a great role in strategic management (<http://www.mim.gov.ir>).

4. The Effect of Culture on the Strategy of Organizations

In the previous part, I discussed about the factors that make up the strategy, now we are going to study the role of culture in the formation of the strategy of organizations by means of a model. In the topic of strategic management, the vision of the institution is presented in the first step (Daft, 2007). Vision is wherever organizations intend to go. The duty of strategic planners is to formulate and rule and clarify the future and simplify the strategic goals and objectives and to avoid and throw away the activities that are against them. In general, it can be said that strategic planning helps organizations in shaping the destiny of institutions and organizations through the following:

1. Determining the mission (vision), general goals (goals), sub-goals (objective)
2. Evaluating the different stages specified in your strategies.
3. Creating a general agreement among the board of directors
4. Putting structure, people and culture, programs, services and products in a row

What is mentioned in row 4 refers to alignment, if we show the movement towards the perspective of the organization or institution in the form of an arrow, the components of that arrow are structure, people, programs and services and products. As seen in the figure below (Yazdi, 2015).



In the figure above, two types of movement are compared. In the first part, the power factors of the strategic plan have been organized with one direction, the reason for the strength and speed of the strategic movement in the main direction towards the vision.

While in the second part of the form of factors, by neutralizing the movement of other factors, they have caused the deviation and reduction of the strength and speed of the strategic movement of the organization (Berman, 2023).

5. The Main Characteristics of Culture:

The characteristics of culture are numerous and only by resorting to the body of elements, one can achieve a deep knowledge of it, to provide a complete picture of the body of elements, one can achieve a deep knowledge of it, to provide an image of the characteristics of culture, a few of them are mentioned: (Farhangi, 2000).

1. Acquisition
2. Sharing
3. Ability to transfer
4. Adaptability

Now let's briefly explain the characteristics of culture:

1. The acquisition of culture means that culture is not an inherited category, but an acquired one. Culture is acquired through learning and experience.
2. Socialism refers to the social nature of culture because culture is completely collective and people have a share in it. Every person as a member of a group, an organization, or a society participates in culture. There is no specific culture for a person.
3. Transferability of culture refers to the fact that culture is transferred from one generation to another.

4. Applicability means that human culture depends on change or adaptation. Just like the genetic adaptation of animals during forced adaptation with the environment (Mansour, 2016).

6. Modeling Changes in Culture

In the end, we come to the conclusion that in order to achieve the results and strategic goals of the organization, the human resources management of the organization should align the beliefs of the strategic management and the common beliefs of the employees (culture and people) by applying special measures (Vehemiyan, 2013). The process of applying culture management and optimal use of existing culture and aligning incompatible beliefs can be shown in organizations by modeling changes as follows (<https://tinyurl.com/ypm5bh4p>).

Conclusion

Culture can be ideal or existing. The ideal culture is the one that includes the obvious and officially approved behavioral patterns, while the existing (real) culture is the one that practically rules the society. In some organizations, there are many examples of incompatibility between the existing culture and the desired culture, and this lack of alignment causes the movement of organizations to slow down or deviate towards their organization's vision. If the system of behavioral expectations is principled and accurate, it is possible to achieve a unified culture and cultural unity. Cultural unity is the organizational and operational coherence of all cultural elements and sets that have a single function, and a unified culture is a culture whose complex elements and sets are connected. If this cultural unity is in the direction of the strategic movement of the organization, it will accelerate the movement of organizations towards their strategic goals and their superiority over their competitors with the same existing facilities and conditions. In every organization, the culture consists of a number of sub-cultures or sub-cultures, workers, engineers, employees, religious groups, occupational groups and each of them has a special culture. At the same time, they have a series of cultural commonalities. Subcultures are practically a pattern of behaviors and beliefs, each of which has a common basis with the general culture, and at the same time, they differ from it in some ways. Subculture is related to social groups, this culture is at the same time as the culture of the whole society. Because it has its own norms and standards. Integrating culture should be by integrating subcultures and aligning them with the strategic movement of organizations in order to make the organization successful.

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