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DIMENSIONS OF ORGANIZATIONAL CULTURE AS TOOLS OF MEASURING EMPLOYEES’ BEHAVIOR IN ORGANIZATIONS

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Business organizations are the key units of society. Every organization nurtures its own culture through initiating different rules and regulations what helps developing the human resources of the firms. The purpose of organizational culture is to improve solidarity and cohesion, and to stimulate workers' enthusiasm and creativity to improve the organization’s economic efficiency.

The aim of this thesis was to find out how organizations’ rules and regulations affect human resource development of an organization. It is important to understand how organizations’ rules and regulations i.e. organizations’ culture impact on employees’ behavior and changes it which leads ultimate improvement of human resource department of a firm.

In this report, the results indicated that companies’ rules and regulations mainly impact on employees’ attitude to work with enthusiasm, cooperativeness, flexibility in workplace, communication, group decision making and solving conflicts.
<table>
<thead>
<tr>
<th>Concept Definition</th>
<th>Description</th>
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<tbody>
<tr>
<td>Organizational Culture</td>
<td>Organization’s philosophy, beliefs, values that guide employee’s behavior is organizational culture.</td>
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<tr>
<td>Cultural Dimensions</td>
<td>A framework of cross-cultural communication that helps defining society’s culture on the values of the employee. It is developed by Geert Hofstede.</td>
</tr>
<tr>
<td>Centralization and decentralization</td>
<td>Having decision making in few hands of higher authorities is called centralization. And taking lower employees’ opinion to make a decision is called decentralization.</td>
</tr>
<tr>
<td>HMD</td>
<td>HMD Global Oy marketed as HMD. It is Finnish mobile phone company.</td>
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<tr>
<td>NAVTEQ</td>
<td>It is a digital map data provider that helps for location-based solution.</td>
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<tr>
<td>Ovi</td>
<td>Operating a Vehicle Impaired.</td>
</tr>
<tr>
<td>Digital map</td>
<td>It is the process of storing location data as virtual image.</td>
</tr>
<tr>
<td>U-form organizational structure</td>
<td>It is a functional form of an organization composed of a central management unit and different functional organizational departments.</td>
</tr>
<tr>
<td>Group dynamics</td>
<td>It is the combination of behavioral and psychological processes developed within a social group.</td>
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1 INTRODUCTION

Humans build organizations. They are the resources of an organization as they run the organization. Employees make plans, take important decisions in multinational companies, and work for the organizations for greater success. But their performance doesn’t always go in the same line, it dwindles. Sometimes they work well but sometimes they lose their interest to work. There are several factors that directly or indirectly affect the performance of the employees. Culture, employees’ rights and safety are some factors of them. Culture is defined by different people in various ways. It is quite tough to define culture in one sentence. Considering different quotes of scholars, there are some common attributes of culture that can be identified including it is learned and integrated, the product of a history which is based on symbols, beliefs and sign of a society (Soukup 2010, 189). Different countries possess different cultures. So, a country having business organizations nurtures its own culture within those organizations. Organizations set their rules and regulations according to a country’s own culture to develop their human resources. And that shapes the behavior of employees of a company.

Culture refers to an organization or organization’s rules and regulations. Thus, culture has been defined by many ways by many different theorists. For example, according to Hofstede, Hofstede and Minkov (2010, 5) culture is kind of collective programming of mind which distinguishes a group or group of people from other groups. Culture is a dynamic subject which always surrounds us, being constantly validated and made by mutual interactions which are shaped by leadership behavior (Schein 2004, 1). Finally, it is a combination of values, beliefs, communication, sets and simplifications of behavior which controls the direction of people (Ahmed and Shafiq 2014, 22).

Enterprise competitions are reflected not only in technology but also in their corporate culture. A positive organizational culture can encourage the healthy development of an initiative and can actively strengthen the workforce's efficiency and work with more encouragement. Moreover, it can improve production efficiency; in short, the benefits of a positive organizational culture are self-evident. An enterprise priority is to increase its customer base adherence. Therefore, a good corporate image must be established. According to Barney (1986, 656) organizations having cultures with required characteristics can achieve sustainable and superior financial performance from its cultures. It can be said in another way that, having a good corporate image creates better economic returns. And that good corporate image is partially dependent on good organizational culture.
It is important to examine how company’s rules and regulations, employee rights to safety may affect employees’ behavior which generates satisfaction to their work. The report, therefore, focuses on the company rules and regulations’ dimensional factors and employee rights to safety that change employee behavior and may improve satisfaction in work with high efficiency and productivity. Thus, the research question is: How do company’s rules-regulations affect employees’ behavior of an organization?

The aim of the thesis is to reach a thorough understanding about how employees’ behavior is affected by company’s rules-regulations, in other words, organizational culture. The thesis is based on secondary data. Also, the data is often collected by interviews by the researcher rather than statistics and numbers. It is a text analysis. In this research framework, ideas are based on background information, literature review, and case studies. The first idea is organization’s rules and regulations meaning organizational culture and employees’ rights to safety. In this report, the word "enterprise culture" is synonymous with the widely used concept of organizational culture. The second basic idea is the culture level. It was made by Professor Geert Hofstede (2001) and analysed that the values at work are influenced by culture. This is an important part of understanding human resource management. The third basic idea is human resource management. It defines how individuals and groups behave in an organization. The purpose is to apply this knowledge to improve the organization's effectiveness. Based on the second and third conceptions, the concept of four is the relationship between cultural dimensions and human resource management. It gives an idea of how enterprise culture affects humans’ behaviour in an organization. Applying these four ideas, this research framework can answer research questions.

Two firms are chosen to study the human resource development of an organization including Nokia Inc. and Walton Hi-tech Industries Ltd. Nokia is quite popular and known as one of the oldest firms in Finland. It is working in different sectors over 150 years. It started its business with single paper mill operation at 1865. Through the time it has a touch in different industrial sectors including cable, rubber boots, televisions, tires and telecommunication device – mobile phones. Nokia’s primary focus on tele-communications devices – mobile started at 1990s. Through continuous operation and rapid success, in 1998 Nokia became the best-selling mobile phone brand in world. It was 2003 when Nokia first introduced its camera phone. Gradually the competition rises internationally. Apple and Samsung were playing well; iOS and Android operating system of them were capturing a significant portion of market share. So, in 2011 Nokia teamed up with Microsoft as strategic partnership. But the road was not too good. So, Nokia decided to sell its mobile and devices to its strategic partner Microsoft. But Nokia backed in 2016 with mobile handset business under the licensing agreement with HMD Global.
Having presence in over 20 countries, Walton Hi-Tech Industries Ltd. is a Bangladeshi firm, popularly known as Walton. It started its operation under R.B. group at 2008. It is a technology-oriented firm. Here around eleven thousand people are working who represents the cultural aspects of Bangladesh. As a technology-oriented company, it tries to give updated products to its customers. In short time, it gets a huge market. And the reason behind is product diversification. It has refrigerator, television and different electronic items, motorcycles, mobiles, air-conditioner, microwave, washing machine, generator, iron and so on. It has a high capacity power. It can produce 3 million refrigerators, 0.3 million air conditioners and 1.5 million televisions in one year. It is a growing company having a low-cost advantage which helps it to enter any growing market to capture it. It works having a motto to reach every country of the world within 2020. It has an objective to present ‘Made by Bangladesh’ tag in worldwide and be the global electric and electronic brand. The headquarter of Walton is situated in Dhaka, Bangladesh.
2 DIMENSIONS OF ORGANIZATIONAL CULTURE

This chapter contains an overview of the sources that the researcher found in the thesis. Actually, it tries to interpret the prior researches. Also, if any gap exists in the prior works, it is tried to unveil. By presenting different opinions from different researchers, a scope is tried to create to open for further research opportunities.

2.1 Organizational culture

Organizational culture is now a common topic among the consultants and managers. As a means of separating the members of one group from others, enterprise culture institutions, groups and individuals are identified. There is no single definition for the concept of organizational culture. Instead, there are several. For example, according to Hofstede, Hofstede and Minkov, (2010, 520) organizational culture is a kind of collective programming of the mind what create differences among the members of one organization from another. Gregory (1983, 359) defines organizational culture as a system of meanings what accompany the innumerable of behaviours and practices which is recognized as a definite way of life. Schein (2004, 07) prefers different values and standards as the core of the culture. Also, faith, behaviour, value make the culture most effective. Even if there is no single definition for the concept of organizational culture and the culture is different from one another, but a commonality exists. Ng’ang’a and Nyongesa (2012, 211) stated organizational culture as set of beliefs and values. According to Rose, Kumar, Abdullah and Ling (2008, 47) organizational culture is comprised of unique quality or characteristics of a company. From all those things, it could be said that, organizational culture is the combination of assumptions, beliefs, values what contribute to develop a unique and sociable environment in an organization.

Hofstede (2001) in his ‘Culture's consequences’ report, mentioned four aspects of culture including symbols, heroes, rituals and values, to introduce an onion model to cover the total concept of culture. In Figure 1, those aspects represent onion skins, which indicate that the symbols represent the surface and values strongly influence both behaviour and attitude. The most surface layer is symbol. Symbols contain words, images, architecture, service models, or other objects that carry a special meaning that is recognized only by those who share culture. Symbol is the level of the surface layer of the onion model.
that’s why symbol is the material carrier of culture. They can be easily replaced by another system. The heroes who carry highly recognized features of the heroes. Heroes are immortal, and they are considered as models that shows the right values. Ritual is used in social behaviour, speech and the system of using language. Events and different collective activities what are commonly used to show different emotions comparable to respect. It is also a part of ritual. In culture, the ceremony is considered socially indispensable. Culture is also composed of values. Basically, the beliefs, values, ethics are spirits of an organization.

FIGURE 1. The "Onion model": Culture at different levels of depth (Hofstede, Hofstede and Minkov 2010, 08)

Robbins and Judge (2013, 550) outlines the seven primary features of the main ways of organizational culture as follows: (1) Innovation and risk-taking. Employees are encouraged to be creative and to take risks which produce creativity. Innovation is also a form of productivity. (2) Detail attention. The workers are expected to become aware. The details always determine success or failure. (3) Result orientation. Organizations always depend on the final output which is used to achieve goals. (4) People adaptation. Managing decisions affects people in the organization. (5) Team adaptation. An action event is organized between the team and the people. (6) Aggression. A person may aggressive and competitive or running smoothly during work. (7) Stability. Organizations try to hold a static position or thriving process.

2.2 Organizational culture and its dimensions

In an effort to find out the features of a culture that could affect business behaviour, Geert Hofstede applied the most comprehensive study of the values at the workplace influenced by culture.
He analysed a large database of worker value scores collected by IBM between 1967 and 1973. In addition to this, he has shown that national and regional cultural groups influence the behaviour of the organizations and in their studies identified four levels of culture (later six) where he showed different countries organization culture and the behaviour of employees with a score out of 100. The four levels of culture are power distance, individualism, uncertainty avoidance, masculinity. Based on the research of Michael Harris Bond and Confucian Thinking, a fifth level was detected by Hofstede in 1991: Long-term orientation. In 2010, a sixth level was added based on the analysis of Michael Minkov's world worth survey. This new dimension is defined as Restraint vs. Indulgence (Hofstede et al, 2010.)

2.2.1 Power Distance

The first one defined by Hofstede is power distance. It reflects the discrimination of society. Some people have more power than others; some people have more social status and respect than others. This kind of discrimination reflects in different areas of society. Some cultures prefer high differences in power and authority among members of different social classes, while other nations do not (Treven, Mulej and Lynn 2008.) Despite this, various societies find various solutions to address social inequality. According to Hofstede's research, not all societies consider discrimination as a problem. At the workplace, the aim of discrimination is "boss-subordinated relationship" the main purpose. In the case of large power-distance, supervisors and subordinates regardless of each other as discriminative. The organization has the centralized power of top management. At the small power-distance position, consider subordinates and supervisors as equally as each other; in this situation supervisors coordinate with subordinates towards a goal and establish sequential system for convenience. Organizations are fairly decentralized, has a flat hierarchical pyramid and a limited number of supervised employees. Table 1 summarizes the key differences in the workplace between small- and large-power-distance cultures.

<table>
<thead>
<tr>
<th>Key differences between small-power-distance and large-power-distance cultures</th>
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</thead>
<tbody>
<tr>
<td>Small power distance</td>
</tr>
<tr>
<td>Decentralization is popular.</td>
</tr>
</tbody>
</table>
Individualism and collectivism is the second dimension identified by Hofstede. In this level differences between the interests of the organization and individual interest matched perfectly. Hofstede (2010, 91) indicates that in a collective culture, the value of a group or organization's interest is more valuable than the person. In contrast, in individualistic society, a person's interest is valued than a group. Hofstede also told that the expectations of society in the case of individualism and collectivism are reflected by the behaviour of staffs of the organizations. In individualistic culture, people emphasize their individual needs, concerns, interests over those of their organization. But in a collectivistic society, employees prefer to interact with members of their group (Treven et. al. 2008).

At workplace, an individualist culture’s employee works in accordance with their own interests, and work objectives are organized in such a way that they match with individual interests. If own interest exists, an employee feels more enthusiastic to perform that work than that work having lack of self-interest. In a collectivist culture, individuals form group to co-operate with each other. Here personal interest is ignored for the further development of the group. A perfect example is a business organization where employees work according to the interests of their organization, not for personal interest. Even employees take risks for the development of organization. Table 2 summarizes the key differences in the workplace between collectivist and individualist cultures.

**TABLE 2.** Key differences between collectivist and individualist cultures (Hofstede, Hofstede and Minkov 2010, 113)

<table>
<thead>
<tr>
<th>Collectivism</th>
<th>Individualism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers pursue the in-group’s interest.</td>
<td>Workers pursue the employer’s interest.</td>
</tr>
</tbody>
</table>
Hiring and promotion decisions considering in-group members. Hiring and promotion decisions are based on skills and performance.

The relationship between workers is basically moral. The relationship between workers is established with a contract.

2.2.3 Masculinity and Femininity

Masculinity and femininity reflect whether it is predominantly male or female according to cultural values, gender roles, and power relations. In every society, there are men and women, usually around the same number. They are possessing biologically distinct characteristics. Male is relatively tall and strong. At the same time, women are slim and shinier. In masculine culture, some professions were formed based on gender, which means some jobs are given to men and few to women. There is a strong emphasis on success, growth and challenge in the work. In this culture, employees emphasize the performance than individual interests. In addition, people like to get money, title or other materialist or status-based reward. On the contrary, women's culture, good work environment and job satisfaction are preferred. Meaningful rewards time of retirement, improved benefits or symbolic rewards. Table 3 summarizes the key differences in the workplace between feminine and masculine cultures.

TABLE 3. Differences between feminine and masculine cultures (Hofstede, Hofstede and Minkov 2010, 155)

<table>
<thead>
<tr>
<th>Femininity</th>
<th>Masculinity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management based on intuition and consensus.</td>
<td>Management based on decisive and aggressive actions.</td>
</tr>
<tr>
<td>Resolution of conflicts by compromise and negotiation.</td>
<td>Resolution of conflicts by letting the strongest win.</td>
</tr>
<tr>
<td>Reward system is based on equality.</td>
<td>Reward system is based on equity.</td>
</tr>
<tr>
<td>People work in order to live.</td>
<td>People live in order to work.</td>
</tr>
</tbody>
</table>
2.2.4 Uncertainty avoidance

The fourth dimension of Hofstede is uncertainty avoidance. All people have to face this problem; we do not know what will happen tomorrow, despite every human society has improved the ways of dealing with it. The way technology, law and religion belong to the domain. Technology helps people to avoid the uncertainty caused by nature, from the most primitive to the most advanced. Laws try to prevent uncertainty from people's behaviour. Religion is a way of dealing with external forces in order to control the individual's future.

In the culture of avoidance of uncertainty, people prefer rules, regulations and conservative legal orders and do not like adventure and innovation. To avoid the risks, they like to work on stable position, save lives, avoid conflicts, and less tolerance for deviant individuals and ideas. On the contrary, in a weak culture of uncertainty, conflict and competition is acceptable. Table 4 summarizes the key differences in the workplace between weak and strong uncertainty avoidance culture.

TABLE 4. Key differences between weak and strong uncertainty avoidance (Hofstede, Hofstede and Minkov 2010, 203)

<table>
<thead>
<tr>
<th>Weak uncertainty avoidance</th>
<th>Strong uncertainty avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a lack of rules which is strictly necessary.</td>
<td>If they do not work, still there emotional need exists for rules.</td>
</tr>
<tr>
<td>Work hard only when needed.</td>
<td>It is emotionally necessary to be busy and an internal urge to work hard.</td>
</tr>
<tr>
<td>Time is a framework for orientation.</td>
<td>Time is money.</td>
</tr>
<tr>
<td>Tolerance for ambiguity and chaos.</td>
<td>Need for precision and formalization.</td>
</tr>
<tr>
<td>Belief in generalists and common sense.</td>
<td>Belief in experts and technical solutions.</td>
</tr>
<tr>
<td>Focus on decision process.</td>
<td>Focus on decision content.</td>
</tr>
<tr>
<td>Entrepreneurs are relatively free from rules.</td>
<td>Entrepreneurs are constrained by existing rules.</td>
</tr>
<tr>
<td>Motivated by achievement.</td>
<td>Motivated by job security.</td>
</tr>
</tbody>
</table>
2.2.5 Long-Term Orientation

The fifth dimension identified by Hofstede is long term orientation. Companies having long term orientation pay attention to future activities, competitor’s activities, learning and perseverance. But sort-term oriented companies look for profit seeking activities which sometimes bring unethical activities that harm the firm’s value and reputation.

2.2.6 Indulgence versus restraint

Indulgence refers to the gratification of natural human needs such as enjoying life in work, having fun etc. That drives employees to work according to organization’s mission and vision. On the other side, Restraint suppresses the gratification of human needs and always practicing strict norms and rules. Some country prefer indulgence, some prefer restraint because of human resources attitude, activities, mentality.

2.3 Organizational behaviour

Robbins and Judge (2013, 10) point out that organizational behaviour is a field of study what researches the impact of individual, groups and structures on the behaviour of organization. Organizational behaviours are increasingly being studied and in order to make it more effective, they apply the knowledge acquired by individuals and groups. So, organizational behaviour is concerned with humans of an organization who are considered as employees and how their behaviour affects the organization's performance. As a result, organizational behaviour is closely linked to issues related to decisions, leadership, motivation, personality, productivity, human resource development and management.

2.3.1 Individual level variables

The individual unit is the same unit in the same direction, but each personality, education and experience conditions are different. The challenges of functioning agencies successfully match the tasks. According to Ashim Gupta (2010, 01) to work independently, functioning and conflict
freely, the managers should first identify the work and then the necessary skills should be assigned to them. During this process, the most obvious features that affect employees including age, gender, power, personality traits, perceptions, values and attitude. These features are tested in the Robbins and Judge (2013, 41) study. He summarizes the different level variables that affect the behaviour of workers: biographical characteristics, power, values, attitudes, personality, emotions, perception, personal decision making, education and motivation.

2.3.2 Group level variables

The second form of organizational behaviour is group level. A group is formed in person, but the group behaviour is more complex than the sum of all individuals played in their own way. Communication, leadership and trust, group formation, conflict, power and politics and working groups (Robbins and Judge 2013, 271) are included in group level variables that affect worker behaviour.

2.3.3 Organizational system level variables

Organizational system level is the highest level of organizational behaviour. An organization system or organizational structure determines how an organization operates and helps an organization to reach its goal for future growth. Human resources in other words, employees’ behaviour in the group is more complex than the total number of their own work, so organizational behaviour is more than the sum of its members' group. An organization's structure, organizational culture, and organizations’ changes variables of all organizations are included in it. (Robbins and Judge 2013, 511.)

2.4 Organizational culture and organizational behaviour

Culture plays a great role in an organization. First, it identifies the agency, which means it creates a border between an organization and others, as well as individuals. In addition, the culture can transform the spontaneous interest into something that matches the goals of an organization. In addition, the culture controls the behaviour of workers by providing appropriate values, it increases organizational system level. Finally, organizational culture acts as a process of mechanism,
which dictates and shapes the attitude and behaviour of workers. (Robbins and Judge 2013, 512.)

Culture related to the behaviour of workers seems to be increasingly important in today's workplace. Research on the relationship between organizational culture and organizational behaviour is becoming increasingly important. More and more studies have examined the relationship between organizational culture and organizational behaviour. Researchers claim that there is a positive relationship. In this report, various methods have been applied, such as theoretical research, field research and experimental research and so on.

In a research given by Kotter and Heskett (1992), a good example is given in relation to the relationship between organizational culture and organizational behaviour. In their study, their conclusion can be divided into two categories: contingency model and a universal model. The contingency model indicates that there is a strong culture in good performing organizations but only when it is compatible with the cultural environment. On the contrary, the universal model has been described that if an organization wants to behave well in the long run, it should have a culture that focused on three areas: customers, employees and stockholders.

In addition, cultural factors and personality affect an organization's behaviour. According to Hofstede (2010), culture is one of many variables that can contribute to explaining. Hofstede outlined that organizational culture is composed of six dimensions, with significant impact on organizational activities, including power distance, individuality and collectively, avoidance of uncertainty, masculinity and femininity, long-term orientation, indulgence and restraint. There is significant variability in the relationship between culture and behaviour, since they may have significant effects: leadership, organizational techniques and human resources. Together with organizational commitments, these factors would be interesting for future studies.

2.5 Advantages organizational culture has on behaviour

In reality, people understand that enterprise culture has a significant impact on the future development of an organization, management and business. Above all, organizational culture is in a guiding role. Organizational cultures do not explicitly only affect the highest or long-term goals, but also target organizational goals as a target of the people. The goals set by the organization allow its members to feel the value of the work and motivate them to succeed. Second, organizational culture prevents employee's behaviour. It refers to the limitations of organizational culture and deter-
mines the standards for employee's behaviour. For an organization, rules and regulations are necessary. Nevertheless, it is difficult to characterize everyone's behaviour. The third aspect is the solidarity of organizational culture. When a certain organizational value is recognized by the workers, it becomes a social adhesive. Through this effect, the workers will build loyalty to organization. Fourth, there is an impact on incentives in organizational culture. It has an impact on enterprise culture that enables workers to move forward emotionally. The promotion of enterprise culture is a process that helps workers to find the knowledge of working and social behaviour. Through this process, employees can form common values and behaviours. The fifth aspect is the effect of radiation. Enterprise culture does not affect within a single organization, but it also affects society through various channels. People understand the deep value of an organization through symbols, advertisements, architecture, products and services. For example, there are many channels to distort this society for media and public activity. The sixth and final aspect is innovation. Excellent enterprise culture provides a different environment that inspires new environment, encourages differences and tolerates failure. Google is the most typical example; innovation has become Google's guide to survive.

In addition, organizational culture has some advantages that reflect in leadership management. During the decision-making, the leaders have to face a lot of complex challenges. A leader's success depends on various factors, for example, his knowledge and understanding of organizational culture. The leader, who understands the culture of his organization and accepts it seriously, is able to predict the outcome of his decision to prevent any possible consequences. It is significant that most people learned through imitation of behaviour. For the expected behaviour of the workers, examples of leaders are essential.

In addition, Schein (2004, 02) told that the success of the leaders lies in sending and modifying contents of their priorities, values and beliefs. Once culture is established and accepted, it will become a powerful tool of leadership. It will connect the leaders with the beliefs and values of an organization and its members and help the leaders guide them.
3 EMPLOYEES’ BEHAVIOR - CASE STUDIES

Human resource development is a part of organizational behaviour. Organizational behaviour is all about the study of the people, group or individual working in an organization. Organizational behaviour includes some cultural facts. And those facts shape the behaviour of employees in organization. And also, those facts build the foundations of ways of how a firm can achieve its goals. Everyone sees the results, but human resource development is the one what helps an organization to achieve it. Here a brief overview is tried to present about human resource development of two companies where one is an international brand of mobile named Nokia Incorporation and the other one is a local producer of mobile and accessories named Walton Hi-Tech Industries Limited. These two are working in different environment and face different challenges including home country benefits, low cost challenges, high technology challenges, employees’ changing behaviour, rate of domestic or international or horizontal movements of labour etc.

3.1 Nokia Incorporation

Everyone has its own personality. And organization is the combination of those people bearing unique personality. So, organization should have distinctive personality, and this personality is called its culture. It is invisible but it influences the characteristics, behaviour of people working in organization. Many tried to visualize the concept of organizational culture. But the onion model of Hofstede is the vital one. Here the organizational culture of Nokia Incorporation is defined by Hofstede’s onion model (2010).

Symbols are any kind of characters, marks, pictures or gestures which usually carry a significant meaning or represent any object, function or organization. It may be formed with a couple of words or images. For this case company, symbol represents logo and charity. Organizational logo represents the whole organization within a word or character. It also represents the organization in the international arena. It also has the protective right due to patent act. The case company, Nokia Inc. depicted its first logo at 1865 having a salmon fish with a ring. After that, due to the evaluation of new paths of business; logo changed. When it joined in the telecommunication business, it made a new logo of having ‘NOKIA’ with a light blue colour.
It is about the role model who is highly prized in the organizational culture. He could be dead or alive, imaginary or real. Nokia Incorporation was founded by Fredrik Idestam and Leo Mechelin. So they should be considered the heroes of the firm. As a consequence of protecting stakeholder rights, CEO position of Nokia Inc. was changed time to time. And generally, CEO becomes the hero of the firm. In that context, the current CEO of Nokia Inc. Rajeev Suri is the hero of that firm.

A ritual is an action or occasion performed in costumed way. In organizational behaviour, rituals are a code of conduct what employees have to follow. For instance, in the case of dress code for office, certain behaviour etc. Rituals could be different based on organization and operating country. Every country’s social characteristics affect rituals having in an organization. But it helps to increase the effectiveness of a company. Rituals demonstrate the effectiveness of an enterprise in the construction and development of their own culture. The case company Nokia Inc. has its own rituals or the code of conduct what shapes the behaviour of the employees working in the organization. As an example, when employees attend any business meeting within or outside of the office, employees will wear standard dresses including suit, not any shorts or jeans. Also, they will use polite language and be friendly to work as a team. Also, it is forbidden to leak confidential information to outside people. It may create bothering situation for the higher authorities. But it increases whistleblowing. Nokia also provides kind of benefits to its employees by birthday gift and cultural activities.
Values are the core of culture (Hofstede et al 2010). Value is the standard of behaviour. It is about the judgement of what is right or wrong. Personal values differ from culture to culture. And organizational values are different from the first one, but it is quite same in companies. To have a better understanding of organizational values about Nokia Incorporation, Hofstede’s culture dimension theory is used. Because values are the combination of six factors what is used to measure people’s behaviour.

It talks about the effects of culture on the values of organization’s members. It helps to find out the national differences of cross culture and reduces the impact of company culture. It is constructed with six elements including power distance, individualism and collectivism, Uncertainty avoidance, masculinity and femininity, long-term orientation, indulgence and restraint.

Power distance is the possessing concept of different culture-based people view power relationships. It talks about superior and subordinate relationships. It also measures people not in power, thinks their power is distributed unequally. To understand the power distance of Nokia Incorporation, it is necessary to set some criteria to measure the power distance of the company. Here organizational structure, decision making and communication among departments are used to determine the power distance of the case company. The concepts are taken from the interviews and observations of the company.
As of having multiple segments, the organizational structure of Nokia Inc. looks quite critical. It is a horizontal model. The head of the company is Rajeev Suri, acting the president and CEO of the company. As the chairman, he is the board member and controls all kinds operations of it. Here the device unit is a kind of production unit. It looks after the development and management procedure of mobile devices. It also finds out the best market and develops market segments and that ultimately fulfil the demand of customers. The service department tries to provide best experience by designing internet services when customers uses Nokia phone and interact with web. This department focuses on the music, maps, Ovi and so on. And the solution department try to ensure better experience and provide personalized services which help the case company to reach customers and make better feelings to the end users of Nokia phone. It also works with other departments to reach the solutions of sudden problems. And another important department is Market what tries to boost sells by initiating different marketing programs, branding strategy and so on. And it helps to develop the best strategy what Nokia should follow.

The Nokia-Siemens department is responsible for fixed and wireless network infrastructure. It is
the communication and network service provider platform. And the NAVTEQ unit provides digital map, navigation support, mapping solutions to mobile devices, government and other businesses. This department is responsible for developing good experience for the end customers who use smart phones of the case company. The corporate development department focuses on future strategies what Nokia should follow to achieve competitive advantages over competing firms. It also finds out the future opportunities of the company, idea generation of new business and so on. And corporate function department tries to integrate service, solution and device departments what helps Nokia Inc. to achieve a good portion of market share. As the horizontal structure, it allows greater flexibility and speedy communication system among different departments. And a strong communication system helps an organization not only running the company efficiently, but also expressing attitudes and motivating employees. In the workplace, employees communicate with others and superiors which helps to develop a better relationship among them. According to the interview, in the case company formal along with informal communication exists. Here subordinates don’t feel awkward to share their problems with the higher authorities. But it is the present situation. In the past, the situation was different. Here huge gaps existed between the leaders and the mid-level managers. Bosses were autocratic and not much cooperative. That resulted in demotion of market share of Nokia.

From the interview made by the researcher, which is attached after that part, it is seen that the decision making is downward sloping. The critical decisions are taken by higher authorities and implemented by subordinates. A little feedback is considered but if problem occurs, mid-level managers solve this by teamwork. The past scenario was fully autocratic in nature. For instance, iPhone was the competitor of Nokia, but the higher authorities mocked them whoever discussing it. But the scenario has changed, and the situation is much more cooperative.

Individualism talks about individual sovereignty. Here self-judgement is focused. Having individualism in an organization means one has the right to live his life in own way, act upon his own judgement and follow the values of how he chooses. On the other hand, collectivism is the opposite one. It talks about teamwork. It is considered that, in collectivism a single employee working in an organization; merely affect the organization and that is why he is responsible for his act and for organizational greater value, he will sacrifice his single interest. Individualism and collectivism is another important aspect of values, and it reflects whether employees prefer working individually or within a group (Hofstede et al. 2010). In order to define Individualism and collectivism scenario of Nokia Incorporation, two criteria are set named as working conditions and conflict solv-
Working conditions are affected by individual and group factors. It includes personal time, freedom, challenge, training, working conditions etc. In Nokia Inc. employees want to act individually as everyone has his/her own right, freedom to act. As a result, their individual target set by higher managers and employees want to do their job perfectly. And individuals are responsible for his own work what is quite helpful to identify faults done by whom. Here the working condition is good. Good working condition means for instance well established ventilation system, proper usage of space by good lay-out system, adequate working space etc. Also, employees get freedom to choose his own way to support a decision or not. Employees get enough personal time but sometimes they have to do overtime. And in the case of overtime they are paid equally. Through the interview, it is understandable that employees are challenge oriented. And this has been built up different training sessions what mentions here employees get trainings to develop their interpersonal and humanistic quality. In the case of conflict solving, Nokia Inc. takes prompt approaches what is necessary to solve. And here everyone is marked individually for his successful or undone work. Also, here a well communication system including online communication system, telephone line and so on, established, what helps employees to contact with others. And that helps solving conflict.

In many disciplines the popular general term seems to be uncertainty. And even it is in organizational behaviour. According to Hofstede et al, (2010); uncertainty avoidance within an organization is reflected in formal laws and informal rules controlling the rights and duties of superiors and employees, and additional, internal regulations controlling the work process. Uncertainty avoidance is different from risk avoidance. Risk can be measured by probabilities, but uncertainty cannot. Uncertainty is creating a situation and organization has no idea about it. To analyse the uncertainty avoidance of case company, the existing rules and technology are used as tools. Nokia Inc. highly prefers to avoid uncertainty. It ensures good working environment with certain rules what derive employees to work efficiently with etiquettes, norms. Though in the crucial time of Nokia, when it has lost its market, the employees felt highly unsecured, but the situation has changed now. But the mobile and software industry are fully technology based. As a result, this industry is full of competition. If Nokia lose the race for a single time, it will lose the market also. So here the uncertainty rate is quite high. They have to continuously focus on its research and development department to generate new ideas what help the company to sustain. As a normal situation, here executives work more than 5 years what shows the employee retention rate of Nokia is high. And
that is a good point. Because it can develop its employees to a resource within that time what creates human capital for the firm. And those humans becomes capable to make better market plan, marketing strategy, production of high valued products and so on. One important thing is, Nokia thinks about the best interest of the company.

Masculinity is a society where social gender roles are absolutely defined; Men are quite assertive, tough and believed on material success. Women will become tenderer, modest and associated with the quality of life, (Hofstede et al 2010, 138). On the other hand, in femininity; both genders become modest, tender and focus on quality of life (Hofstede et al 2010, 138). It is notable that the culture of Finland is based on femininity what is a positive one; so, as Nokia Inc. In the case of goal setting, organization tries to be neutral. So, issues arouse from masculinity don’t create problem. Also, here, leaders could be males and females. It is seen that; female leaders are more supportive and caring. As a result, the internal work pace is quite well what is good for the organization. Gender discrimination is low here.

Firms’ successes depend on kind of long-term or short-term orientation. It is a kind of business strategy what helps an organization to survive. Taking long –term plan, work for the future are long-term orientation. In long-term orientation, members want to invest him in life-long personal networks. On the other hand, in short-term orientation, employees’ loyalties vary with the businesses’ wants and demands (Hofstede et al 2010, 260.) The name Nokia stands for only taking long-term orientation. In Nokia, employees focus on future orientation of the competitors what finally leads the firm to work for the future. As it is a technology-oriented firm, with time technological upgradation occurs. So, it should be done by the Nokia Inc. to focus more on future and take long-term goal abiding with short-term goals.

Indulgence and restraint can be defined from two perspective including freedom and leisure. Humanities look for indulgence, but it is obvious that they have self-restraint. In the case company, employees become self-control what helps them to work for a long time with patience, responsibility. There is a little chance for indulgence, because the culture doesn’t support it. They work with happiness and they got leisure time what makes their work enjoyable. And to better work, leisure time works as a catalyst. It helps employees to remove their stress, pressures and those things finally make the working environment and hour more enjoyable and make them passionate to work.
3.2 Walton Hi-Tech Industries Limited – Case Overview

Culture is a legitimate concern. It is a part of the basic conceptual toolkit of organization theory, (Morrill 2008, 15). It is obvious that every organization has developed its unique culture what differentiates it from its competitors and others. To define the culture of Walton Hi-Tech Industries Ltd. here, the onion model of Hofstede is used. It is combination of four parts including symbols, heroes, rituals and values what will be used to ultimately define the developed culture of Walton.

The case company, Walton has versatile products category (Chowdhury 2019). So, it was concerned to choose its logo. Its logo is with the first ward of Walton, ‘W’ what represents the product line. Logo is the one what takes place in customers’ mind and by watching or remembering a logo, a customer can recall the product line, quality or service of the products and company. And by considering that, Walton developed its unique logo with blue and red colour. And logo is the part of symbol. Charity is also a part of symbol what is quite non-negligible. It talks about social responsibility and charitable acts. As a technology company and well-known brand, Walton participates different social activities to drag development in society. In Bangladesh, cricket is one of the popular games. To develop player and arrange matches inter-city or inter-country Walton always enthusiastic to sponsor events what finally develop the cricket. Also, it supports different educational programs; give scholarships what develops youth generation. By that, symbols define the culture of the case company.

PICTURE 2. Logo of case company (Walton 2019)

Walton Hi-Tech Industries Ltd. was started by S. M. Nazrul Islam. He was a visionary leader who started R.B. Group at 1977, the parent company of Walton, and later he founded Walton. With his
foresight, and dynamic leadership both R.B Group and Walton got a significant success. As a result, all employees and members of R.B group and Walton consider him as the true hero of the company and take him as a great motivation what make feels them what to do when any critical situation comes. As having the family based corporate governance model in Bangladesh, the scenario of Walton is not different. There are no independent directors and the son of Nazrul Islam, S. M. Ashraful Alam became the managing director of the case company.

Rituals are code of conducts of an organization which changes with time. Rituals are always changing; it is quite dynamic. As nurturing corporate culture, the case company has developed its rituals that mean code of conducts. And this controls the behavior of the employees working in the organization. For instance, when employees arrange a meeting or meet business clients, they try to become formal and polite as much as possible. They try to work as a team to solve different kinds of problem, as they believe; a team is more efficient than a single person. An important thing is they try to keep secrets veiled so that competitors may not know enough about their policies, strategies. Higher authorities of Walton prefer whistle blowing as ensuring transparency in leadership and directorship.

The term value is quite binary in nature such as evil vs good, forbidden vs permitted and so on. To better understanding the values of Walton Hi-Tech Industries Ltd. a general theory named culture dimensions by Hofstede is used. Here six dimensions including power distance, individualism and collectivism, uncertainty avoidance, masculinity and femininity, long-term orientation, indulgence and restraint are used to define the existing and dynamic culture of Walton Hi-Tech Industries Limited. Power distance is the measurement of distance between superior and lower authority. It depends on the level of communication between higher and lower authority, organizational structure, decision making procedure etc. In Walton, higher level managers enjoy their power. As a result, employees are operated through hierarchical order. Without higher authorities’ order, lower level managers don’t do anything spontaneously. So, leaders have gaps with mid-level managers. Here leaders are transnational. It is like leaders transform with time and situation. As a result, leaders could be autocratic or democratic with time and organizational demand. Changing goals and objectives make it possible to change the pattern of leadership. One important thing is internal communication. In the case company, employees don’t feel shy to share their opinions about any decision. Employees know best about their assigned segments. So higher authorities appreciate their opinions and encourage them to share their feeling about any decision. Another important power distance measurement is its U-form organizational structure. This u-form design helps this
organization to group its members into functional development. Also, the communication between internal (employees) and external (suppliers, stakeholders) parties largely depends on the existing structural model of the case company. The pattern is drawn below.

![Organizational structure of Walton Hi-Tech Ind. Ltd.](image)

**FIGURE 4.** Organizational structure of the case company Walton Hi-Tech Ind. Ltd. (Adapted from Walton 2019)

As Walton has diversified product categories, it needs a specialized factory management. So, it focuses much on production queue and the management of production department.

Working conditions and conflict solving largely impacts on individualism and collectivism. In the case of Walton, employees and managers work as a team. It means here collectivism exists. Collectivism prefers team mentality. As a result, here employees work together for greater success. And it is quite helpful in conflict solving. Conflict is a process which starts with one party’s perceiving about another party’s negative interest of something which the first party cares about (Robbins and Judge 2013, 446). And in the field of any conflicting issue, group work performs well. Working conditions don’t mention only working environment, it also includes freedom, personal time, opportunities of training and so on. In the case company, employees get freedom to present their opinions but according to situation. Here employees get little personal time. In the factory, they have to work more than eight hours for six days in a week. Also, the salary is not good enough for the workers and it acts as a positive side for the Walton. It enjoys low cost facility what helps it marketing its product line around the globe. The training opportunities are not enough there. Employees get little platform for developing their personal attributes. The environment is corporate in nature, that helps to develop group work and solve sudden problems.

Uncertainty is the given situation which a firm got suddenly. To avoid uncertainty, Walton uses
existing rules and technology. Because forming new rules needs a quality time and effort and man-
gers don’t get enough time to build that frame. Like every company, Walton also prefers uncer-
tainty avoidance. So, it is necessary to keep the employees’ performance growing what is a kind of
strategy to avoid uncertainty. And to boost performance, employee motivation is significant. Bang-
ladesh is a Muslim based country and they have two festivals. So, Walton prefers festival bonus
which helps motivating their employees. Also, Walton gives performance incentives and appraisal,
ensures workplace safety which make employees work comfortably here. Due to lack of insecurity
to work here, employees can take long-term plan about their future strategy what significantly de-
velops the performance of them.

A company’s preference on masculinity and femininity is largely affected by the origin country’s
cultural attributes. Though the culture of Bangladesh is basely on masculinity, the scenario is
changing. Females are doing well there, and they are entering corporate world and charges signifi-
cant parts. And this thing also affects in the Walton. Females get preference in higher authorities.
As in femininity, both genders become more modest and tender, here the equality exist. So, Wal-
ton tries to ensure equality. But in reality, females hardly come here to leadership. But they are
quite good in decision making.

Firm’s existing rules and strategies affect its decision-making procedure and defines it to be long-
term or short-term oriented. In the case company, employees focus on rights and promotion. That
means, they are more concern about existing rules of the company. As a result, they take decision
based on short-term orientation. And organization itself focuses on short-term decision making and
gives importance on short-term issues. But a significant portion takes the competition challenge. In
that, managers short out what may affect in future related with their current issues, they make
short-term plan to tackle those. As producing diversifiable technological products, this company’s
focus area is hi-tech and high value generating products. As technology changes with time, man-
agers think here short-time decision is good enough to operate the company.

Considering all facts, employees in the case company are not very happy. A reason could be they
have to work in pressure. They have little leisure time and vacations what made them unhappy. It
is thought that, flexibility makes the employee indulgent. Employees need pressure to continue
their existing performance. They are not self-restraint. So here employees do not get enough free-
dom to cherish their wishes and blow up their time with joy.
4 ANALYSIS AND RESULTS

The aim of this thesis was to define the impact of organizations’ rules and regulations to employees’ behavior in organizations having corporate culture. Now-a-days corporate culture has been changed with the pace of globalization. It is to be known that organization’s operation, success directly depends on employee’s behavior in workplace. The culture of organization appears in symbols, rituals and values. These values are categorized into six dimensions such as power distance, collective and individual, uncertainty avoidance, masculinity and femininity, long-term orientation, indulgence and restraint. In this report the hypothesis, the relationship between employee behavior with symbols, rituals and six dimensions of values is tested through interviews and observations in Nokia Inc. and Walton Hi-tech Industries limited.

The basic elements of organizational culture are symbols, rituals, myths, assumptions etc. Now CEOs are very analytical in nature and they don’t want to build a strong symbol for companies. They focus on operational or engineering issues. But the idea of creating a symbol sounds a less appealing “soft skill” to them. Companies adopt symbols, rituals to strengthen their organizational culture. Stories are also powerful tools to reinforce organization’s culture because people talked about and repeat it. If values do not match the culture of the company then organization culture can be strengthened by adopting symbols, rituals, stories etc. In order to observe how values, symbols, rituals impact Nokia’s and Walton’s organizational culture, the following questions were handed over to the management level, administration officer and employees of the two companies were interviewed. They answered as two group combination of different level employees. Answers given by the interviewers are as follows.

4.1 Power Distance

Table 5 shows the answers of interviewees concerning power distance. In question 1 and 3 Nokia had power distance for which they lose control from market. Their executives were temperamental for which managers were frightened and feel uncomfortable to express opinion. Walton’s employees follow a hierarchical order and executives enjoy the benefits of authority and their leadership style is transformational which is considered according to company’s vision. In question 2
Nokia’s leaders were autocratic before Nokia’s fall whereas Walton’s executives are transformational with company’s needs. In question 4 Nokia’s employees feel shy to express disagreements because of their corporate culture whereas Walton’s managers are co-operative with their employees because employees’ opinion has great importance to reach a decision.

**TABLE 5. Interviewees’ answers concerning power distance**

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>1.</strong></td>
<td><strong>Do you feel Power Distance greatly hampers your company?</strong></td>
</tr>
<tr>
<td><strong>Nokia:</strong></td>
<td>Yes, power distance killed Nokia. ‘iPhone’ was the competitor of Nokia but the leaders mocked it whoever discussing about it. That’s why leaders had huge gap with mid-level managers.</td>
</tr>
<tr>
<td><strong>Walton:</strong></td>
<td>Here, a great power distance exists because employees expect and accept a hierarchical order where everyone has a position. Managers enjoy higher authority without further question.</td>
</tr>
<tr>
<td><strong>2.</strong></td>
<td><strong>How subordinates think about their leaders is autocratic or democratic?</strong></td>
</tr>
<tr>
<td><strong>Nokia:</strong></td>
<td>Bosses are autocratic in nature in some situations. But they were not much co-operative to their managers.</td>
</tr>
<tr>
<td><strong>Walton:</strong></td>
<td>Leaders are not autocratic or democratic here. They are transformational. Situation makes it clear to transform the style.</td>
</tr>
<tr>
<td><strong>3.</strong></td>
<td><strong>Do leadership styles have effect on organizations goals?</strong></td>
</tr>
<tr>
<td><strong>Nokia:</strong></td>
<td>Leaders were temperamental. So, mid-level managers were frightened to clarify different matters. Even they had lack of a clear vision.</td>
</tr>
<tr>
<td><strong>Walton:</strong></td>
<td>As leadership style is transformational in Walton, they redefine it according to organizational goals.</td>
</tr>
<tr>
<td><strong>4.</strong></td>
<td><strong>Do subordinates feel shy or comfortable to express disagreements with managers before making decisions?</strong></td>
</tr>
</tbody>
</table>
Nokia: Subordinates were frightened because of their temperamental leaders for which they feel uncomfortable to express any disagreements. But now Nokia has changed its organizational pattern.

Walton: Subordinates don’t feel shy because they work as a team for the company and managers are friendly to encourage them to express their own opinion because they only know well about problems occur before making a decision final.

Power distance has a great impact on the employees of an organization. In this case, Nokia had a problem regarding to power distance that fell them previously. To achieve the target higher authority should make connections with employees that can solve upcoming problems. But culture make it different in some countries such as Walton in Bangladesh where a hierarchical order has been practicing. Subordinates want their bosses as autocratic. But at present the managers of Nokia are cooperative with their employees that is a good sign for organization. In a competitive world, company wants higher places in market that’s why they need to be transformational which we see in case of Walton. Because leadership styles affect organizations. Leaders should revise their goals and target according to market that clarify objectives. If subordinates feel shy to express their comments, it would hamper organizations. So, every organization should have a whistle blowing system. Hierarchical pattern should be transformational, goals and objectives should be redefined.

4.2 Individualism and Collectivism

The answers for question 1 and 2 are concerning individualism and collectivism. During the interviews, the employees of Nokia prefer not to interfere other matters where his/her interests are not too much. But Walton’s employees are co-operative; they try to express their disagreements in terms of situation. In question 2, as Nokia’s employees prefer freedom in his/her place; they would like to act as individualistic whereas Walton’s employees work as a team because they are collectivist in nature.

In individualist cultures, people’s uniqueness and self-determination is valued. Individualists believe that they all have universal values that need to be shared by all while collectivists believe that
different group has different values which should be coordinated to become successful. The relationship between employer and employee is based on harmony 7 moral values that come from collectivism. So harmony among groups is more important than the individuals. The interviewees of Nokia prefer ‘challenge’. If organizations don’t give challenges to their employee, it seems not to give opportunities to develop.

TABLE 6. Interviewees’ answers concerning individualism and collectivism

<table>
<thead>
<tr>
<th>1. What would you do at the time of disagreements where you have to present your own viewpoint?</th>
</tr>
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<tbody>
<tr>
<td><strong>Nokia</strong>: At first, I consider that it does interfere with my interests or not. If goes with interest, then I will show too much involvement.</td>
</tr>
<tr>
<td><strong>Walton</strong>: Whatever, it depends on situation, I may provide my proposal.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. How employees or managers like to act as an individualistic or collectivist?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nokia</strong>: We like to act as individualistic; everyone has his own right, freedom.</td>
</tr>
<tr>
<td><strong>Walton</strong>: Managers and Employees are like to act as a team to solve problems.</td>
</tr>
</tbody>
</table>

It depends on the culture of the organization how its employees prefer to work. Everyone has a right, freedom to do his tasks. An individualist is motivated by benefits and rewards. In case of collectivism it focuses on group performance. Employees should present his own viewpoint regarding to organization’s activities to achieve the objectives. If employees solve tasks in group, it would be more transparent for taking decisions. Every employee has different talent that has a positive effect in tasks. So, collectivism is preferable to achieve the goals.

4.3 Masculinity and Femininity

Questions 1 and 2 are about the cultures of masculinity vs. femininity in the case companies.
Nokia’s have equality, solidarity where masculine, feminine doesn’t make problems but Walton prefers male leadership in high level. In the answer of question 2, both companies prefer female leadership. Nokia believe that female leaders are supportive to employees and flexible. So, it increases number of females in work. But in case of Walton, here female leaders come hardly because of country culture. Hofstede explained about it that a society having masculine leadership will be driven for competition, achievement and success where in feminine leadership the quality of life is considered. According to Hofstede’s insights, Nokia is considered high preference in femininity where Walton has high preference in masculinity.

TABLE 7. Interviewees’ answers concerning masculinity and femininity

| 1. Are goals of the organization associated or affected with masculinity and femininity? |
|-----------------------------------------------|-----------------------------------------------|
| **Nokia**: Not at all.                        | **Walton**: No, but masculinity is preferred at high level executives. People work in order to live where equality must. |

| 2. Have their any relationship with masculinity and femininity in leadership style? |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| **Nokia**: Yes, female leaders are supportive, flexible to conduct a company. Our company supports female leadership. | **Walton**: Yes, women are good at decision making level but there are lacks equality for which females hardly come to the leadership. |

Masculinity and femininity depends on the society where the organization belongs. Everywhere should be equality in work. But some organizations prefer masculinity in high level executives, but it is a false concept that women cannot contribute equal to men. Females are democratic, supportive and flexible to make a decision for company. It is good for a company if they appoint executives based on their performance not on the basis of masculinity or femininity.

4.4 Uncertainty Avoidance
Question 1 in table 8 is concerned about employee motivation. Nokia’s employees get motivated by their achievements and rewards link to their performance. Walton’s employees are tolerant in maximum situation. They hardly get motivated by firms such as basic rights. Both companies take initiative to avoid any kind of uncertainty. In question 3 both company’s employees feel secure in workplace that helps them in long term orientation. Question 4 was asked to one Executive and two mid-level managers. Executive of Nokia expresses that he wants to continue the job at least 5 years while mid-level managers depend on situation to shift another company. On the other side an executive of Walton said that if he fined any better option, he may shift to that mid-level managers want to continue thus job for long time. In question 5 Nokia’s managers depend both decision making contents and process whereas Walton’s managers depend on the content of the decision. There are no intentions of the Nokia’s employees to leave. They are motivated by the firm because employment security plays a significant role. Moreover, organization safety depends on the culture of the organization.

TABLE 8. Interviewees’ answers concerning uncertainty avoidance

<table>
<thead>
<tr>
<th>1. How employees get motivated by firm?</th>
<th>2. Has your company high preference for avoiding uncertainty?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nokia:</strong> At first we find the differences in employees match them with job, use goals, link rewards to performance and achievements. We check the system for equity and don’t ignore money.</td>
<td><strong>Walton:</strong> We motivate employees by giving festival bonuses, performance incentives and appraisals, workplace safety etc.</td>
</tr>
<tr>
<td><strong>Nokia:</strong> Yes</td>
<td><strong>Walton:</strong> Yes</td>
</tr>
<tr>
<td>3. Do employees feel insecure at workplace?</td>
<td></td>
</tr>
<tr>
<td><strong>Nokia:</strong></td>
<td><strong>Walton:</strong></td>
</tr>
<tr>
<td>-----------------</td>
<td>-------------</td>
</tr>
<tr>
<td>When Nokia was continuously losing market share, employees get frustrated at that time and feel insecure. But workplace is nice.</td>
<td>Employees don’t feel insecure at workplace.</td>
</tr>
</tbody>
</table>

4. **How long do you work in this firm?**

<table>
<thead>
<tr>
<th><strong>Nokia:</strong></th>
<th><strong>Walton:</strong></th>
</tr>
</thead>
</table>
| Executive: At least 5 years.  
Mid-level Manager: It depends on the situation. | Executive: When I will find better something than Walton I will shift.  
Mid-level manager: At least 10 years. |

5. **Do you focus on the decision-making process or on the content of a decision?**

<table>
<thead>
<tr>
<th><strong>Nokia:</strong></th>
<th><strong>Walton:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>We focus on both.</td>
<td>We focus on the content of the decision.</td>
</tr>
</tbody>
</table>

6. **If company finds anything what would create best interest for the company, then whether the rules are broken or not.**

<table>
<thead>
<tr>
<th><strong>Nokia:</strong></th>
<th><strong>Walton:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>We focus on outcome. So, if outcome becomes good, we will follow it.</td>
<td>We try to maintain rules strictly. But if outcome is good, we will take it obviously.</td>
</tr>
</tbody>
</table>

Uncertainty avoidance may classify into low tolerance-high tolerance. Here a company low tolerance for uncertainty concerns about future activities, loyalty to employer, and acceptance of seniority on the basis of leadership. On the other hand, high tolerance companies are the risk taker, changer and rule breaker. Employees are motivated by promotion, appraisals, bonuses and workplace safety etc. that are related to their performance. If employees find the company better for him then they think of it but if they find better something, they are ready to shift. At that time company losses, the potential employees who are trained, knowledgeable. So, company should try to retain the employees by motivation.
4.5 Long Term Orientation

Table 9 is concerned about long term orientation of the case companies. It is indicated that the important factors in long-term orientation that motivated their work. Question 1 was asked through MCQs to executives of both companies to choose options. Nokia’s executives prefer self-discipline and respect for tradition. Whereas Walton’s executives prefer rights, promotion as they are not motivated according to Nokia’s employees. Nokia’s strategy is future oriented now because there are a lot of competitors like Samsung, iPhone, Oppo, HTC etc. but prior to Nokia’s fall they were not future oriented that’s why iPhone destroy their market that time. Other side, Walton has not headache about future competitors. Nokia is not concerned about future competitors but concerned about current competitor’s future actions. Walton tackles the current issues only. In question 5, an executive of Nokia answered that their focus is on telecommunication infrastructures, technology developments while Walton focus on the production of hi-tech and high value focusing environment friendly operation. They want to go to the production of waste management system.

TABLE 9. Interviewees’ answers concerning long-term orientation

| 1. Consider those factors that you would desire in your current job. |
| --- | --- |
| I. | Respect for tradition |
| II. | Self-discipline |
| III. | Promotion |
| IV. | Freedom |
| V. | Rights |

<table>
<thead>
<tr>
<th><strong>Nokia:</strong> Respect for tradition, Self-discipline</th>
<th><strong>Walton:</strong> Rights, Promotion</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>2. Are the strategies of firm future oriented? (Long term or short term)</th>
</tr>
</thead>
</table>

| **Nokia:** We had small propensity for future but now we are long term oriented. | **Walton:** Not at all, we give importance on current issues. |

What are the decisions managers may take to tackle the likely competitors in future?
Nokia: We prefer current competitors’ future action.

Walton: As we work on current issues, what are related with these affects in future we have to tackle those issues.

3. Where is the focus point of the organization?

Nokia: Our focus is on telecommunication infrastructures, technology developments.

Walton: We focus on the production of hi-tech and high value focusing environment friendly operation.

Every employee deserves a position, freedom, rights, respect for tradition. Organizations should maintain it according to host countries culture. The firm’s strategy should be future oriented that turns them active to conduct short term activities according to the objectives of long term. A company like Nokia and Walton always should be proactive and focus on competitor’s activity to tackle the upcoming situations. Walton should focus on the environment friendly technology and factory.

4.6 Indulgence and Restraint

Questions 1 and 2 in Table 10 indicated about the happiness with their current job and flexibility of the case company. In question 1 the employees of Nokia are very happy with their present job that indicates they are indulgent. On the other side Walton’s employees are not happy because of their executive’s pressure and restraint nature. In question 2 Nokia believe that leisure, fun please employees that increase willingness of them. In Walton, employees are restrained due to organizational culture.

TABLE 10. Interviewee's answers from question theme indulgence and restraint

<p>| 1. Try to figure out the level of happiness with all things together, would you say you are - |<br />
|-------------------------------|-----------------------------------------------|
| I. Very happy                | II. Quite happy                              |
| III. Not very happy          | IV. Not at all happy                          |</p>
<table>
<thead>
<tr>
<th><strong>Nokia:</strong> Very happy</th>
<th><strong>Walton:</strong> Quite happy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2. How do you think about the importance of leisure?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Nokia:</strong> Flexibility and enjoyment in work are very important for employees.</td>
<td><strong>Walton:</strong> If we become flexible with employees their output will be very poor.</td>
</tr>
</tbody>
</table>

Indulgence and restraint are the important parts of an organization. In some culture higher authorities don’t allow leisure. They are not flexible with their employees because if they were flexible, the employee’s outcomes will be poor. So strict rules are maintained by them. In Walton the authority is strict to get tasks completed by the employees.

### 4.7 Discussion

In this chapter, limitations, validity and reliability, implications for future research are discussed. This thesis covers how employees’ behaviour is affected by the dimensions of organizational culture. Though it is a text analysis but here it is described how employees’ behaviour works as a success factor for an organization.

### 4.7.1 Limitations

This study was conducted to find out how organizational culture affects employee behaviour in different countries. Due to limited resources and time, only two countries’ two company are chosen, including Nokia Inc. from Finland and Walton Hi-Tech Industries Ltd. from Bangladesh. Also, one employee of each company is interviewed who are in the management position. Lack of limited number of interviewees, all facets of employee’s behaviour of organization might not been reflected properly. Another limitation could be interviewee might not pay enough attention to answer those questions. Also, those questions did not cover all of organizational culture. There was a shortage of time for further questions. As a result, the collected data might have inconsistency what may lead the research to ambiguity. Also, here observations are subjective in nature where comparing outcome of different people is quite difficult. Finally, organizational culture is not only
one thing what affects employee behaviour of an organization. There are other issues including religious view, ethnic background, social aspects, personality, family pressure and many other factors are related what affect the employee behaviour.

Reliability is the state if having dependency on certain things. In the case of research, consistent results overtime and a proper representation of total population of a research is referred to as reliability (Joppe 2000). It is important to have reliability and validity of every research. Interviews and observations made by the researcher in the two case companies measures the reliability of this report. The first case company Nokia Inc. has strong image in the market. It is a world-wide brand what has strong organizational culture. And the second case company, Walton, is also a renowned brand in Bangladesh. It developed its own culture. One person of every company is chosen to interview. It is done after taking the permission of the head of administration from the case company. All behaviours are observed personally, and best efforts are given to analyse the data, and in that sense, the study is reliable. Here presenting all data is fair and no personal judgement is used. Again, the result support assumptions of the research which tells whether the research is valid.

The report is related with organizational culture. It is obvious that further research may be done in near future. In that case, researcher should care the Hofstede’s cultural dimensions. Also, other things including ethnic origin, religion and some other issues may affect the behaviour of the employees. So, researcher should be careful and concern about those issues.
5 CONCLUSIONS

Employees’ behaviour plays a vital role to achieve success for the organization. Characteristics of employees’ behaviour affect the success factor for the organization. And those characteristics are controlled and dominated by the culture which an organization follows. Hofstede’s cultural dimensions including power distance, individualism and collectivism, masculinity and femininity, uncertainty avoidance, long-term orientation, indulgence and restraint affect employees’ behaviour. It is just the study of how employees behave in an organization. To be successful for an organization, it should provide more concern on its organization culture.

The aim of the thesis was to reach a thorough understanding about how employees’ behaviour is affected by organizational culture. The thesis is based on secondary data. Also, the data is often collected by interviews by the researcher rather than statistics and numbers. It is a text analysis. From the research carried out, there were a lot of factors which were identified and reported through the literature review in chapter two. Organizational culture is a key element because it studies about the behaviour of the employees working in a business. And this behaviour saves the organization by not inducing employees to do unethical things.

The major findings in this thesis were analysed in chapter four, and the conclusions are derived from the findings and data analysed. The data collected were analysed tables and discussed in that part containing the behaviour pattern of employees across two different cultures. By analysing Hofstede’s cultural dimensions, the research shows how two organizations including Walton and Nokia manage their organizational culture in relations to the questionnaire discussed in chapter four.

There are three levels of organizational behaviour including individual, group and organizational system. The case study of Nokia Inc. and Walton Hi-Tech Industries Ltd. has found that organizational behaviour is not only affected by organizational system, but also employee and group behaviour. The onion model components including symbols, heroes, rituals and values have unique correlation with organizational culture. Symbols motivate employees. It refers the solo identity of the company that helps employees figuring out what they should do for their organization and the effect of their activities. It shows the company’s image to its customers by delivering vision and values by its employees. Heroes are the ones who make remember about company’s origin and motivate employees to work efficiently. Rituals are the set of behaviours and codes which develop
values to employees. Along with symbols, heroes and rituals, values are a part of culture which is considered the core and most significant part of organizational culture. It includes six dimensions including power distance, individualism and collectivism, uncertainty avoidance, masculinity and femininity, long-term orientation, indulgence and restraint. Here power distance is all about organizational structure, level of internal and external communication, decision making procedure and distance between higher and lower level employees. Individualism and collectivism is all about individual and group work. It affects working condition, conflict solving. Third dimension is uncertainty avoidance. Organizations always want to avoid uncertainty. Job stress and challenge obviously create development in the organization. But excessive stress and challenge can frequently create uncertainty which may demolish the organization. Masculinity and femininity affect the leadership quality and modesty. In femininity, employees become tenderer and look for abstract success. On the other hand, in masculinity, employees look for material success and they naturally become rough. Long-term orientation indicates how much time an organization uses to initiate and implement a strategy. Strategies used to become long-term, which help organization to think bigger and better future. Indulgence and restraint is about leisure and freedom. Making balance between leisure and freedom is necessary for the organization. Too much indulgence is bad for organization. Though there is little proof about that dimension’s effect on culture. This is how organization’s rules and regulations, in other word, culture affect employees’ behaviour.

Lastly, organizational culture affects some sort of factors including communication, employees’ motivation, organizational values, conflict solving, decision making. And those factors impact largely on the success of a company. But organizational culture is changing day by day. It is not obvious that culture will stay same always. Complications and competitions are increasing. So organizations need to develop its own culture in a way that would be employee-friendly and effective for competitions.


Interview Sheet

Topic: Employees behaviour in an organization
Author: Fatema Akhter Lovely
Date of Interview:
Interviewee’s position:

Theme: Power distance
1. Do you feel Power Distance greatly hampers your company?
2. How subordinates think about their leaders is autocratic or democratic?
3. Do leadership styles have effect on organizations goals?
4. Do subordinates feel shy or comfortable to express disagreements with managers before making decisions?

Theme: Individualism and Collectivism
1. What would you do at the time of disagreements where you have to present your own viewpoint?
2. How employees or managers like to act as an individualistic or collectivist?

Theme: Masculinity and Femininity
1. Are goals of the organization associated or affected with masculinity and femininity?
2. Have their any relationship with masculinity and femininity in leadership style?

Theme: Uncertainty Avoidance
1. How employees get motivated by firm?
2. Has your company high preference for avoiding uncertainty?
3. Do employees feel insecure at workplace?
4. How long do you work in this firm?
5. Do you focus on the decision-making process or on the content of a decision?
6. If company finds anything what would create best interest for the company, then whether the rules are broken or not.

Theme: Long Term Orientation
1. Consider those factors that you would desire in your current job.
   VI. Respect for tradition
   VII. Self-discipline
   VIII. Promotion
   IX. Freedom
   X. Rights
2. Are the strategies of firm future oriented? (Long-term or short-term)
3. What are the decisions managers may take to tackle the likely competitors in future?
4. Where is the focus point of the organization?

Theme: Indulgence and Restraint
1. Try to figure out the level of happiness with all things together, would you say you are -
   V. Very happy
   VI. Quite happy
   VII. Not very happy
   VIII. Not at all happy
2. How do you think about the importance of leisure?

Thank you