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KAZAKHSTAN

SDU UNIVERSITY
SDU BUSINESS SCHOOL

«Approved»

Director of the Graduate
Programs



Zamanbekov Darkhan

» _____ 2024

DISSERTATION WORK

Theme: «Organizational culture: developing policies to foster changes»

Specialty «7M04102 - Management»

Submitted by
Atakhanov Borikhan
2-nd course
« Management »

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Scientific
Supervisor PhD

Kenzhegaranova
Madina
Kalkamanovna

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ABSTRACT

“The power of cultural change is strong - strong enough to turn an aging dinosaur into a state-of-the-art profit-maker”, - Bijur(2001) [1]. In today’s business world companies can achieve success only if their initiatives are aligned with the goals and values of employees. As the demands of the workforce for workplace conditions are rapidly changing around the world, companies need to find ways to increase job satisfaction. To stay as a better workplace for potential employees, the key factor that differentiates a company from other companies is a positive organizational culture.

Firms is not only an organization that is intended to make a profit, but as most people in the world work in private owned companies and as firms have a significant impact on the wider society and economy, influencing factors such as employment, economic growth, and resource allocation, firms have the as ethical and socially responsibility to be considered as social institutions to fulfill specific societal needs.

In this research we try to identify organizational culture tools and develop policies to foster long-term and consistent change in the workplace. To achieve this goal we try to consider organizational culture along the axis of soft skills and hard skill in the direction of hard skill as far as possible and cover policies which contain models and tools that foster improvements in the company and learn from best practices of organization culture management from companies all over the wor

INTRODUCTION

Organizational culture is a complex and interconnected system that cannot be fully understood by looking at its individual components in isolation. Rather, it requires a comprehensive, interdisciplinary approach that considers all aspects of the organization and how they interact with each other. Organizational culture is influenced by a wide range of factors, including the organization's history, leadership, values, beliefs, structures, processes, and external environment.

Organizational culture consists of shared values, beliefs and assumptions about how employees in an organization should interact and communicate to each other, how managers should carry decisions and how employees can be involved in developing organizational policies. It is a crucial concept for companies in the modern world because it coordinates the power of the workforce towards achieving strategic goals of the company and unifies employee's motives and corporate goals. Management of organizational culture contributes to the rapid increase in employee productivity and the introduction of positive changes in the company too; it helps organizations maintain their values, efficiency and vision throughout the system in the long term.

Key elements of organizational culture policies are informal leaders who initiate positivity in the workplace and formal leaders who support them, enact and espouse values, tools and culture models, the vision and strategies of senior leaders, etc. It is created within the company by individual and community values of employees and by consistent and committed vision of managers. Organizational culture requires time to create since cultural barriers exist between individual and cultural differences. However, establishing cultural policies is worthwhile in a long-term game as it is the primary cause to improve work performance and productivity of employees.

Research problem: Establishing positive organizational culture in a company is a challenging yet complex task for managers, because managers don't have a clear

guidance to set policies in the company and they struggle to choose tools because they are not fully aware of what kind of results implementing tools in the company might give.

Significance of research: Nowadays in Western countries people are more and more occupying job positions as the Director of Corporate Culture or experts of organizational culture which shows the significance of this topic in today's business market.

In order to keep in the workplace a new generation of employees who are purpose-driven and who seek at occupation a meaning, managers should take into account the importance of organizational culture as a modern and essential management tool as that inspires employees remain loyal and consistent for the company, because in other case poor cultural integration might cause rapid failure of performance of the company.

This research may provide students, researchers in this field and managers with relevant information on the importance of culture in the workplace and policies to foster improvements in a company.

Research novelty: The core novelty of this research is its innovative examination of organizational culture policies, particularly in shedding light on a previously unexplored aspect: the inherent nature of employees' involvement in management functions.

The purpose of this research is to contribute meaningfully to the science of organizational culture by developing clear guidelines that not only optimize operational outcomes but also instigate a constructive shift in the organizational culture, fostering an environment conducive to sustained success and innovation.

The objectives of this research:

- to contribute meaningfully to the science of organizational culture findings;

- to formulate precise and effective organizational culture policies with the aim of enhancing overall performance and cultivating positive transformations within the organizational framework;

- to provide students, scientists, managers and entrepreneurs with a clear guidance towards building consistent and positive organizational culture;

In the research we try to answer the following questions:

- How can clear and well-defined organizational culture policies be created?

Based on research questions and having reviewed various literatures we can make hypothesis as follows:

Hypothesis 1: The success of organizational culture policy implementation can be repeated in other companies.

The findings of this study may contribute to cultural change strategies for organizations which managers can use to improve job satisfaction and at the same time to bring organizational culture to the next level.

LITERATURE REVIEW

Organizational culture is an intricate and interrelated structure that cannot be completely grasped by examining its separate components in isolation. According to Denison (1996), "culture" refers to the fundamental framework of organizations, which is based on the values, beliefs, and assumptions of the people inside the company. According to Furnham and Gunter (1993), culture arises from the necessity of fostering productive interactions inside an organization, leading to the establishment of shared values and expectations.

In their study, Bolboli and Reiche (2014) emphasized that the enhancement of business excellence and productivity inside a company is contingent upon the organizational culture and the effective execution of required modifications. According to McShane (2005), every organization have an internal culture that requires time to develop. The primary cause of low productivity in the business group is the absence of a proficient organizational culture (Eaton & Kilby, 2015). Business managers must comprehend the significance of a proficient organizational culture in order to enhance production inside a corporate collective (Viegas-Pires, 2013).

The absence of a well-functioning organizational culture and inadequate cultural integration within a corporate group have a negative impact on the organization's efficiency and diminish the returns for shareholders (Idris et al., 2015). Eaton and Kilby (2015) reported that 72% of corporate executives acknowledged the significance of organizational culture in achieving organizational performance, whereas only 25% were able to identify a culture that was truly beneficial for their firm. An issue frequently seen in businesses is the absence of a strong organizational culture among some managers. This typically results in reduced productivity and a decline in overall corporate performance (Eaton & Kilby, 2015; Viegas-Pires, 2013).

An effective corporate culture is indicative of a successful company strategy (Childress, 2013). The success of every organization depends on crucial elements such as growth, profitability, productivity, and performance improvement (Flamholtz & Randle, 2012). A comprehensive comprehension of the organizational culture is necessary for comprehending the aspects that influence every aspect of a company plan (Monzavia et al., 2013). Understanding the principles of efficient organizational culture inside a business group is crucial for enhancing performance. To maintain the ongoing performance of diverse firms, it is crucial to focus on their operational expenses, productivity, and profitability (Kenny, 2012). Enhancing performance, productivity, and profitability is a key strategic focus for business managers within a corporate group (Lee & Gaur, 2013). To enhance performance and productivity in the company, it is necessary to have a thorough comprehension of the organizational culture (Bolboli & Reiche, 2013).

Idris et al. (2015) highlighted that inadequate cultural integration among diverse business organizations has a negative impact on the economic performance of the corporate group and the value of shareholders. Bolboly and Reiche (2014) reported that over 90% of business improvement programs were unsuccessful as a result of inadequate cultural integration among firm managers inside the corporate group. The primary hindrance to corporate efficiency is the presence of cultural disparities within the company (Weber & Tarba, 2012).

An identified business issue is the absence of strategies among top managers in creating an efficient corporate culture to enhance productivity (Hirsch, 2015). According to Allowed (2012), qualitative approaches are appropriate for investigating experiences, processes, and issues related to solving problems at both the individual and group level. The qualitative technique was appropriate for the study, as investigating the effect of organizational culture necessitates a qualitative approach (Yin, 2014). Schein (2004) observed that in recent decades, the prevailing view among scholars and professionals studying organizations is that culture refers to the whole atmosphere and behaviors that companies cultivate in their treatment

of individuals. Watson (2006) highlights that a significant development in management thought over the past few decades has been the promotion of managers actively cultivating robust organizational cultures. Schein (2004) proposes that culture and leadership are closely connected in terms of their conceptual relationship.

The study findings may enhance the existing knowledge on organizational culture and organizational effectiveness by identifying key characteristics that can assist business managers in enhancing performance inside the organization. Understanding organizational culture is essential for business managers as it may significantly influence productivity and performance inside the organization (Schneider et al., 2013).

Schein (2004) highlights that the idea of culture directs our attention to occurrences that are hidden, yet have a significant and sometimes unnoticed influence on us. Schein employs an analogy to illustrate that culture, in relation to a group, is like to the role of personality or character in an individual. We can observe the resultant behavior, but frequently we are unable to perceive the underlying causes that give rise to specific types of conduct. However, similar to how our personality and character influence and limit our actions, culture also influences and limits the actions of individuals within a group through the common norms that are upheld within that group (p.8).

Schein (1990) highlights the existence of both visible and unseen dimensions of corporate culture. He uses the analogy of a 'culture iceberg' to illustrate this concept. The visible layers of the iceberg include observable elements such as symbols, ceremonies, tales, slogans, behaviors, clothes, and physical surroundings. The hidden layers of the 'cultural iceberg' encompass fundamental values, underlying assumptions, core beliefs, attitudes, and emotions. Frequently, transformation plans prioritize the observable aspects.

Deal and Kennedy (1982) highlight the prominent aspects of culture (heroes, rites, rituals, stories, and ceremonies) since they feel that these traits have a significant influence on behavior. However, it is the intangible aspects that can be more intriguing to public sector organizations in terms of their impact on advancing or hindering organizational development.

Several academic publications and textbooks were examined throughout the literature study. The research findings can offer valuable insights and pertinent information to company managers, enabling them to improve organizational performance and address a gap in the existing literature. The study findings provided significant insights for company managers on how to cultivate an organizational culture that improves performance and productivity inside the corporate group.

METHODOLOGY

The study approach employed was qualitative, since it primarily emphasizes description over measurement, subjectivity over objectivity, process orientation over outcomes, and context, taking into account the behavior of individuals engaged and the situational factors that shape their experiences. More precisely, a bottom-up methodology was employed.

A bottom-up approach to developing organizational culture policies involves soliciting input and feedback from employees at all levels of the organization and using this feedback to inform the development of policies and procedures that support the desired culture. This approach is in contrast to a top-down approach, where policies and procedures are developed by senior leaders and then implemented throughout the organization.

In a bottom-up approach, employees are given the opportunity to provide input on the values and behaviors that are important to them and that they believe will support a positive culture. This feedback can be gathered through surveys, focus groups, town hall meetings, or other methods. The feedback is then analyzed and used to inform the development of policies and procedures that reflect the input of employees.

Through a thorough analysis of the survey responses, this dissertation aims to obtain effective information that serves as the basis for the development of a targeted cultural policy. This policy is intended not only to increase the satisfaction and well-being of employees, but also to increase the stability and efficiency of the organization. By creating an environment that fosters and maintains self-government and self-control, the Ayan Health Organization seeks to strengthen its position as a leader in health care, committed to sustainable growth and improvement.

The survey is carried out at Ayan Healthcare organisation. 20 employees attended the survey. The aim of this survey is to analyze employee engagement in planning, management, motivation and control issues. The survey is an analysis of

the main part. The survey consists of 5 questions with possible 5 score answers (very bad, bad, neutral, good, excellent). Each answer is coded from 1 to 5 respectfully.

By soliciting input from employees, a bottom-up approach can help ensure that the policies and procedures are aligned with the values and behaviors that are important to employees. This can lead to greater buy-in and engagement from employees, as they feel that their input has been heard and valued.

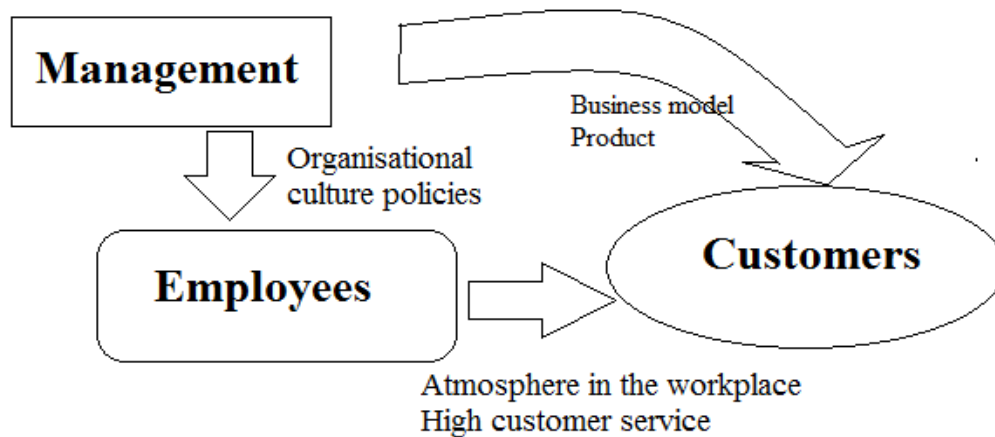
ANALYSIS AND FINDINGS

1. Understanding organizational culture

Organizational culture, a notion in the field of social science, has been examined in several disciplines including social anthropology and organizational psychology. Corporate culture refers to a business-oriented approach to corporate culture. Organizational culture may be analyzed by considering its many facets and dimensions, as well as the diverse viewpoints that have been linked to it (Tandon et al., 2018).

A strong organizational culture can act as a key differentiator for companies, attracting and retaining both customers and employees. By creating a positive and engaging environment that aligns with the values and mission of the organization, companies can build a loyal customer base and a motivated and committed workforce, which can lead to long-term success and sustainability.

Figure 1.1. Triangle of how organizational culture works



Source: The figure 1.1 is derived from the author's own work, synthesized from a comprehensive review of relevant literature

Culture might be seen as the intangible aspect of an iceberg, including the most significant portion of its structure. The observable aspect within organizations

pertains to what is regularly observed, such as physical objects, ultimate decisions, and so on. Managers must effectively acquire the ability to exert control over the intangible aspects of the workplace - the hidden attitudes and views of workers and departments, as well as the intricate connections between them, which ultimately impact performance.

Prior to delving into an analysis of the literature on managing culture, it is beneficial to provide a concise definition of the idea and its primary components. The definition of culture lacks unanimity. It is well acknowledged in organization theory that there are several definitions of culture, with each expert on the issue having their own interpretation (Ogbonna, 1990). The chosen definition seems to be influenced by a certain researcher's perspective and desired study approach (Burrell and Morgan, 1979; Smircich, 1983). However, a definition is required in order to put the notion into practice and to differentiate it from other comparable organizational concepts. In this article, culture is defined as the process of integrating individuals into a community and the shared mental patterns that differentiate members of one group from another. Cultural identity refers to the shared values, norms, beliefs, and habits that an individual has in common with other members of a social unit or group.

Schein (1985) categorizes the cultural phenomena in companies into three distinct levels:

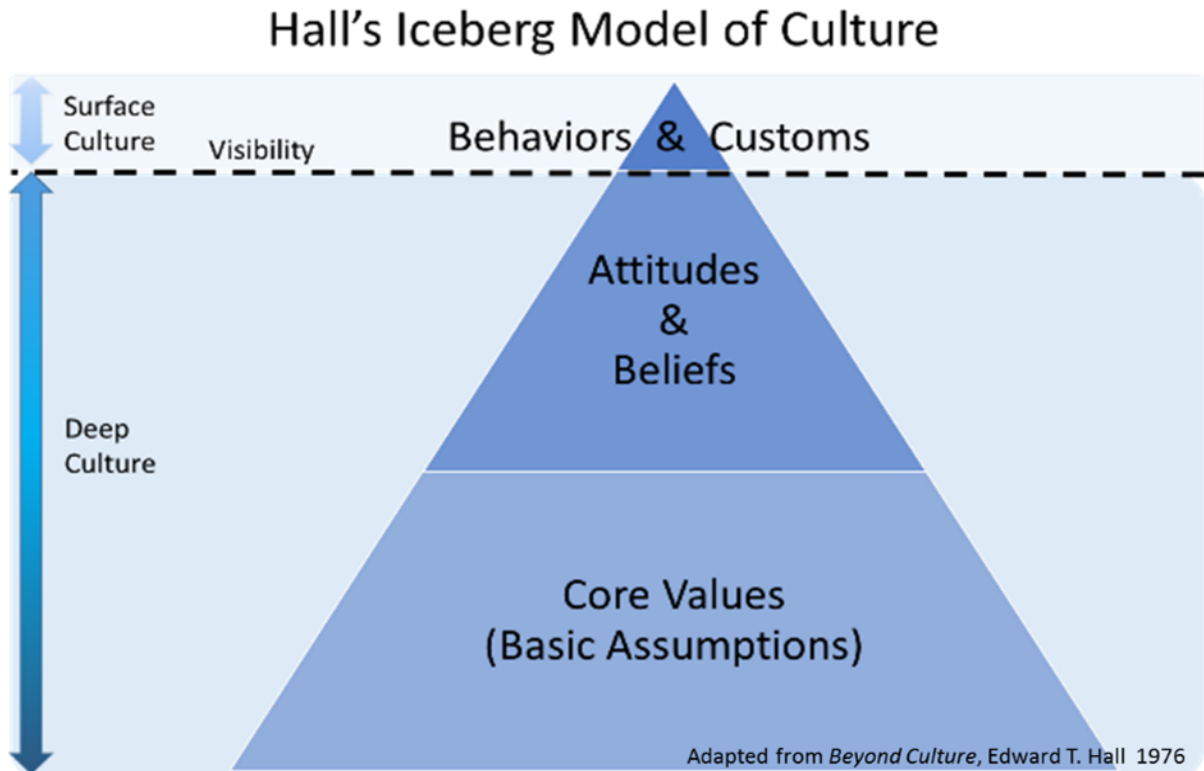
1. The surface level consists of visible behaviors and physical manifestations such as artifacts and creations.
2. Below this level lies a set of ideals and beliefs about what is desirable (values).
3. At the deepest level are the underlying assumptions that are unquestionably accepted as the correct ways of dealing with the environment (basic assumptions).

Schein defines culture as the underlying set of fundamental ideas that are commonly accepted. This understanding of culture is crucial for debates on the feasibility of cultural management and will be addressed at a later point.

Hall's Iceberg Model of Culture:

1. Visible and manageable part
2. Invisible and unmanageable part

Figure 1.2. Hall's Iceberg Model of Culture



Source: The Iceberg Model of Culture, Edward T. Hall

Organizational culture include both surface-level elements, such as behavioral patterns and observable symbols and ceremonies, as well as deeper-level ideals, assumptions, and beliefs. Advocates contend that altering corporate culture may be achieved by directing attention towards the more conspicuous elements, such as rites and rituals, as these exert influence on behavior. Nevertheless, other individuals contend that this perspective is a misinterpretation of culture, asserting that the more profound elements of culture, such as beliefs and emotions, should be included when evaluating corporate culture and contemplating prospective cultural transformations.

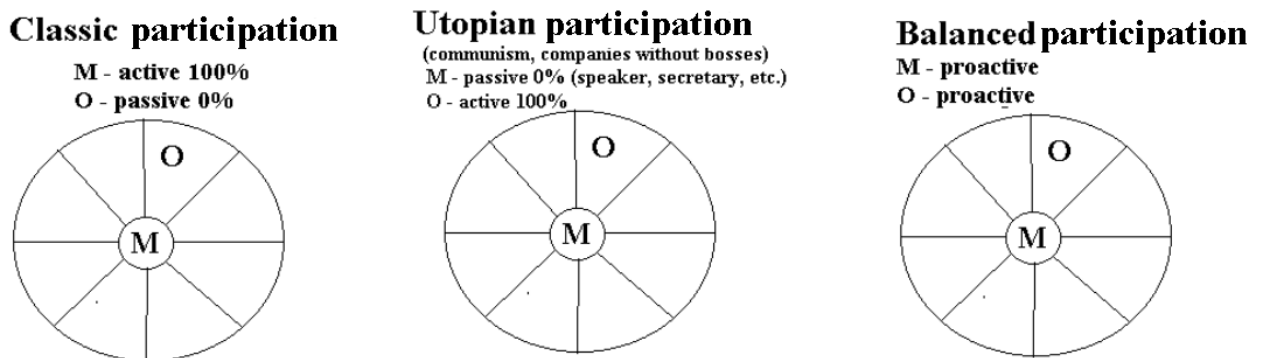
Improving organizational culture is not a simple process that can be done overnight or with a quick fix. It is not like flipping a switch, where you can turn something on or off with the press of a button. Rather, improving organizational

culture requires a more complex and deliberate approach that involves making changes to various aspects of the organization.

2. Balanced participation

Participation of workplace management and organization in the government of an organization (interaction of management and organization) can be categorized into three main types: classic (traditional and hierarchical), utopian (idealistic and employee-driven), and balanced (a middle-ground approach that combines elements of both classic and utopian styles). These categories represent different philosophies for how management and employees interact in the workplace.

Figure 1.3. Participation of management and organization in the government of an organization



Source: The figure 1.3 is derived from the author's own work, synthesized from a comprehensive review of relevant literature

The hierarchical and authoritarian nature of classic participation approaches, where decision-making and authority are concentrated at the top of the organization, and employees are expected to conform to established procedures and not challenge the status quo. In classic participation, employees are viewed as passive or inert components within the organization. They are seen as individuals who are expected to follow orders, instructions, and rules without actively participating in decision-

making or contributing their ideas. They are seen as tools or resources to be directed and controlled by higher-level management.

One possible resolution to this issue is to foster a culture of initiative among employees. Employees should be proactive and self-directed, taking initiative without waiting for instructions or needing to seek permission. It is advisable for them to engage in the exercise of doing given responsibilities. By assigning responsibility to the appropriate individuals, the manager will have more time available to manage and will still be able to undertake activities that are required by the system. Developing initiative in employees at an early stage is one of the methods to cultivate a new cohort of competent managers.

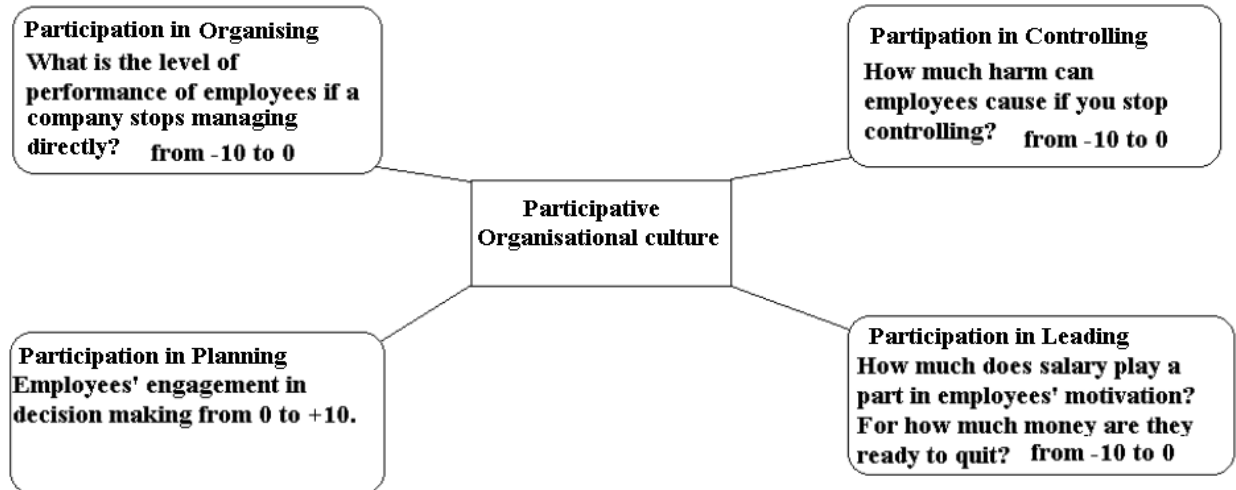
Utopian participation represents a vision of how management could function in an organization in an ideal world. In a theoretical or idealized approach to management that contrasts with the traditional or classic participation style, management becomes an integral part of the organization rather than an external authority figure. The idea is that management aligns closely with the organization's goals and values, working in harmony with employees. In this ideal management scenario, employees have a significant say in shaping the policies and decisions of the organization. They have the autonomy to choose policies that align with their best interests, which implies a high degree of employee involvement and participatory decision-making.

Balanced participation seeks to strike a middle ground between classic and utopian participation. In this model, management and employees collaborate in decision-making, and both have a role in shaping the organization's direction. While management provides guidance and control, employees are actively involved in the decision-making process, and there's a balance between centralized authority and employee autonomy.

Organizational culture is a complex concept that can be challenging to define. Instead, we can understand organizational culture by looking at what it would be

like without it, which helps to identify its key characteristics.

Figure 1.4. Participative Organizational Culture



Source: The figure 1.4 is derived from the author's own work, synthesized from a comprehensive review of relevant literature

Participative Planning Culture

A manager needs to actively engage employees from different organizational levels in the process of planning and decision-making. In this approach, rather than having management create plans and strategies in isolation, employees at different levels are encouraged to contribute their insights, ideas, and expertise to shape the organization's future direction.

Participative or Self-Management Culture

Participative Organisation refers to a management in which the leadership structure actively involves employees or other relevant parties, in the governance processes of the organization.

Participative Leading or Self-Motivation Culture

Participative Leading and Motivation emphasize employee participation in creating a motivating work environment. Employees are given a degree of autonomy

to set their own goals, determine their tasks, and self-motivate. This encourages them to take ownership of their work and derive intrinsic motivation.

Participative Control Culture

Participative control is an approach to management and leadership that involves employees and relevant stakeholders actively participating in the control and monitoring of organizational processes and performance.

3. Participative culture: policy pocket

“Our people are our single greatest strength and our most enduring long-term competitive advantage.” An organization's success and sustainability relies on the quality of its workforce, highlighting the importance of valuing and investing in employees as a means of achieving a competitive edge in the long term.

Figure 1.5. Participative Organizational Culture Matrix

	INDIVIDUAL	GROUP
AUTHORITY SPACE	SELF-MOTIVATION	SELF-PLANNING
AUTHORITY SPACE	SELF-CONTROL	SELF-ORGANISATION

Source: The figure 1.5 is derived from the author's own work, synthesized from a comprehensive review of relevant literature

Space within a workplace context denotes a tangible or conceptualized area wherein employees possess the autonomy to exercise unrestricted choice.

Authority is often linked to responsibilities and is granted to individuals to ensure effective coordination, decision-making, and execution of tasks within the organizational framework.

Culture change programs can focus on particular aspects of the culture, for example, participative planning, participative management, participative leading and/or participative control.

Table 1.1. Participative Culture: POLICY POCKET

PARTICIPATIVE CULTURE: POLICY POCKET			
Participative planning	Participative management	Participative leading	Participative control
Push Pull			
ORGANIZATIONAL CULTURE Organizational culture is the way things are done			

Source: The table 1.1 is derived from the author's own work, synthesized from a comprehensive review of relevant literature

Push policies are when management pushes responsibilities onto employees, expecting them to take initiative and ownership over their tasks. This can include giving employees autonomy and decision-making power in their roles.

In order to fulfill these obligations, the newly hired individual must also possess the necessary power and control to do them. Consequently, authority is assigned together with the corresponding accountability. Nevertheless, the manager

remains ultimately accountable. The management delegates certain tasks, therefore shifting or establishing responsibility. If the employee fails to fulfill their task adequately, the management retains the right to revoke their power. Delegating without having control over the process is equivalent to completely relinquishing responsibility. This fosters a feeling of possession.

The art of delegation is built upon a solid foundation of clearly defined responsibilities and the corresponding power to carry them out. It is advisable to document these duties whenever it is feasible. The employee should possess a comprehensive understanding of how their role aligns with the overall organizational framework and the significance it has. The manager should furthermore foster an environment that promotes the asking of questions and be readily accessible to employees. By combining this approach with the display of confidence and trust, which involves allowing subordinates to pursue goals without excessive reporting, frequent monitoring, or other types of excessive control, a supportive atmosphere may be created and a good working relationship can be built.

Pull policies, on the other hand, are when management takes responsibility for tasks and decisions themselves. They may pull employees into projects or tasks as needed, providing clear direction and oversight throughout the process. This can create a more structured and hierarchical approach to management.

The implementation of push policies within a workplace framework involves the delegation or transfer of responsibilities and obligations to the employees, thereby emphasizing their accountability in various operational aspects.

Pull policies within a workplace context signify a paradigm where the management assumes direct responsibility and oversight, necessitating comprehensive reporting mechanisms from employees, thus centralizing accountability within the managerial sphere.

Participative Planning Culture

Establishing a Participative Planning Culture in an organization provides space for shareholders of the organization to develop differing approaches towards problems and opportunities and compare results.

During the National Conference in June 2006, the Irish Public Service, a central government organization, sought to evaluate how culture was managed in relation to implementing reforms in the public service. The goal was to promote increased collaboration and mobility among the various branches of the public service. (Ahern, 2006). To assess the efficacy of cultural awareness and management, a limited number of interviews were carried out at the department, agency, and local government levels. The Office of the Revenue Commissioners, a branch of the Irish Public Service, established regional divisions and a large cases division (LCD) to bring senior management closer to operations. This allowed for more efficient decision-making on new approaches, without the need for central approval from head office. Local partnership groups (LPGs) are encouraged to actively participate in proposing innovative approaches to standard business practices and contributing to the formulation of the overall plan. The Regional Management Teams (RMTs) play a crucial role in the organizational structure of each region. If a decision just affects the local area and does not contradict any existing policies, it does not need to be escalated beyond the RMT.

Table 1.2. Participative Planning Culture

Participative Planning Culture	
Push incentives	Pull incentives
Participative Decision-Making: 5 WHYs, brainstorming, etc.	Considering Individual differences
Discussing decisions with employees and continuously review policies	Meeting structure and design
Voting policy: Giving options to employees	Cross-organisational structures
Review relevant business cases	Involve suppliers in your planning processes
Considering entity-specific factors	Clearly communicate policies

Source: The table 1.2 is derived from the author's own work, synthesized from a comprehensive review of relevant literature

Participative or Self-Management Culture

"Self-management does not entail unrestricted autonomy, but rather involves actively participating in the decision-making process" (Doug Kirkpatrick, a Director at The Morning Star Company, 2014). At Morning Star, employees are accountable for the strategic management of their work operations, which includes planning, organizing, staffing, leading, and regulating. Various tools and strategies have been devised over time to facilitate these functions.

Prior to applying the self-management idea, Chris Rufer pondered: "How can we establish a culture of responsibility and ownership within our organization?"

Morning Star's objective was to establish a firm where employees would behave as autonomous professionals, taking the initiative to communicate and coordinate their actions with colleagues, clients, suppliers, and others in the industry, without the need for external instructions.

Features of Participative or Self-Management Culture:

1) Autonomy

When given the autonomy to contribute and make choices aligned with their values, employees can openly display their beliefs and attitudes, fostering an environment where their true selves are reflected in their actions and contributions.

2) Decentralization

Instead of solely holding decision-making authority, management needs to decentralize this power. This means allowing employees at various levels to have a say in decisions related to their work, fostering a more collaborative and inclusive environment. Management still plays a crucial role in guiding and supporting these decisions, but the emphasis shifts towards empowering employees to make choices aligned with their expertise and the organization's goals.

3) Compensation

Implementing a participative or self-management culture often requires a reevaluation of the compensation system. In a participative culture, where collaboration and collective decision-making are emphasized, compensation systems might need to adapt. This can involve exploring methods that reward team achievements, innovation, knowledge sharing, and overall contributions to the organization's success rather than solely focusing on individual performance.

Management should formulate diverse policies and establish appropriate structures in order to enhance the efficiency of decentralized service delivery.

An enhanced management and accountability framework must be established, wherein staff assume complete responsibility for all facets of service delivery, including financial management, human resources, and customer service quality (McLoone, 2003).

Table 1.3. Participative Management Culture

Participative or Self-Management Culture	
Push incentives	Pull incentives
Team working - crossing existing barriers	Assessing and selecting new employees: right employees should be hired
Using symbols and colors instead of numbers and other information to ease understanding	Changing positions of employees frequently

Source: The table 1.3 is derived from the author's own work, synthesized from a comprehensive review of relevant literature

Participative Leading or Self-Management

According to Benabou and Tirol (2003), consistently relying on external motivation elements to motivate employees over a lengthy period of time has a detrimental impact on their internal motivations.

When employees display a decline in performance, managers make efforts to resolve the issue before it has a negative impact on the entire department or business. Frequently, there is an attempt to address individual performance without taking into account the cultural context or the underlying cause of the problem.

Self-motivation plays a crucial role in influencing employees' inclination to increase their efforts, the extent to which these efforts are expanded, and the duration for which employees will maintain this degree of effort. Currently, motivation plays

a crucial role in employees' capacity to actively select their activities and remain committed to completing them.

Google is known for fostering a unique work culture that promotes self-motivation and autonomy among its employees. Google has historically emphasized several principles that encourage self-motivation:

Google has implemented a policy called "20% time" in which workers are given the opportunity to allocate 20% of their work hours to personal projects that are unrelated to their primary job obligations.

Google fosters a flexible work environment, allowing employees the autonomy to control their schedules and work remotely. This includes alternatives such as flexible hours and the opportunity to work from home.

Personal physical territory. Google's offering of personalized and adaptable work environments for its staff is in line with its principles promoting self-motivation. This approach enables employees to customize their immediate work environment, such as their desks or cubicles, in a manner that showcases their individuality, preferences, and ingenuity.

These characteristics are ancillary to the job and do not directly impact employee performance, but they can help mitigate poor performance resulting from unfavorable work conditions.

Table 1.4. Participative Leading Culture

Participative Leading or Self-Motivation	
Push incentives	Pull incentives
Learning system: Knowledge-sharing	Non-monetary rewards: honors and recognition programmes
Entertainment and events	Training initiatives (Including a risk component and others in the training initiatives for all employees)
Adaptation of new employees in the workplace	Setting open competition
Staff feel that they receive feedback about their work	Problem-solving department (email, call, office, etc.)
Break-time and leisure time policies	Pay structure: Contribution-related pay schemes
Anti-Bullying policies: Respecting all worldviews	Cathedral effect
Response to critics	Contribution to employee's ambitions
Individual space	Talent development – social aim
Ethics and Moral: A code of conduct and communication policy	Risk training initiatives and mechanisms for corrective action

Source: The table 1.4 is derived from the author's own work, synthesized from a comprehensive review of relevant literature

Participative Control or Self-Control

Participative control culture is a management strategy that fosters employee involvement in decision-making and grants them influence over the organization's operations. This can facilitate the development of a feeling of possession and authority among employees, resulting in increased employee contentment and dedication.

An organization's capacity to exercise self-management within a participatory control culture implies that it can proficiently oversee and regulate itself by means of cooperation and collective decision-making. This culture fosters employee autonomy and accountability, resulting in a more united and efficient work atmosphere.

Participative control culture empowers people to contribute to the organization's management, resulting in enhanced decision-making, heightened innovation, and improved alignment between individual and corporate objectives. In the end, an organization's capacity to exercise self-control can result in enhanced performance and success in attaining its goals.

Within an organization, individuals at all hierarchical levels have a role in the establishment and maintenance of the internal control system. The degree of engagement varies based on their respective tasks and duties.

Due to variations in goal, structure, and operation, it is not anticipated for companies to have identical internal control systems as each entity is unique. The optimal design and structure of an internal control system should align with the entity's objectives and the specific operating environment.

Controls are subject to limitations as they are influenced by individuals within a predetermined framework or procedure. An effective internal control system can only offer a fair level of confidence, rather than a complete guarantee, that an organization will achieve its objectives.

The organization chooses and cultivates control actions to facilitate the accomplishment of goals. The organization implements control operations through

the use of policies, which define expectations, and procedures, which operationalize the policies.

Communication and information

Efficient communication channels are necessary to guarantee that all employees have a comprehensive understanding of and comply with rules and procedures that impact their roles and responsibilities, and that other pertinent information is effectively sent to the relevant persons.

The organization acquires, produces, and utilizes pertinent and high-quality information to facilitate the operation of internal control. It internally disseminates the essential information to support the functioning of internal control and interacts with other entities on topics that impact the operation of internal control.

Regular and scheduled monitoring operations and addressing any shortcomings

It is important to continuously examine the overall efficacy of an organization's internal controls. It is essential for a business to incorporate the surveillance of significant risks into its everyday operations, and management should conduct regular assessments.

The company systematically chooses, cultivates, and conducts continuous and/or individual assessments to determine the existence and effectiveness of the internal control components. The company promptly assesses and discloses any shortcomings in internal controls to the parties accountable for implementing remedial measures.

Encouraging a sense of social responsibility among employees involves fostering a culture where individuals value interdependence and mutual trust, collaborative accountability, respect others' contributions, and understand the impact of their actions on the broader team or organization.

Table 1.5. Participative Control Culture

Participative Control or Self-Control	
Push incentives	Pull incentives
Clear guidelines and expectations	Identifying key areas of responsibility and delegation
Professional interaction	Create employees' working cycle
Deadline Performance targets: KPI Performance-based pay structure	Provide with check-list
Corrective action procedures	Monitoring compliance Reward compliance
Whistleblower policy	Approval, authorization, verification, reconciliation, etc.
Sanitation and cleanliness	Health and safety services;
Periodic report	Coaching, disciplinary action, or revising policies

Source: The table 1.5 is derived from the author's own work, synthesized from a comprehensive review of relevant literature

Policy and procedural frameworks can be created and adjusted as necessary to enhance performance. Management formulates rules and procedures to ensure their seamless integration into corporate processes and daily operations.

Participatory Organizational culture establishes the overall atmosphere of a company, shaping the mindset and attitudes of its employees. It serves as the basis for all other aspects of self-management, internal control, effective teamwork, and establishing discipline and structure.

It is necessary to note that managers themselves are also influenced by the organizational culture they help to create. In other words, the culture of an organization is not just something that managers impose on their employees; rather, it is something that affects everyone within the organization, including the managers themselves. This means that managers should be mindful of the culture they create, as it can have a profound impact on their attitudes and behaviors, as well as those of their employees.

It's beneficial to have at least one policy that facilitates the participation of employees in the governance and other functions of management.

The Hawthorne effect model is based on the idea that people develop common values when they engage in prolonged interaction. This model suggests that there are unwritten norms and expectations that greatly impact the behavior of group members. Additionally, it acknowledges that individuals are not only influenced by their cultures, but also have the ability to shape and influence the culture they belong to. The concept argues that organizational behavior may be effectively modified by manipulating the surrounding environment in which the action takes place. This ultimately leads to a shift in the underlying principles that influence behavior.

Delegation is necessary due to the large amount of managerial tasks. There is a contradiction in this case because delegating inherently entails assuming risks. Delegation has several hazards, including the potential for losing control, reverse delegation, and even the possibility of job termination.

Not adapting the organizational culture to external environmental constraints would have inevitably resulted in a catastrophic outcome. One possible assumption that aligns with this perspective is that under some situations, businesses may be compelled to actively control and shape their culture.

The effectiveness of any attempted change in culture, such as during a crisis, leadership transition, or organizational life cycle, depends on the delegation of

managerial duties. Factors that influence this success include the age, size, and strength of the present culture, as well as the lack of subcultures.

CASE STUDY: AYAN HEALTH-CARE ORGANIZATION

In the field of organizational efficiency, the concept of organizational culture is the basis that shapes the behavior, attitudes and activities of employees within the company. The main goal is to analyze the concepts and practices of employees and managers through a comprehensive questionnaire aimed at identifying their prospects for self-management and self-control within the organization.

Ayan Healthcare, known for its commitment to providing exemplary patient care and improving operational activities, faces the urgent task of combining its organizational culture with its strategic goals. By conducting a thorough survey among employees and managers at different departments and hierarchical levels, this study aims to reveal valuable insights into how individuals perceive their roles, responsibilities, and autonomy in the organization.

The survey tool is carefully designed to cover comprehensive aspects of self-government and self-control, key aspects that affect both individual performance and collective organizational effectiveness.

The main areas of investigation include, but are not limited to:

1. Assuming autonomy: the study of how empowered employees are to make decisions and manage their responsibilities independently.
2. Clarity and accountability of roles: assess the clarity of job roles and responsibilities, as well as accepted levels of reporting for results.
3. Support systems: assess the availability and effectiveness of support mechanisms that help employees manage their workload and achieve goals.
4. The impact of leadership: assessing the impact of leadership styles and practices on the development of a culture of self-management and self-control.
5. Organizational values: the study of the correspondence between individual values and those supported by the organization and its impact on motivation and commitment.

The questions:

1. Employee engagement in planning
2. What will the level of job performance be if a manager stops managing directly?
3. How would you rate your overall mood and satisfaction with your work environment today?
4. How much harm can be caused if a manager stops controlling directly?
5. Please rate the following statement: 'Our organization encourages open communication and transparency among all levels of employees.'

Each question is designed to assess employee involvement in planning, management, leadership and control respectfully.

The result of the survey is:

- Average answer of the 1 question is 3.85.
- Average answer of the 2 questions is 2.45.
- Average answer of the 3 questions is 4.15.
- Average answer of the 4 questions is 2.35.
- Average answer of the 5 questions is 4.

Based on the survey results provided from Ayan Healthcare organization, let's analyze each question and its implications for organizational culture and policy development:

1. Employee engagement in planning

Average score: 3.85 (between "good" and "excellent")

This indicates that employees generally feel positively engaged in the planning processes within the organization. A score closer to "excellent" suggests that employees perceive their involvement in planning activities as meaningful and inclusive. This is a positive sign for organizational culture, as it implies that

employees feel valued in decision-making processes and are likely to be more committed to the outcomes of these plans.

2. Level of job performance if a manager stops managing directly

Average score: 2.45 (between "neutral" and "good")

This question reflects employees' perceptions of the impact of direct managerial involvement on job performance. The average score being closer to "neutral" indicates a mixed perception. Some employees may believe that direct managerial oversight is crucial for maintaining job performance standards, while others might feel that they are sufficiently self-directed. This suggests a potential area where organizational policies or communication strategies could clarify expectations and support autonomy without compromising performance.

3. Overall mood and satisfaction with work environment

Average score: 4.15 (between "good" and "excellent")

A high average score here indicates that employees generally have a positive mood and are satisfied with their work environment. This is crucial for employee morale and retention, as satisfied employees are likely to be more productive and engaged. The high score suggests that organizational policies and practices related to work environment and culture are effective in creating a positive atmosphere.

4. Harm caused if a manager stops controlling directly

Average score: 2.35 (between "neutral" and "good")

Similar to question 2, this question explores employees' views on the necessity of direct managerial control. The average score leaning towards "neutral" indicates that employees perceive some potential harm if direct control were to decrease. This perception could stem from concerns about maintaining standards or coordination within teams. It highlights a potential area where organizational policies could clarify expectations around managerial roles and autonomy.

5. Rating of organizational encouragement of open communication and transparency

Average score: 4.00 (between "good" and "excellent")

This question assesses the perception of open communication and transparency within the organization. The average score suggests that employees generally feel that the organization encourages open communication and transparency among all levels. This is crucial for fostering trust, collaboration, and alignment within the organization.

Overall Analysis and Implications:

Strengths: The organization seems to excel in fostering a positive work environment (question 3) and encouraging open communication (question 5). These are foundational elements of a healthy organizational culture that promotes engagement and satisfaction among employees.

Areas for Improvement: Questions 2 and 4 reveal mixed perceptions regarding the necessity of direct managerial involvement and control. This indicates a potential need for clearer communication and alignment on managerial roles and expectations. Policies could be developed or refined to empower employees while ensuring clarity on performance standards and coordination.

Policy Development: Based on the survey results, policies could focus on enhancing and formalizing practices related to employee involvement in planning (question 1) and promoting clarity around managerial roles and autonomy (questions 2 and 4). Strengthening these areas can further improve organizational culture and employee satisfaction.

Next Steps: Consider conducting follow-up discussions or focus groups to delve deeper into the insights provided by the survey. This could help identify specific actions or policies that could further enhance employee engagement, clarify roles, and foster a supportive work environment.

By leveraging these insights, Ayan Healthcare can develop targeted policies that support its organizational goals of fostering a positive culture while effectively managing performance and employee engagement.

THE ESTABLISHMENT OF A CONCILIATION COMMISSION

In order to democratically solve all the problems that may arise between employees and managers, as well as involve employees in the planning of the company's activities, a Labor Commission was created. The Labor Commission consists of equal representatives of employees and managers. A weekly meeting is held on Friday morning, which takes about 1 hour. The meeting will discuss 1-week and monthly performance indicators of the company, the level of implementation of the plan and the competence of employees. In addition, the possibilities of the institution in the future and the problems it faces will be discussed. Each employee will be able to express their thoughts. It is implemented if it gathers a large number of votes of the members of the commission.

For example, doctor Pyak Lyubov Timofeevna, a neurologist, said that the institution should provide free medical services to familiarize the population. This proposal was immediately supported by the commission, and from 13.06 to 13.07 a campaign for free treatment was held and Pyak Lyubov Timofeevna was presented with a voucher to the sanatorium for her activity.

In accordance with Article 159 of the Labor Code of the Republic of Kazakhstan dated November 23, 2015 No. 414-V Conciliation Commission has been established at Ayan Healthcare Organisation.

1. Create a permanent Conciliation Commission consisting of 7 (seven) people to consider individual labor disputes; one of them is a chairman.

2. Approve the regulation "on the Conciliation Commission".

3. Approve the Conciliation Commission in the following composition with an equal number of Representatives from the employer and employees:

4. Chairman of the Commission: Atakhanov A.M.;

* Representatives of the employer:

- Deputy director of the Ayan HCC Abdramanova B. O.;

- Deputy director of the Ayan HCC Atakhanova N. B.;
- Personnel inspector of the director of the "Ayan" HCC E. Kalkamanuly.
- * Representatives of employees:
 - Deputy director for Economic Affairs of the Ayan HCC Zhumabekov O.;
 - Regional doctor of the "Ayan " HCC Ergasheva L. T.;
 - Senior nurse of the "Ayan" HCC Kilbaeva G. A.

4. Control over the implementation of this order is entrusted to the chairman.

The implementation of a Conciliation Commission at Ayan Healthcare Organization represents a proactive approach to enhancing organizational culture and addressing labor matters collaboratively. Rooted in the findings of a comprehensive employee and manager survey, this policy initiative exemplifies a strategic response to promote employee engagement, autonomy, and organizational effectiveness.

Organizational culture, as evidenced by numerous studies, plays a pivotal role in shaping employee behavior, attitudes, and performance (Schein, 1990; Hofstede, 1980). By establishing the Conciliation Commission—a forum comprising equal representation from both ownership and employees — Ayan Healthcare Organization has embraced a participatory management approach. This structure fosters a sense of inclusivity and shared responsibility in decision-making processes related to labor matters, thereby enhancing transparency and fairness.

The academic rationale behind this policy lies in several key principles:

Employee Empowerment and Engagement: The Conciliation Commission empowers employees by providing them with a platform to voice their concerns, suggest improvements, and participate in decision-making. This empowerment is instrumental in fostering a culture of trust and mutual respect within the organization (Bakker & Demerouti, 2007).

Conflict Resolution and Consensus Building: By using a voting tool within the commission, Ayan Healthcare Organization ensures that labor-related issues are addressed through consensus and fair representation. This process not only resolves conflicts effectively but also strengthens relationships between management and employees (Thompson, 1967).

Enhanced Organizational Agility: The commission's ability to address and resolve issues promptly enhances organizational agility. This agility is crucial in the dynamic healthcare sector, where timely decisions and adaptability are essential for maintaining high standards of patient care and operational efficiency (Hitt et al., 2001).

Promotion of Self-Management and Motivation: Through active participation in planning, controlling, managing, and motivating initiatives, employees experience increased autonomy and ownership over their work processes. This autonomy has been linked to higher levels of intrinsic motivation and job satisfaction, contributing to overall organizational success (Deci & Ryan, 1985).

Alignment with Organizational Values: The Conciliation Commission aligns with Ayan Healthcare Organization's core values of collaboration, fairness, and continuous improvement. By integrating these values into the fabric of daily operations, the organization reinforces its commitment to ethical leadership and employee welfare (Denison, 1990).

The introduction of the Conciliation Commission at Ayan Healthcare Organization exemplifies a forward-thinking approach to organizational policy development. Grounded in empirical data and academic theory, this policy not only addresses immediate labor-related challenges but also fosters a culture of openness, inclusivity, and continuous improvement. As such, it serves as a model for healthcare organizations seeking to enhance employee engagement, organizational effectiveness, and sustainable growth in today's competitive environment.

After the conciliation commission had been established and started working, a survey had been held again and this time the satisfaction of employees by the work

environment and their opinion on participative relation of managers and employees has slightly been improved. The result of the second survey is:

1. Average answer of the 1 question is 4.15.
2. Average answer of the 2 questions is 3.1.
3. Average answer of the 3 questions is 4.2.
4. Average answer of the 4 questions is 2.55.
5. Average answer of the 5 questions is 4.2.

Apart from showing good indications, employees gave good feedback on policies that are being set in the organization. They are performing well and showing interest to learn new knowledge to be more useful to the organisation

Management stimulates employees to report flaws which take place in the organizational processes and rewarding employees who come up with a solution.

Changing organizational culture is a long-term process that requires sustained effort, commitment, and investment from all levels of the organization. It may involve changing the way employees think, behave, and interact with each other, as well as changing the policies, procedures, and practices that govern the organization. It may also involve creating a shared vision and values that everyone in the organization can rally around. A positive culture can have a significant impact on employee engagement, productivity, and retention, as well as on customer satisfaction and overall business success. Conversely, a negative culture can lead to low morale, high turnover, and a lack of commitment to organizational goals.

DISCUSSION AND CONCLUSION

Organizational culture is a multifaceted and ever-changing phenomena that needs continuous management and focus. By recognizing and supporting the prevailing culture, firms may cultivate a more involved and driven staff, leading to enhanced business performance. Hence, it is crucial to prioritize the identification and cultivation of favorable characteristics within the current culture, while simultaneously acknowledging and reducing unfavorable components. This might entail facilitating transparent communication, developing cooperation and synergy, acknowledging and incentivizing employee contributions, and cultivating a sense of mission and shared principles.

Fields argues that culture has a significant impact on strategy. Even if you have an excellent strategy, if the culture does not support it, the plan will fail. It is not possible to determine that one culture is superior than another. However, it may be determined that a culture is more or less suitable based on its relevance to the organization's requirements and conditions, and its ability to enhance rather than impede performance. However, another concern arises over the degree to which managers can truly mold or exert influence on culture.

An essential element in fostering a culture of change is the need for leadership to take the initiative, adopting a management mindset that recognizes the impermanence of the status quo and embraces the idea that all aspects of the organization are subject to scrutiny and enhancement. In his work, Schein (2004) emphasizes that the most significant display of leadership is in the exceptional skill of leaders to comprehend and collaborate with culture. Furthermore, he argues that it is the pinnacle of leadership to dismantle culture when it is perceived as dysfunctional. The reference is on page 11. For management, being proactive and intentional in their leadership and management style is crucial. Because management always has an impact on the organization, whether they take action or not. Inaction can have just as much of an impact on the organization as action, as the

decisions that are not made or the issues that are not addressed can lead to negative consequences for the organization.

As organizational culture is an inherent and integral part of any organization it cannot be created from scratch or removed entirely. Rather, it is already present within the organization in either a positive or negative form based on the collective beliefs, values, attitudes, and behaviors of its employees, and what organizations need to focus on is how to manage and sustain a positive culture in a firm. Even if a company has not explicitly defined or shaped its culture, it still exists in some form. Organizational culture policies should be run along with structural changes and overall strategic changes because they are all interconnected and can have a significant impact on the overall culture of an organization.

Leaders may not pay attention to cultural change because it can be time-consuming and costly to implement. Additionally, the outcome of cultural change efforts can be difficult to measure and predict, making it a risky investment for some leaders. Instead, they may focus on more tangible and immediate priorities such as financial performance or operational efficiency. However, failure to address cultural change can lead to decreased employee morale, resistance to change, and ultimately hinder organizational success in the long run.

The results of this research paper might be useful to leaders of different communities and business managers who are facing challenges in running a policy to implement a strong organizational culture.

SHORTCOMINGS

Policies are considered content-based because they are specific guidelines and rules created in response to a particular situation or issue. They address a specific content or topic and provide direction on how to handle that particular situation. This means that policies are not uniform or universal, but rather tailored to the specific circumstances they are meant to address. For example, a workplace policy on internet use may differ from one company to another depending on the unique needs and concerns of each organization. Thus, policies are mostly situation-based and dependent on the content or subject matter they are meant to regulate.

Even if we cannot measure and indicate the performance of organizational culture, it subconsciously and silently drives shareholders of the organization to behave and make a decision according to it. So the first thing to consider in implementing a positive culture in an organization, managers should acknowledge the importance of positive culture in the workplace and recognize its nature.

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APPENDICES

Appendix – A

THE ESTABLISHMENT OF A CONCILIATION COMMISSION

<p>Түркістан облысы Сарыағаш ауданы «АЯН» емдеу-сауықтыру орталығы» Жауапкершілігі Шектеулі Серіктестігі</p>		<p>Туркестанская область Сарыағашский район Товарищество с Ограниченной Ответственностью «Лечебно-оздоровительный центр «АЯН»</p>
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БҰЙРЫҚ
25.08.2024ж. № 34.

КЕЛІСУ КОМИССИЯСЫН ҚҰРУ ТУРАЛЫ

Қазақстан Республикасының 2015 жылғы 23 қарашадағы № 414-V Еңбек кодексінің 159-бабына сәйкес

БҰЙЫРАМЫН:

1. Жеке еңбек дауларын қарау үшін 7 (жеті) адамнан тұратын тұрақты жұмыс істейтін келісу комиссиясы құрылсын.
2. «Келісу комиссиясы туралы» ереже бекітілсін.
3. Келісу комиссиясы келесі құрамда жұмыс берушіден және жұмыскерлерден өкілдердің тең санымен бекітілсін:
 4. Комиссия төрағасы: .
 - Жұмыс берушінің өкілдері: Атаханов А.М.
-«Аян» ЕСО директорының орынбасары Абдраманова Б.О.;
 - «Аян» ЕСО директорының орынбасары Атаханова Н.Б.;
 - «Аян» ЕСО директорының кадр инспекторы Қалқаманұлы Е.
 - Қызметкерлердің өкілдері:
-«Аян» ЕСО директорының шаруашылық жөніндегі орынбасары Жұмабеков О.Т.;
 - «Аян» ЕСО аймақтық дәрігері Эргашева Л.Т.;
 - «Аян» ЕСО аға медбикесі Кильбаева Г.А.
4. Осы бұйрықтың орындалуын қадағалау өзіме жүктелсін.

Source: Ayan Healthcare Center