

## Chapter 19

# Management and Leadership: A Practical Review of the Organizational Culture

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### ABSTRACT

*Organizations today need to be competitive and focused on the upcoming technology when dealing in the current industrial revolution. This chapter will look at the psychological and organizational culture, as it relates to ethical behavior, that encompasses the individual's emotions and moods, initiated by managers and leaders in today's multidisciplinary-psychological environment. The researchers have undertaken this proposal to gain insight on management theory and practice related to the concept organizational culture and its management. The culture is the benchmark in nearly all the companies; it will measure sales, profit, market position, employee retention, safety, and loyalty. Healthy organizational cultures provide an environment that may inspire, motivate, meet, and exceed strategic goals and deliver team results. Individuals working in a toxic organizational cultures will find it difficult to sustain organizational success and strategic goals.*

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## **INTRODUCTION**

A multidisciplinary approach in leadership style involves utilizing multiple disciplines to resolve and understand complex situations (Regan, & Rodriguez, 2011). The organizational culture can be complex and require diverse leadership styles to retain satisfied employees. To remain competitive in today's management, management leaders may need to adapt their leadership style to fit the organizational culture or change it. One of the largest costs within an organization is training and recruiting new employees (Adkins, 2016). One reason organization's lose their employees is the current culture. Management leadership plays an important role in the culture. Changing the culture will require leading by example and adapt to the circumstances. Changes will have a greater chance of success if management understood their role.

The organizational culture is a social group that combines shared values, beliefs, and behaviors. Cultures that are toxic can have detrimental impacts on the organization. Organizations today need to focus on how the organizational culture affects their business goals. The researchers have undertaken this research to gain insight into management theory and practice related to the "concept of organizational culture and its management" (Weeks, 2010). The culture is the benchmark in nearly all the companies; it will measure sales, profit, market position, employee retention, safety, and loyalty. A healthy organizational culture provides an environment that may inspire, motivate, meet, and exceed strategic goals and deliver team results. Individuals who work in toxic organizational cultures may find the organization has retention issues and fail to meet their strategic goals (Butler & Roche-Tarry, 2002).

This chapter will describe the authors' thoughts and research regarding management and leadership performance associated with the psychological culture in the organizations. The chapter key areas are (1) Foundation of organizational culture, (2) Management and leadership influence in the psychological culture, (3) Perceptions of organizational culture, (4) Psychological nature of organizational culture, and (5) Sociology of organizational culture

## **BACKGROUND**

Although the authors are not presenting material for literature review, this chapter will share components that illustrate a productive organizational culture. The authors will provide examples on how proper management and leadership styles can assist in adapting the current culture. The purpose of this chapter will be to provide implications, and recommendations for organizations to help introduce an improvement to organization culture. This chapter is not meant to offer an actual plan or guide to developing an organizational culture plan. Rather, the authors will provide statements, opinions, advice, and recommendations that will be provided based on supported academic documentation. This will add to the body of knowledge based on the managerial and leadership environment. The authors will begin with a brief introduction on what organizational culture is.

### **What is Organizational Culture?**

The need for organizations to be more efficient causes the organizational culture to be viewed as a critical component for success. Research has recognized that organizational culture is correlated with the organization's members' performance and how effectively the organization reaches its purpose (Awal et al., 2016). In order to define what organizational culture is, it is best to define each word. An organization

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