Organizational Mission:

The purpose for existence of an organization, clearly expressed in the

mission statement.

"To provide dynamic leadership for the global profession of internal

auditing. To Promote Internal Audit Profession, Protect the Interests of the Members and to Enhance Integrity, Relevance and Standards of the Internal Audit Profession in Kenya"

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Organizational Vision:

A strongly desired future state of being, expressed in the vision statement.

"To Facilitate Development of Corporate Governance in the Public and Private Sector Organizations in Kenya by Improved Financial Discipline and Control."

Organizational Strategy:

Game plan on how to realize mission and vision expressed in 5yr, 10yr, annual plans and individual employee targets.

Organizational Structure:

A pattern of relationships among people with a common objective - expressed in job specifications, job descriptions and individual employee performance targets.

ORGANIZATIONAL CULTURE DEFINED:

A pattern of shared values and beliefs giving members of an organization a sense of belonging, identity and providing them with rules of behavior.

The culture of an organization is seen in the norms of expected behavior, values, rituals, rites and symbols used by its employees.

Culture evolves over time.

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A culture stabilizes when an organization has a long history in which people have

shared experiences for years.

A new company, two years old, has not developed a stabilized culture.

A culture that is not aligned to the strategy will negate it.

By creating a culture that recognizes, appreciates and values people, organizations become successful at attracting and retaining top talent.

Organizational culture cannot be copied by competition and can therefore become a source of competitive advantage.

CULTURE CHANGE

Culture change must add value to a company's customers.

Implementing culture change merely to increase employee commitment is not enough.

Culture change must improve company's competitive position in the market by changing its identity to align with customer needs.

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Organizational culture is passed on to new employees through the process of

socialization and it influences our behavior at work.

Organizational culture is shaped by:

➢ Founders' values

➢ industry and business environment

➢ national culture

➢ organizational senior leaders' behaviour

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In turn, organizational culture influences organizational:

1. Mission

2. Vision

3. Strategy

4. Structure

Organizational culture has four layers:

➢ Observable artifacts e.g. dress-code, rituals, rites, ceremonies, office space, parking

  spaces, decorations etc.

➢ Adapted values – beliefs and behaviors deeply rooted among employees.

➢ Enacted values – the values and norms exhibited by employees' actions.

➢ Basic assumptions – unwritten, unobservable and represent the core of organizational culture.

Types Of Organizational Culture

a) Constructive Culture:

Organizations that are managed in a participative and person-centered way.

Members are expected to be supportive, constructive and open to influence

in their dealing with

one another.

b) Passive-defensive Culture:

Organizations that are hierarchically controlled and non-participative.

Centralized decision-making, members do what they are told and clear

decisions with their

superiors.

c) Aggressive-defensive:

Non-participative and structured on the basis of authority inherent in positions.

Members believe they will be rewarded for controlling subordinates and being responsive to demands of their superiors.

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Outcomes Associated with Organizational Culture

Research has confirmed that organizational culture can be a driver of employee attitudes, organizational effectiveness and performance.

Constructive culture is positively related with job satisfaction, innovation and intention to stay for long in an organization.

In contrast, passive-defensive and aggressive-defensive cultures have no relationship with job satisfaction and the intention to stay long in an organization.

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How Culture is formed in an Organization

Initial organizational culture is formed around the founders' philosophy.

If the founder is an achievement-driven individual, achievement culture is likely to develop and flourish in the organization.

Subsequently, organizational culture is modified and formed to suit current environmental situations.

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The founder of Wal-Mart, Sam Walton established three basic values

that represent Wal-Mart's culture:

1. Respect for the individual

2. Service to our customers

3. Striving for excellence

Modification of Culture to suit current situations

- Use of formal statements, systems, processes and organizational philosophy:

  - Mission

  - Vision

  - Strategy

  - Structure

  - Values

  - Recruitment/selection

  - Socialization

- The design of physical space and work environment.

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- Slogans, language and sayings for example use of the slogan "Whatever it takes". Employees are encouraged to do whatever it takes to exceed customer expectations.

- Deliberate role modelling, training and coaching by senior management and supervisors.

- Explicit rewards, status symbols (e.g. titles) and promotion criteria.

- Deliberate creation of a performance criteria and incentive schemes to foster desired culture.

- Use of stories, legends, myths about key people and events in the organization to reinforce commitment to customer service.

- Use of organizational activities, processes and outcomes that business leaders pay attention to, measure and control, such as quality of products.

- Organizational Structure – Hierarchical structures are more likely to promote a culture of control and authority than a flatter structure.

Why Organizational Culture ?

a) Gives employees organizational identity.

b) Facilitates employees collective commitment.

c) Promotes organizational social system stability.

d) Shape behaviour by helping employees have a sense of belonging and engagement to the organization.

e) Give employees a sense of pride and satisfaction in what they do in the   organization.

f) Enable the organization to attract and retain top talent.

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Thank you