



CREATIVITY AND INNOVATION EXPLORATION: THE IMPACT OF CULTURAL DIVERSITY OF AN ORGANIZATION

Kenneth Obinna Agu, Mária Fekete-Farkas

Szent István University, Hungary

Annotation

The perception of creativity and innovation are a vital tool of an organization survival is a top priority for managers especially of today's global and technological environment. Creativity and innovativeness has no boundary and exist only in a free wheel atmosphere where diverse cultural workforces interact and free ideas are nurtured. Practically, the need for an inclusive approach is highly required by the organisation.

The main purpose of the study is to demonstrate that different people can solve problems differently due to different characteristics and different personality aptitude.

When an organisation implement a wide dimensional approach into the corporate culture to embrace different cultural diversity, would nurture-out creative solutions, which means innovation. In this way a company's culture, meaning its unique capabilities to manage and create value from its people, attitudes, shared values and cooperative behaviour, becomes an increasingly important strategic weapon.

Corporate culture as a term used to characterize how the managers and employees of particular companies tend to behave. This terminology or rather sub-cultural scenario helps to shape the senior management leadership styles to proactively categorize the kind of behaviours that would nurture innovativeness, openness, dynamic and better communication to achieve its objectives. Accordingly, when a firm promotes and setup distinctive corporate culture that enhances the sense of community, diversity and shared identity, it is definitely building a sustainable synergic tool to overcome problems.

The paper examined the effects of homogenous and heterogeneous workforces of an organisation to create innovation and be very competitive. This is because creativity and innovativeness increases an organisation ability to surpass the existing economic propensity, with the opportunity to take on new market, grow more customers, discover new market niche, make profits and as well as satisfy shareholders.

KEY WORDS: creativeness; innovativeness; diversity; homogenous and heterogeneous culture; organisational culture.

Introduction

In the past two-three decades the concept of creativity and innovation has gained wide attention by the theoretical researchers and in the management practice. However, little or no attention has been paid to the cultural influences and backgrounds of employees of firms and organizations. The research paper would like to review what influences creative and innovative firms and organizations. What influences the employees of those companies to be creative and innovative in nature? Is it the effect of different cultural backgrounds and characteristics of team working or as a function of heterogeneity of the organization work force?

We live and breathe in digital world where economic and social interaction has changed as functions of globalization and technology. We are living in a world many could have not imagined some years ago. Globalization and technological integration created a kind of workforce demographics and these are transforming the way we work, where we work and how we share business information, which is heterogeneous workforce scenario. This means multiple challenges facing managers of organizations. But most important of it all is that this is creativity and innovativeness in making, which are improving business processes and the way we solve problems at work places.

On this frontline, the most challenging part is to measure if these innovation and creativity are functions

of different cultural groups interaction and or of its own a natural tendencies of organizational evolvement.

These days of tight competition among organization create the willingness to embrace culture of innovation. According to Schumpeter (1942) innovation is a process of making new combinations and complement. Complementarity can be said to exist between two elements. This means when additional effort in either element increases the marginal returns of effort in the other element. The complementarity in innovation activities can refer to the multiple objectives, development methods and different knowledge sources, where the diverse parts are integrated in a way that benefits the whole system. The idea of complementarity is closely related to the theories of heterogeneity and diversity.

Problem Statement

These days, researchers and business focus more on innovation achievement but less attention is paid to measure and access to what degree has different cultural interaction has within an organization in order to achieve innovative solutions of competitiveness. Therefore, it's worth researching and would help policy makers and business managers in nurturing and scooping talents in order to achieve optimal output of creativity and innovations solutions. In return, consumers would be better off because the cost of doing business would reduce and extra capital would be deployed for useful projects. These solutions help free up resources and assets

to be re-directed for revenue generating initiatives and make organizations more responsive to customers and market needs. Also, there would be value oriented creativity that firms and organizations management would opt to deliver through its hiring practices and policies towards multicultural and diversity creation. As a result, firms and organizations today can do far more by hiring and mixing employees across the globe to form heterogeneity.

In an increasingly competitive marketplace, firms and organizations cannot afford to carry any additional weight that doesn't help them to succeed, therefore the research paper would like to examine to what degree and level heterogeneous team would help firms and organizations be very creative and innovative. In addition, can we measure their ability to be creative and innovation based on their cultural background and or based on natural tendencies of humans?

Innovation signifies the ability of an organization to utilize disposable resources and new technologies available. Authors such as Johnson et al, 2008 wrote that innovation is more complex than just invention. According to him, invention involves the conversion of new knowledge, while innovation adds the critical extra step.

Aim and Objective

The objective is to bring this hot topic to forefront of business managers and policy makers. Also to test if creativity and innovation are primarily culturally driving factor and or have other input within an organization.

Therefore, the hypothesis of the research paper is to test whether “organizations achieve creativity and innovation because of heterogeneous structure of the workforce or homogeneity of the workforce forms the part of innovativeness”.

Many social scientists amongst them are Mintzberg, H. (1979), Chandler, A. D. (1962/1998) and Lazonick, W. (1990), have sourced the best practice for innovativeness by recognizing that it consist a structural formation and also a cognitive foundations. All in all, emphasize is to show how organization can resist and still be profitable in today's competitive environments by deploying properly its organizational and management capabilities. These internal capabilities help organizations responds and shape its external environmental stimulus and identify their clusters of opportunities in other to be competitive. To identify their clusters of opportunities is only building innovation culture.

Therefore, the study would focus and analyze the following topics:

Homogenous and heterogeneous effect and social contest of a firm and organization

Modern organization and information sharing pattern – organization culture

Method

Collecting the main guidelines and evaluate the connected literature regarding the later use of views and research.

Results

Innovation is main purpose of organizational creation and signifies the ability of the organization to utilize disposable resources and new technologies available. In essence, deployment of new technology presents complex opportunities and challenges of organizations, leading to managerial approach and emergency of new organizational forms. Organizational and technological innovations are intertwined; prompting Schumpeter (1950) to describe organizational changes, together with new products, processes and new market as factors of “creative destruction.” However, to be creative and innovative needs inclusive approach and methodology that leads organization to be heterogeneous in workforce. Because of the approach, the paper would examine what drives what, in the sense that does it mean that different interaction of cultures are provoking creativity and innovativeness or organizational tendencies.

A workforce with four dimensions of Hofstede keeps a comfort zone and would be not easy to get innovation rather, believes in supremacy. However, it is quite obvious that to maintain the status quo leads to believe in value consensus which is arguably irrelevant to the organisation and organisational culture of looking for excellence, thereby going outside the homogeneous cultural value to all other cultures out there. Organisations have in the recent years designed structures which try to achieve a balance between co-operation (same value consensus: homogeneity) and competition (external effects), which combine team behaviours and individual motivation, is one of the hardest parts of building organisations and or designing economic systems.

Also the impact of diversity workforce to reach innovative goals and objectives placed on the centre of the management interpretation and integration of group working related issue such as age, education and gender diversity.

According to clusters of skills-led-opportunities the innovativeness and creativity implies that they are reactive; and surely, it often is a reaction to problems or challenges, and also a contribution to change and evolution. Yet creativity is also one of the engines of cultural evolution that does has root in cultural diversity – its relationship with education, age and gender levels of the workforce creates clusters of skills-led-opportunities.

Innovation is a vital process today's organisation and organisational culture and that innovation requires change, so as organisational culture requires change. The basis for such change comes down to the stimulating effects of new ideas.

The formalised control systems, measurements and reward systems that monitor and therefore emphasise what is important in the organisation, and focus attention and activity.

Power structures are also likely to be associated with the key constructs of the paradigm. The most powerful managerial groupings in the organisation are likely to be the ones most associated with core assumptions and beliefs about what is important.

In turn the formal organisational structure, or the more informal ways in which the organisations work are

likely to reflect power structures and, again, delineate important relationships and emphasise what is important in the organisation.

Organisational culture also needs to be a process that allows for the varied perspectives, priorities and styles of various types of individuals from different social backgrounds and cultural roots. The only way these voices and creativity and innovativeness can be expressed and heard and seen is to treat people fairly, which means to treat people differently and not as collective groupings.

Discussion

Hofstede's 4 Dimensions of Culture-Related Values Consensus

Many social scientists have sorted various elements that drive individual life and attitude to life itself. According to Schneider S. C. & Barsoux J. L. (2003), there are two main school of thought known as espoused theory and theory in use. These are particularly concern on what people say, how they explain their behaviour – and what people mean - what really drives their behaviour. Overall, the assumption of cultures from outsider is hard to detect even though it is hard for insider but with a similar value consensus, there makes it a bit easier for an insider to detect. Because of the complexity surrounding cultural detection and to demystify the complexity within an organisation, management theories worked hard to sort answers. Schneider S. C. & Barsoux J. L. (2003), amongst other authors recommended Hofstede 4 dimension findings on culture and structure. These dimensions are power distance, individualism verses collectivism, uncertainty avoidance, masculinity verses femininity and long versus short term orientation.

There are more and more directions to understand homogeneous cultural approach and work related attitude with these dimensional interpretations. Therefore it is worth mentioning whenever behaviour comes up.

The power distance dimension can be defined as the extent to which less powerful members of a society accept and expect that power is distributed unequally. In large power distance cultures, everyone has his or her rightful place in a social hierarchy. The rightful place concept is important for understanding the role of homogeneous workforce within the organisation. In large power distance cultures, one's social status must be clear so that others can show proper respect and this style, one cultural workforce serve that purpose.

The contrast individualism/collectivism can be defined as people looking after themselves and their immediate family only versus people belonging to in-groups that look after them in exchange for loyalty. In individualistic cultures, one's identity is in the person. People are "I"-conscious, and self-actualization is important. Individualistic cultures are universalistic, assuming their values are valid for the whole world. Individualistic cultures are also low-context communication cultures with explicit verbal communication. In collectivistic cultures, people are "we"-conscious. Their identity is based on the social system to which they belong, and preserving harmony and avoiding loss of face are important. Collectivistic

cultures are high-context communication cultures, with an indirect style of communication. A profile of homogeneous workforce and behavioural with high power distance leaderships validates other cultures as inferior and irrelevance.

The masculinity/femininity dimension can be defined as follows: The dominant values in a masculine society are achievement and success; the dominant values in a feminine society are caring for others and quality of life. In masculine societies, performance and achievement are highly valued; and achievement must be demonstrated. In masculine cultures male and female roles are differentiated, whereas in feminine cultures roles overlap.

Uncertainty avoidance can be defined as the extent to which people feel threatened by uncertainty and ambiguity and try to avoid these situations. In cultures of strong uncertainty avoidance, there is a need for rules and formality to structure life. This translates into the search for truth and a belief in experts. People are less open to change and innovation than people of low uncertainty avoidance cultures.

Long- versus Short-Term Orientation is the extent to which a society exhibits a pragmatic future-oriented perspective rather than a conventional historic or short-term point of view. Values included in long-term orientation are perseverance, ordering relationships by status and observing this order, thrift, and having a sense of shame. The opposite is short-term orientation, which includes personal steadiness and stability, respect for tradition, and the pursuit of happiness rather than pursuit of peace of mind. Long-term orientation (LTO) implies investment in the future.

Different Context - Group Work and Effect

There are inconclusive reports and analysis whenever scholars and management scientist try to review the empirical evidence regarding the impact of labour diversity on productivity and studies on wage effects are exceedingly. Furthermore, research findings must often be interpreted with cautiousness because of methodological and data limitations implied. Only few papers examine how specific work environments influence the diversity – productivity relationship. This is problematic because the optimal degree of diversity is likely to depend on the characteristics of the production unit, for instance the knowledge-intensity and technological content of production or the size of the firm matters a lot and influence the research findings (Ilmakunnas Pekka and Ilmakunnas Seija 2011).

As a matter of fact, the relationship between labour diversity (heterogeneous workforce) and interaction of homogeneous workforce vis-à-vis productivity measurement matters a lot on education, age and gender of the workforce and including firm characteristics and organisational culture.

Different cultural context are multi-faceted and multi-dimensions and considers elements such as social similarity for interaction, communication and cohesion among the workforces. For instance, diversity in terms of age, education, or gender decreases social similarity and could hamper job satisfaction, communication, and firm performance. In contrast, social comparison theory posits that people evaluate and compare their opinions and

abilities with those of similar others, like individuals of the same age, education, or gender. More precisely, individuals may strive to outperform the members of their comparison group – leading to innovativeness and creativity in which organisations may tap into. This sort of attitude may lead to rivalry and conflict that could undermine organizational performance. In many cases, social similarities are beneficial and produce innovative solutions.

Productivity effects of workforce diversity may also differ in relation to the size of the firm and management style. In principle, workers are likely to be somewhat more reactive to the divergence of their close co-workers with whom they intermingle more frequently. As a result, the effects of diversity might be more noticeable in smaller firms in which all workers intermingle with each other more often than bigger organisations.

Generally, bigger organisations can manage diversity workforce while smaller firms may be less efficient regarding diversity management as their HR departments (if they exist) may typically screen workers less systematically during the hiring process, allocate workers to less optimal positions, face more difficulties to recruit diverse workers and devote fewer resources to diversity management. The possibilities to relocate workers inside the company in case of disputes are also likely to be more limited in smaller organizations.

The principle impact of the organisational interactions (homogeneous or heterogeneous workforce), the argument boils down to age, educational or gender diversity may impact firm innovativeness, creativity and productivity. On age related argument, many instances we supposed that younger workers learn faster because they have better cognitive and physical abilities. Conversely, age is positively correlated with job experience and knowledge about intrafirm structures, relevant markets, and networks. Younger workers tend to be more prone to technological advancement, enhancement and techno related processes and automations. These sets of skills are complementary in many production processes but mainly innovation space, so that age diversity may generate innovativeness, creativity and productivity gains for firms able to harness various age-specific skills. Even though age related diversity workforce is a critical innovation tools in today's business environment and at global stage, the impact of age diversity is also sensitive to firms working environment. It has notably been argued that the complementarity between younger and older workforce is higher in knowledge-intensive firms. Therefore a conflict may arise in which could affect innovation and productivity, especially in a smaller firm with fewer opportunities as compared to bigger firms who has able HRM tools and challenging jobs to manage such issues. The net effect on innovativeness and creativity is positive depends on whether the gains of age complementarities outweigh the costs that come with a more diverse workforce. We could argue that in a workforce where age is notably significant as a diverse workforce, the net cost would be higher and would impact innovativeness due to increase in communication and reduction of social cohesion within the group.

Educational diversity is the main value-add and value-creation capabilities a firm could have to innovate new things and be very productive. Education is the capability and act of acquiring new or modifying and reinforcing, existing knowledge, behaviours, skills, values and preferences and may involve synthesizing different types of information and knowledge-ability. Educational diversity enhances firm productivity if there is sufficient mutual learning and collaboration among workers with different educational backgrounds. The gains associated to educational diversity to achieve innovation are typically greater if the skills of different educational groups are both pertinent and complementary for the tasks performed within the firm and the organisational objectives. Arguably, the effect of educational diversity may also depend on work environments, group social behaviours, management style, leadership capabilities, organisation behaviours and other social factors.

Furtherance to potential impact is the potential relationship between gender diversity and firm innovative, creativity and productivity notably refer to concepts of group efficacy and identity. Social cognitive theory examines how the efficacy of a group, which is a group's belief in their conjoint capabilities to organize and execute the courses of action required to produce given levels of attainments affects its performance. So social scientist and authors such as Lee and Farh (2004) argue that mixed-gender groups can foster the impact of group efficacy on performance. The argument is that gender diversity is likely to increase the heterogeneity in the values, beliefs, and attitudes of the members of a group, which in turn may stimulate critical thinking and prevent the escalation of commitment; that is, inflated perception of group efficacy resulting in poor decision making. There is the other side of identity, which is (a person's sense of self) into an economic model of behaviour that exists between man and woman identity that influences economic outcomes. This is because there are prescribed behaviours and ideally physical characteristics that signify the expected behaviour. In many instances, as a result, women in male-dominated occupations might be exposed to strong hostility from and be discriminated against by their male counterparts and can have a negative impact on innovativeness and creativity, therefore affect firm performance, especially if men constitute a socially "dominant" group. The potential impact try to mull tasks and roles towards gender related. As for soft skill task related, women tends to be more in number as compared to macho task related where men tends to be in size.

Cluster of Skills Led Opportunities

The primary goals of cultural differences are economic benefits, which comes as a function of clustered skills within organizations that leads to innovativeness. As cultural diversity takes hold of organizational attitude, this is enabling long-term creativity and innovation driving approach due to intermingling diversity workforce. But economic theory suggests that the effects of diversity on business performance and innovativeness are ambiguous. First, culturally diverse leadership teams may be better at generating new ideas or solving problems, particularly in

knowledge intensive environments but diverse organizations may face higher communication costs and lower trust, hindering innovation if not managed properly by the management and setup as organizational culture.

Just as cultural norms may shift due to many factors such as organization structures, functions, operations and team interactions, perhaps better known as “organizational culture”, motivational values also shift, such that team members develop a shared set of motivational values that guide their work as a team. Like “work culture” in a multicultural organization, such team cultures are emergent and situated— they are activated and salient when one is working in one’s team (Brannen & Salk, 2000; Leung, Bhagat, Buchan, Erez, & Gibson, 2005).

All of this implies that innovativeness and creativity are more important now than ever before. This is because they are very useful and effective responses to evolutionary changes. In addition to what may be its most obvious function, namely as part of the problem solving process, competitive and comparative advantages multiplied into the organizational culture through the skill-set of flexibility and some sort of clustering – through hiring and engaging diversity workforce, clusters of skills-led-opportunities are formed.

The charisma of innovation and creativity is a syndrome and complexity and flexibility is an important part of it. The flexibility of creative persons is what gives them the capacity to cope with the advances, opportunities, technologies and changes that are a part of our current day-to-day lives.

Homogeneous Workforce

Homogeneous is a Medieval Latin words used to describe ‘same’ that’s goes into things like atoms, populations and galaxies. Sociological perspective describes homogeneity as a group of population with the

same cultural characteristics, behaviour pattern, elements, principles and particularities.

Same cultural values are defined as guiding principles that are shared by a recognizable social group and that define what is desirable and important in life (Kluckhohn & Strodtbeck, 1961; Schwartz, 1992, 1994), in other words, homogenous culture. According to Bardi & Schwartz, 2003; Rokeach, 1973, human tenets are motivational in nature and express what is important to us. Decades of research demonstrate that national cultures vary according to the guiding principles that are motivating in nature and life. Schneider, S. C. & Barsoux, J L. (2003) argue that many managers are ready to accept that national cultures may influence the way people relate to each other or the “soft stuff”, they are less convinced that it can really affect the nuts and bolts of organization: structure, systems and processes. What matters are individual values that define what end-states are important to us and motivate us to act in a goal directed manner, and basically a value consensus of homogeneity. This motivation can be called same culture, which could be defined as “a shared system of meaning” (Hoecklin, L. 1997). Culture dictates what we pay attention to, guides how we perceive the world, how the self is experienced and how life itself is organized. Individuals of a group share patterns that enable them to see the same things in the same way and this holds them together. As a matter of facts, each individual in the group carries within them learned ways of finding meaning in their experiences, leading to what is perceived as ‘homogeneity’.

Author and scholar Geert Hofstede describes culture as the ‘collective programming of the mind’ and explains that it is structured between human nature on one side and individual personality on the other (Hofstede, 1991). The notion of inter-relationship between personality and social context are elaborated in the figure 1.

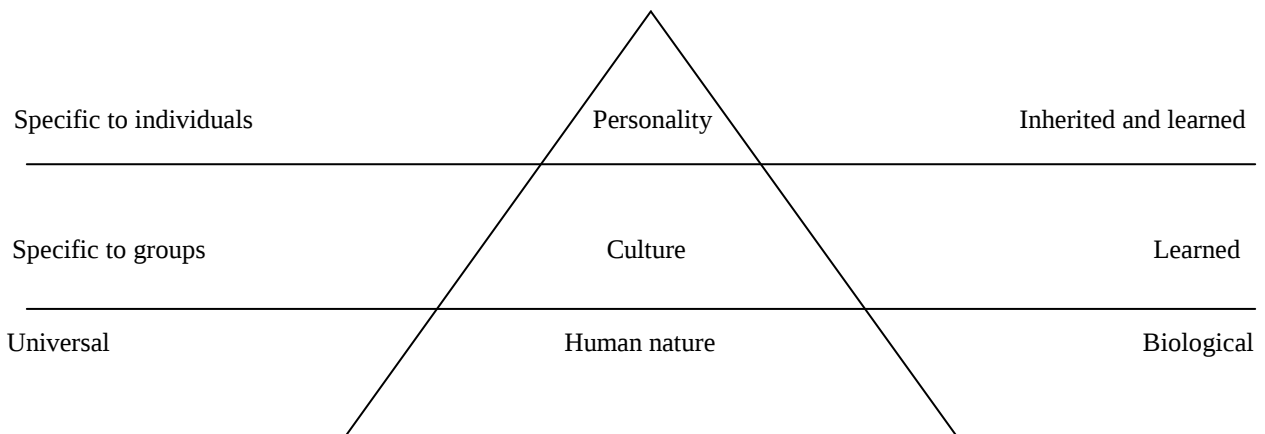


Fig. 1. An illustration of human mental programming by Hofstede, 1991: three levels of human mental programming

As individuals act as a collective programming attitude, so they become same, primarily transcend into a homogeneous culture. A homogeneous group or workforce is a configuration of same group, society and workforce with no or little ethnic or racial diversity. The same group or workforce share same value consensus. There are many benefits of value consensus, defined by

agreement on the importance of values, including increased cooperation, stability, coordination, and goal achievement. According to Gibson & Earley, 2002; McGrath, Berdahl, & Arrow, 1995, equally, teams with shared values benefit from less conflict and a stronger group identity and improved team performance.

Benefits of value consensus could be explained briefly in an animal kingdom as to why do animals live in groups and help each other to hunt a major competitor?

Collective hunting is a common form of animal cooperation which appears with different levels of complexity, ranging from being at the same place at the same time to cooperation in complementary actions with role differentiation. The cooperation of multiple hunters presumably sometimes allows them to successfully capture prey that none of them would be able to capture on their own; this is the benefit of cooperation. On the other hand, those hunting together have to share their spoils; this is the cost of cooperation. Thus, there is a nonlinear relationship between the individual portion of food available after the hunt and the number of individuals participating in the hunt. The trade-offs that are involved here are not the only challenges in explaining hunting cooperation. In fact, uncertainty surrounds the advantage of cooperation (the benefit-to-cost ratio) when hunting in group is of a different topic outside the scope of the research work rather the benefit of value consensus is our main focus.

As organisations are born and start to live up to their expectations, there comes the interaction of different kinds of expansions, of different geographies, countries, including different groups of workforce with different personalities and cultures – leading to emergency of cultural duplicability or heterogeneity. The cultural inter-link of the organisation, society and individual are shown in the figure 2.

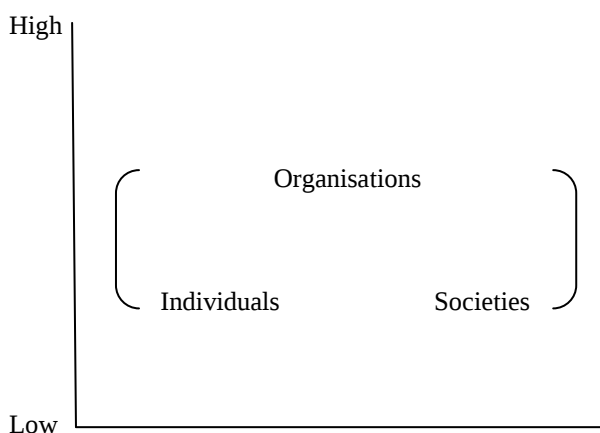


Fig. 2. An overview of organization cultural duplication method: Change capability by Evans, Doz, and Laurent, eds., 1989

Heterogeneous Workforce

Societal changes and organizational demands driving by globalization and competitions amongst other factors create difficulty in having a homogeneous workforce. Today's labour force is becoming more and more heterogeneous: aging, migration, women's increased labour participation, and technological change are key drivers of this phenomenon. Moreover, in many countries companies are under legislative pressure to diversify their workforce either through quotas or affirmative action. Workforce diversity has thus become an essential business concern. Firms have to manage diversity both internally (i.e., among management and staff) and

externally (i.e., by addressing the needs of diverse customers, suppliers, or contractors).

As accordingly, heterogeneity compose of different cultural background – mainly having different cultural backgrounds and motivational values tend to vary by national culture for example, with Eastern nations endorsing more collectivism and Western nations endorsing more individualism (Hofstede, 1980; Schwartz, 1992).

As a result of these structural changes, an increasing number of firms employ a “diversity manager” whose task is to ensure that diversity does not hamper productivity but may contribute to attaining the firm's objectives. From the workers' point of view, labour diversity may also generate benefits or losses. The latter may be the result of a more (or less) enjoyable working environment, but may also derive from a higher (or lower) wage. According to competitive labour market theory, workers are paid at their marginal revenue products. Hence, if labour diversity affects productivity, it may also influence workers' earnings.

Heterogeneous workforce is simply a mix of diverse individuals. As diverse group, individuals of the group have already in-born different cultural orientation. Diversity could be in form of the followings:

gender, age, ethnic origin, physical abilities, educational qualifications, practical skills level, educational background, sexual orientation, religious beliefs, work experience, physical characteristics, upbringing as a child, geographic location, family circumstances, income source, language(s) spoken, physical appearance, personality, learning ability, ancestry and accent.

Organisational Culture and its Impact in Innovation

The culture of organisation is often likened to the personality of individual (Mullins, L. J. (2010). The author argued that organisational culture is a general concept with many different meanings and it is difficult to define or explain precisely but his words, organisational culture means “how things are done around here”. Organisational culture reflects the underlying assumptions about the way work is performed, what is acceptable and not acceptable, and what behaviour and actions are encouraged and discouraged.

Generally, organisational culture is the collection of traditions, values, policies, beliefs and attitudes that constitute a pervasive context for everything we do and think in an organisation (Mullins, L. J., 2010).

Culture as we know is a powerful influence and when linked to the overall business aims, coupled with an espoused commitment from senior leaders, offers a powerful organisational resource. That's why organisational culture enshrined certain doctrines in terms of guiding principles that include being mission-driven, result-oriented, improvement-directed, relationship-centred and participation-base. Therefore, understanding the organisational culture is very important and one of the practice leadership functions, basically a system of management authority and or ‘culture’. Mullins, L. J. presented 3 levels of organisational culture in figure 3.

Level 1: Artefacts: the most visible level if culture is artefacts and creations – the constructed physical and social enviroment such as physical space and layout, the technological output, written and spoken langauge and the overt behaviour of group members.

Level 2: Espoused values: cultural learning reflects someones original values. Solutions about how to deal with a new task, issue or problem are based on convictions of reality. If the solution works, the value can transform into a belief. Values and beliefs become part of the conceptual process by which group members justify actions and behaviour.

Level 3: Basic underlying assumptions: when a solution to a problem works repeatly it comes to be a taken for granted. Basic assumptions are unconsciously held learned responses. They are implicit assumptions that actually guide behaviour and determine how group members percieve, think and feel about things.

Fig. 3. A presentation of levels of organizational culture by Mullins, L. J. 2010

This is because if the organisational culture is accepted by employees, then the cultural values become the power and the authority of the management, that is, the guiding principles. The employees identify themselves with the organisational values, they internalise the values and get motivated to achieve the objectives of the organisation. This process is known as system of management authority.

Mullins also highlighted different types of organizational culture – power culture, role culture, task culture and person culture. These different types of organizational cultures puts emphasized on the followings:

Power culture: concentrated of central power sources with ray of influence from the central figure throughout the organization – leading to power held by few selected individuals.

Role culture: often stereotyped as bureaucracy and works by logic and rationality – leading to position power.

Task culture: related to job-oriented or project-oriented – leading to expert power.

Person culture: where an individual is the central focus and structure exists to serve the individuals within it – leading to personal power.

The development of organizational culture lies in historical elements of the owners, primary function and technologies, strategies and size of the organization, including location and management and leadership styles. These elements forms what could be called “cultural web” of the organization and could have positive and negative impact in its cultural diversity, to creativity and innovativeness.

Another author, Johnson, G. et al (2008) took the organizational culture as Mullins presented. Gerry Johnson presented that culture of an organization consist of four layers presented in figure 4.

- | | | |
|--|------------|---------------|
| 1. Values | 2. Beliefs | 3. Behaviours |
| 4. Paradigm (or taken-for-granted assumptions) | | |

Fig. 4. An overview of the four factor groups of organizational culture by Johnson, G. et al, 2008

Values according to Gerry Johnson may be easy to identify in an organization and are often written down as statements about an organization’s mission, objectives or strategies. These statements could sometimes be very vague such as ‘service to the community’ and or ‘honouring equal employment opportunities’.

Beliefs are more specific, however could be interpreted in various forms but in both values and beliefs lies mainly on collective culture rather than individual culture.

Behaviours are a day-to-day way in which operations and activities are managed in an organisation both from inside and outside environments.

Take-for-granted assumptions are quite main frame of organisational life stream, but many people find it very difficult to identify and explain. Because of its complexities but its intrigues within the organisational life, it is referred to as ‘paradigm’. Gerry Johnson presented paradigm as the set of assumptions held in common and taken for granted in an organisation.

In seeking to understand the relationship between culture, organisation and the individuals that work for the organisation, there comes the organisational ‘cultural web’ which both authors, Mullins and Gerry Johnson presented in their respective books. According to Gerry Johnson, cultural web shows the behavioural, physical and symbolic manifestations of a culture that inform and are informed by the taken-for-granted assumptions or paradigm of an organisation. At its most basic this might be assumptions about what the organisation is there to do, or the reasons for its success historically. As culture can be also ‘artefacts’ of the organisation - such as organisational routines, systems and structures. However, these are likely to be taken for granted as the ‘way things are done here’ paradigm. Figure 5 presented the cultural web of an organisation in the context of individual.



Fig. 5. Presentation of the cultural web of an organization by Johnson, G., Scholes, K., and Whittington, R., 2008

The paradigm is the set of assumptions about the organisation which is held in common and taken for granted in the organisation.

The routine ways, in which members of the organisation behave towards each other, and that, linked different parts of the organisation. These are the "way we do things around here" which at their best lubricate the working of the organisation, and may provide a distinctive and beneficial organisational competency. However they can also represent a taken-for-granted-ness about how things should happen which is extremely difficult to change and highly protective of core assumptions in the paradigm.

The rituals of organisational life, such as training programmes, promotion and assessment point to what is important in the organisation, reinforce "the way we do things around here" and signal what is especially valued.

The stories told by members of the organisation to each other, to outsiders, to new recruits and so on, embed the present in its organisational history and flag up important events and personalities, as well as mavericks that "deviate from the norm".

Other symbolic aspects of organisations such as logos, offices, cars and titles; or the type of language and terminology commonly used: these symbols become a short-hand representation of the nature of the organisation.

Organizational Cultural Web Impact of Diversity Workforce

It is necessary to understand the conceptual basis of the cultural web and its links to strategy development within the organisation. This is because culture impacts most aspects of organisational life, such as how decisions are made, who makes them, who hires and whom to be hired, how rewards are distributed, who is promoted, how people are treated, how the organisation responds to its environments, and so on. The covert set of organisational culture can be quite dysfunctional and also costly. This is because organisational culture – the assumptions, beliefs, values and norms that drive 'the way we do things here', is the largest and most controlling of the systems because it affects not only overt organisational behaviour but also the covert, that is the shadow-side behaviour adopted as the culture of the organisation and as the social system. Culture tells what kind and sort of politics are allowed and just how members of an organisation are allowed to the political game.

As diversity focus on the multiplicity of differences among people – on the variety of people as heterogeneous groupings, while individual differences are the basis of diversity. In some what elements of cultural map on the front line of 'power structures' mapping could impact diversity within the organisation. Most cases the top management where the whole decisions are made could believe in expert from a single race, gender, nationality, and so, there hiring could be considered normal within that considered race, gender, nationality, and so. This kind of culture could practically impact the climate in which men and women, people of different ethnicities (in case the organisation have any or small in proportion) and so on conduct their work-based interactions.

According to Hill L. A. (2000), the creative and innovative process demands a mix of diverse individuals. The organisational culture of treatment of diversity culture as individual culture rather than collective culture that favour the most powerful culture of the organisation are mainly set up by the top management.

Conclusions

Innovation is main purpose of organizational creation and signifies the ability of the organization to utilize disposable resources and new technologies available. In essence, deployment of new technology presents complex opportunities and challenges of organizations, leading to managerial approach and emergency of new organizational forms. Organizational and technological innovations are intertwined; prompting Schumpeter (1950) to describe organizational changes, together with new products, processes and new market as factors of "creative destruction." However, to be creative and innovative needs inclusive approach and methodology that leads organization to be heterogeneous in workforce. Because of the approach, the paper would examine what drives what, in the sense that does it mean that different interaction of cultures are provoking creativity and innovativeness or organizational tendencies.

At the end, the paper would like to show what the driving forces are and make its recommendations to firms and organizations going forward.

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Kenneth Agu – a PhD final year student in Business Administration and Management at Szent Istvan University, Hungary. He has an MBA degree with specialisation on finance and project management from Webster University, Vienna, organised at Szent Istvan University, Godollo, Hungary, Master degree with specialisation on financial controlling and corporate governance and BA degree on finance and accounting from Oxford Brookes University, UK. Kenneth works at CITCO Bank, Luxembourg as Depositary Oversight Supervisor. Tel.: 00 352 621 594 593 - keagu@citco.com

Mária Fekete-Farkas, PhD, Habil, Professor, Szent István University, Faculty of Economic and Social Sciences, Institute of Economics, Law and Methodology, Field of scientific research: sustainable development, valuation and management of production factors, focusing on natural resources, H-2100 Gödöllő, Páter Károly u. 1, Hungary, Tel.: +36-20-970-4987; Fax: +36-28-522-912, e-mail: Farkasne.Fekete.Maria@gtk.szie.hu

