**Organizational Culture And Innovation**

**Introduction**

Organization is a term that can be used to generally describe the way in which an organization does things in an effort towards achieving its goals and missions. There are quite a number of underlying issues on organizational culture, making it the key avenue towards the success of the organization. Thus, the level of satisfaction that is impacted by the end result of the process, also known as the failure or success, is what determines the general view of the organization, while also enabling it to gauge and estimate its ability to accelerate to a greater level. Hence, it has to be an embedded idea that positive culture and activities of the organization. These vary from a variety of organizational structure with regards to the levels of stratification in the ranks to the expectations on the part of staff and workers of the company in terms of personal or collective conduct. Besides, it is inclined to the organization’s human resource and the way in which it is organized such that it operates in line with the available goals and objectives of the company. The culture also involves the internal, external and interpersonal dealing that relate to the organization and quality of equipment required for the efficient accomplishment of the tasks and responsibilities (Hage 34).

Considering that companies are made up of people from various backgrounds, cultures, genders, characters and professional affiliations, it is ideal that coordination and harmony is established in work in order to produce a unified workforce that daily strives to work towards a common goal of achieving the objectives and missions of the company in the area where it operates. As a result of this, it goes without saying that the influence of the management or leadership is mentioned just like organizational culture. This implies that in any organization, it is often common to find groups of people working in various departments of the company. These factions of the organization are supposed to abide by certain guidelines, policies and examples that are aimed at motivating them and also showing them the direction towards achieving the required goals. Therefore, it is the responsibility of leadership to not only influence the ways of operations in the company, but also create a platform for the development and advancement of the organization.

The dynamics of the business world with regards to technology, communication and machinery require a great deal flexibility and versatility on the part of an organization so as to deliver the desired success. This is attributed to the fact that as time advances the threshold of competition and requirements for survival in the troubled waters of business increases and requires sophisticated avenues. This only implies that an organization whose target is not only to survive but also advance and place itself at a strategic position will require huge investment in the field of innovation and creativity. This is because, whether in the human or machinery resource, creativity and innovation remain a key requirement in the process of the daily business and relation transactions or interactions.

This paper seeks to look into the interlinking and interrelatedness of organizational culture, organizational leadership and innovation (Zell 76).

**THE NATURE OF ORGANIZATIONAL CULTURE**

Also called corporate culture, organizational culture or company culture refers to the core values and the psychological environments of the organization that impact its overall behavior and performance. It also involves the long-term experience with dealings and transactions and can be uniquely attributed to a trail of historical features and progressive changes. It entails the expectations of all stakeholders and the common values that put the organization forward as a unit working towards ensuring the achievement of the defined goals and missions of the company. Therefore, the organizational culture goes a long way in influencing the attitudes, beliefs, customs and the way in which the workers and staff members as well as clients and customers view the company, and consequently has an impact in the progress and prowess of shares of the organization in the market (Hage 56).

There are various ways through which the impacts of culture can be observed or substantiated. Foremost, it should be noted that the culture is what will always form part of the daily operations and activities of the organization (Hage 67). The fundamentals are what determine the way in which the internal and external environment of the working processes of the organization is based. The labor force in the organizational structure plays a critical role in the development of the company from the beginning of idea generation, production of product or service to the actual relation with the outside world. The company culture remains constant even with transfers, new employment and the retirement of staff. Therefore, it is important that it should be instilled in both the old employees as well as new employees in the company. It is from this argument that it should be noted that culture and human resource in the company are interconnected entities in the effort to determine the direction of the company and the related result (Yin 345). A good human resource culture will be critical in filling new workers in on the ways on how the company is run. Besides, it will also strive to understand the diversity of people with regards to needs and personal aims and goals as well as motivational aspects. This will not only translate into good personal development and experience in the company but also make sure that the workforce is committed and operates with motivation in order to drive forward, the goals of the organization.

The organizational culture will also impact the way in which it conducts its transactions. In every company, there are various policies and directives that impact the way in which customers are treated in the process of obtaining services and buying. This is a role played by the user-end staff that handles clients directly. Several organizations use the culture of putting the needs of customers first and that a customer is always right in any regard or the decisions that are made are implemented with client satisfaction as the primary determining factor of the implementation process. Besides, the nature of dealing with other companies, businesses and organizations is also significantly dependent on the organizational culture. Some of the core values of organizations are pegged on the legal and ethical issues that are related to business dealings. Therefore, it is the aim of various organizations who wish to be successful without any kind of distractions in their way, to create a culture of engaging in legal and lawful transactions, depict ethical behavior as well as take part in respectful treatment of employees and other businesses or organizations (Zell, 14).

Apart from the above, the values, missions, visions and goals are part of the culture that is required for the progression of the company. With a progressive strategy, the organization will ensure that these values are instilled in every employee’s daily practices at work. This is made sure by the very element of the organization culture that can guarantee training and interaction forums for sharing and appraisals towards harmonious working and operations in the company. The culture and practice of organizing for orientation programs for new staff members, continuous appraisal forums and the processes that ignite discussions and airing of personal and departmental views to impact key decision making procedure. The quality of products and impression that they create on the intended market is also a significant factor or parameter for evaluating the culture of an organization and its system of production. It is through the integration of innovation, technology, machinery and expertise at all stages of production that the ideal desired quality of the product is obtained (Schein 123).

**Organizational Culture, Leadership and Innovation**

Innovation has been widely described as the process of using creativity and versatility in the effort to create a competitive edge or bring about the desired results. As it is said, necessity is the mother of inventions. This implies that an organization must be able to precisely identify the need for the improvement of existing situation or rectification of obsolete or undesired processes or methods. Through innovation, a company can maintain a solid standing with other competitors in a similar or different field of business and operations by having unique processes and quality products that are outstanding from the others in the market. It is also critical to note that the aspect of innovation in the organization is capable of impacting efficiency in the operations of the company (Poole et al, 92). This is an implication that incase there is a task to be accomplished, the innovative strategies employed by the organization plays a crucial role in making sure that it is pursued to the end as well as possible and with the greatest accuracy that can possibly be achieved. Efficiency in the workplace entails among others, the ability to deliver goods and services or products at the required time, the capability of the organization in organizing itself in a way that there is smooth flow and congruence in the working process as well as the ability to stay above the rest in terms of customer satisfaction. Quality and productivity are also elements of an innovative organization that are achieved through a process and structure that is well organized. When an organization has technological innovation, it can achieve good productivity and quality products that can impact a significant market share and enhance competitiveness, giving it a competitive advantage (Malunga 15).

Culture and common practices in the company, hence, have crucial impacts on the innovativeness in the entire organization and its structure. It is widely known that innovation has three pillars that support it in the company. One is the need for the innovation that brings about necessity for the creation of new ideas and brainstorming on improvements that should be effected. Competency and technology is also a need for the innovation in an organization. In every organization that has a proper structure of competent staff and workers combined with the required technology, can find itself on the successful end (Yin, 189). Besides, finance is also another key factor in the process of implementing innovative ideas and policies in the company. Therefore, it is important that the subordinate staff and the leadership in the organization engage in a process that encourages innovation. In the human resource department, it is required that the leadership undertakes practices of culture that facilitate the proposition, planning and implementation of the outlined innovative forums in all the aspects of the organization. This is achieved through the inclusion of all, subordinates and management team in the process of decision making as a way of encouraging creativity and expression of ideas as well as inclusion of all in implementing the goals and aims in the company (Zell, 46).

Furthermore, innovation requires finances in order to be put to practice. For an idea to move all the way from the innovative idea, incubation and finally the implementation stage, sufficient financial attention is needed to realize it. The ability of a company to always part with part of the budget for innovation, creativity and research is a significant element of positive organizational culture and the priorities of the leadership that determines the level at which the organization is involved in the process of innovation. Thus, the leadership plays a critical role in the achievement of manufacturer innovation, end-user innovation, impact the dynamics of the culture and foster versatility in the company by, itself, being actively innovative in the formulation of policies (Yin 97).

As discussed earlier, culture describes certain norm and beliefs that control the behavior of individuals in an organization. In most cases, the organizational culture brings people together since individuals are required to live and act in accordance with the existing cultural practices. Because of the fact that culture entails the daily operations in the organization, it has a significant impact on various measures that are adopted in the company. The changes to be adopted within the organization can either be negatively or positively impacted. Culture involves various aspects in the operations of the company ranging from the management to simple tasks that are conducted by the lowest employees. The leadership of an organization forms a core component of the enterprise’s beliefs. In many occasions, the leadership determines various adoptions to be implemented in the organization based on the decisions by the organizations’ top management. Power plays a crucial role in the leadership of the company. The organizational culture always defines the structures of leadership to be effected in the organization. Centralization of power ensures that power is within the hands of a few elites. These handful elites are solely involved in the decisions made in the organization without the inclusion of other staff members. This kind of leadership structure in the organization greatly impacts the realization of change in the company. If it happens that retrogressive individuals are monopolizing power in the company, it will be quite difficult to realize innovation. Based on the desire for maintaining the status quo and limiting expenditures, the few elites will be opposed to innovations because of the huge funds that are required. Besides, they will also oppose the achievement of change in the leadership structures, thereby influencing minimal transformations in the various sectors.



On the other hand, if the organizational culture supports decentralization of power, individuals in the organization will be involved in various trivial issues in the governance of the organization. This will impact the incorporation of various ideas into the company’s operations. This ensures the inclusion of innovative ideas in the running of the organization (Mylonas, Aliisa, Jill Harvey & Jacky 309). Besides, the involvement of individuals in society will ensure the easy adoption of changes in the company since it will get massive support. This is attributed to several ideas that enable the company to reflect the desires of the majority. However, the process of implementing changes in the case of decentralized leadership is often faced with various oppositions. This is mainly attributed to the lack of involvement of those in charge of the implementation of the adopted changes. The leadership in the organization also has an influence on the expenditure incurred in various operations. The process of realization of changes in the organization especially innovative changes requires huge expenditures in order to be adopted affectively. Therefore, leadership should ensure that there is proper management of finances for the desired changes to be adopted. Monopoly is always linked to the mismanagement of the funds for the organization for personal interests. This is basically results from the absolute power in the hands of a few elites. In this type of leadership, there are chances that the realization of innovative changes will be quite minimal due to poor management of funds. However, in the case of a decentralized system, there will be proper governance since constant auditing of accounts is done. Because of this, there will be availability of resources required for innovative changes.

The culture of an organization often describes the actions to be adopted for the achievement of motivation of individuals in the company. Motivation is critical in influencing the behaviors of people within a given set up. When people are motivated in their work, their actions will be favorable thereby ensuring the realization of the desired results (Leary 90). Various cultures often take diverse forms of motivation. Some of the measures that can be taken towards the achievement of motivation include training, promotional opportunities, increased remuneration among others. Training will have a great impact on innovative changes to be adopted. Technological advancement in an organization usually requires certain levels of skills in order to work. Sophisticated technologies will require that individuals are trained for effective and efficient operations of the machines. Training programs will thus, play an important role in the implementation of the adopted technological changes. If it occurs that individuals do not have the required expertise, great challenges will be experienced in the adoptions that may end up compromising the operations of the technologies. Besides, if the employees are motivated in their activities, they will easily be able to support positive changes in the organization. This is contrary to what can be achieved if the people are demoralized in their activities. Demoralized workers will always oppose changes in the organizational changes that are desirable. Opportunities for promotions will impact changes in various positions after some time (Scott & Tim 108). Changes in leadership will also be influenced by the introduction of new ideas that can either undermine or support the transformation. If it happens that promotions are awarded with favoritism, there will be great opposition to most of the proposed changes for adoption.

Rules are an integral part of the organizational culture. Basically, rules in the organization acts as a guideline to various actions taken within the organization. In some instances, people who act in ways that are contrary to the governing laws are always subjected to certain consequences. This is an ideal example of the way in which rules and regulations forma central part of the organizational culture. Some organizations’ regulations outline the definite procedures to be undertaken in the operations of the company. Therefore, those who belong to the organization are obliged to act in accordance with these guidelines. These definite procedures have often been viewed as key barriers in the adoption of the required changes. Some procedures often advocate for the implementation of outdated machines that do not give room for the adoption of the changes. Besides, the definite guidelines in the organization will limit the individuals from adopting innovative ideas in their activities. Instead, individuals will stick to the already designed procedures. The communication channels in an organization is regulated by the existing rules, in the event of monopoly of power, individuals who work in the low ranks cannot freely communicate with the management. This hinders certain innovative ideas from being incorporated into the company. On the contrary, in a working environment where there is free manifestation of communication, ideas are passed vertically and horizontally. This ensures the implementation of favorable changes in the organization’s operations (Stanford & Naomi 209).

Some companies are controlled by the traditions of the society. Tradition is defined as common practices that have existed in the company for a considerable duration of time and influences the operations therein. Tradition significantly impacts the process of realizing change. In most occasions, tradition always prevents the realization of change in various sectors of the company. Initially, tradition of some organizations often outlines the definite procedures to be adhered to in the process of recruitment. If the recruitment procedures are fixed, minimal changes will be experienced in the company since individuals will often stick to their responsibilities. Traditions that propose internal recruitment of employees from the organization will hinder the adoption of new ideas in the management of the company, thereby preventing the implementation of innovative changes. In the same way, the tradition of gender inequality in the organization has great impacts on the actions of employees. In many cases, the actions of women are disregarded in some activities because of the nature of tasks. This has resulted into the sidelining of innovative ideas generated by the women. The results are always retrogressive forms of operations that are not supportive of innovation and changes in the structures of leadership. Besides, conflicts will be witnessed in the event of adverse gender disparity. This will significantly jeopardize the quest for the realization of innovation in the organization.

Production companies often have certain objectives that they strive to achieve within a specified duration of time. Objectives can either be short term and long term based on the nature of the operations of the organization. Companies will create mission statements that will help in the achievement of the long term objectives. However, in an effort to attain these goals, the industry of operations will greatly impact the undertaken actions. Competition is a common occurrence among production firms (Scott & Tim 100). Based on the need to ensure a favorable position in the industry, organizations have come up with a culture of competition in their operations. The element of competition has also impacted certain behaviors of employees since they are expected to meet certain standards in their activities. Because of the competition in the market and the industry, management has opted to outsourcing personnel with the required expertise in order to achieve effectiveness in the roles of the company. It should be noted that the culture of competition has resulted into technological advancement aimed at improving the effectiveness and efficiency in the processes of production. Changes realized in the production companies are mainly geared towards enhancing the quality of output. Besides, innovative changes are often adopted in order to meet the shifting demands of the market. Customers prefer innovative products, thereby compelling production firms to constantly design their products innovatively so as to attain organizational competitive culture besides meeting the market demands (Stanford 102). The adoption of innovative measures frequently results into effectiveness in the organization because of the enhanced expertise and new ideas. The structures of operations are in some cases altered for the achievement of the desired activities of the new adoptions.

The set up of an organization always entails various groups of people from different ethnic backgrounds. In some cases, firms often consider diversity in the procedures of hiring. Diversity in the organization has significantly influenced the actions of individuals as well as their actions ion relations to responsibilities. People from the same ethnic group have the tendency of associating together. This has impacted certain social evils in the organization like the adoption of favorable changes in the organization. Favoritism is commonly portrayed as a result of the ethnic inclinations. If the individuals involved in the management show these malpractices, there will be inefficiency in the company because of the resistance to effective personnel changes. Appointments will be conducted based on ethnic inclinations, thereby barring individuals with the desired qualifications from the minority groups the chance of taking part in critical issues of the organization. Besides, corruption will be enhanced in the company owing to the ethnic constitution in the organization. This will hinder the use of resources for adopting innovative technologies in the firm. As a result, ethnic groupings in the organization will impact the formation of informal groups within the company. Informal groups significantly impact the activities of the company. Such groups will be formed in accordance with social classes in the firm. Lack of unity in the company will be portrayed because of the social groupings, which will prevent positive developments. In the event of differences in the organization, massive oppositions of various procedures of the organization will be pronounced that will thereby prevent effective transformation in the company.

**Strategies and Actions for enhancing appropriate culture in organizations**

The cultures of various organizations have an impact and are also influenced by the strategic context of the firms. Besides, organizational culture impacts the various steps of the strategic process of management, from environmental analysis and goal setting to the formulation, implementation and control of strategy. The strategies are adopted by organizations in order to influence culture. Each strategy has a unique configuration of structure, management systems and organizational processes that it imposes on a company. Thus, as a leader of an organization, there are various strategies and actions that would require to be initiated for the achievement of an appropriate culture (Cameron and Robert 11).

To begin with, organization leaders should adopt transformational initiatives that are related to what matters most or what is of great importance in the organizations if an appropriate culture is to be realized. In the past, leaders have ensured the continuous quality improvement in their various organizations. However, this in itself cannot be an end. This is implies that it should be tied or connected to the goals of the company in order to achieve an appropriate culture. For example, the goals of an organization can include academic excellence, increasing the level of success, reducing bureaucracy or increasing satisfaction of the stakeholders. One of the ways through which leaders can portray their adoption of change initiatives is bringing forth innovation and improvement strategies that are useful in the implementation of strategic plans for their firms. It should be noted that stakeholders in various organizations consider improvement and innovations as avenues for elevating an organization from where it is to where it desires to be. Therefore, serious leaders who are focused on the success of their companies should first make sure that the appropriate organizational culture is in place. As highlighted earlier, implementation of change initiatives that are related to what matters most in organizations is the first step to meeting the desired organizational culture (Daft 381).

Appropriate organizational culture has been noted to improve performance in various firms across the globe. Thus, the leaders should strive towards designing their organizations perfectly in order to reinstate them. Organizations that are perfectly designed have been able to motivate their workers and other stakeholders in organizations, thereby impacting an appropriate culture among all the existing individuals and the eventual achievement of the desired results. On normal occasions, if one wants to alter the results, he or she has to change the normal system and embrace a new one. Leaders should look at the things that are valued, rewarded and recognized by the company. It is important to note that tinkering at the edges of the systems in firms without focusing on the crucial process for recruitment, evaluation of performance, promotion and rewards will neither impact any significant change nor appropriate culture. Leaders should change their systems through the perfect design of their organizations in order to achieve appropriate cultures (Mahr 5).

Appropriate organizational culture in organizations can be promoted by fostering proper planning and staffing practices. This role is played by leaders or management of the organizations. Employees should also integrate skills and attitudes that will assist in the reinstatement of appropriate cultures. The composition of staffing and required skills and attitudes are varied based on the conducted managerial activities, on the area of operation, and the particular position held by an individual. Past entrepreneurial experience and scientific experience appear to be of importance for some leading positions in organizations and they impact organizational culture in one way or another. The staff composition and the required employee skills in organizations are greatly based on the area of operation. That is an implication that working teams making seed investments require employees with great entrepreneurial skills. The workers must be able to work closely with entrepreneurs in the external ventures, help them in developing visions and advocate them within the company. This would ensure that the organizational culture is achieved. Consequently, leaders should hire people with analytical skills (Mahr 5).

Organizational leaders can also facilitate appropriate organizational culture through the adoption of appraisal practices and reward systems in their various firms. Performance appraisal practices and reward systems can offer strong incentives for an entrepreneurial mindset and behavior. Performance appraisal is results-oriented and designed across various organizations in the world. Performance related compensation on the other hand, plays a critical role making sure that there is an appropriate organizational culture. Reward systems represent an important incentive for entrepreneurial thought and behavior among workers in the organization. These systems enable people to directly invest in the internal start-ups and to benefit from the financial results. Eventually, appropriate organizational culture is ensured in the firms.

For the leaders of organizations, the most ideal way of promoting appropriate organizational culture that should be put into consideration is the provision of ownership in the companies. This can be conducted by setting goals and providing all the employees in the organization with ownership of the organization’s goals. The effective setting of goals can be done on a monthly, quarterly or annual basis. This can occur either at individual or organization levels. Provided that leaders emphasize on ownership, the roles of every individual and teams will have been met. At the end, the overall goals and visions of various companies will have been attained, thereby enhancing appropriate organizational culture.

Quality is the business of all stakeholders in various firms. In the past and even today, quality still determines the success of various organizations across the world. It is evident that successful organizations across the globe like the international NGOs focus on the delivery of quality services to their clients. Organizational leadership should champion and support initiatives that advocate for change in institutions. Leaders need to invest their time and resources, and use the powers they have at their disposal for the reinforcement of the desired behavior and organizational culture (Jockenhofer 23). There have been attempts to instill appropriate culture in organizations. However, the efforts have in the past not been able to get support from the top management and depend on the good will of front line employees to do the right thing since it is the right option. In order to deliver quality services that are destined to appropriate organizational culture, individuals should be accorded proper education, training and the required tools to use in the facilitation of change. This should be a policy in organizations where people know what works, and there are opportunities for improvement and should have input. Therefore, it is important to note that organizations should apply fiscal, physical, and human resources to offer consumers with services or products that will meet their needs. If quality is the first factor to be considered by organizations, all the stakeholders will be motivated and there will be automatic adoption of appropriate culture.

Besides, in order for the leaders to ensure that the appropriate culture is adopted in their firms, one of the most ideal approaches for them is being responsible and flexible. With this, they will be leading from the front and the other stakeholders will not have an option but to follow their examples. Besides, the leaders also need to make sure that they have in their plans, change initiatives that must consider and respect the tradition and history of the organization. Various organizations across the globe are complex and diverse, and it is important to understand the cultures of their organizations. For instance, the UN is among the famous organizations that have been successful and this is because it adopted the appropriate culture in the process of its inception. This appropriate culture has played a critical role in driving the organization towards success and achievement of its objectives. According to research, there are various models and vocabularies that are influential in the process of implementing change in the organization. Leaders can apply common language and common models to help in the establishment of appropriate culture. Besides, there are tools that should be adopted by organizations in order to use the appropriate methods in achieving desirable organizational culture. Responsibility of organizational leaders should be able to nurture and support their ‘early adopters,’ the ‘scouts’ and ‘pioneers’ (Mahr 52). Additionally, the leaders should be flexible and not make their initiatives more complicated than they should be. Besides, they should also look for and initiate improvements that can enhance quick success to help in promoting appropriate organizational culture. The leaders should often make the first steps small enough in the hope that their juniors will be able to team up and achieve the desired results within a specific period of time. It is important that they strive towards balancing the amount of change and stability through giving a round of change sufficient time to become realized before introducing another.

On the other hand, it is also ideal that leaders especially managers of organizations should communicate with their employees and celebrate their presence and hard work in order to ensure proper organizational culture (Jockenhofer 23). Effective communication will ensure that there are no arguments on the language of quality or debates on whether employees should be treated as clients. Instead, organizational leaders should take part in real discussions on the improvement of the circumstances and performance in the organizations. Celebration of employees of various organizations entails meeting the individuals of organizations where they are, and not where the leaders think they should be, and offering them what they require and not what the leaders think that they should have. It is essential that communication and celebration in organizations should be conducted in small successes, and also in a timely manner. This will help in providing the energy that is required in order to move on to longer or more complex projects in organizations and will encourage more people to take part in the improvement process in the organization. Similarly, this will help in instilling appropriate organizational behavior. It is also of importance that leaders should share information concerning improvements across the organization. This may trigger the same improvement opportunities in other areas. It will also be a way of showing that the organization is serious in the adoption of appropriate organizational culture with innovation and constant change. The culture of an organization is a lifelong culture that can be implemented and changed rapidly. Therefore, for appropriate organizational culture to be adopted, no matter the place or people, the leaders should aim at making the employees and other stakeholders to gradually evolve. This will be important in staying focused on the long term vision and goals. As the approaches of the leaders to innovation and improvement are created, they should keep monitoring the ways in which the organizations, environment and world around them is adapting and evolving within the shifting times. The approaches used by the leaders should also be mature enough as the organization advances in handling improvement and innovation. The important aspect in organizations is its ability to adapt and not linked to any single approach. The leaders should focus on the results of their plans. Besides, they should also ensure that the momentum is on the move by emphasizing on long term goals, listing to all the stakeholders of the organizations, both internal and external, and monitoring the firm’s pulse (Jockenhofer 23).

Adopting an appropriate organizational culture can also be realized through annual re-evaluation of the predominant leadership style and followership approach (Fairfield-Sonn 48). This should be carried out in order to determine the progress or decline of the team building process in organizations which assists in the adoption of an appropriate organizational culture. Compliance with the aim of enhancing the culture of an organization should be the key role of stakeholders of organizations.

Having a definite line of separation between the leadership and followership in firms is an avenue towards the promotion of the adoption of appropriate organizational culture. However, this separation could create hindrances in the process of team building in organizations, ensure the adoption appropriate culture. Besides, there should be a workshop for the formal and informal organizations to ensure collective agreement in line with the inherent good of a comprehensive team building process. This will eventually impact the adoption of appropriate culture in organizations (Hernandez and Stephen 106).

To conclude, an appropriate organizational culture plays a critical role in making sure that organizations achieve their goals and objectives. Organizations should also adopt innovation in order to enhance the culture of their organizations. The aim of improvement and innovation is not the only objective that firms should be looking at achieving. Instead, the goal of organizations is to become more effective and efficient. Integrating the above cultural concepts, and appreciating the balance between order and change, will ensure improvement and innovation as part of the way in which people think on a daily basis in organizations, and help the firms in accomplishing its goals and move inch closer to achieving its vision.

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