

WCLTA 2011

Organizational culture and leadership

Hamid Tohidi*, Mohammad Mehdi Jabbari

Department of Industrial Engineering, South Tehran Branch, Islamic Azad University, Tehran, Iran
Department of Electrical Engineering, South Tehran Branch, Islamic Azad University, Tehran, Iran

Abstract

Culture is a way for organizations to learn environmental factors. There are many definitions for culture. "Issue of " difference" with the leader of the director, including material that is much discussed in current and most experts believe that leadership is something different from the management

Keywords: Culture; Leader of director; Leadership; Management

1. Introduction

The concept of organizational culture within the past 15 years has more range, because the student organizations have tried to explain what happens in the organization [2,6]. Organizations are political structures which provide opportunities for career development. Every organization has a culture. Cultural components of business environment, customs and rituals, values, cultural networks, and heroes. While a weak culture, employees know just what is expected of them are idle. The main components of an effective corporate culture of the organization's mission and goals, work environment, management style, organizational practices and policies, recruitment and career development, benefits and rights [3,7,9].

Richard Hendrickson in 1989 in his research in the field of culture and leadership, concluded:

- A) The nature of leadership is related to the nature of culture.
- B) Leadership is essentially a form of cultural expression.
- C) The overall leadership can only be defined in terms of process.
- D) Can only lead to a multi-studied phenomenon [5,8,10].

In fact, is what the corporate culture since it originated and is determined by. Culture with other parts of the organization, such as planning, organizing, leading and controlling the match. In fact, if the culture of these things or does not match, then the organization will be hard times ahead [5,11,13]. Hence continue to provide a clearer view of leadership and effectiveness has been paid.

2. Manager and leader

In orient countries especially developing countries they believed managers and leaders are similar and don't have any differences. but in order to latest researches managing and leadership have a little similar items and more of them are different. But it's so complicated to understand to those countries to believe this fact.

* Hamid Tohidi
E-mail address: H_Tohidi@azad.ac.ir

The leader should control the society but manager should control their benefits. Leadership is a little generally than the manager. We can see differences of this two item visibly. Leader can be a good supporter for their supported personnel but manager is not so care to their behavior of their personnel.

There are certain cultural forces that are preventing these leaders assume responsibility and make changes. Smith and Peterson in 1988 in his book called "leadership, organization and culture", the processes are seen to lead to a cultural perspective. To be successful, candidates must understand the culture of your organization. Each organization and not by written rules, customs, values, believes and ways of doing things there. Understanding the consequence of failure in corporate culture is inevitably collapse.

Issue of "difference" with the leader of the director, including material that is much discussed in current and most experts believe that leadership is something different from the management. Robbins quotes Zalzenik says the director about the goals of non-personal attitude, is the leader in the personal and active attitude.

Leadership is setting a new direction or vision for a group that they follow, for example: a leader is the spearhead for that new direction. Management controls or directs people/resources in a group according to principles or values that have already been established. The difference between leadership and management can be illustrated by considering what happens when you have one without the other.

Leadership without management: sets a direction or vision that others follow, without considering too much how the new direction is going to be achieved. Other people then have to work hard in the trail that is left behind, picking up the pieces and making it work. For example: in Lord of the Rings, at the council of Elrond, Frodo Baggins rescues the council from conflict by taking responsibility for the quest of destroying the ring - but most of the management of the group comes from others.

Management without leadership: controls resources to maintain the status quo or ensure things happen according to already-established plans. For example: a referee manages a sports game, but does not usually provide "leadership" because there is no new change, no new direction - the referee is controlling resources to ensure that the laws of the game are followed and status quo is maintained.

Leadership combined with management: does both - it both sets a new direction and manages the resources to achieve it. For example: a newly elected president or prime minister.

Some potential confusions: The absence of leadership should not be confused with the type of leadership that calls for 'no action' to be taken. For example, when Gandhi went on hunger strike and called for protests to stop, during the negotiations for India's independence, he demonstrated great leadership - because taking no action was a new direction for the Indian people at that time.

Also, what is often referred to as "participative management" can be a very effective form of leadership. In this approach, a new direction may seem to emerge from the group rather than the leader. However, the leader has facilitated that new direction whilst also engendering ownership within the group - i.e., it is an advanced form of leadership.

Sometimes, an individual may act as a figure head for change and be viewed as a leader even though he/she hasn't set any new direction. This can arise when a group sets a new direction of its own accord, and needs to express that new direction in the form of a symbolic leader. An example is Nelson Mandela whilst in prison:

- During the period when Nelson Mandela was imprisoned (when his ability to provide personal, direct leadership was limited) he continued to grow in power and influence as the *symbolic* leader for the anti-apartheid movement.
- Following his release from prison, he demonstrated *actual* leadership by leading South Africa into a process of reconciliation rather than retribution.

Stoner in his book titled "Management", the management planning process, organization, leadership and control over work tasks and defines the organization's members. According to this definition of leadership is an inevitable part of management, while most resources, leadership and management are separately defined and studied [4,12,14].

That it will establish, coordinate people and inspire them to solve a problem or puzzle that they are on their way. Kadinger definition of a leader and manager is as follows:

- Leader: a person's ability to creatively and effectively transfer the fundamental prospects of the organization and its members can practice them for a productive, motivated and inspired to give.
- Director: A person who is very task oriented and more than anything in performance and affects the daily activities of the organization.

Leadership and management must go hand in hand. They are not the same thing. But they are necessarily linked, and complementary. Any effort to separate the two is likely to cause more problems than it solves. Still, much ink has been spent delineating the differences. The manager's job is to plan, organize and coordinate. The leader's job is to inspire and motivate. In his 1989 book "On Becoming a Leader," Warren Bennis composed a list of the differences:

- The manager is a copy; the leader is an original.
- The manager maintains; the leader develops.
- The manager focuses on systems and structure; the leader focuses on people
- The manager relies on control; the leader inspires trust.
- The manager has a short-range view; the leader has a long-range perspective.

Perhaps there was a time when the calling of the manager and that of the leader could be separated. A foreman in an industrial-era factory probably didn't have to give much thought to what he was producing or to the people who were producing it. His or her job was to follow orders, organize the work, assign the right people to the necessary tasks, coordinate the results, and ensure the job got done as ordered. The focus was on efficiency. But in the new economy, where value comes increasingly from the knowledge of people, and where workers are no longer undifferentiated cogs in an industrial machine, management and leadership are not easily separated. People look to their managers, not just to assign them a task, but to define for them a purpose. And managers must organize workers, not just to maximize efficiency, but to nurture skills, develop talent and inspire results.

The late management guru Peter Drucker was one of the first to recognize this truth, as he was to recognize so many other management truths. He identified the emergence of the "knowledge worker," and the profound differences that would cause in the way business was organized. With the rise of the knowledge worker, "one does not 'manage' people," Mr. Drucker wrote. "The task is to lead people. And the goal is to make productive the specific strengths and knowledge of every individual."

Given the above definitions one can understand the people aspects of management. Management is essentially about non-human resources or tools and things. One of the things other people are led and managed. Warren Bennis management tasks to run correctly defines the tasks of leadership knows it. Drucker said that effective managers and leaders are effective [3,15].

"Cultural analysis illuminates sub cultural dynamics within organizations...Many problems that were once viewed simply as 'communication failures' or 'lack of teamwork' are now being more properly understood as a breakdown of intercultural communications...For example, most companies today are trying to speed up the process of designing, manufacturing, and delivering new products to customers. They are increasingly discovering that the coordination of the marketing, engineering, manufacturing, distribution, and sales groups will require more than goodwill, good intentions, and a few management incentives. To achieve the necessary integration requires understanding the subcultures of each of these functions and the design of intergroup processes that allow communication and collaboration across sometimes strong sub cultural boundaries...Cultural analysis is necessary if we are to understand how new technologies influence and are influenced by organizations.

A new technology is usually a reflection of an occupational culture that is built around new core scientific or engineering concepts and tools...Cultural analysis is necessary for management across national and ethnic boundaries...Organizational learning, development, and planned change cannot be understood without considering

culture as a primary source of resistance to change...Given these and related issues, it seems obvious that we must increase our study of culture and put this research on a solid conceptual foundation. Superficial concepts of culture will not be useful; we must come to understand fully what culture is all about in human groups, organizations, and nations so that we can have a much deeper understanding of what goes on, why it goes on, and what, if anything, we can do about it"

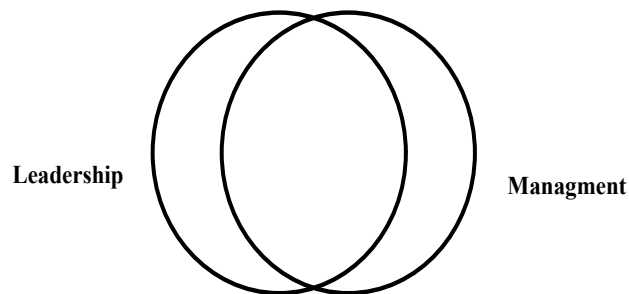


Figure.1

Management duties and responsibilities associated with management of the organization in connection with the influence but leadership motivate employees to achieve leadership in dealing with the organization's goals. Yokel and Hughes et al in 2006, showed that according to upper shape, the leadership and management are the two overlap functions[1,16].

3. Corporative culture change

Though the theory on corporate culture change may be straightforward, reality is presenting puzzles and challenges. How do you diagnose organizational culture? What is the desired situation going to be? How will you entice employees to engage in these changes? How to make big concepts and values tangible and come true in daily business behavior? How are you going to achieve sustainable change instead of starting another program that ends with nothing much changed?

These and more are the questions that we tackle in the online video training on **corporate culture change**. We share our inside information as consultants in the field culture change that gives practical tips and tools for other consultants, managers, HR and executives who want to achieve lasting, successful change while engaging all staff

4. How to Assess and Modify Organizational Culture

There is a saying that goes like this: Culture eats strategy for breakfast. And that's right: you could concur on altering your strategy, your customer service or whatever, but if this planned change doesn't line up with the current organizational culture, you won't get far...

Organizational culture names what a team appreciates, the way they view things, their collective assumptions and opinions about work and so on and hence: their doings. When you look at results, organizational culture makes the difference because it has such a great effect on behavior. Organizational culture is in the brains of executives and people on the floor where implementing change and boosting performance starts. It's all about shared culture. The trick is to let it work for you instead of hamper change.

What could make this happen? If you have some reference you will know where you stand. The OCAI which stands for Organizational Culture Assessment Instrument, has proven to be a well-defined starting point for nearly any organizational culture change process. This tool is endorsed and built on by professors Cameron and Quinn and is now used by over 10,000 organizations across the world.

4. Conclusion

The important point that happened in most of researches of leadership in organizations is that they think leadership and management is overlap that we think it's not true. In order to organizations they pay officially salary to their managers. But they didn't granted to make their managers as a successful leaderships. And according to this fact all the leaders are not manager and vice versa, for conclusion we should say for study of leader style inevitably we should lead to managers of any organizations and ask them to see their capabilities to leader their personnel as a manager.

Leadership is about setting a new direction for a group; management is about directing and controlling according to established principles. However, someone can be a symbolic leader if they emerge as the spearhead of a direction the group sets for itself.

References

- 1.K. Kitchroen, Literature Review: Service Quality in Educational Institutions
- 2.C. Chua, Perception of Quality in Higher Education, School of Business Management, Ryerson University.
- 3.B. R.Barnes, Analysing Service Quality, The Case of Post-Graduate Chinese Students, Thesis.
- 4.Cheng-Che Chen1, 2005, Statistical test of fuzzy hypotheses using linguistic variable, 1, 1,11-22 .
5. B.L Pollak,2008.The number of the service quality and satisfaction relationship Empirical evidence for existence of satisfiers and dissatisfiers, *Journal of Managing Service Quality* ,18(6),537-558.
- 6.Tohidi, H.,2011, 'Modelling of Business Services in Service Oriented Enterprises', *Procedia-Computer Science Journal*, Vol. 3, pp.1147-1156.
7. Tohidi , H., 2011, 'The Role of Risk Management in IT systems of organizations' *Procedia-Computer Science Journal*, Vol. 3, pp. 881-887.
- 8.Tohidi, H., 2011, 'Human Resources Management main role in Information Technology project management' , *Procedia-Computer Science Journal* Vol. 3, pp 925-929.
9. Tohidi , H., Jabbari, M. M., 2011, 'The main requirements to implement an electronic city' *Procedia-Computer Science Journal*, Vol. 3, pp.1106-1110.
- 10.Tohidi, H., 2011, 'Review the benefits of using Value Engineering in Information Technology Project Management', *Procedia-Computer Science Journal*, Vol. 3, pp.917-924.
11. Tohidi, H., 2011, 'Teamwork Productivity & Effectiveness in an Organization base on Rewards, Leadership, Training, Goals, Wage, Size, Motivation, Measurement and Information Technolog', *Procedia-Computer Science Journal*, Vol. 3, pp.1137-1146.
12. Tohidi, H., 2011, 'E-government and its different dimensions: Iran' ,*Procedia-Computer Science Journal*, Vol. 3, pp.1101-1105.
- 13.Tohidi,H., Afshar,A.A., Jafari, A. 2010, 'Using Balanced Scored Card in Educational Organizations', *Procedia - Social and Behavioral Sciences* Vol. 2 Issue 2, pp.5544-5548.
- 14.Tohidi, H., Afshar, A.A., Jafari, A., 2010, 'Strategic planning in Iranian educational organizations', *Procedia - Social and Behavioral Sciences*, Vol. 2, Issue 2, pp.3904-3908.
- 15.Tohidi, H., Tarokh, M.J., 2006, 'Productivity Outcomes of Teamwork As an Effect of Information Technology & Team Size, *International Journal of Production Economics*, Vol. 103, Issue 2, pp.610-615.
- 16.Tohidi, H., Tarokh, M.J., 2006, 'Modeling and Analysis of Productivity Teamwork Based on Information Technology', *International Journal of Production Research*, Vol. 44, No.9, p.p3023-3031.