

Essence of a Flexible Organisational Culture to Influence Change in the 21st Century Organisation

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Abstract

In the current dynamic, diverse global organisational environment, organisations face the challenge of having to embrace change, so as to comply with emerging business models, technological advancement, mergers and acquisitions. It is thus imperative that organisations have in place flexible organisational cultures that are swift to adopt and embrace change that demands greater levels and lengths of innovation and creativity. This enables organisations to take significant strides in opening up to change and compete in the increasingly competitive global economy. The study adopted the desk research approach, qualitatively reviewing extensive literature, which is to yield detailed reported information, and this conviction of enquiry enables a deeper understanding of the effectiveness. The findings thus reveal that changing organisational culture is an uphill task although a flexible organisational culture is fundamental to organisations existence and capability to compete in a dynamic environment. Organisational culture change is essential in supporting organisational change. In other words a flexible organisational culture is essential in ensuring a smooth change process.

Keywords: Organisational Culture, Flexible, and Organisational Change

1. Introduction and Background

In the dynamic business world that we live in, there is now a greater need for continued evolution of vast business practices both internally and externally within organisations. One of the evolving phenomenon is organisational change and the simultaneous changes in organisational culture. Modifications in organisational hierarchy, technology, communication networks, and so forth are effective only to the extent to which structural adjustments are associated with changes in the psychological state of mind of employees. This will thus entail changing the 'feel', the fundamental psychological mind set of organisation members, that directly influences and motivates employee efforts, hence the need to have a flexibly organisational culture (Schneider, Brief, Guzzo, 1996). This points out to ensuring that the change is synonymous with the altering of organisational policies, procedures, routines, norms and values, that employees associate with. This will thus enable the kind of change to take effect and hold effect.

Organisational changes habitually comes amid a surprise effect to employees and often to the organisation itself, mostly with a hurl of a crisis to alleviate, to conform to new global business practices to keep up with the latest market share, or divestiture. Whatever the stimulus for change might be, it takes equally radical action throughout the organisation, through technological change, process and procedural changes and through people, so as to facilitate the change process (Schneider et al, 1996). Thus this will demand and cause a strain on the present organisational culture, and hence it needs to be flexible and constantly evolving to accommodate change demands. A flexible organisation is a future oriented organisation with capacity to quickly change direction and deviate from predetermined paths (Eardly et al, (1997) as cited in Ionescu, Cornescu & Druica, (2012). Such thus depicts a flexible organisation that understands the essence of change. Flexibility is an important source to obtain competitive advantage in a business environment (Ionescu et al, 2012). Consequently it is of great importance of organisations to have flexible organisational cultures, as creating a flexible culture clearly goes way beyond simply issuing a set of policies or guidelines. Flexibility has to be multifaceted and nurtured accordingly so that it matures with the organisation, and implemented correctly. In doing it the right way it would entail defining flexibility in a broad manner so as to provide clarity. And it will also be important to integrate the organisational cultures across organizational stakeholders, connect it to the business strategy, recognize and emphasize the cultural context and systems that are part of it. It thus should be supported by all structures within organisations for it to be a significant success. In other words flexible work must be enveloped in a climate and culture that recognizes that working flexibly is the 'new normal' and is supported by the structures in which it can thrive (Burd, 2009).

This study will serve the objective of augmenting existing literature on organisational change and organisational

culture, using an exploratory and descriptive research design. This study further brings to light, the importance of the relationship between organisational culture and organisational change. Knowledge of the relationship between the two variables adds to the knowledge that management in organisations can use in managing and steering organisations through transitional phases that involve organisational culture change and change management.

2. Methodology

The methodology employed in this study is a qualitative research method, using is the desk secondary research of extensive reviewing literature of research phenomenon, which in this study focused on organisational culture, it's flexibility and influence on organisational change. The research method yielded detailed information (Creswell, 2008). The conviction of inquiry enabled a deeper understanding of influence and importance of a flexible organisational culture on organisational change. Interpretative analysis of the research phenomenon was employed, through description of characteristics, processes and transactions relating to the research phenomenon (Terre Blanche, Durrheim & Painter, 2006). This methodology was used as it helps in the understanding of the research phenomenon, and clarifies the context of primary data, and is regarded as a quick method of collecting data. It helps situate the current study within the context of existing evidence (Zikmund, Babin, Carr & Griffin, 2012).

3. Organisational Culture and Change: Conceptual and Theoretical Perspective

An organisations culture is one of several attributes that differentiate organisations from one another (Alchian, 1950; Alchian & Demsetz, 1972, as cited in Barney, 1986), and culture in different organizations is bound to be vastly diverse. Culture is a host of behavioural cognitive and emotional processes learnt simultaneously over an extended period of time, and adopted to solve the groups day to day obstacles, and are rituals that define organisations. According to Hofstede (1991), culture is a learned collective phenomenon, which can be collectively appreciated within an organisation. Burnes & James (1994), assert that culture defines how members of the organization should behave in a given set of circumstances and, crucial to the present argument. It also contains elements of "ought" which prescribe certain forms of behaviour or allow behaviour to be judged acceptable or not. Culture is not a static phenomenon but a conception which everyone is constantly creating, affirming and expressing (Seel, 2000).

Culture is a major determinant factor to behaviour, as through the basic tacit assumptions about how the world evolves and how a group shares an identity, culture determines their perceptions, thoughts, feelings, and to some degree, the overt human behaviour (Schein, 1996). Three main factors, such as the national culture, occupational culture, and organisational culture determine the behaviour in the workplace (Hofstede, 1991, as cited in Cabera, Cabera & Barajas, 2001). National culture is the culture adopted in early childhood, and occupational culture is the culture inherent within the profession of employees, comprised of both shared values gained within the profession and during childhood, and most significantly the organisational culture is comprised of the shared norms and practices in the workplace (Cabera, et al 2001).

Culture can at present be defined as a pattern of basic assumptions conceived, discovered, or established by a given group, as it learns to cope with the challenge of adapting with external adaptation and internal integration, which has worked satisfactorily to be considered valid. Thus it is taught to new members as the acceptable approach to perceive, think, and feel in relation to those difficulties (Shein, 1990). However it should be kept in mind that Organizational culture is different from world cultures, those tapestries of shared histories, languages, beliefs, and foods, which are the source of our identity (LaGuardia, 2008). Organizational culture can thus also be also defined as a complex set of values, beliefs, assumptions, and symbols that define the way in which a firm conducts its business (Barney, 1986) or a gathering of values that dominate an organisation (Into, Ankara, Heikki, 2012). Greenberg & Baron (2008), define organisational culture as a cognitive framework consisting of attitudes, values, behavioural norms, and expectations shared by organisation members; a set of basic assumptions shared by members of an organisation. Organizational culture can also be regarded as a common perception of members of an organisation (Luthans, 2008). Organizational culture provides members of the organization with "stability, consistency, and meaning", to them and their immediate environment. Any threat to stability, consistency, and meaning of the organisational status quo, will meet resistance. In other words, the change agent whether internal or external, threatens those three things will surely meet strong resistance to change (Beitler, 2005). In essence organisation culture is the significant outcome of sustained negotiation about values, meanings and proprieties between members of an organisation and with its immediate environment (Seal, 2000). Organisational culture resides at a deeper level of people's psychology and captures a less conscious, more subtle psychology of the workplace, which cannot be seen to the visible eye, but being of importance and significance to

the organisation and its members.

The study of organizational culture is pronounced as an intellectual dominance struggle amongst proponents of various theoretical background, methodological preferences, epistemologies, and political orientations. According to Jong Kim (2009), there are five sorts of perspectives, which are; the integration perspective, differentiation perspective, fragmentation perspective, meta-theoretical perspective, and postmodern perspective. The integration perspective, delineates culture as organization-wide agreement with values embraced and endorsed by top management. On the other hand differentiation studies, like integration studies, stress the ideational aspects of culture such as values, cognitions, symbolism and emotions. Moreover the fragmentation perspective, perceived culture as entailing vast ambiguity, lack of consistency and lack of consensus. Furthermore, a meta-theory which encompasses all three perspectives brings a deeper understanding of culture. Meanwhile, the postmodern perspective offers a totally dissimilar approach which abandoned claims of linear progress and superior insight of culture, as it denies standardized management (Martin and Frost 1999, as cited in Jong Kim, 2009).

In most organisations organisational culture often identifies with the founders of organisations, where for instance the founder has an imprint of what values and belief in the organisation. Cabera, et al (2001) assert that culture of an organisation is initially connected to the values of its founders as well as the socio-economic, regulatory and institutional environment of the organization. It is often "Strong" cultures where there is a pervasive sharing of the values that govern behaviour, and become so entrenched in the organisation such that the culture become not directly manipulated, thus rendering organisational culture difficult to change (Seel,2000). Organisations with strong cultures are pointed out as examples of excellent management (Peters & Waterman, 1982, as cited in Barney, 1986).

3.1 Organisational Change

Change is the undertaking away from the current status quo toward a future state (George and Jones, 1996) or a general response to a significant threat or an opportunity that presents it' self before an organization (Gilgeous, 1997, as cited in Rashid, et al., 2003), and varies between organisations. Kanter et al. (1992, as cited in Rashid et al., 2003) defined change as the practice of analysing the past to elicit the immediate actions required for the future. Change in organisations can be motivated by technological change, the desire to keep up with a dynamic market and competitions, and the desire to possess a competitive edge over rival organisations, change in accordance to the discretion of management choices and actions where management in the organisation deem it fit to change certain aspects of the organisation (Pettigrew, 1985, as cited in Rashid et al, 2003). Linstone & Mitroff (1994), assert that, there are three factors to be considered in instigating the change processes, that is the technological, organizational and personal perspectives. And organisational culture plays a crucial role organisational change process (Pool, 2000; Ahmed, 1998; Silvester and Anderson, 1999; Lorenzo, 1998; DeLisi, 1990; Schneider and Brief, 1996), as cited in Rashid et al, 2003).

And often when change is implemented it is usually met to a lesser extent acceptance and to more extent resistance to change the status quo. There are three different types of responses to change in organisations, which are affective, cognitive, and instrumental. The cognitive response centres on opinions relating to practicality and necessity and about knowledge essential to handle change, whereas instrumental responses refers to actions already taken or which will be taken to handle the change. Whereas the affective component consists of the feelings a person has toward an attitude object, which encompasses evaluation and emotion, and is often expressed as like or dislike for the attitude object. A research study by Iverson (1996, as cited in Rashid, et al, 2003) found that employees acceptance of organizational change increases with organizational commitment, a harmonious industrial relations climate, education, job motivation, satisfaction and security.

3.2 Organisational Change Theoretical Perspective

Organisational change can be effected and informed through various perspectives. For instance the socio-technical philosophy embraces the idea that paying attention to either social issues or technological issues. The approach argues that effective change is a product of integrating the social and technical aspects of work. The message emerging from the socio-technical systems perspective on organizational change is that technology and the social nature of work do not stand alone. If technological and social changes are integrated, performance improvements can result. Its demise being that, it does not emphasize what is in the heads of employees in the organization, except in regards to how they think about the content of their work and their social relationships at work (Schneider et al, 1996).

The other model of change is the Human Potential Philosophy. The changes emanating from the Human Potential Philosophy can be traced to the human relations and sensitivity training movements of the 1950s and 1960s and the self-

actualization movements of the 1960s and 1970s (based heavily on the work of Abraham Maslow), as cited (Schneider et al, 1996). Whereas change in accordance to Total Organisational Change is aimed at not only introducing but sustaining change and somehow, designed to simultaneously affect multiple policies, practices, procedures, rewards, and other features of multiple policies, mainly change facets of the organisation. This comes closest to representing the appropriate climate and culture frame of reference for change to take place, as it takes wholesome view on where within the culture change may take place. It is thus imperative that top management must implement a system wide change delivering sustained improvements through system wide change in climate and culture, which will thus to a great extent depend on the management team's ability to arrive at a shared vision and to be uniform in its commitment to the Total Organisational Change (TOC) and to its goals.

3.3 Organisational Culture and Organisational Change

Organisational culture has appeared to have a significant influence on attitudes towards organisational change. For instance culture can inhibit or enhance the chances of change, more so change inclined towards innovation and the possession of a positive cultural characteristic inherently provides the organisation with the necessary ingredients to innovate (Ahmed, 1998). Organizational culture has an impact on the way in which an organization changes, and that matching of organizational culture and change strategy will improve the efficiency of the change process. Organizational culture impacts on the selection of adequate organizational change management in the same way it impacts all other aspects of management. (Janicijevic, 2012). Thus it can be asserted that, organisational culture aids an organization to address the ever-changing glitches of adaptation to the external environment and the internal integration of organization resources, personnel and policies to support external adaptation. Hence some cultures may facilitate change and some cultures may not.

For instance in a study by Rashid et al, 2003, it was established that there is a significantly positive relationship between organisational culture and organisational change. The results point out clearly that, if organizational culture promotes single-minded commitment to the organization's mission and goals, a quick response to changes in the environment, and reluctance to accept poor performance, people are much more open to change. Moreover, people are less open-minded to change if the organizational culture encourages a tolerance of poor performance on the part of friends, an "exaggerated concern for consensus" when friends are reluctant to disagree with or challenge or criticize one another, insufficient focus on mission, strategy, and goals. Thus the results, therefore, highlight the point that organizational culture plays an important role in the level of success of the change process, and the more flexible an organisational culture is to organisational variations the swifter organisational change takes place. This further highlights the importance of having an easily flexible and receptive workforce in organisation to facilitate the change process in organisations.

For instance in the study carried out by Rashid et al (2003), emphasised the importance on culture in organisational change, more specifically focusing on network cultural groups, amongst other cultures. It was established that, organisations had a positive relationship with organisational change, as groups demonstrated positive attitudes towards change. In this type of culture it is not difficult to initiate change, as the culture is inherently flexible in nature. Thus it can be asserted that, it is not difficult to implement organisational change when members of a cultural group are amongst friends in the organisation, and they find it relatively easy and convenient to adopt change which is widely accepted by the cultural group. However time and patience is desirable to prepare employees to consent to changes in the organization, more especially if the changes are challenging for one of their friends to accept. It is thus imperative that managerial or externally influenced changes in the organisation should be reviewed in relation to the organizations organisational culture.

There is considerable enough research stream that argues that culture can be changed, as it is a logical variable, hence the direct attempts to change and manipulate culture. Consistent with Smircich (1983a), research into culture management can be classified into three divisions, there are studies that argue that culture can be managed, and other research asserts that culture can be manipulated, and theory that argues that culture cannot be consciously changed (although natural change is argued to occur frequently) (Ogbonna & Harris, 1998). This paper posits that culture can be manipulated and that in as much as it can be varied, it is the natural inherent flexibility and willingness to change of the culture that paves way for smooth organisational change. According to Martin (1985, as cited in Ogbonna & Harris, 1998) contends that changes to an organizational culture cannot be managed but may be manipulated under specific (and rare) contingencies (including the formation of an organization, periods of crisis and during leadership turnover). However, many theorists argue that whilst the culture of organizations can and does change, the direction, impact and sustainability of the change cannot be subject to conscious action of management (Ackroyd & Crowdy, 1990; Anthony, 1990; Knights

and Willmott, 1987; Ogbonna, 1993; Legge, 1994; Willmott, 1993, as cited in Ogbonna & Harris, 1998).

4. Discussion

Organizational culture is a key construct in understanding and managing the behaviour of people within the boundaries of an organization and in implementing organizational change. However organisations have within them complex interconnected systems, which include the people cultural system, and it seems like a monumental challenge for one to comprehend the whole set of implications that a given change project might precipitate. It is however of great importance that all important stakeholders in organisations involved in major change initiatives, have at least a broad systematic understanding of how their decisions might affect other subsystems of the organisation (Cabrera et al, 2001). All stakeholder should have significant level of adaptability, which is a key trait to effectiveness, thus they must develop the capacity to receive and interpret signal from their environment and translate them into cognitive, behavioural and structural changes (see Dennison and Mishra 1995, as cited in Ahmed, 1998).

Technological change for instance, can have deep and incisive effects on organisational culture systems and its subsystems, thus technological change has effects that go on beyond the technological sphere. This is so as organisations may be compelled to abandon their obsolete methods of operations, and adopt new and latest technology owing to competition and new operational regulations. A typical example of such an organisation is a Bank in Turkey, which richly benefited from a regulated banking industry, and deregulation helped foreign banks to enter the market, which contributed to the creation of a more competitive environment and thus jeopardized historic profit margins (Cabrera A. et al, 2001). The change thus had an effect on the organisational culture of the organisation, coupled with reconfiguration of the complex operational system, which included changes in the policies, procedures, norms and values of the organisation.

Technological change may destabilise the current cultural status quo, however can contribute to generating the capabilities that are necessary for the organization to achieve its objectives. Therefore for organisations to successfully embrace change they have to structure their organisational structure and human resources structures, in such a way that the new technology is used by the right people in the right way and at the right times. Thus it can be asserted that the concept of culture, understood as the norms, values, and basic assumptions shared by the people in organisations can provide an important medium to assess and manage change (Cabrera, et al, 2001).

Numerous studies have articulated the problematic nature of changing an established organizational culture (e.g. Schein, 1985; Thompson & Luthans, 1990), and few empirical studies have come up to evaluate with any vigour the outcomes of alternative methods of cultural change intervention (Silvester., Anderson., Patterson., 1999). Nevertheless culture is a dynamic phenomenon that varies and changes over time, and such changes or variations are welcome in circumstances organisational change.

As organisations adopt and embrace change, the culture is bound to change, that is if it is flexible enough to do so, thus the process of change is coupled with the simultaneous creation of new structures, new technologies, and new relationships, both between workers and managers and between dealers and customers, will in the process yielding a 'feel' that employees as well customers clearly recognise (Schneider, Brief, Guzzo, 1996). This is equivalent to Schein's (1985) secondary level of cultural change which requires the change in work design and work structures with tangential approaches to change which incorporates changing appraisal system dimensions, reward strategies, and training and development provisions. Schein (1990) further argues that a combination of levers, both primary and secondary, is needed in most situations to ensure cultural transformation and to overcome resistance to change and systemic homeostasis (see also Pheysey, 1993; Thompson & Luthans, 1990, as cited in Silvester. et al. 1999).

It is also of great importance to point out that in the occurrence that organisations face the inevitable quagmire, it has to ensure that the organisational culture conforms to the changes, and that the employees are familiar with the prevailing conditions that have caused change to take place, and the manner in which change is introduced is balanced with an emphasis of sustainability. One way of facilitating change would be first to initiate the flexibility of the organisational climate and culture, which then informs the change in organisational culture's beliefs and values, hence focusing on what employees worship, whether routines, innovation, risk taking. This is so as for change to be assured to take place, the culture of what employees believe the organization values, also changes considerably. It goes without saying that, in order for organisations to instigate cultural change or flexibility, organisations should encourage employees to while considering the imminent change, to discover a compelling vision of a future culture which would motivate them to behave differently (Cabrera, et al 2001). This thus is in reference to one of the cultural traits identified by Dennison and Mishra (1995), who identified the trait of involvement as a cultural trait which is positively related to effectiveness. This is by virtue of providing a collective definition of behavioural system and meanings in a way that calls for individual

conformity, and instil a sense of ownership and responsibility as they participate in the day to day operations of the organisation. As such it also ensures the growth of organisational commitment capacity to operate under conditions of ambiguity (Ahmed, 1998).

Organisational climate has a distinct impact on organisational culture, as culture can be altered through a focus on climate. Climate reflects the tangible elements that produce a culture, the kind of things that happen to and around employees that they are able to describe (Beitler, 2005). Merely by altering the everyday policies, practices, procedures, and routines, thus affecting the beliefs and values that guide employee actions, can change, transpire and be sustained. However it is imperative to note that, changes in procedures remain superficial and short-lived unless there are fundamental changes in values, ways of thinking, and approaches to problem solving. This is so as the resisting forces will simply renew their efforts to re-establish the old status quo (Beitler, 2005). To achieve organizational change that is sustainable, nothing less than overwhelming change, total organizational change is required. Hence the full cooperation of all significant organisational stakeholders needs to be evident and be fully committed to the process of change and incorporate the variations to the norms and values, and policies and procedures to accommodate the new paradigm shift. This is so, as in essence all members in the organisational set up, must become change agents or 'missionaries', all contributing to the spreading of the word and engaging in different kinds of constructive dialogue with their colleagues (Schneider et al, 1996). Therefore it can be asserted that for effective organizational change to take place, new flexible climates and cultures need to be created and maintained, hence the need for the culture to be flexible and dynamic such that it easy to change ,as no single climate or culture is best for achieving sustained change.

In retrospect management should thus a play a leading role in the process of change, and to a certain extent influence cultural shift. This is so as management is responsible for culture in the organisation, the practices it puts into place and the values it communicates determine the climate and culture (Schneider, et al, 1996). Studies of organizational change reveal that some leadership characteristics in inherent, such as degree of involvement of subordinates in decision making, have a positive effect on the acceptance of change. Failure to solicit subordinates input in the planning of the changes and not informing them appropriately are common sources of resistance toward change (Reichers, Wanous, & Austin, 1997, as cited in Cabrera et al, 2001). A case in point is the research conducted by Cabrera, et al., 2001, where a bank desired to pursue, a technology induced change, the results of the study indicate that lower level employees saw their leaders as mostly autocratic and not very inclined to soliciting (not to mention accepting) subordinate input in major decisions, which thus played a role in the resistance to change. Thus to succeed in leading the change, management must not only move their respective parts of the organization in accord with the change but must also embody and model the essence of the new culture and climate, such as communicating and sharing resources with one another.

Similarly in the same point of view which reiterates the important role to be played by management, Ogbonna and Harris (1998), in a research conducted on Westco Millennium, it was found that, in the managements attempt to alter culture, it was urged to should consider how multiple interpretations of the rationale for change influences the success of the change effort. And that the disparity about the change between managements espoused rationale and the employees' perceived rationale should not be a large gap. This is so as trust is a major factor that needs to be preserved in the change process. The organisation should thus thrive to re-orient the employees to the new change process by ensuring that they embrace the new change, and avoid situations whereby employee hold on the past elements on the previous organisational cultural values and instead adopt aspects of the newly-espoused culture. In the process avoid situations whereby employees are affected by cognitive dissonance great enough to force them to reduce cognitive imbalances via the partial adoption of the 'new world' whilst maintaining elements of the old. The literature on culture management shows that those not complying with the desired values of the organization risk punishment in the form of rejection of change initiative. This is considerably end result of cultures that are not flexible enough to accommodate change (Ogbonna & Harris 1998).

Furthermore, there has been significant research that emphasises the importance of an organizational culture and its influence on sustainability and financial performance, and it has been concluded under narrow set of conditions that organisational culture can be a source of sustained competitive advantage. Hirschleifer, (1980) as cited in Barnley, (1986), asserts that suppose a particular organisation is able, for any of a variety of reasons, to obtain superior financial performance. Other organisations, observing this and are willing to incorporate their observation and adopt as part of their culture, will typically obtain the same level of performance by duplicating whatever makes a successful firm successful. Hence it is of great importance for organisations to allow considerable amount of alternation to its organisational culture and respond to change. This will to take the organisation into another level, which will strengthen an organisations position in terms of competitiveness with possessing diverse and flexible human resources, which can have a ripple effect to the organizations improved financial performance and competitiveness in the market (Barnley, 1986).

Organisations can initiate culture assessment programs prior to initiating organisational change, no matter how significant. The culture assessment can help detect organizational strengths on which to rely during the change process. Culture assessment can help detect (and therefore prepare for) potential resistance to change. Alignment between the culture employees wished they had (the “desired” culture) and the culture the top management wished they had (the “optimal” culture) could reflect a predisposition by the people to change in the prescriptive direction. In other words, this situation would signal that employees agree with management about the changes that are to be undertaken and will therefore be open to any initiative that would make the change possible. On the contrary, if the “desired” and “optimal” cultures differ with one another, resistance can be expected (Cabrera, et al 2001). From the point of view of managing change, it is important to determine, which people in the organization will be most impacted by the upcoming changes, how these people are currently being managed, and which discrepancies might exist between the current state of affairs and the behaviours required by the to-be organization.

HR plays an important role during the change process, such that prior to making changes of any manner in the organisation, it is imperative that the current HR practices are brought to light, thus very important to understand the main HR practices in place and how they relate to the behaviours that are being changed. More importantly it is also crucial to have an idea of how easy or difficult it might be to alter current HR practices: as very often there are likely to be strong institutional pressures which will constrain possible interventions (pressures from labour unions, general work regulations, government by-laws, etc.) (Cabrera, et al 2001). As part and parcel of HR practices, it is also of paramount importance that organisations also take into effect the impact of coaching incorporated in the culture of organisations to facilitate change. Coaching will come in useful to management of organisation in the process of developing psychological and behavioural skills desirable to focus on reaching their work-related goals while concurrently dealing with the turbulence associated with organisational change (Grant, 2013). The coaching is concomitant with improved productivity and goal attainment enhanced solution-focused thinking, a greater ability to deal with change, increased leadership self-efficacy and resilience, and decrease in depression.

5. Conclusion

Attempting to change organizational culture can lead to enormous frustrating uphill-battle against the status quo. Thus before engaging in any major change process, it is important to have a comprehensible and integrated picture of where the organization stands in the present business environment, referring to the current state of affairs and where the organization wants to be, referring to the desired state of affairs. It is imperative also determine whether the current HR practice is considerably prepared to incorporate change by canvassing the participation of all stakeholders. Thus management and employees should be in the same line of understanding of the change process and the need to make alterations in the organisational culture. Organizational culture change is essential to support organizational change efforts (strategic, structural, or process), in other words a flexible organisational culture is essential in ensuring a smooth change process. Organizational change efforts will fail if organizational culture remains fundamentally unchanged and fixated for a long time. The effectiveness of organizational change efforts requires embedding improvement strategies in the organizational culture (Beitler, 2005 & Prabha, 2009). Thus in this light it is of significance that organisations incorporate flexible work systems within the organisational culture. Furthermore implementing appropriate coaching strategies during times organisations times of change may have a sound effect in facilitating change. The main reason changing organizational culture is so difficult is that it resides in the dark, unexamined recesses of the corporate mind, thus need to be exposed and adjusted to suit the need for change. The unexamined assumptions that make up the organizational culture have not been questioned in years.

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