Different Organization Culture

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Abstract

This paper discusses many important points in any different organization culture, the definition of organization culture and why we need it. Also, it focuses on Advantage and disadvantage of cultural communication and the way of communication and applying communication theories. It discuss the problem which the employer faced in work place and who they can solve this problems. Researchers collected surveys which related to the different organization culture and dell's culture places efficiency and competitiveness far above innovation and aesthetic. we do this surveys in many places such as: Al Fujairah Hospital, UAEU (employs and sectaries), Dubai Festival city, Tanmia for development & employer, Khat school, some company in the Abu Dhabi, UAE Red Crescent, SAAED. This paper gives as clear idea about the meaning of organization culture and how you can deal will other people who is from other countries and how can have mixture of themes characteristic by differences and similarities. Also, the kind of problems which managers faced in the firm of multiple cultures and the good way to connect with this employer.

Key words: Cultural communication; Multicultural communication; Conflict; UAE mix culture.

INTRODUCTION

Organizations differ in their culture content that is the relative ordering of values. There Working in organization culture refers to a system of shared meaning held by members that this distinguishes the organization form other organization. Also, organizations represent the perceptions held by the organization employs. However, there is now one "best "culture for the development of the organization. The culture can be strong or weak; a firm with values charred by a large majority of employs. Organizational culture is a deeply embedded form of social control that influences employee decisions and behavior and it is to assist the sense-making process. It helps employees understand what goes on and why things happen in the company. Corporate culture also makes it easier for them to understand what is expected of them and to interact with other employees who know the culture and believe in it. Companies with strong cultures generally perform better than those with weak cultures, but only when the culture content is appropriate for the organization environment. Organization culture is very difficult to change, but it has been done and is sometimes necessary for the company continued survival.

1. DIFFERENT ORGANIZATION CULTURE

Basically, the organizational culture is personality of the organization because it is the place for work. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors (Al-Jenaibi, 2014).

The cultures have different in characteristic in any organization. The organization culture is affected from the people in the organization. Culture is the result of common learning experiences. Because it helps to have

good ideas and basis of group identity and shared thought, belief, and feeling (Scheind,1949; Al-Jenaibi, 2011).

The culture havs Meany different definition, many scholars have proposed definitions of what culture is. The definition including observed behavioral regularities that occur when people Interact, the norms that evolve in close working groups, the dominant values espoused by an Organization, the philosophy that guides an organization's policy toward employees and customers, the rules for getting along with other people in the organization. To understand culture, we must understand all three levels, a difficult task. One additional aspect complicates the study of culture: The group or cultural unit which "owns" the culture. An organization may have many different cultures or subcultures, or even no discernible dominant culture at the organizational level. Recognizing the cultural unit is essential to identify and understanding the culture. However, the meaning of different organization culture argues that while these meanings might reflect an organization's culture, they fail to capture its essence.

Different Organization culture which focus in all kinds of privet, public, government, and nonprofit organization.

> According to Becker and Geer 1960 they say "A set of common understandings around which action is organized . . . finding expression in language whose nuances are peculiar to the group"

That means all the occupations and disciplines by which the world works are getting more highly differentiated and therefore use different language and concepts. The explosion of information technology and the ensuing networking of the entire globe are changing the nature of how work id defends. Also, the globalization of both private sector and public sector organization, multicultural group will do more work that will involve multiple macro cultures which help to exchange ideas values (Al-jenaibi, 2012). For example, the person who is to come from India and Egypt to work in the UAE they have different values and ideas which help to develop (Schein, 1949).

An understanding of culture in deferent organization, and how to transform it, is a crucial skill for forgone people in company trying to achieve strategic outcomes. Strategic leaders have the best perspective, because of their position in the organization, to see the dynamics of the culture, what should remain, and what needs transformation. This is the essence of strategic success.

2. THE WAYS OF COMMUNICATIONS

Communication in its general definition is a kind of behavior that people need to contract with different people by using their language, and sometimes by using their body language (Al-Jenaibi, 2013). Also, we can say that the communication is a process between two persons; they use it to transfer and to discuss their feeling, believe, and thoughts.

According to the American sociologist Harold Lasweil, the communication process consists of five parts. The first one is the speaker, who sends the communicated message. Second one is the listener who receives the communicated message. Third, the message which is whatever a speaker communicates to someone else. Fourth, the channel which is the means by which a message is communicates. Finally, the feedback when the listener sends back messages of their own to the speaker.

3. KIND OF COMMUNICATIONS

3.1 Oral Communication

The word oral means "Relating to or involving the mouth". So, the oral communications the ability to use speech to give and exchange thoughts and information. This kind of speech was developed about 200,000 years ago (Al-Jenaibi, 2014). We use this skill to greet people and taking messages, reassuring, comforting or persuading, seeking information & resolving conflicts, facilitating or leading a group. Today, oral language is being carefully studied and assessed. "It has been only recently that spoken language has been recognized as a condition of learning in all subjects, and thus the assessment of performance in it a necessity" (Keenan et al., 1997).

3.2 Visual Communication

Visual communication is what can be seen, and it is the translation of our ideas and thoughts through visual format. Wikipedia defines visual communication as:

> Visual communication is the communication of ideas through the visual display of information. Primarily associated with two dimensional images, it includes: art, signs, photography, typography, drawing fundamentals, color and electronic resources. Recent research in the field has focused on web design and graphically oriented usability. It is part of what a graphic designer does to communicate visually with the audience.

Aldous Huxley is one of the most prominent explorers of visual communication and sight-related theories. Becoming near-blind in his teen years as the result of an illness set the stage for what would make him one of the most intellectual people to have ever explored visual communication.

Today, Visual communication is the essence of graphic design. If visual communication didn't matter, everyone could create their own logos or advertisements or brochures just by writing everything down on a piece of paper in their own handwriting.

3.3 Nonverbal Communication

It is the understanding of the process of communication through sending and receiving wordless messages. So, it is a communication without the use of spoken language (Al-Jenaibi, 2011). The examples of nonverbal communication

are: facial expressions, gestures, posture, and tone of voice. The British naturalist Charles Darwin argued in his book *The Expression of the Emotions in Man and Animals* (1872) that all creatures show emotion reliably in their faces.

G. W. Porter divides non-verbal communication into four broad categories:

Physical. This is the personal type of communication. It includes facial expressions, tone of voice, sense of touch, sense of smell, and body motions.

Aesthetic. This is the type of communication that takes place through creative expressions: playing instrumental music, dancing, painting and sculpturing.

Signs. This is the mechanical type of communication, which includes the use of signal flags, the 21-gun salute, horns, and sirens.

Symbolic. This is the type of communication that makes use of religious, status, or ego-building symbols.

3.4 Radio Communication

Radio is also another kind of communication which is a form of electromagnetic radiation; it is the basis of the 20th-century communications revolution. Radio is a one way communication transmitted over radio waves from a transmitter to a receiving antenna and intended to reach a wide audience. The person who discovered the Radio is Guglielmo Marconi who successfully sent the first radio message across the Atlantic Ocean in December 1901 from England to Newfoundland.

We do not use Radios just to play music, we also use it as a part of everyday life, we can use it in cordless phones, cell phones, baby monitors, garage door openers, toys, satellites, and radar. Radios also play an important role in communications for police, fire, industry, and the military. Although there are many types of radios—clock, car, amateur (ham), stereo—all contain the same basic components.

3.5 Television Communication

Television is wider in use than the Radio, because we receive the sounds and the images at the same time, and this attracts people to use it more than the Radio. In 1900's the television invented by Vladimir Kosma Zworykin - first television camera, but it did not become popular till 1950's. In 1950's the television screens were 8 inched, not clear, and the pictures were black and white. Nowadays we have a large television with colored pictures, and this attracts people to watch, and this makes millions of people communicate with each other's. So, I think that Television changed our way of communication.

3.6 Face to Face Communication

Face To Face Communication is the most important way to communicate with people. Especially in these days, because people can get responses immediately without misunderstanding, and this make the communication easier. Also, this kind of communication helps people to express their feelings and thoughts instead of using the words, emails and phones. So, I think face to face is still the most important and effective way for communication.

4. ADVANTAGE AND DISADVANTAGE OF CULTURAL DIVERSITY

The managers must deal with multiple ethnic groups with very different cultures .Also, managers must management of cultural diversity have been promoted and touted as a positive tool in social and organizational engineering aimed at solving group dynamics problems in both business organizations and society. Now I will describe the Advantage and disadvantage of cultural diversity.

4.1 Advantage of Cultural Diversity

The concept of cultural diversity has a very wide scope and is being practiced by people and organizations all over the world. Broadly this idea includes hiring people of diverse races, different religions and promoting the entry of working staff from different countries. Although the practice of this concept has gained momentum in the past few years, but its existence is quite old and cultural diversity continues to live all around us. It exists in different communities and households, from small suburbs to big cities and that too all through the world. Diversity is an element of the society and has now become an important part of businesses as well. The many benefits of cultural diversity include.

4.1.1 Promotes Humanistic Values

When an organization has a group of employees belonging to diverse cultures," it demonstrates that the organization recognizes and celebrates and commemorates the diversity that exists in people of different backgrounds" (benefits-of-cultural-diversity/). It makes the people of the organization think that their value and amount of contributions will be realized by the organization and the management.

4.1.2 Improves Productivity and Profitability

Apart from these humanistic values, cultural diversity also brings some tangible benefits to the businesses all over the world. Active persuasion of diversity at the workplace directly impacts productivity and profitability of the organization as well as the employees. There is an enhancement of productivity of the workers and profitability for the organization"(benefits-of-cultural-diversity/).

4.1.3 Helps to Create a Pool of Talent

When an organization creative in diversity. It results in the creation of a bigger pool of talent. This is a win-win situation for both the employees and the organization. The employees exchange and learn from each other's positives and competencies. Such a group of talent provides the organization with a competitive edge, which helps it to make a huge and competitive environment.

4.1.4 Exchange of Creative Ideas

When an organization consisting of people with different backgrounds, cultures and experiences, new creative ideas prop-up in the minds of different people. That lead to people with varying experiences and perspectives in life would be able to generate unique ideas and solutions to problems. This is of important value to both the organization and employees. Such an exchange between people who have a different perceptions yield creative results. Such a situation is never created in groups of people who think similarly and belong to similar cultures.

4.1.5 Other Benefits of Diversity

Many studies related to organizational behavior conclude that promoting cultural diversity reduces absenteeism rates, lower employee turnover, reduce the costs associated with hiring new employees and reduce legal responsibility in discrimination .

In this world, where is a cultural diversity has so many benefits. Such as, learn another language skills, specific knowledge of overseas culture, support to behavioral flexibility and openmindness. This advantage will not only bring profits for the organization but will lead to the development of competencies and increase the cultural awareness for employee.

4.2 Disadvantage of Cultural Diversity

4.2.1 Feelings of Discrimination

While diversity is often considered the antithesis to discrimination, it can be at times foster it. When diversity is emphasized in an environment that is opposed to it, majority members can go out of their way to make minority members feel uncomfortable. Sometimes this comes in the form of unwanted discriminatory comments and actions or gestures that affect an employee's dignity or psychological or physical integrity and that result in a harmful work environment for the employee, and other times the behavior is more subtle.

Examples might include disregarding suggestions made by minority participants or ignoring them at social work events. In other cases, majority members may overcompensate for their discomfort with diversity by treating minority participants with blatant favor, by expecting lower quality work from them or by providing over-the-top praise and subdued criticism. Regardless of how the behavior manifests, different treatment of minority participants and majority participants can make minorities feel uncomfortable at work, which can result in lower productivity or a hostile work environment for everyone.

4.2.2 Prolonged Decision Making

Many companies applaud diversity, arguing that varying backgrounds bring more thought diversity to the table, leading to better decision making. The other side of the coin is that these different backgrounds can lead to heavy clash. With people coming into problem-solving sessions with very different perspectives, majority and minority members may end up butting heads. Moreover, in an effort to avoid offending or ostracizing anyone, group members may be less assertive or definitive with their input, which can slow down the decision-making process. As the saying goes, time is money; a great deal of both can be lost as a result of diversity holdups.

4.2.3 Turnover

Another unintended consequence of diversity can be higher turnover and absenteeism rates. According to a report published in the *Journal of Diversity Management*, recent studies have found that black employees were two and a half times more likely than white males to leave a diverse workplace, and women were two times more likely. This higher rate of turnover has implications on multiple levels. It hurts minorities because it puts them in a position of unstable employment.

Managers and employee in an organization can counteract those disadvantages to make culturally diverse work groups more effective within the organization.

5. THE PROBLEMS OF CULTURAL DIVERSITY IN INTERNATIONAL BUSINESS

The number of companies working internationally is developing continuously. The world is opening up for foreign firm. Because of high competition the companies operating abroad are faced with a much larger task then before.

Culture can influence the business in different ways.

The company must be able to deal with these difficulties in a way that is fulfilling also for the other part. Mistakes can be complex to correct and lack of respect for the foreign culture can destroy the entire business.

Cross-cultural issues also appear at the organizational level, because companies in different countries manage their business in a different way. Some of obvious differences are:

The differences of languages, cultures, religions and traditions are some of the main obstacles faced by the international businesses, and are more complex than they seem to be.

People coming from various backgrounds not only have differences of social group.

The cultural impact influences the emotional side of the personality too. The social and cultural values and norms in U.S., Europe and Asia are completely in contrast with one another and also the perspectives of people.

The problem of general acceptability of other cultures and religions. Human beings feel more at ease with those of their own like and are not too excited to work in diverse teams.

Every person exhibits his social and cultural norms in business world. In this situation, *a lot depends on the role of management. what might be suitable in a certain culture may not work for another.*

The constraint of English language. As the sole style of communication in the western business world is also a very important topic. Learning English has been very important impact in Asia now, however people are not too comfortable with foreign language as a matter of fact.

Relative hierarchy of departments. "The comparative power of the various departments within a corporation is often a function of the country where the corporation has its headquarters."

In other words, the differences in the way products are manufactured and marketed generate the need for different approaches to selling products and services.

Way information is shared and distributed. The way information moves within a company varies from country to country. Some use hierarchy information flow and other use of different methods. It depends on every country and different organization culture.

Hiring process. People interviewed for a job in France will be asked personal questions that are considered illegal in Canada, such as their age, marital status and number of children, while German interviewers routinely ask candidates for the profession of their parents. There are major differences in the types of skills that companies in different countries look for in appliers.

Individualism/collectivism. These dimensions expose the size to which individuals value self-determination as opposed to their behavior that determined by the collective will of a group or organization.

Power-distance. In low power-distance cultures, employees look for contribution and have a need for a participative management style. On the other hands, employees have a tendency to work and behave in a specific way because they accept that they will be directed to do so by the hierarchy or the organization.

Uncertainty avoidance. This dimension is concerned with employees' tolerance of uncertainty in their working environment. In cultures, which have high uncertainty avoidance, employees will look for clearly defined, formal rules and conventions governing their behavior.

Masculinity/femininity. This is possibly the most difficult dimension to use in an organization context. In practice, the difficulty is more to do with terminology and linguistics, in Hofstede's work on the dimension related to values. In highly "masculine cultures" dominant values relate to assertiveness and material acquisition. In highly "feminine cultures" values focus on relationship among people, concern for others and quality of life. There are many ways to manage cross cultural first that we must have in organizations Cross Cultural HR that HR covers a wide range of areas that need to analyze the different cultures and helps consultants to provide advice to staff

in how to work with a staff from a different culture. Also we must have Cross Cultural Team-Building: In order to get a team that is well within the company and in order to be effective communication between staff. Cross Cultural Team-Building help to strengthen the integration with the staff and to reduction conflicts of cultural and build team spirit and is done by highlighting the differences to determine the strengths to ensure their use positively Cross.

On the other hand, Cross Cultural Awareness Training is good solution to solve the problem of cross cultural that help working with colleagues, customers or clients from different cultural backgrounds, with different religions, values and etiquettes can occasionally lead to problems. Cross cultural awareness training is usually an introduction into a culture, religion, region or country. The aim is to equip the trainee with the knowledge to deal comfortably with employees from different cultures, avoiding mistakes and misunderstandings.

The most benefit solution is Cross Cultural Training for Expatriate Relocation that mean that the employees who wants to travel abroad need to understand the cultural habits of the host country or region, we have to learn the country's history, culture and laws, business practices and social ethics as all help to reduce the impact of culture shock and therefore the ease of dealing with staff in the same organization from a different culture.

The 4th solutions is Cross Cultural Negotiations: Where can the staff of the meeting around the negotiating table and through that can provide advice in various areas such as planning and organizational strategies and methods developed to increase the chance of success in reducing misunderstandings and doubts the overall cross-cultural communication breakdown.

The 5th solutions were Cross Cultural Language Training that Language training is an area where little investment is made by companies. Linguistic knowledge goes a long way in bridging cultural gaps and smoothing lines of communication.

There are a few steps that will help avoid miscommunication between employees with different cultural (Al-Jenaibi, 2011):

First clarify that it's so important and good to ensure that your foreign employees have understood everything you meant to say and nothing else. Ask them to tell you a feedback about what you say. This will help you address any major misunderstandings.

Second simplify that means use simple words that are easily understood and be consistent.

Cross-cultural training organizations can also shorten the learning curve by delivering training to organizations in a timely. The necessary cross-cultural information should be shared with all employees involved in international ventures, rather than being limited to those who have already had experience with them. Cross-cultural training organizations are experts in the area of

cross-cultural relationships and can provide training on many topics.

6. THE RESULT OF THE SURVEY

6.1 Different Organization Culture

We did the service for 250 people from different country in different place such as: Al Fujairah Hospital, UAEU (employs and sectaries), Dubai Festival city, Tanmia for development & employer, Khat school, some company in the Abu Dhabi, UAE Red Crescent, SAAED. The age of the employs between 25 and above and it maxis from Male and Female who is work in different organization. The level of education some of them have Highschool, diploma, Bklrios. They answer the questions in the survey but I think they don't like the open questions because almost of them did not answer it.

6.2 Recruiting Diverse People (From Different Culture) 1 Is the Less Effective and 5 the Most Effective

The first point about the (use referrals by current diverse employees) the heights rate the number 1 and the percentage is 73%. That mean they not effect allot for the diverse employees in the place work but the last percentage is the 22% that mean there is some worker effect little for the divers of employer. I think these people who are effected little who is work as a cleaner and some of the teacher because there is difference in the price between them and other.

In the second point about advertised to brand their organization as diverse. The highest rate is the number 3 in 87% that mean there is some of brand in their organization as diverse but not a lot but the lowers is the rate 1 and 5 in 25% and 26%.

In the third point about Place help-wanted ads in publications targeting diverse groups. The highest percentages are rate 3 to 79% but the lowest is the rate of 5 for 19%, that mean the most organization help to want ads to publications targeting groups. May be that helps the organization to have more worker from a different culture.

The fourth points about reaching out to associations representing diverse groups. The highest rate is number 3 in 79% and the last rate is 5 in 22%. That means there are many organizations reach out to associations which help to have diverse groups that assist to deal with many workers from other countries.

The five points about the place help-wanted ads on Web sites targeting diverse groups. The rate 3 is the highest at all in 72% but the lowest is rate 5 to 27%. I think this is good percentage which means that are many organization use ads to have a diverse group.

In the last point about sponsor and promote affinity groups for diverse employees. The highest rate in 4 in 65% but the lowest is rate 5 to 40%. As this percentage, I this

there are many organizations in the UAE are using the Sponsor and promote the group to diverse the employer and I think that is good to have many firm from other cultures.

As a result, the employer from different country selects the rate number 3 in all of this chart which means that is medal level, I think it is a good percentage in the UAE for the employers who is working in one organization that has a different culture.

(a) Minority job seekers said the following factors were important to them and found them to be helpful criteria when evaluating potential employers:

There is a comparison between the rate of minority job seekers said the following factors were important to them and found them to be helpful criteria when evaluating potential employers. It can be clearly seen that the rate of company's support of work life-balance is the highest in (103%) and the last rate is company's ranking on a "Best place for driver Employees" list in 9%. I think the organization must be support mainly work life balance rather than other factors because minority job seekers focus on this point more than the other point.

The result shows the changes in has your organization ever been subject of discrimination complaints are external and internal factors. Internal factor which was (132) is higher than external factor which was (118). That means organization subject of discrimination complaints from employees more than from patrons.

The answer of the question "does your organization have diversity and cross-cultural initiatives in the form of several types?" The results show that it is unequally distributed between men and women. Therefore, the training programs are the highest percentage in (78%) but the lowest percentage is employees programs in 18%. That means the organization use training programs more than employee's activities. Because that's way will effect on the ton increase the financial health, time and effort for the organization.

(b) The organizations maybe handing out newsletters to all employees in order to know what is happening on the organization and because of the different cultures, this method is suitable for communication between employees, also we see that interviewees less answer was Pamphlets with 24 answers. Maybe that means the organizations believe that the pamphlets haven't beneficial to connect employees with each other's so they do not use this method often**.**

The interviewees showed different answers related to this question. Reduction of employee / management conflict got the largest value, which means they are satisfied with their diversity of their organizations that they have less conflict with each other's and they are happy with their jobs.

On the other hand we see that Reduction in employee complaints got the smallest value may be that organizations can't prove convenient to all employees.

The most answers on this question were our organization values diversity but have no formalized programs. That means that the organization doesn't have interest toward internal and external diversity and cross-cultural Initiative. The less answers on this question were There currently exist diversity goals and objectives that are mostly met by management.

(c) Regarding the flexibility at work, the interviewees most answers were Neutral with 132 answers. That means they are maybe a little afraid to answer or it might be that they are conservative to answer this question related to work issue, or may be because they did not experience this before. Or maybe be their lives are not respected by the organization.

The answers on this question were almost close between Agree and Neutral. So that some of the interviewees were Neutral on answering this question and some of them were more flexible to answer. I think Not all organization is flexible with the employees to help them to balance their work and home life.

Here, the answers on this question was equal between Agree and Neutral both got 103 and these answers maybe related to the organizational culture for the companies some are strike and other flexible. Some of them are treated with respect and other may not.

The interviewees showed different answers related to this question. The satisfied group got the largest value, which means they are satisfied with the opportunity they got from their company and they are happy with the given opportunities.

The most answers on this question were Agree but also Neutral is close. Agree with 108 and Neutral with 104. It's obvious that some employees are given a real opportunity to improve their skills and the others are not.

(d) Employees answered varied as follows:

- I'm interested in learning about other people's culture.
- In this chart we can see that the people are mostly interested in learning about other people's culture in a percentage of 119% and the lowest percentage in strongly disagree is 10%.
- Diversity in schools/university is important. Recording in this chart the Diversity in schools/university is important has different rates which the highest one is 130% of agreement after that 81% of strongly agree then 20% disagreement and 10% of strongly disagree.
- Equality of opportunity. In this chart have the most percentage of strongly agreement which is 90% and the lowest percentage in strongly disagree is 19%.
- I believe that the following value diversity. They believe in this chart that they have different value diversity which show as the highest percentage in agreement and the percentage is 98% and the lowest percentage is 38% of disagreement.

- Do employees feel their talents are used and contributions recognized?

This chart illustrate who the employee fells about their talent and contributions recognized which show that the highest rate in agreement is 110% and the lowest rate in disagreement is 22%.

SUMMARY

In this paper, we discussed the meaning of organizational culture and how you can deal will other people who is from other countries and how can have mixture of themes characteristic by differences and similarities. Also, there are kind of problems which managers faced in the firm of multiple cultures and the good way to connect with this employer. We faced some of the problem which are some of the employer didn't understand some questions in the survey and there are some companies and worker didn't corporate with us to answer the questions of the survey. We suggest, the organization need to give the employs some of the courses to deal with the other person who is from different cultures to make the organization more effective and productively.

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