

ORGANIZATION CULTURE IN MEDIA AND ITS IMPACT ON THE BEHAVIOR OF EMPLOYEES

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Abstract: Organization culture is what the employees perceive and how the perception create a pattern of beliefs, values, and expectations. Many definition of organizational culture involves assumption, adaptations, perception and learning. Despite being an important concept, organization culture as a perspective form which to understand the behavior of individuals and groups within organizations and its limitation. Organizations are able to operate efficiently when they shared values exist among the employees. This is very important think in media, especial in news program. They share their values which are the conscious, affective desires or wants of people that guide their behavior. If a person's set of values is important it will guide the person and also promote consistent behavior across situations. There is feeling of stability, as well as a sense of organizational identity, provide by organization's culture. The difficulty in creating a culture is made even more complex when attempting to bring about significant cultural change. A considerable body of knowledge suggests that one of the most effective ways of changing people's beliefs and values is to change their behavior, but this changes does not necessarily produce culture change because of process of justification. Another set of interventions includes the socialization of new members and removal existing members who deviate from culture. Although some individuals may not perfectly fit the firm's culture they may possess exceptional skills and talents. Weeding out cultural misfits might be necessary, but it should be done only after weighing the costs and benefits of losing talented performers who deviate from the core cultural value system.

This is very important especially in media, because, some employees although, highly motivated, respect organization culture, but simply don't have the abilities or skills to perform well. This abilities and skills go directly to the behavior of individuals, but in a groups. So, the desired result of any employee's behavior is effective performance. Good performance is connected with job satisfaction, which is attitude workers have about their jobs. Attitudes are linked with behavioral patterns in a complex manner.

Keywords: organization culture, behavior, media, performance, attitudes

INTRODUCTION

The culture is a habituated behavior of members of a given social culture, but in the similar we can define, an organization culture. For example, different authors have defined it from their own perspective, but here we will mention only three given by anthropologists, and one given by art critics and put them in relation in work in media, and support a organizational culture within behavior of employees

- a. The culture, is learned and socially acceptable behavior of members of the society, including their formulaic, repetitive way of thinking, feeling and acting, but the same behavior we can see in a organization
- b. The culture gives a meaning to the human experience by selecting and organizing it. More specifically, this is related to the forms through which humans give their life a meaning, like visiting a museum or going to the opera. The human bings, also give the mining of their life through work,
- c. The culture helps individuals to survive. Noting is free from the influence of culture. Culture is the key to the door of civilization and it is a medium which the life events must pass through.
- d. The culture signifies historically transferred meanings which are united in symbolical forms with the human thoughts which humans use to communicate, convince each other and transfer their knowledge regarding their personal opinions. This points of culture as a sociological point, is directly connected with the organizational culture and behavior.

1.ORGANIZATION CULTURE AND BEHAVIOR OF EMPLOYEES

A society's values have an impact on organizational values because of interactive nature of work, leisure, family and community. (Hatch, M.J.1993).Values are society's ideas about what is right or wrong- such as the beliefs that hurting someone physically is immoral. Values are passed from one generation to the next and are communicated through education system, religion, families, communities and organization. (Hofstede,G. 1991). Researchers, who have suggested and studied impact of culture on employees indicate that it provides and encourages a form of stability. There is a filling of stability as well as a sense of organizational identity, provided by an organization's culture (Smircich, L., 1983).

Can a culture be created that influences behavior in direction management desires? This is very difficult question. Top managers, sometimes owners of media, try to establish the core values of the firm such as: paying attention to details, facts are everything, using open communication. Document of this statement was proceeded to the lowest level of employees. After that they notice, same gap between the management stated culture and

actual working principles especially, between journalist. The consequences, of creating such culture is very risk. So in similar situation like this, cultural changes are in option. The themes that appear in discussing change are:

- Culture are so elusive and hidden that they cannot be adequately diagnosed, managed or changed
- Because it takes difficult techniques, rare skills and considerable time to understand a culture and then additional time to change it, deliberate attempts at culture change are not really practical
- Cultures sustain people through periods of difficulty and serve to ward off anxiety. One of the ways they do this is by providing continuity and stability, thus, people will naturally resist change to a new culture

This three views suggest that managers who are interested in attempting to produce cultural changes face a difficult task. A considerably body of knowledge suggest that one of the most effective ways of changing people's beliefs and values, is to first change their behavior. (Sathe, V., 1983). Communication is the method used by managers to motivate the new behavior. Communication can include announcements, memos, dress, rituals. Another set of intervention includes socialization of new members and the removal of existing members who deviate from the culture. Intervention must be done after carefully diagnoses are performed. Very important process in this case is to bring especially, new employees into the culture. This process is known as socialization. In terms of organizational culture, there is a transmittal of values and attitudes, from older to the new employees. The socialization process goes on throughout an individual careers. As the needs of organization change, employees, must adapt to those new needs, that is must be socialized. Although researchers, have proposed various description of the stages of socialization, three stages sufficiently describe it as: anticipatory, accommodation and the role of management. (Fieldman, D.S., 1967)

When we speak about anticipatory socialization people are interested in two kinds of information. First they want to know as much as they can about the organization is really like. Second, they want where they are suited to the jobs available in the organization. Individuals seek this information with considerable effort when they are faced with decision to take a job, whether it be the first one or one that comes along by way of transfer or promotion

Accommodation started when the individual becomes a member of organization. Through a variety of activities, the individual attempts to become an active participant in the organization and competent performer on the job. Four major activities constitute the accommodation stage: all individuals, to a degree, must engage in establishing new interpersonal relationship with both co-workers and supervisors; learning the tasks required to perform the job; clarifying their role in organization and in the formal and informal groups relevant to that role and evaluating progress they are making towards satisfying the demands of the job and the role. Regardless of these differences due to individual preferences, each of us experience the accommodation stage of socialization moves on to the third stage. (Gareth, R., 1983) .

Third stage, the role of management takes on a broader set of issues of problem. Specifically, during the third stage, conflict arise. One conflict is between the individual's work and home lives. Problems arise in media when sometimes there is not working time. If it is necessary, the worker must stay until he/she finish the story. The second source of conflict during the role of management stage is between individuals work group and the others work group in organization. This source of conflict can be more apparent for some employees than for others. For example as an individual moves up the hierarchy, he or she is required to interact with various group both inside or outside the organization. Tolerance for the level of stress induced by these conflicting and irreconcilable demands varies among individuals. Generally, the existence of unmanaged stress works for the disadvantage of the individual and organization. (Maanen, J.V., 1978)

Focusing their attention on performance-related behavior, managers search for ways to achieve optimal performance. If employees aren't performing well or consistently, managers must investigate the problem. This six question can help managers focus on performance problems:

1. Does the employee have the skills and abilities to perform the job?
2. Does the employee have the necessary resources to perform the job
3. Is the employee aware of the performance problem?
4. When did the performance problem surface?
5. How do the employees co-workers react to the performance problem?
6. What can I do as a manager to alleviate the performance problem?

Some employees, although highly motivated simply don't have the abilities or skills to perform well. Abilities and skills play major role in individual behavior and performance. (Hofstede, G., 1991). An ability is a trait that permits a person to do something mental or physical. Skills are task-related competencies such as the skill to operate a lathe or a computer, or the skills to clearly communicate a group mission and goals. Thus managers must decide which mental abilities are required to successfully perform each job. Job analysis is used to take some of the guesswork out of matching. It's a process of defining and studying a job in terms of tasks or behaviors and specifying the responsibilities, education, and training needed to perform the job

successfully. (Smircich, L., 1983) Every job is made of two things: people and job tasks. Matching people with jobs suited for their abilities and skills is often problem. Why do the people end up in jobs in which they aren't productive, satisfied, or fulfilled. An ideal job is one in which a person's skills and abilities can be applied to produce work that's satisfactory, fulfilling and challenging. This is the goal of matching a person with job. If we know that work in media is very difficult all this thing is very challenge for the journalist and their editors. Why this question are very important if we look in organization culture and needs for changes? Because the media are part of our life, they influence the public opinion, and then in a other hand build the culture of a society in a general way.

2. INFLUENCE OF ORGANIZATION CULTURE IN MEDIA

If the culture defines our reality, then who contributes to its creating and design? Can it affect the formation of people's opinions and judgments? How are messages transferred? These and many other questions justify the need of research in the sphere of organization culture in media. This is very important, because we can not talk about organization culture and behavior in media, if we look in this as a separate staff from the whole influence of media on culture and on the entire life as well. This discussion has taken three directions: effects at micro versus macro level; administrative versus critical research; transmission versus ritual perspective.

a. Do media trigger violence, criminal and alcoholism? There are many studies which offer a positive answer to these questions, but some offer a negative one as well. As an example for this we can take the public debates which had arisen after a series of violent events in one USA high school, where the students thought that the media were responsible for the events. When defending the media industry, its spokesman had said that millions of Americans watch movies, criminal TV series, cartoons on a daily basis, but none of them goes out on the streets to shoot. This can only be explained with the fact that for most of the people media exhibit several direct effects on a personal or micro level. The hidden but by far more important influence of media is the one seen on macro level. According to this approach, the violence we see on TV contributes to the creation of a climate in which violence is more acceptable. The concept of macro level gives a great importance to the TV violence because it influences the formation of cultural climate.

b. For many years, science (but also media industry and regulators and people) accepts the effects of media which are only of direct and obvious nature. Paul Lazarsfeld (father of social research) who is one of the most influential researchers of all times in the mass communication sphere warned about this rather restricted approach ((Lazarsfeld, P. Paul, Barelson, Bernand & Gaudet, Hazel., 1944) He supported the critical research methods, asking questions like: what kind of nation do we create; what kind of people do we become; will we serve our culture in a better way?. Therefore, the administrative approach focuses mainly on reasons and resulting effects, while the critical approach seeks to find answers on a rather broader spectrum of questions.

c. The transmission perspective sees media as message senders trying to exhibit a control. The ritual perspective does not see mass communication as information giving event, rather as representation event through which believes are shared. For example, what does a single beer commercial tell us – can we control buying or not with it? (this is a transmission perspective). Nevertheless, what happens with the message which alcohol is advertised with – can young people socialize in this way? The ritual perspective conveys the message which has to be observed in the overall cultural context.

Here, the main question is how we will make some changes in employees behavior if we know all above stated. By knowing how people decide among various explanation of behavior, we get a view of how causes of behavior is assessed. Observing behaviors and drawings conclusion is called making an attribution. When causes of behavior are presented they are usually explained in terms of individual or personality characteristics or in terms of the situation in which it occurred. Dispositional attributions emphasizes some aspects of the individual such as ability, skill, or internal motivation. Explaining the behavior in terms "within" the person such as aggressiveness, shyness, arrogance, or intelligence indicates a dispositional attribution. A situational situation in media in behavior of employees, effects the environmental effects. Explaining that a new workers low performance was the result of a typical adjustment period in learning the ropes is an example of making situational attribution. Tardiness at a work can be explained by traffic jams or car trouble, which is examples of situational attributions. In attempting to decide whether a behavior should be attributed to the person or the situation, there are three criteria: consensus distinctiveness and consistency. (Kelley, H.H., 1971)

CONCLUSION

Many definition of organizational culture involves assumption, adaptations, perception and learning. Despite being an important concept, organization culture as a perspective form which to understand the behavior of individuals and groups within organizations and its limitation. Organizations are able to operate efficiently when they shared values exist among the employees. The culture is a habituated behavior of members of a given social culture, but in the similar we can define, an organization culture. Organizations are able to operate efficiently when they

shared values exist among the employees. This is very important think in media, especial in news program. They share their values which are the conscious, affective desires or wants of people that guide their behavior Top managers, sometimes owners of media, try to establish the core values of the firm such as: paying attention to details, facts are everything, using open communication. Document of this statement was proceeded to the lowest level of employees. After that they notice, same gap between the management stated culture and actual working principles especially, between journalist. Some employees, although highly motivated simply don't have the abilities or skills to perform well. Abilities and skills play major role in individual behavior and performance. An ability is a trait that permits a person to do something mental or physical. Skills are task-related competencies such as the skill to operate a lathe or a computer, or the skills to clearly communicate a groups mission and goals, but if we want to change the organizational culture, three views suggest that mangers who are interested in attempting to produce cultural changes face a difficult task. A considerably body of knowledge suggest that one of the most effective ways of changing people's beliefs and values, is to first change their behavior. Although researchers, have proposed various description of the stages of socialization, three stages sufficiently describe it as: anticipatory, accommodation and the role of management. These and many other questions justify the need of research in the sphere of organization culture in media. This is very important , because we can not talk about organization culture an behavior in media, if we look in this as a separate staff from the whole influence of media on culture and on the entire life as well. This discussion has taken three directions: effects at micro versus macro level, administrative versus critical research, transmission versus ritual perspective. So if we talk about creating organization culture, organization changes an behavior of employees in media, we can apply same position as in other organization, but we must think on a global cultural effects of media.

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