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Cultural Pillars and their Role in Organizational Continuity and Discontinuity

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Abstract

Frequently, research and case studies of Organizational Crisis Management stress the many disasters which can cause a crisis and discontinuities in organizations. Obviously, we must understand how crisis force discontinuities in organizations, but researchers and practitioners must also endeavor to understand those sources of strength in organization that function as pillars or as a support system for organizational continuity in the long term. The aim of this study is to analyse different cultural models to assemble a set of cultural pillars which contribute to much-needed organizational continuities that can insulate an organization from one or more crises. Employing a literature review, this study also implements empirical research involving ten members from a private enterprise, researching ways that organizational culture impacts crisis operation procedures. The discoveries underline the significance of an enduring and malleable culture to further effective communication, decision-making, and cooperation in-between during dangerous episodes or during continuous operations. This research increases one's knowledge of how organizational culture and supporting pillars can enhance the wellbeing of those within the organization and how the organization decides, integrates its influence internally and generally develops its internal resilience which can be of great importance during crisis. Whilst the study does start with crisis in mind, it really focuses on the extracting nine cultural pillars and hence contributes to the awareness of areas/pillars, which if left without attention, could create gaps in the organization leading to crises starting from within.

Keywords:

Organizational culture, cultural pillars, internal crisis avoidance, critical communication, decision-making, collaboration, adaptive culture, organizational strength, resilience.

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Conclusively, the process of completing this thesis was tiresome but worth it. I am grateful for the opportunity to undertake this project which served as both an educational foundation and a professional development milestone.

Table of Contents

Abstract	2
Acknowledgments.....	3
1. Introduction.....	6
2. Literature Review.....	9
2.1 Business Crisis and Discontinuities Because of Failures and Uncertainties	9
2.2 Crisis Management vs. Risk Management.....	10
2.3 Design of Organizational Structure	11
2.4 Emergency Communications	13
2.5 Implementation of Cultural Web Model	14
2.5.1 Selected Models	14
2.5.1.1 Denison Organizational Culture Model	15
2.5.1.2 Quinn & Cameron's Competing Value Framework	19
2.5.1.3 Johnson's Cultural Web.....	22
3. Research Methodology and Methods.....	27
3.1 Introduction to Research Methodology	27
3.2 The philosophy of research.....	27
3.3 The methodological choice	28
3.4 The sample of the research study.....	29
3.5 The questionnaire.....	29
3.6 The Pilot Study	30
3.7 The data analysis of the research	31
3.8 Ethical Issues and Limitations of the Study.....	32
4. Data analysis	34
4.1 Research results	34
4.1.1 Quantitative Results	34
4.1.2 Qualitative Results	53
4.1.2.1 Multifaceted Perspectives: Analyzing Diverse Professional Journeys within a Holistic Organizational Tapestry.....	53
4.1.2.2 Operational Tapestry: A Dissection of Specialized Roles and Functional Synergies within Managerial Distinctions.....	55
4.1.2.3 Structural Rigidity and Informational Silos: A Collective Insight into Hierarchical Constraints and Organizational Transparency.....	57
4.1.2.4 Structured Pathways and Organizational Commitment: A Comprehensive Exploration of Professional Advancement Opportunities	59

4.1.2.5 Centralized Authority and Hierarchical Influence: A Detailed Exploration of Organizational Power Dynamics and Decision-Making Structures	61
4.1.2.6 Perceptions of Organizational Restructuring: Exploring Aspirations for Egalitarianism and Shared Authority in a Flat Structure	62
4.1.2.7 Alignment and Evolution: Assessing Disparities and Prospective Developments in Organizational Culture and Values	64
4.1.2.8 Reconceptualizing Cultural Norms: A Relational and Flexible Approach to Organizational Revitalization.....	66
4.1.2.9 Navigating Diversity: The Pursuit of Harmonious Synthesis in Organizational Culture.....	68
5. Discussion and Recommendations for Research and Practice	71
5.1 Balanced Representation and Demographic Concentrations: Assessing the Implications on Organizational Dynamics and Employee Perspectives.....	71
5.2 Hierarchical Structures and Power Dynamics: Analyzing Access and Advancement within Organizations.....	72
5.3 Strategic Dichotomy: Evaluating the Role Division between IT and Business Strategy Formulation	74
6. Conclusion	76
References.....	78
Appendix.....	84

1. Introduction

As noted in the abstract, the dissertation's aim is to analyse relevant models to assemble a set of cultural pillars contributing to organizational continuity. Furthermore, this research delves into the disparity in managerial outlooks on organizational culture between those located at the primary office and those employed in separate locations. To accurately ascertain these views, a combination of qualitative and quantitative methods is to be used for elucidating ideas as well as producing numerical data points. This dual method of inquiry should provide an all-encompassing understanding of the issue at hand.

Research Objectives:

1. To offer preliminary discussion about the discontinuities that crises give rise to in organizations.
2. To explore a small set of cultural models for relevance in maintaining continuity in organizations.
3. To extract a set of cultural pillars functioning as continuities and in the absence of the pillars to the discontinuities that could evolve.
4. To draw some useful lessons for theory and practice.

Research Questions:

1. What are some internal dangers in organizations which may lead to discontinuities?
2. Does culture and culture models help us see how continuity is maintained in organizations?
3. What are some cultural pillars that can be excavated from the comparison of some relevant cultural models?
4. What are some useful lessons that can be developed for practice but also for further research linking culture, cultural pillars, and continuity/discontinuity in organizations?

The small sample analyzed for the research consists of ten administrative personnel from a private organization which possesses over 1,000 workers across numerous locales. This set has been divided into two separate clusters: five supervisors at the primary site, and five representatives from subsidiary offices. Strata were based on profession sector, length of employment at the group, management role duration, and job type.

In order to draw together facts, a questionnaire was executed as the investigation instrumentality. The survey involves closed-ended queries and semi-interview inquests. Closed-end inquiries bestow pre-defined answers, while semi-interview queries permit individuals to impart abundant replies in their own words. On top of that, semi-organized talks were undertaken with a view to conveying and verifying the accumulated figures and delving into burgeoning topics at a deeper level.

A precursor study was set up to ponder the examination tool and add knowledge for the actual research. This included someone knowledgeable about the query but not informed pertaining to the particulars of the case. This aided in refining the interview inquiries and ensuring lucidity, applicability, and sufficiency.

Data analysis for this venture encompasses both qualitative and quantitative ways of interpreting results. Quantitative data will be handled using SPSS - an analytical software providing a broad array of statistical procedures. Qualitative info synthesis requires transcribing and thematically surveying notes. Theme analysis allows for discovering recurrent motifs, and forming deductions associated to extant literature.

Throughout the study every necessary precaution was taken so as to prioritize confidentiality - promising participants anonymity and procuring consent, as well as adhering strictly to safety regulations.

Even though certain constraints, such as the limited sampling frame and aptitude for bias, are present; the objective of this work is still to deliver meaningful observations regarding supervisors' perceptions and absorption of corporate culture within a particular environment. Through the usage of a mixed-methods technique and regard for ethical principles, this endeavor seeks to contribute to the comprehension of organizational custom in a certain context.

This thesis follows a well-defined format, beginning with an abstract summarizing the research, followed by an introduction providing necessary background information as well as enumerating the research objectives. This is then substantiated by a literature review examining pertinent topics before transitioning to the section of research methodology dealing with the adopted approach and sample utilized. Subsequent to this is the data analysis segment conveying the results obtained both quantitatively and qualitatively, culminating in a conclusion succinctly outlining the research discoveries while further recommending potential implications along with suggestions. Additionally, references and an optional appendix with supplemental information are provided for further study. This coherently arranged structure ensures an understandable transition of information, thereby allowing readers to judiciously comprehend the entire research process as well as its outcomes.

2. Literature Review

This section describes the key theoretical assumptions necessary to comprehend relevant Crisis Management (CM) research issues.

In keeping with the exploratory nature of this thesis dissertation, some definitions are provided. The researcher utilized theory-building strategies and tried to maintain an open mind in terms of the development of the thematic areas which we characterize as cultural pillars. However, in this initial literature review the researcher emphasizes the most important concepts to illustrate focus in CM research, but the effort in this regard is not exhaustive as we intent to move forward with a focus on the comparison of cultural models to start highlight useful themes which can be seen as cultural pillars.

In order to facilitate our theory-building research technique, which will be detailed in further depth in the section titled 'Methodology and Methods,' the researcher has chosen not to provide a comprehensive theoretical explanation of what it is hoped to discover. Before delving into the core of this research, the definitions serve solely to demonstrate that the researcher has a basic understanding of CM and organizational structures as they pertain to the topic of study and related ideas.

2.1 Business Crisis and Discontinuities Because of Failures and Uncertainties

Midlife crises, oil crises, banking crises, and economic and financial crises are only a few of the numerous scenarios in which the word "crisis" is extensively used (Claessens & Kose, 2013; Grewal & Tansuhaj, 2001; Pearson & Mitroff, 1993). The extent, intensity, and players in an emergency are always unique (Burnett, 1998). Numerous definitions of the term "crisis" can be found in scholarly works, such as "a low-probability, high-impact occurrence that threatens an organization's most fundamental goals" (Weick, 1988, p. 305).

However, the scope of our master's thesis is limited to a corporation's response to a crisis. According to Barton (1993), a workplace crisis happens when an unexpectedly huge incident has the potential to do major harm to the organization and its employees. Due to the disruptions it generates, a crisis is unlike any other circumstance. Thus, a crisis signifies the transition from the ordinary to the extraordinary and from the known to the unknown (Lalonde, 2010). Thus, businesses confront both internal and external dangers. Two instances of internal risks include

financial troubles and unsatisfied personnel. Examples of external factors include competitors, economic risks, and sabotage. When addressing internal risks, risk management and crisis readiness are effective techniques, whereas when addressing external threats, preparing for the worst-case scenario, and hedging are required (Skoglund, 2002). There is a variety of potential dangers that could spark a catastrophe. Mitroff and Anagnos (2001) classify them into seven broad categories: economic, informational, human resource, physical, reputational, psychopathic acts, and environmental catastrophes. A catastrophic failure may result from a lack of internal planning and processes, as well as factors of the organization's structure, culture, and technology. Another significant term is "uncertainty," which highlights the non-quantitative components of the issue (Knight, 1972). Crises can be categorized along a continuum based on their magnitude, urgency, number of parties involved, and threat level.

Consequently, it is inappropriate to respond in the same manner to all events (Burnett, 1998). It appears that all crises share four characteristics:

- i. they are determined more by subjective than objective factors,*
- ii. they are typically resolved rapidly,*
- iii. they are difficult to manage due to limited environmental control; and*
- iv. crises in one area of an organization have a ripple effect throughout the entire organization (Burnett, 1998).*

As a highly ambiguous, complex, and emotionally charged occurrence that can set the interests of many parties against one another, a crisis is frequently a wicked problem (Pearson & Clair, 1998).

2.2 Crisis Management vs. Risk Management

Due to advances in communication technologies, information is now accessible to individuals all over the globe (Atzori, Iera, & Morabito, 2010; Berners-Lee, Cailliau, Groff, & Pollermann, 2010). This creates new opportunities for shedding light on and worsening current situations. A growing number of crises highlights the increasing significance of Crisis Management (Coombs, 2014). There are numerous definitions of CM in the extant literature. While some people understand that workplace crises are unavoidable, others strive for strategies to control or even prevent them (Pearson &

Clair, 1998). Due to the high possibility of experiencing some degree of injury in every given crisis, it is not optimal to merely ride it out (Seeger et al., 2005).

To establish whether CM was effective, we might examine whether "activities were continued or resumed [...], organizational and external stakeholder losses were reduced, and learning happened so that lessons could be applied to future events" (Pearson & Clair, 1998, pp. 60-61). Consequently, CM can be viewed as a technique for preventing or mitigating the impact of crises when they occur (Pearson et al., 2007). After a triggering event, CM focuses on the improvisation of regular routines and the participation of key stakeholders to help individuals make sense of their experiences and recreate shared meaning and roles. CM must require a shift in viewpoint, both personally and organizationally, as well as a movement in attitude and behavior geared toward repair and restructuring, in order to be effective (Pearson & Clair, 1998). Effective crisis management requires both preventative measures and prompt response. Consequently, a crisis debriefing could reveal information that is useful for moving ahead (Pearson et al., 2007). Instead of a corporation having a response plan after a crisis has happened, the word "Crisis Management" should be used to represent the entire process, including preparation, the crisis itself, and recovery (Coombs, 2014).

In contrast, risk management necessitates the application of probability theories to determine the likelihood that a certain event, in this case, a danger, will occur. Without considering the likelihood, CM is preparing for the worst (Skoglund, 2002). Due to their rarity, crises cannot be foreseen or predicted (Pearson et al., 2007). We concur with Pearson and Mitroff (1993) that good CM can positively affect the outcome of a crisis through better coordination, planning, or the development of organizational resilience despite the inherent uncertainty of the crisis. The phrase relates to a group's capacity to deal with internal or external adversity, to think rapidly and creatively in a crisis, to detect and address important concerns, to prioritize and organize available resources, and to act swiftly to contain harm (Lalonde, 2010).

2.3 Design of Organizational Structure

Schein (1983, p. 1) defines an organization as the "deliberate coordination of the acts of a group of individuals for the achievement of some stated objective or goal, through division of labor and function and a hierarchy of authority and responsibility." However, the informal organization is ever-present in terms of human contact, the

formation of groups, and the relationships and behavioral norms of individuals (Mullins, 2007). There are numerous components that make up an organization, and these components depend on one another to perform their duties (Pearson et al., 2007). The structure of a business has the capacity to both boost and restrict its efficiency.

Consequently, it may be essential to consider the organization's structure when developing its CM. There has been a revival of interest in the topic of organizational design as a result of technical improvements, economic transformations, the effects of globalization, and the emergence of new sorts of consumers. The topic of organizational structure in management has been the subject of a substantial body of work (Christensen & Knudsen, 2010). There are an endless number of conceivable organizational structure layouts based on human preferences and organizational capacity. While we are aware of the diversity of these structures, this thesis will only touch on the most significant principles pertinent to our research topic.

One definition of organizational structure is "the arrangement of management system components and the routes via which they communicate and collaborate" (Assimakopoulos, 1989, p. 24). Two of the many factors that determine the structure of these organizational links are the type of coordination and the architecture of decision-making. Because our empirical study depends on the concept of organizational structures, we describe it in greater detail. Higher-level players use their authority, norms and regulations, and planning and control mechanisms to lead and steer the activities of lower-level actors in a vertically coordinated system. This type of partnership has a more defined authority structure.

In vertical coordination, a chain of command consists of a series of layers with differing levels of power that can individually influence and direct the behavior of those below them. Everyone benefits when employees and supervisors alike support a clear chain of command (Dornbusch, Scott, & Busching, 1975). It is well-known that lateral forms of coordination are more casual and flexible than hierarchical ones. In the 1960s, corporations began using matrix structures. According to the matrix organizational structure, each employee reports to the product manager and the functional or department manager (Mee, 1964).

Contrarily, lateral communications excel when a difficult activity is accomplished in a tumultuous and rapidly changing environment. Hierarchical and flat

organizational structures influence the manner in which decisions are made within a company. Before a proposal can be implemented in hierarchical organizations, it must be authorized at each hierarchy level. In hierarchically flat or polycentric organizations, a single actor in a parallel chain of decision-makers is sufficient to approve a choice (Christensen & Knudsen, 2010). In this manner, decision-making authority is centralized in hierarchies but dispersed in polyarchies.

In contrast to hierarchies, in which just a few or a single person makes decisions while the rest give support, polyarchies permit decision-makers to act independently of one another. Given that there is no universally superior personality type, the decision must be based on the desired outcomes of the organization (Sah & Stiglitz, 1986). However, bureaucracies that are overly burdensome and sluggish in adapting to new market conditions and competitive difficulties should be eliminated.

2.4 Emergency Communications

By keeping open channels of communication within a corporation and with its shareholders, a crisis can be avoided (Pearson & Mitroff, 1993). Due to the importance of keeping everyone informed during a crisis, a communication breakdown can entirely destroy Crisis Management (Coombs, 2014). During a crisis, it is crucial that all levels of management maintain continual communication.

However, maintaining open channels of communication with the media during times of crisis is equally crucial (Mitroff & Anagnos, 2001). In only a few decades, communication instruments have experienced a profound alteration. This new era is marked by increasing velocity, simplicity, and accessibility. Depending on one's perspective of CM, this may have far-reaching consequences. Thanks to the ongoing news coverage provided by a variety of media outlets, global calamities can be swiftly reported. In addition, advancements in communication technologies have contributed to the global dimension of current crises. Consequently, corporate crises are no longer contained, as interested parties can obtain information from anywhere on the planet (Coombs, 2014).

Moreover, stakeholders are frequently new or different in crisis circumstances, indicating that the identification process of key stakeholders may be more difficult in crisis situations, hence hindering communication efforts (Deverell & Olsson, 2010). Because a company's image and reputation are invaluable intangible assets, they pose

a significant danger. Effective communication can salvage or even boost a company's reputation during a crisis (Coombs & Holladay, 2002).

Communication levels and channels may vary from one organizational structure to the next, based on variables such as reporting connections and departmental composition. At least one person in every organization was aware of an impending disaster before it occurred, making it all more difficult to spot the warning signs of a crisis when they manifest at lower levels and personnel lacks the capacity to intervene (Mitroff & Anagnos, 2001). However, the information must be distributed at a higher organizational level (Coombs & Holladay, 2002).

2.5 Implementation of Cultural Web Model

2.5.1 Selected Models

Denison and Spreitzer (1991, p. 2) assert that corporate culture has a significant impact on the evolution of organizational structures and procedures. Schallmo et al. (2020, p. 6) underline the significance of a company's culture, noting that this is especially true for organizations that seek to develop unique organizational structures and systems that align with their long-term objectives. A corporation's corporate culture can be evaluated using a variety of methodologies and frameworks (Kokina & Ostrovska, 2013, p. 364). Diverse forms of corporate culture highlight distinct aspects (Wiener & Boer, 2019, pp. 4-5).

Due to the fact that numerous models utilize comparable methodologies, a master's thesis may simply rehash much of the same information with minor variations (Wiener & Boer, 2019, pp. 4-5). Given this, it is likely that the three models incorporate a wide variety of materials and techniques (Franken, 2019, pp. 203-205; Wiener & Boer, 2019, pp. 4-5).

These three models were chosen due to their enormous popularity and appreciation (Kokina & Ostrovska, 2013, pp. 364-374; Zeb-Obipi & Maduabuchi, 2021, p. 659; Yu & Wu, 2009, p. 37). In addition, the purpose of this master's thesis is to demonstrate how the three models may be used to better comprehend the unique corporate cultures of different firms (Akbarikia, et al., 2021, p. 62; Quinn, et al., 2003, p. 11; Johnson, et al., 2008, p. 197).

2.5.1.1 Denison Organizational Culture Model

Denison and Spreitzer (1991, p. 2) observed that despite the enormous interest in the subject, there were few models for studying the underlying dynamics of corporate culture. According to Denison and Spreitzer (1991, p. 2), it can be difficult to find reliable markers of organizational culture.

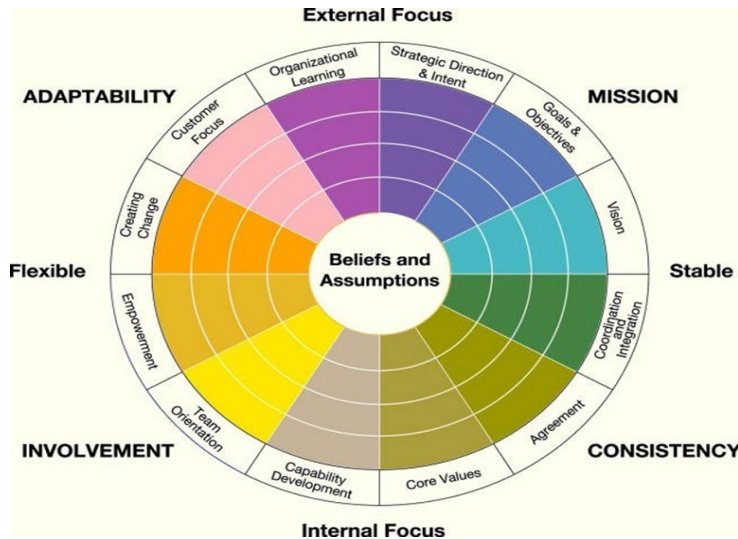
The "Denison organizational culture model" was devised by Professor Daniel Denison in order to analyze the effects of company culture (Akbarikia, et al., 2021, p. 62). According to Kokina and Ostrovska (2013, p. 364), the broad adoption of this strategy can be attributed to its capacity to "explicitly link corporate culture to company structure and efficiency".

Although it has deep organizational origins, the Denison model compares company culture on a more surface level (Odita, 2021, p. 92). The Denison model of corporate culture, according to Schein (2009, pp. 3-5), only considers the most superficial characteristics of company culture, such as words and gestures (Sackmann, 2017, p. 44). According to Kokina and Ostrovska (2013, p. 364), the widespread adoption of the model is largely attributable to its simplicity. However, the significance and rigor of the evaluation are frequently questioned (Schein, 2009, p. 5).

Denison et al. (2003, p. 207) divided the notion into the following categories: mission, consistency, flexibility, and involvement. As indicated in Figure 1, each component is subdivided into three subsets, resulting in a total of twelve components (Kokina & Ostrovska, 2013, p. 364). The divisions are further subdivided into two categories: rigidity and pliability, which correlate to the section's stated objectives and overall coherence, respectively (Denison, et al., 2012, p. 7). While the adaptability and mission of the sector are aimed outward, involvement and consistency are directed inward (Kokina & Ostrovska, 2013, p. 364).

These studies indicate that the most successful companies give their employees a great deal of autonomy to make decisions (empowerment), provide a clear sense of purpose and direction (mission), adapt to changes in the external environment, and encourage consistency between employee behavior and the company's core values (Denison, et al., 2012, p. 8).

Figure 1. The Denison organizational culture model



Source: Denison et al. (2003).

The mission area, represented in Figure 1, is located on the grounded half of the model and focuses mostly on the organization's external vision (Denison, et al., 2003, pp. 208-209). Here, according to Denison et al. (2003, p. 208), you will find the company's declared goals and objectives. According to Ahmady et al. (2016, p. 390), the major emphasis of every firm should be its mission. The failure rate for enterprises was considerable for those that were unclear about their location and standing (Ahmady, et al., 2016, p. 390). Therefore, it is essential to understand the company's mission (Akbarikia, et al., 2021, p. 64). The following factors should be in sync with the mission, as the mission influences other facets of organizational culture (Denison, et al., 2003, p. 208).

- Throughout the first factor, strategic direction and intent, the willingness of leaders to steer the organization to success is highlighted (Akbarikia, et al., 2021, p. 64; Ahmady, et al., 2016, p. 390). When there is congruence between firm strategy and goals, employees are often directed in the appropriate direction (Akbarikia et al., 2021, p. 64).

- The company's vision elucidates its future ideals and objectives (Ahmady, et al., 2016, pp. 390-391; Denison, et al., 2012, p. 7).

In the majority of organizations, consistency results from the common beliefs and practices that characterize the organization's culture (Ahmady, et al., 2016, p. 390). Successful companies rarely undergo negative transformations (Akbarikia, et al., 2021, p. 63). According to Denison et al. (2003, p. 208), strong corporate cultures are defined by employees that are highly consistent, well-coordinated, and team oriented. Continuous firms have competent employees, accountable managers, and devoted employees (Akbarikia, et al., 2021, p. 63). Consistent work practices and cultural norms impede the implementation of new procedures (Denison, et al., 2003, p. 208). These subsections elaborate on the previous section's coverage of uniformity.

The foundational ideals of a corporation define both the identities of its employees and the standards to which it holds itself (Ahmady, et al., 2016, p. 390; Denison, et al., 2012, p. 7).

The agreement factor explains both the capacity to establish agreements and the disposition to debate differences (Akbarikia, et al., 2021, pp. 63-64; Ahmady, et al., 2016, p. 390).

- Thanks to coordination and consistency, the organization's components collaborate to discover solutions to problems and achieve their objectives with as little friction as possible (Akbarikia, et al., 2021, p. 64).

The second component of the Denison model examines the adaptability of a company's culture. Internal and external adaptation can be time-consuming and challenging, according to Denison et al. Ironically, organizations with the greatest amount of integration are the most resistant to change (Denison, et al., 2003, p. 208).

Therefore, flexible firms frequently modify their operations and evaluate the status quo in order to improve customer service (Ahmady, et al., 2016, p. 390). It is also true that these companies take risks, learn from their mistakes, and adapt to the times (Kokina & Ostrovska, 2013, p. 375).

Competitive marketplaces and the need for constant change place a premium on an organization's adaptability (Akbarikia, et al., 2021, p. 64). Extensive follow-up inquiries investigate both the internal and external dimensions of flexibility, such as customer and stakeholder requirements (Denison, et al., 2012, p. 7).

- The section under "creating change" emphasizes the business's ability to adapt in order to accomplish its goals (Denison, et al., 2012, p. 7).

- Since consumer feedback is vital, this section assesses how well the organization meets its requirements (Ahmady, et al., 2016, p. 390).

Organizational Learning: the last component of the model that assesses an organization's potential to develop and comprehend its own activities, innovation, and knowledge style (Akbarikia, et al., 2021, p. 64; Ahmady, et al., 2016, p. 390).

In their organizational culture model's fourth section, Akbarikia et al (2021, p. 63). When firms cultivate a culture in which employees feel like they belong, collaborate, and have a say in how they are compensated and what they do, they can empower their staff to actively contribute to the company's growth (Ahmady, et al., 2016, p. 389). Focusing on internal dynamics and flexibility is indicative of "involvement," which refers to the active participation of employees within the organization (Denison, et al., 2012, p. 7).

Consequently, profitable firms motivate their employees, teach them to enhance their skills, and incorporate them into the company culture (Denison, et al., 2003, p. 208). Under its engagement part, the Denison model of organizational culture includes the following subsections in order to adequately address each of these characteristics: (Denison, et al., 2003, p. 209).

- The concept of empowerment emphasizes the influence that employees have on their occupations (Ahmady, et al., 2016, p. 389). According to the research of Akbarikia et al. (2021, p.63), group orientation can infuse workers with a sense of responsibility and help the achievement of shared goals.

- Capability development enables employees to enhance their skills, which is essential for sustaining competitiveness (Denison, et al., 2012, p. 7).

Using Denison's framework, firms can identify the numerous elements that comprise their distinctive corporate culture (Denison, et al., 2012, p. 7). Organizations can use the model to compare their ideal corporate culture to their actual one and assess whether the former is more effective for achieving their stated objectives (Denison, et al., 2003, p. 209).

Profitability, innovation, and sales expansion were found to be most intricately connected with a company's mission, consistency, involvement, and adaptability (Denison, et al., 2003, pp. 208-209).

The Denison organizational culture model is evaluated using a framework and a sixty-item questionnaire, with five questions allotted to each framework element (Denison, et al., 2012, p. 8). According to Denison et al. (2012, p.10), the survey scale ranges from 1 to 5. The Denison scale is utilized to compare and quantify the survey responses of corporate people and management about indices such as significance (Kokina & Ostrovska, 2013, p. 365). Once the company's most critical departments are determined, according to Kokina and Ostrovska (2013, pp. 365-366), the company's overall health can be assessed. These inquiries address all parts of the model, and the accompanying scale can assess whether or not the model's components are suitably balanced (Denison, et al., 2003, p. 209).

The Denison organizational culture model can be used to measure how well a company is aligned and how productive its people are. Compare the current state of business culture to your desired version (Denison, et al., 2003, p. 209). Schein (2009, p. 3-5) stated that the model was problematic because it provided only a summary of organizational culture.

Denison Consulting provides direct services to assist organizations to learn about, modify, and evaluate their corporate cultures. In addition, they would evaluate the company's culture and recommend modifications. Businesses that place a premium on departmental parity may benefit from the Denison model (Akbarikia, et al., 2021, p. 63). The thesis will then examine the competing value framework of Quinn and Cameron, which is a component of the Denison organizational culture model (Denison et al., 2012, p. 7).

2.5.1.2 Quinn & Cameron's Competing Value Framework

According to Kokina & Ostrovska (2013, p. 364), the competing value framework by Quinn & Cameron is the most comprehensive and well-received model, because it encompasses four culture types, analyzes business values, and illustrates the potential challenges associated with corporate culture transformation. This is something the competing value framework considers, as many organizations place a premium on strong leadership (Sultan & Mairna, 2021, p. 1), comparing the current and

ideal state of a company's culture using the competing value framework (Afzal, 2021, p. 48).

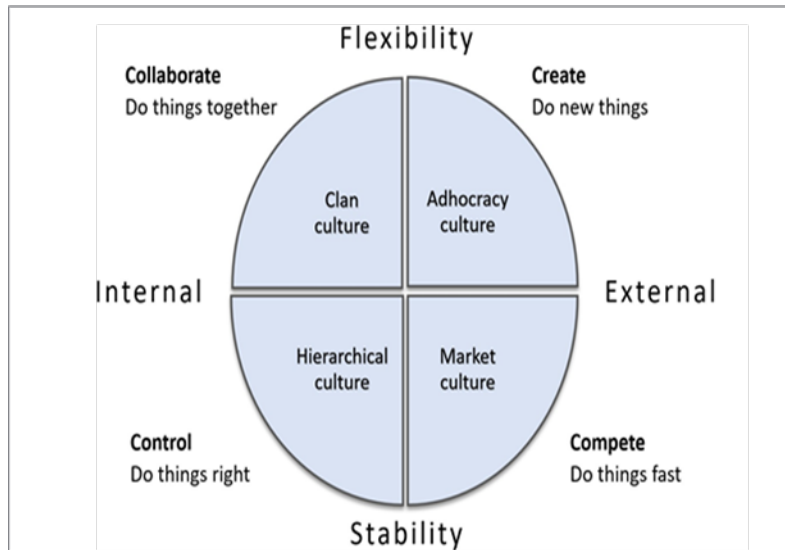
As Quinn et al. (2003, p. 11) note, many firms live in more than one culture type simultaneously, making it impossible to build a framework that can account for all of the contexts in which a given organization may operate.

According to Quinn et al. (2003, p. 1), the culture(s) a company prioritizes might vary from instance to instance. The competing value framework divides business settings into five categories: clan culture, adhocracy, hierarchical culture, and market culture (Cameron & Ettington, 1988, p. 27). In this manner, company cultures can be characterized (Cameron & Quinn, 2002, p. 3). While stability and control may be more useful for some firms, adaptation, and flexibility may be more favorable for others (Cameron & Quinn, 2002, p. 3). Most organizations try to determine the relationship between the numerous corporate culture types they have identified and the ways in which those cultures have adapted to new organizational structures and processes (Cameron & Quinn, 2002, p. 10).

Denison and Spreitzer (1991, p. 3) claim that the framework's original intent was to assess the inherent effectiveness of value. Quinn and Cameron added elements such as corporate culture, forms, life cycles, and leadership roles into their version of the competing value framework (Denison & Spreitzer, 1991, p. 3). According to Quinn et al. (2003, p. 210), many competing value frameworks are strikingly similar; the one used here has been adapted for a more agile environment.

Using the competing value framework, cultures can be characterized as "clan culture," "adhocracy culture," "market culture," or "hierarchical culture" (Quinn, et al., 2003, p. 212). Similar to the Denison model of organizational culture, the framework consists of both external and internal components, as well as change and stability (Wiener & Boer, 2019, p. 3). Figure 2 depicts the competing value framework, which is subdivided into four sections with keywords describing the trends of several cultural traditions (Quinn, et al., 2003, p. 212).

Figure 2. Value competition model



Source: Quinn et al. (2003).

O'Neill et al. (2021) emphasize that mentoring and cooperative work are highly valued in clan culture. Professional development is a primary concern (Wiener & Boer, 2019, p. 3). Clan culture stresses shared values and goals, rigid norms, independence, and family in the upper left quadrant (Cameron & Ettington, 1988, p. 25). According to Quinn et al. (2003, p. 212), clan culture fosters acceptance, trust, solidarity, and participation.

The "hierarchy culture," according to Cameron and Ettington (1988, p. 25), places an emphasis on norms, consistency, and productivity (Wiener & Boer, 2019, p. 3). Hierarchically structured cultures tend to encourage compliance and predictability (Brown, et al., 2021, p. 64). The status quo is characterized by thorough information recording and management (Quinn, et al., 2003, p. 12). Third in the competing value structure is adhocracy, a culture that values novelty, adaptation, and interaction with the outside world, according to the authors (Wiener & Boer, 2019, p. 487). According to O'Neill et al. (2021, p.487), adhocracy prioritizes innovation, adaptability, and rapid response. Innovation, novel concepts, and growth are defining characteristics of the development culture or progressive company mentality (Quinn, et al., 2003, p. 213; Brown et al., 2021, p. 64). Businesses frequently prioritize VUCA (volatility, uncertainty, complexity, and ambiguity) in an adhocracy (Kulvisaechana, et al., 2021, p. 68).

Unique cultural patterns, with market culture positioned between stability and an outward perspective tend to be aggressive and competitive (Wiener & Boer, 2019,

p. 3). A culture that promotes competition, goal setting, environmental engagement, and consumer-centricity (Cameron & Ettington, 1988, p. 25). In this culture, planning, productivity, and efficiency are highly valued (Quinn, et al., 2003, p. 213).

As stated previously, numerous sorts of corporate cultures are possible possibilities (Brown, et al., 2021, p. 64). The organization may have a monolithic culture with a few subcultures or a more diverse culture with a vast array of subcultures. This depends on the organization, the complexity, and the conditions. It has been claimed by Quinn et al. (2003, p. 213) that a balance between the four types of corporate culture is crucial to the success of a corporation, but that an overemphasis on any one kind could have the reverse effect and render the organization inefficient. Consequently, each of the four culture types has its advantages and may be optimal for a particular business challenge (Quinn, et al., 2003, p. 213). When addressing particular issues, businesses frequently target particular cultural groups.

Consequently, we can respond to employee needs more effectively and zero down on the optimum solution (Yimer, 2021, p. 362). In a society characterized by adhocracy, marketing companies may have the most inventive techniques for operating. There may be a significant presence of clan culture in an organization if there are numerous team-based projects. This implies that the organization must reconcile two opposing value systems. The organization as a whole may have a flat structure, but the financial department may require a hierarchical structure to function effectively. It has been stated that clashing cultural values may split the corporate culture of a company (Cameron & Quinn, 2002, p. 3).

A survey aimed to identify the prevailing cultural orientations within a company is included in the competing value framework. Across its six sections, the Quinn and Cameron questionnaire includes 20 questions. The participants will evaluate the company's culture by providing a score out of 100 for each of the four statements. (Cameron & Quinn, 2002, pp. 6-9).

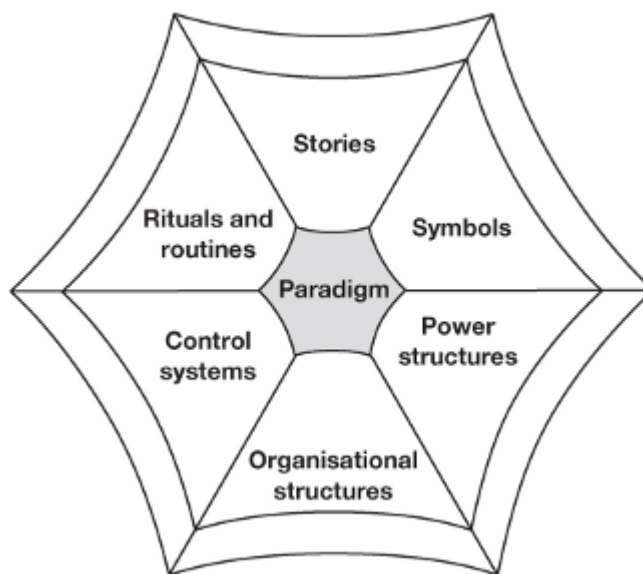
2.5.1.3 Johnson's Cultural Web

Businesses can use the cultural web to assess their corporate culture and compare it to that of their competitors (Johnson, et al., 2008, p. 197). Gerry Johnson created Figure 3's cultural network after reading Johnson et al.'s (2008, p. 197) recommendation to investigate corporate culture. When examining an organization's

"paradigm" (its frequently held views), "the cultural web reveals the behavioral, physical, and symbolic aspects of a culture that inform and are informed by the paradigm" (Johnson, et al., 2008, p. 197).

A paradigm is at the center of the cultural web, with six other components emanating from it (Reisinger, et al., 2017, p. 77). As depicted in Figure 3, all of the nearby components are connected (Sammut-Bonnici, 2015, p. 2). It contains a study of the paradigm as well as studies of myths, symbols, hierarchies, organizations, command systems, everyday routines, and rituals.

Figure 3. Cultural web Model



Source: Johnson et al. (2008).

As was previously established, the center of an organization's culture is the hub of its cultural web. According to Reisinger et al. (2017, p. 77-78), the paradigm element frequently focuses on the primary premise. For years, company executives and employees have been steeped in the paradigm (Sun, 2021, p. 139). There may be a difference between what is assumed strategically and what employees assume (Johnson, et al., 2008, p. 197). According to Johnson et al. (2008, p.197), the paradigm of a newspaper from the perspective of its employees is to provide positive news, whereas the paradigm of a newspaper from a strategic perspective is to attract a sufficiently large audience to justify the cost of advertising.

Despite the seeming simplicity of these unconscious values (Sammut-Bonnici, 2015, p. 2), Johnson et al. (2008, pp. 197-198) assert that corporate employees struggle

to comprehend the paradigm. Due to the frequency with which these beliefs and values are subconsciously acted upon, they are more immediately visible to an outside observer (Johnson, et al., 2008, pp. 197-198).

Following a predetermined pattern or ritual is unavoidable. Similar to how paradigms tend to stress the ordinary, routines tend to emphasize the mundane (Sammut-Bonnici, 2015, p. 2). According to Johnson et al. (2017, p. 176), a common source of repetition in the workplace is daily routines. As unchangeable as prevalent theories are habits (Johnson, et al., 2008, p. 198). According to Reisinger et al. (2017, .78), processes keep an organization operating efficiently. Johnson et al. (2017, p. 176) suggest that corporate value is increased through rituals. Promotions, training, and conferences are examples of several types of events (Johnson, et al., 2008, p. 198).

The topic of the tales' section is unforeseen business incidents (Johnson, et al., 2017, p. 176). According to Johnson et al. (2008, pp. 198-199), accounts such as the company's response to the pandemic are widespread. These tales can give light on the significance and origin of company culture's fundamental ideals (Reisinger, et al., 2017, p. 78).

Significant to the business identity is the logo (Sammut-Bonnici, 2015, p. 2). Symbols are defined as "objects, events act, or individuals that communicate, retain, or create significance beyond their practical function" (Johnson, et al., 2017, p. 176). It is therefore typical for workplace design and organizational structures to serve many purposes (Reisinger, et al., 2017, p. 78). Language is another aspect of a company's symbolism that frequently reflects its corporate culture (Johnson, et al., 2008, p. 199). According to Johnson et al. (2017), numerous cultural web components serve both practical and symbolic functions. With the added symbolism of the cultural web, it is even more crucial to remember what each symbol represents (Johnson et al., 2008, p. 199).

The ability to influence others is defined by Johnson et al. (2017, p. 176) as a component of the cultural web's power structures. Typically, hierarchical power arrangements give those at the top the upper hand (Johnson, et al., 2017, p. 176). However, some employees may wield enormous influence due to established conventions (Johnson, et al., 2008, p. 199). As a result, the origins of these power structures might range from the company's leader or an employee with a wealth of

inside information to prominent individuals or even personnel from different departments (Reisinger, et al., 2017, p. 78). Organizational structures of businesses include both formally recognized jobs and duties with looser boundaries (Sammut-Bonnici, 2015, p. 2). These frequently represent established organizational hierarchies and the procedures that materialize such hierarchies (Johnson, et al., 2008, p. 199). Organizational structures may be more significant to employees in highly hierarchical or rigidly reporting organizations than in organizations that are completely decentralized. These structures may be exceedingly strong (Johnson, et al., 2017, pp. 176-177).

Controls are ultimately based on both formal and informal personnel monitoring and support (Sammut-Bonnici, 2015, p. 2). According to Johnson et al. (2017, p. 177), metrics and reward systems are good indicators of a company's values. The operating metrics of a corporation can be used to determine its values (Johnson, et al., 2008, p. 199). Individually compensating individuals for their achievements are indicative of a company culture that values individual effort over teamwork and success (Johnson, et al., 2017, p. 177).

When trying to define what sets apart an organization, Johnson et al. (2008, p. 200) recommend searching for five terms for each characteristic. Given that corporate culture is rarely mentioned in the company's philosophy and mission statement, it can be useful to align these three elements (Johnson, et al., 2017, p. 177).

It is helpful to be able to categorize the cultural web's precise "map" since it can provide insightful information about an organization's culture (Johnson, et al., 2017, p. 177). Leaders may benefit from this by gaining a better understanding of the problem and thesis statement, and by drawing parallels between the actual culture of the organization and the ideal culture (Johnson, et al., 2008, p. 201). The organization can use the map to pinpoint issues and implement fixes as needed (Johnson, et al., 2017, p. 177).

The cultural web is a well-liked concept for evaluating business cultures, but it does not have a questionnaire, thus comparing results from different interviews is tedious and not always possible (Johnson, et al., 2017, p. 179; Sammut-Bonnici, 2015, p. 2).

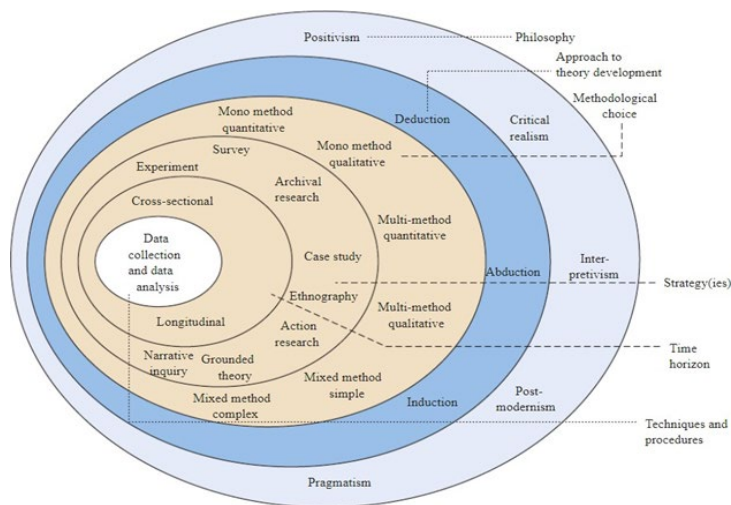
Organizational culture has been conceptualized in several ways, including by the Denison model, the competing value framework, and the cultural web. One of the keys to a company's success is having employees who understand and can use the established company culture (Johnson, et al., 2008, p. 202). In order to come up with new strategies, managers must be able to challenge, question, and maybe alter the underlying organizational culture that supports the current plan (Johnson, et al., 2017, p. 177).

3. Research Methodology and Methods

3.1 Introduction to Research Methodology

This chapter discusses the research technique which is an integral part of a research plan that demonstrates the researcher is adhering to the appropriate protocols. Saunders et al. (2009) provide a useful framework in the form of the Research Onion for aiding understanding of the multitude of stages involved in research.

Figure 4. Research Onion Methodology



Source: Saunders et al. (2009).

Consequently, this section encompasses:

- i. *Selection of the Research Philosophy, Methodology, and Sample for this Study,*
- ii. *An elucidation of the tool utilized, including the Pilot Examine implemented,*
- iii. *The Gathering and Analysis of Data and Methods Used,*
- iv. *Examining Data Sets,*
- v. *The Constraints of the Methodology,*
- vi. *Exploration of Ethical Considerations.*

3.2 The philosophy of research

The research concerns provide the basis for the research ideology, which consequently determines the selection of research techniques (Saunders et al., 2009). A set of standards and expectations pertaining to the gathering, analysis, and discussion

of data for the purpose of augmenting scientific knowledge is denoted by this term (Saunders et al., 2009). It is impossible to single out one research theory as being ‘the greatest’; rather, it is necessary for the researcher to determine the most suitable theory for the research project in order to progress successfully towards achieving the research questions and goals.

Within the discipline of philosophy, Ontology and Epistemology constitute two fundamental schools of thought. The two concepts are based on the researcher's assumptions which give insight into their viewpoint and thus, shaped the research question(s) and the methodology(s) used to answer them. Ontology, being the initial branch of inquiry, is focused on the fundamental nature of the truth and the intrinsic qualities of objects. This can be divided into two distinct categories: the objective and the subjective. Analysis of the societal occurrences that is the consequence of the perspectives and impacts of the persons is the focus of subjectivism, in contrast to objectivism that assumes social factors are external to persons. Epistemology is the branch of philosophy that investigates the foundations of one's belief in the accuracy and reliability of knowledge.

Subsequently, two main schools of thought can be identified in the realm of epistemology: Positivism and Interpretivism. Despite the customary utilization of positivism in quantitative research, interpretivism is generally favored when conducting qualitative studies. The analysis of each participant's responses to the survey is conducted with meticulous attention to the individual narratives. In contemporary society, we have come to accept and respect a plurality of life conditions and situations. As a consequence, this inquiry shall implement both of these approaches since this thesis will use both quantitative and qualitative methodology.

3.3 The methodological choice

Upon meticulous consideration of the aims detailed above, the investigator has opted for the methodology that will be employed to execute the research. In order to establish whether there is a significant disparity in the views held by managers working at the main office and those working in various locations on the organization's culture, the researcher intends to analyze how managers are assimilating the culture of the organization with their teams. It is necessary to employ both quantitative and qualitative methodology in order to address the research questions, as the aims of the

project indicate a need for knowledge discovery and exploration. The mix of those two approaches can be utilized to promote the accumulation of data and emphasize its importance.

Novel insights into the cognitive, affective, behavioral, and epistemic aspects of a topic (Saunders et al., 2009). Standardized instruments employ the use of quantitative data, while a qualitative method ordinarily utilizes non-standardized instruments to obtain data expressed in words.

Notwithstanding, the investigator is cognizant of the fact that the implementation of both quantitative and qualitative research has the potential to be prejudiced in light of the investigator's own affiliations with the study's participants. Notwithstanding the possibility of preconceptions, this could be read as an indication of the scholar's commitment to the topic all through the period of the task (Bryman and Bell, 2007).

3.4 The sample of the research study

In total, the collective consisted of ten administrative personnel, from an organization of the private sector, encompassing a workforce of more than 1,000 individuals dispersed between its various sites. In total, there are ten individuals, five of which are situated in the primary office and the remaining five in the satellite offices. Each group is stratified based upon their current commercial area, the length of their tenure at their organizations, the duration of time in a managerial role, and the type of position they occupy.

3.5 The questionnaire

A questionnaire was implemented as a research instrument to conduct the research study. The questionnaire contains closed-ended questions as well as semi-interview questions. Closed-ended queries are available in a variety of formats, such as multiple choice, drop down, checkbox, and scaling questions. The response options for each question type are pre-determined and thus do not allow for the respondent to offer any answers that are not already provided.

Furthermore, it has been previously established that qualitative research can adopt non-traditional modes of data collection. Consequently, the researcher has formulated a semi-structured interview protocol to verify the accuracy of the initial data

collected. Semi-structured interviews offered the researcher a template to both pose questions and acquire knowledge while simultaneously permitting them the elasticity to adjust the interview in response to the replies being attained and the changing trajectory of the conversation (Saunders et al., 2009). It is not feasible to achieve the desired result without engaging in a comprehensive and specific examination that is tailored to a specific enquiry (Saunders et al., 2009).

The interview's screenplay was formulated upon the Cultural Web, an analytical tool developed by Johnson and Scholes (1993). Following the initial investigation, certain questions were articulated differently to render them more intelligible to the participants (provided it in Appendix). The scholar initially contemplated employing focus groups as an alternative to a standard survey. Focus groups have been utilized in recent investigations of organizational culture within the academic sector (Mossop et al., 2013), the finance sector (Central Bank of Ireland, 2018), and the service sector (when pursuing economic edge) (Testa and Sipe, 2013). The incorporation of focus groups in the research process would have provided the researcher with greater insight into the given topic, due to the invaluable discourse generated by the small group setting; however, this addition would have also increased the complexity of the research project.

Establishing a suitable date and location which does not interfere with the regular schedules of both participants and researchers is of utmost importance. This is far from being an exhaustive list of the impediments that have hindered the researcher from utilizing focus groups, yet they are some of the most prominent ones.

The scholar weighed the pros and cons of utilizing an interviewer for the conduct of the survey. Whilst it is accurate to state that employing a questionnaire for data collection is more expedient than other methods, this could result in the opportunity for further exploration of more stimulating topics that could emerge during face-to-face conversations being lost (Bryman and Bell, 2015).

3.6 The Pilot Study

In order for a research strategy to prove successful, meticulous preparation is a necessity, with a prototype examination regularly forming part of the overall plan (Saunders et al., 2009). The importance of preliminary research cannot be overemphasized.

In order to determine the feasibility of the research, a pilot study is planned in order to evaluate a tool and collect data to be used in the formal study (Ghauri and Grnhaug, 2005). Consequently, it is beneficial to undertake a preliminary study with an individual who is not familiar with the topic but is well-informed regarding the pertinent matter, as this individual can provide valuable input (Majid et al., 2017).

Moreover, the scholar is aided in the process of learning to ask pertinent questions through the conduct of genuine interviews and the management of the dialogue (Majid et al., 2017). The utility of this process or tool can also be assessed so as to identify any potential inadequacies which can be rectified before further exertion of effort (Bryman and Bell, 2015).

Conducting a pilot study is essential in order to ascertain the amount of data that can be collected, as well as to gain insight into how the data will be interpreted in the subsequent main study, although the outcomes of the pilot survey are generally less definitive than those of the principal study. Prior to engaging in closed-ended questions and semi-interview questions with the research subjects, the researcher will pilot the questions with a manager-level colleague to assess comprehension of the aim of the research, as well as to evaluate the clarity, pertinence, and adequacy of the questions (Majid et al., 2017).

3.7 The data analysis of the research

In this research, both qualitative and quantitative analysis was implemented. Concerning the analysis of the quantitative data, SPSS was used since it offers a broad selection of statistical procedures, ranging from the foundational such as frequency to more sophisticated regression models. It has an extensive suite of statistical capabilities and is capable of executing intricate data analysis with precision. It enables one to manipulate and analyze highly intricate data using concise directives supplied by the user.

Concerning the qualitative data, the researcher transcribed and performed a thematic analysis of all interviews after documenting them in full on the day they were conducted. The literature surrounding thematic analysis is notable for its lack of consensus regarding its features, yet it is an invaluable technique for qualitative analysis due to its potential for producing comprehensive, complex, and rich data (Braun and Clarke, 2006).

Through the utilization of thematic analysis, the researcher is able to contrast the responses of the participants and identify the themes that frequently occurred; from this, they can formulate deductions and link them to the appropriate literature (Braun and Clarke, 2006). The deduction approach has been applied to ascertain whether concepts expressed by individuals had already been investigated in existing research, while induction has been employed to produce an original coding framework or hypothesis based on the gathered data (Saunders et al., 2009).

It was determined that manual coding of themes was more beneficial than relying on the use of constrained, potentially impersonal specialized software. A comprehensive analysis of each topic is then conducted, examining how the individual codes coalesce to form a complete entity, and the outcomes (Saunders et al., 2009).

3.8 Ethical Issues and Limitations of the Study

The limitations of the research's methods impede the findings from being generally applicable or regarded as reliable. In order to initiate the study, the researcher has selected to solely concentrate on management personnel, although it could be to the benefit of the research to include non-management staff in order to obtain a comprehensive comprehension of the organizational culture (Bryman and Bell, 2015).

Subsequently, the researcher has utilized a limited sample size, thus the ensuing conclusions might not be indicative of the whole population of directors employed in the organization.

An increased group size would have necessitated an extension of the time for data collection and analysis (Saunders et al., 2009).

Examining the implications of leading questions and nonverbal communication in interviews can be seen to facilitate the manifestation of inherent bias. It can be inferred that if the researcher holds a strong opinion on a given topic, it could have a potential impact on the outcomes of their research.

An exploration that seeks to understand and analyze perspectives founded on individual experiences is not suited to a quantitative approach (Saunders et al., 2009). A more exhaustive literature review would have further assisted in the data analysis; the researcher deliberately decided to initially consult literature concerning the finance

sector, however the sparse number of studies on culture in the finance service sector necessitated them to widen their search.

The researcher strove to compensate for these restrictions by maintaining a uniform methodology in the conducting of the interviews (in terms of environment, bearing towards Participants prior to, during, and after the interviews), citing the literature when deciding on the design and keeping a meticulous record of the strategies employed.

Research has been conducted in accordance with ethical protocols. There was no intent to cause any harm to the participants in this study. The study considered the fact that the participants were in influential positions at their organization, thus making confidentiality a paramount concern.

The researcher consulted with the participants and clarified the objectives and purpose of the research endeavor to ensure it adhered to ethical standards. The interviewees were provided with a copy of the questions prior to the interview to ensure they were familiarized with the layout of the interview prior to their meeting with the journalist. The participants were assured that their identities would remain confidential, that direct quotations would be employed only when absolutely necessary, and that the findings would be presented collectively. Prior to the commencement of the interview, all participants were invited to read and sign a document of consent. The participants had the prerogative to discontinue the dialogue whenever they deemed fit.

Despite the potential for ethical issues to be brought up in relation to this research, it was already determined to be highly unlikely due to the nature of the investigation. Furthermore, all user data was securely housed and competently monitored to prevent unapproved access, improper disclosure, damage, or obliteration. The researcher was able to keep supervision of the data until they were documented accurately through utilizing a Dictaphone.

In keeping with the provisions of the General Data Protection Regulation (GDPR) (2019), each conversation was erased from the recording device post transcription to avoid the maintenance of data for a period longer than necessary. The data was recorded in a secure record kept by the interviewer. Adhering to the provisions set forth in the General Data Protection Regulation (GDPR) is essential in order to safeguard confidential data (European Commission, 2018).

4. Data analysis

The data analysis took place in the world-wide known SPSS and more specifically in version 25.0. The variables of the questionnaire are presented with percentages and frequencies. All of the above information is presented through tables and graphs created in SPSS and in the program Microsoft Excel.

4.1 Research results

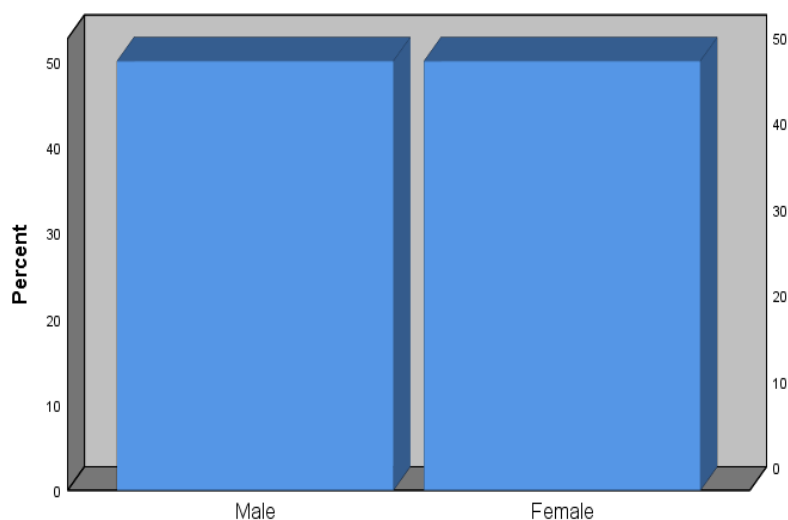
4.1.1 Quantitative Results

In the following chapter the results of the questionnaire are analyzed, while the research questions are investigated. In Table 1 and Graph 1 the gender of the participants is analyzed, and it consists of an equal number of males and females.

Table 1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	5	50.0	50.0	50.0
	Female	5	50.0	50.0	100.0
	Total	10	100.0	100.0	

Graph 1. Gender

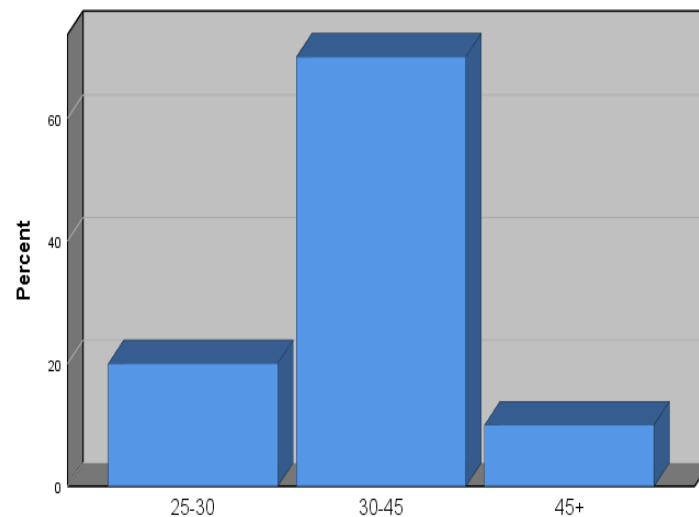


In Table 2 and Graph 2, the participants' age is analyzed. As shown in table 2, 20% are between the ages of 25-30, the other 70% of the sample consists of ages between 30-45 and the remaining 10% are aged 45 and above.

Table 2. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	2	20.0	20.0	20.0
	30-45	7	70.0	70.0	90.0
	45+	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

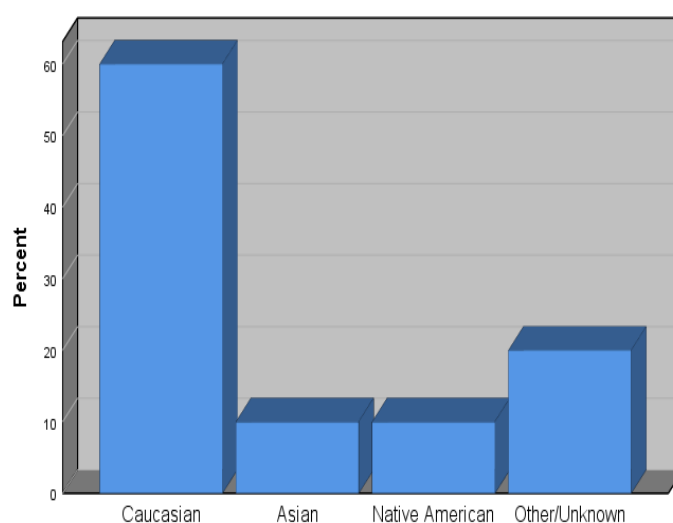
Graph 2. Age



In Table 3 and Graph 3, the participants' ethnicity is analyzed. Most of the sample, specifically 60% of it consists of Caucasians, while the rest consists of 10% of Asians, Native Americans and 20% chose Other/Unknown ethnicity.

Table 3. Ethnicity

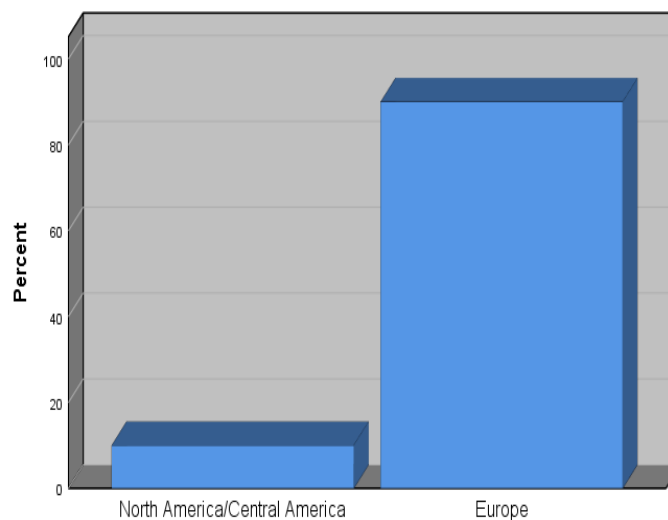
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Caucasian	6	60.0	60.0	60.0
	Asian	1	10.0	10.0	70.0
	Native American	1	10.0	10.0	80.0
	Other/Unknown	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Graph 3. Ethnicity

Through Table 4 and Graph 4 the continent that each participant is located is analyzed. Most of the sample is located in Europe with the continent having a 90% representation on the sample. The rest 10% are located to North and Central America.

Table 4. Continent dweller

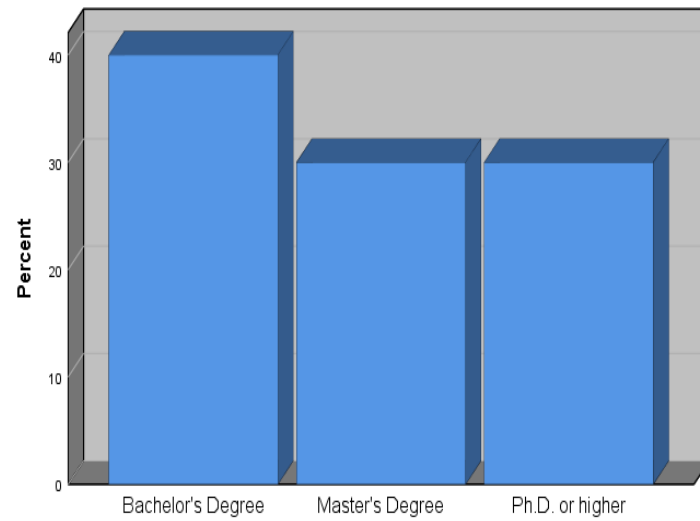
			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	North America	America/Central	1	10.0	10.0	10.0
	Europe		9	90.0	90.0	100.0
	Total		10	100.0	100.0	

Graph 4. Continent dweller

In Table 5 and Graph 5 the participants' education level is analyzed. It is clear that 40% of the sample has a bachelor's degree, while the participants with master's degree and Ph.D.'s have 30% representation respectively.

Table 5. Education level

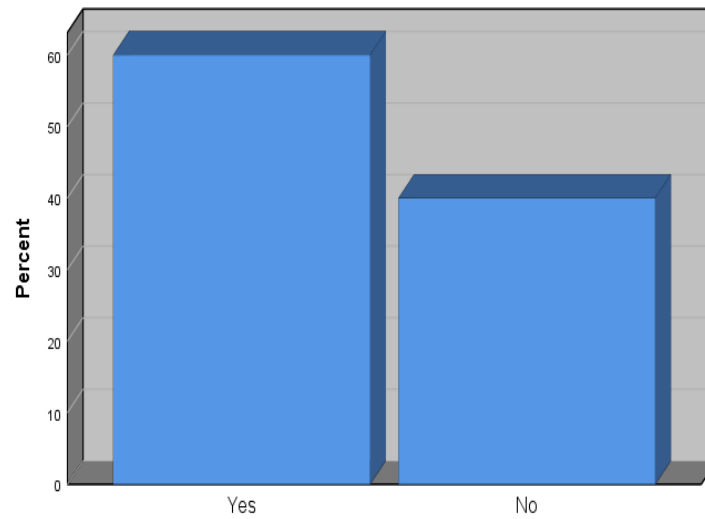
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	4	40.0	40.0	40.0
	Master's Degree	3	30.0	30.0	70.0
	Ph.D. or higher	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

Graph 5. Education level

Through Table 6 and Graph 6, the marital status of the participants is analyzed. The results show that 60% of the sample is married while the other 40% is not married.

Table 6. Marriage status

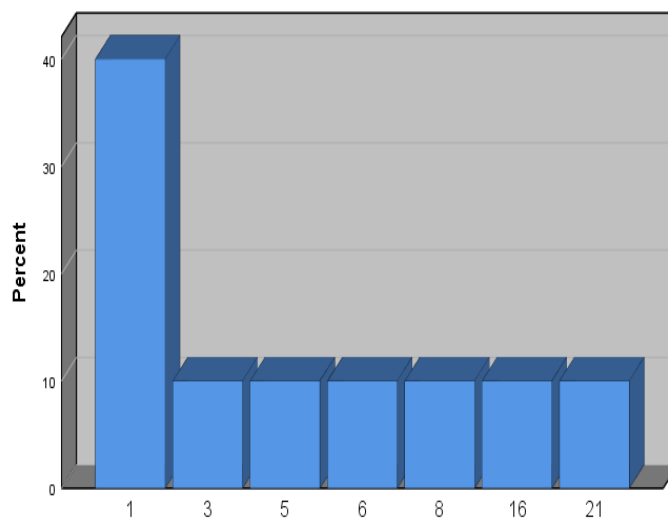
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	60.0	60.0	60.0
	No	4	40.0	40.0	100.0
	Total	10	100.0	100.0	

Graph 6. Marriage status

As of Table 7 and Graph 7, provides info in regard to each participant's year of service to their organization/company. From the analysis the following data is received: 40% of the participants work for 1 year at their organization. Other declared years of service are 3, 5, 6, 8, 16 and 21 where they represent a 10% of the sample respectively.

Table 7. Years of service in the organization

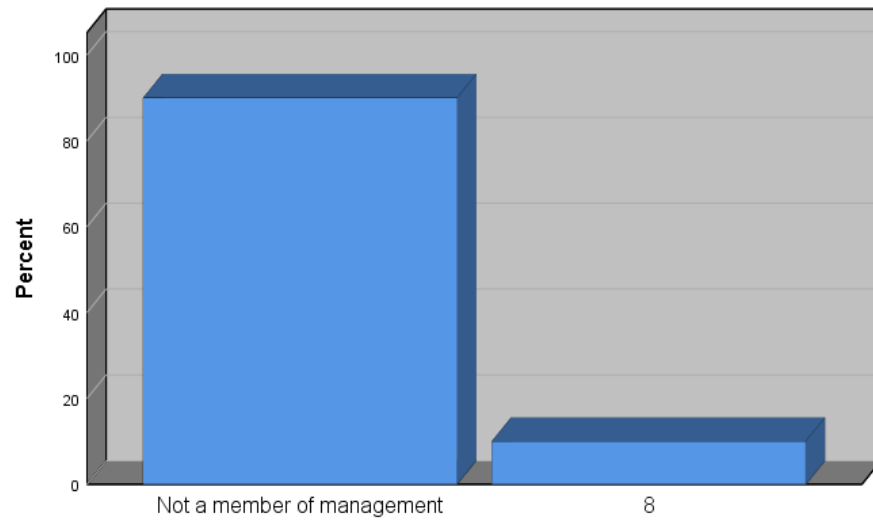
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	40.0	40.0	40.0
	3	1	10.0	10.0	50.0
	5	1	10.0	10.0	60.0
	6	1	10.0	10.0	70.0
	8	1	10.0	10.0	80.0
	16	1	10.0	10.0	90.0
	21	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

Graph 7. Years of service in the organization

On Table 8 and Graph 8 provides info for long the participants are part of the management team on their organization. However only 10% of them are part of the management team in their organization, been members for 8 years now. The other 90% of the sample is not in a manager position.

Table 8. Years of service as a management member

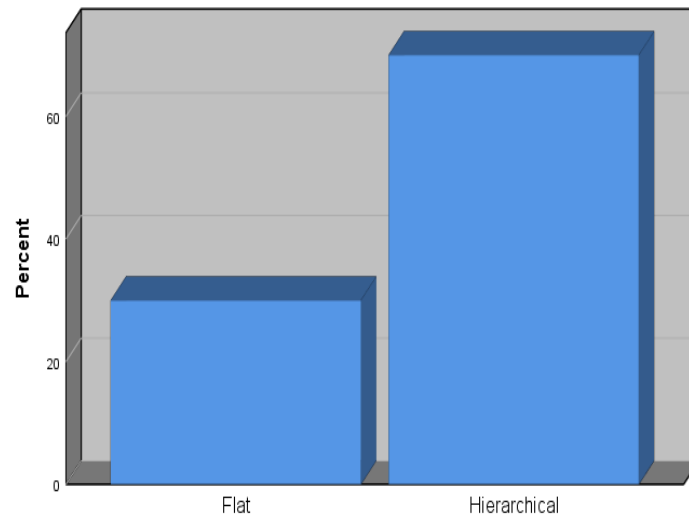
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a member of management	9	90.0	90.0	90.0
	8	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

Graph 8. Years of service as a management member

Next, in Table 9 and Graph 9 participants were asked if their organization has a flat or a hierarchical structure. In this question 30% of the participants answered that their organizations have a flat structure model while the other 70% stated that their organizations have the hierarchical structure model.

Table 9. Flat or Hierarchical Structure

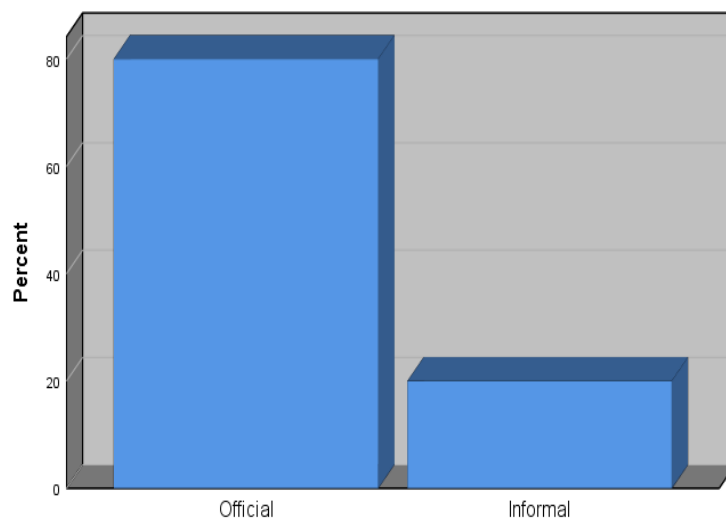
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Flat	3	30.0	30.0	30.0
	Hierarchical	7	70.0	70.0	100.0
	Total	10	100.0	100.0	

Graph 9. Flat or Hierarchical Structure

Through Table 10 and Graph 10, provides info on the question, if the structure models of each participant's organizations are formally acknowledging their model's structure and if they officially inform their staff about it. The 80% of them, answered that there is an official statement from the management on the issue, while the other 20% that there are no formal statements from the management.

Table 10. Organizations recognition of structural model

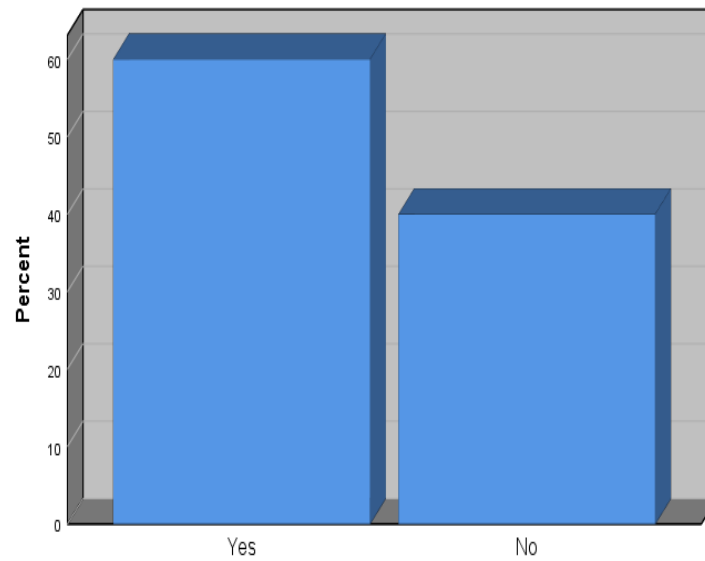
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Official	8	80.0	80.0	80.0
	Informal	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Graph 10. Organizations recognition of structural model

In Table 11 and Graph 11, we analyze if there is access to information from everyone to each participant's organization. A 60% of the sample states that every member of the staff has access to information in their organizations, but the other 40% states that this is not the case in theirs.

Table 11. Access to information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	60.0	60.0	60.0
	No	4	40.0	40.0	100.0
	Total	10	100.0	100.0	

Graph 11. Access to information

Through Table and Graph 12, an analysis is given on the participant's opinion of their organizations regarding the existence of professional advancement. The data analysis shows that 90% of the participants answered positively while the other 10% negatively.

Table 12. Chances for professional advancement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	90.0	90.0	90.0
	No	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

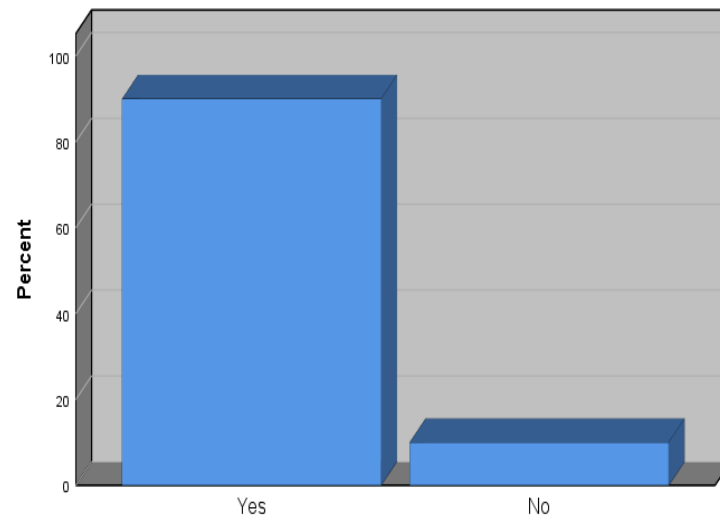
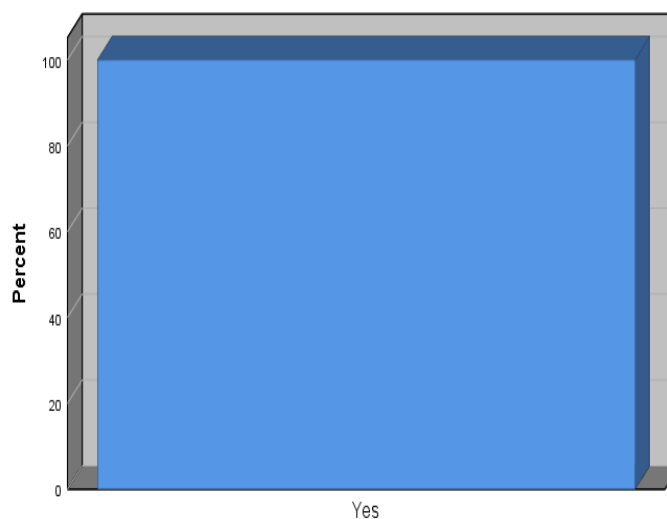
Graph 12. Chances for professional advancement

Table 13 and Graph 13 shows the data for the answer of each participant about their organizations, encouraging the equal distribution of power between workers. On this question the participants have a 100% agreement, having answered positively to the question.

Table 13. Organizations should encourage the equal distribution of power between workers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	100.0	100.0	100.0

Graph 13. Organizations should encourage the equal distribution of power between workers.



In Table 14 and Graph 14, the data provides the info of the opinion of each participant about their organizations, on the matter of the role of IT must be clearly defined and communicated. In this question 90% of the participants answered yes, while a 10% gave the no answer.

Table 14. The role of IT must be clearly defined and communicated.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	90.0	90.0	90.0
	No	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

Graph 14. The role of IT must be clearly defined and communicated.

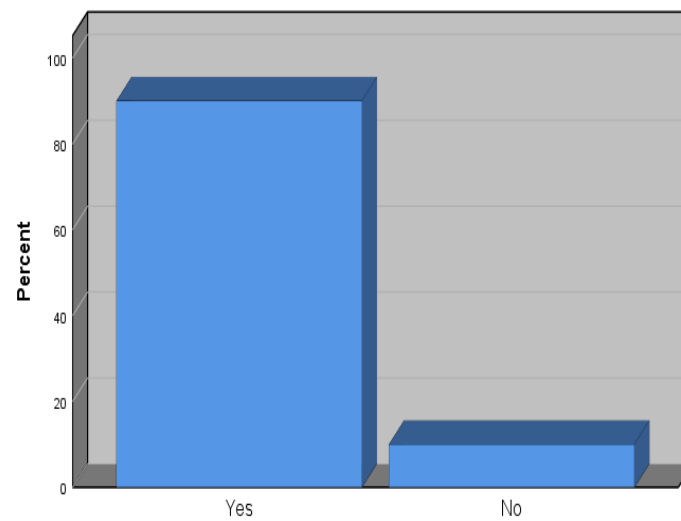


Table 15 and Graph 15, show data on the opinion of each participant about their organizations, in regard of the organizations' promoting IT success stories. Clearly, it can be seen that most of the participants, specifically 80% of them, are positive having answered yes while only a 20% answered no.

Table 15. Organizations should promote IT success stories.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	80.0	80.0	80.0
	No	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

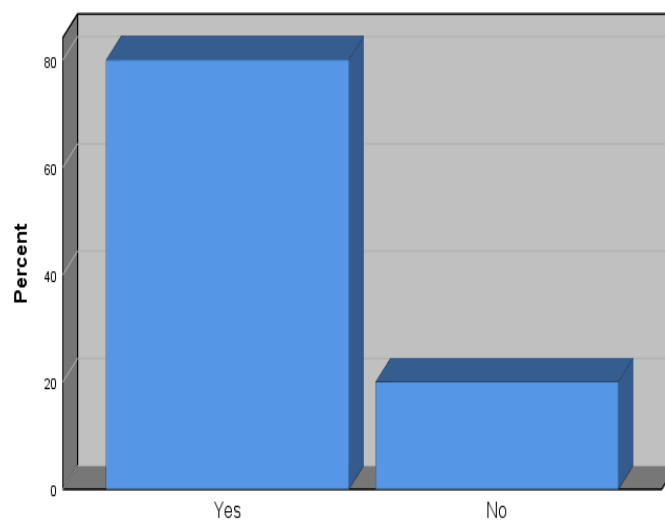
Graph 15. Organizations should promote IT success stories.

Table 16 and Graph 16, provides info on the opinion of each participant about their organizations, on if the system delivery method must be simplified. It is observed on the analysis that there is a division between the participants, having a 50% of them agreeing that system delivery methods should be simplified while the other 50% did not.

Table 16. The system delivery method must be simplified.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	50.0	50.0	50.0
	No	5	50.0	50.0	100.0
	Total	10	100.0	100.0	

Graph 16. The system delivery method must be simplified.

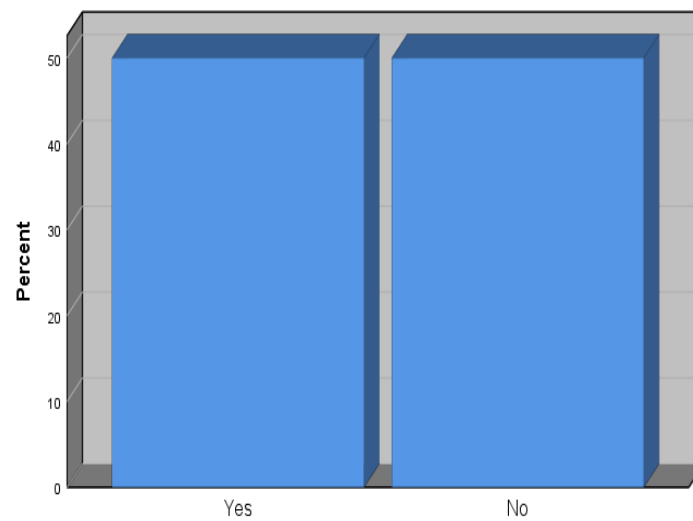
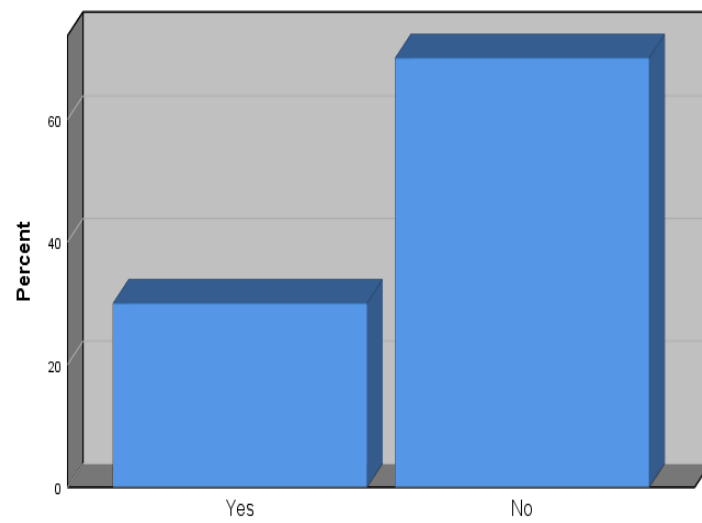


Table 17 and Graph 17, show data of the analysis on the opinion of each participant regarding the matter if business and IT people must be jointly involved in IT strategy. Most of the participants disagree, specifically by 70% while the other 30% agree that business and IT should be involved in IT strategy.

Table 17. Business and IT people must be jointly involved in IT strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	30.0	30.0	30.0
	No	7	70.0	70.0	100.0
	Total	10	100.0	100.0	

Graph 17. Business and IT people must be jointly involved in IT strategy

In Table 18 and Graph 18, provides info on the participant's opinion on if culture is necessary for an effective IT business. Here 100% of the participants answered yes.

Table 18. Culture is necessary for an effective IT business.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	100.0	100.0	100.0

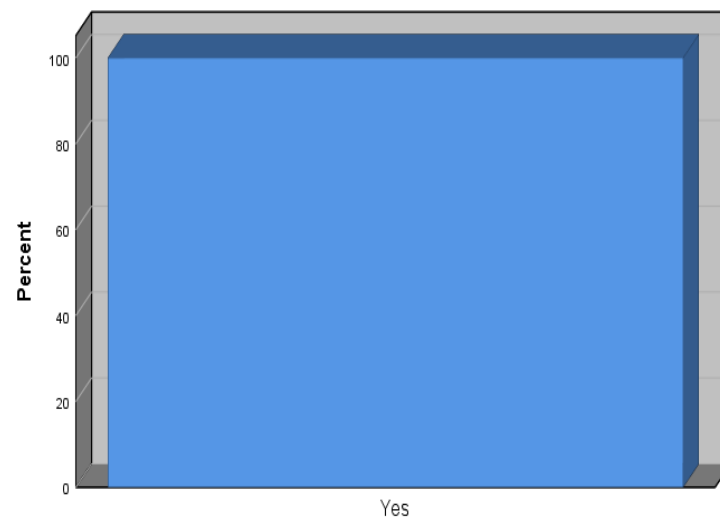
Graph 18. Culture is necessary for an effective IT business.

Table 19 and Graph 19, show info on the opinion of each participant on how much hierarchy position is affecting the power or lack thereof in their organizations. The participants had split opinion on this question; 10% of them answered “Not at all”, 10% “Moderate”, 40% “Enough” and the remaining 40% “Very Much”.

Table 19. How much does hierarchy position affect the power or lack thereof.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	1	10.0	10.0	10.0
	Moderate	1	10.0	10.0	20.0
	Enough	4	40.0	40.0	60.0
	Very much	4	40.0	40.0	100.0
	Total	10	100.0	100.0	

Graph 19. How much does hierarchy position affect the power or lack thereof.

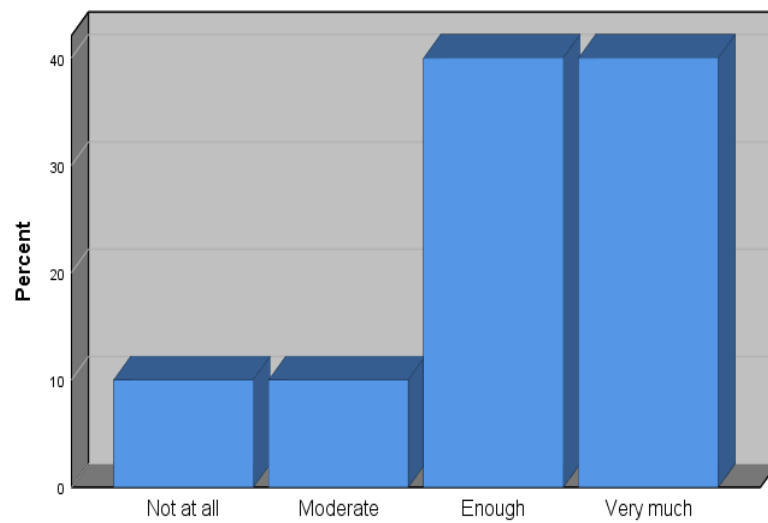
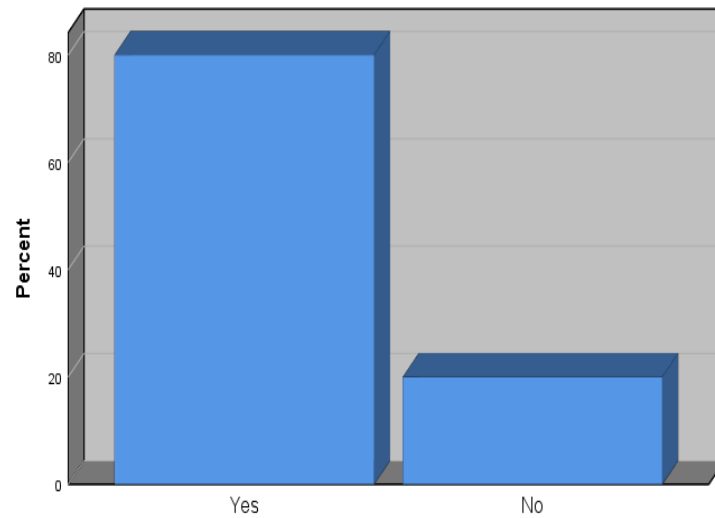


Table 20 and Graph 20, show data of the opinion of each participant regarding the matter if there are a lot of opportunities for professional advancement in their organization. 80% of the participants answered yes and the other 20% no.

Table 20. Are there multiple opportunities for professional advancement?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	80.0	80.0	80.0
	No	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Graph 20. Are there multiple opportunities for professional advancement?



4.1.2 Qualitative Results

4.1.2.1 Multifaceted Perspectives: Analyzing Diverse Professional Journeys within a Holistic Organizational Tapestry

The responses from the ten participants reflect a diverse range of experiences, viewpoints, and terminologies that succinctly represent their respective professional journeys within the organization. An analytical overview of the responses discerns that each participant, with their nuanced expressions, conveys an intrinsic sense of dedication and a deep-rooted connection with the organizational structure and its evolution over the eight years of their tenure.

Participant’s 1 assertion of “eight progressive years” indicates a trajectory marked by forward momentum, implying a continuous development within his role as a Senior Administrator. This progression intimates a symbiotic relationship between individual and organizational growth. In a similar vein, participant's 2 use of the phrase “embraced the organizational journey for eight enriching years” implies not only an acceptance but also a wholesome integration into the organization's fabric, suggesting an enriching experience that might have contributed to her personal and professional enrichment.

Participant 3, contributing to “multifaceted development,” alludes to the multiplicity of organizational segments and dynamics, showing an acknowledgment of the organization’s complexity and diverse domains. In contrast, participant’s 4 reference to “adding a quantitative perspective” elucidates her distinct role in injecting numerical insight into organizational processes, possibly highlighting the importance of data in shaping organizational strategies.

Participant’s 5 mention of “integrating fiscal prudence and innovative financial solutions” provides a glimpse into the dual aspects of his role, balancing fiscal responsibility with innovation, suggesting an adaptive and strategic approach to financial management within the organization. Similarly, participant’s 6 emphasis on “emphasizing employee welfare” provides insight into her focus on human aspects and employee well-being, depicting an organizational scenario where human resources play a pivotal role in maintaining equilibrium.

Participant’s 7 declaration of “focusing on innovative tech solutions” reveals an unwavering commitment to technological advancement and innovation, signifying the essence of continual technical progression within the organization. This is in parallel with participant’s 8 perspective on “analyzing market trends,” which underscores her focus on market dynamics, showcasing the importance of market intelligence in steering the organizational trajectory.

The articulation by participant 9 about “ensuring streamlined operational flows” is indicative of his pivotal role in maintaining operational continuity, emphasizing the significance of logistics in the organizational workflow. Lastly, participant’s 10 reference to “intensive research endeavors” conveys her engagement in profound research activities, reflecting the organization’s inclination towards research-driven methodologies.

A collective review of these responses accentuates the diversified roles each participant plays, reflecting a spectrum of responsibilities and approaches within the organization. The pervasive sense of dedication, progression, and specialized focus across the narratives underscores the rich tapestry of experiences and competencies within the organization. The use of words such as “progressive,” “enriching,” “multifaceted,” and “innovative” resonates with the multifarious aspects of the organization, portraying a dynamic, evolving, and enriched environment.

Furthermore, the expressions embedded in these responses imply a shared organizational journey marked by individual growth, specialized contributions, and an unwavering commitment to their respective domains. These reflections, punctuated with words encapsulating progress, innovation, dedication, and enrichment, provide insightful glimpses into the organizational culture and ethos. The harmonious coexistence of varied roles—ranging from human resources to IT, from finance to marketing—depicts a holistic and integrative organizational environment.

In conclusion, a thoughtful analysis of the responses from the participants reveals a congruent thread of dedication, specialized contribution, and a nuanced understanding of their respective roles within the overarching organizational framework. Each participant, through their distinct expressions, portrays a unique intersection of individual journey and organizational evolution, shedding light on the multifarious and dynamic nature of the organization, all while maintaining the essential anonymity of the participants. The variety in experiences and perceptions unveiled in their responses enriches the understanding of the intricate tapestry of the organization, demonstrating a collective journey of growth, enrichment, and innovation over their eight years of tenure.

4.1.2.2 Operational Tapestry: A Dissection of Specialized Roles and Functional Synergies within Managerial Distinctions

Analyzing the elucidations of the participants regarding their managerial roles within the organization yields profound insights into the diversified, yet specialized, functional domains they occupy. The common thread running through their delineations is the distinct absence of managerial responsibilities, highlighting a compartmentalized organizational structure where roles are sharply defined and delineated.

Participant 1's emphasis on "fostering organizational coherence" within a predominantly administrative function reveals a significant focus on maintaining organizational harmony and unity, implicating the vital nature of administrative roles in ensuring structural stability and coherence. This is resonated in Participant 2's assertion of "facilitating administrative coherence and operational fluency," emphasizing a crucial role in smoothing operational flows and reinforcing organizational cohesion, despite the lack of managerial obligations.

The explicit mention by Participant 3 of a role that is “fundamentally operational,” coordinating myriad elements, illustrates a concentrated emphasis on operational orchestration, reflecting the multifaceted nature of operational roles in synchronizing various organizational components. Similarly, Participant 4’s delve “into analytical realms” with an emphasis on “data-driven insights” is indicative of a role steeped in analytical rigor and quantitative scrutiny, crucial for informed decision-making processes within the organization.

The nuanced distinction made by Participant 5 of being “encapsulated within financial realms” underscores the specialized nature of financial roles, operating in spheres distinctly separated from managerial intricacies, possibly highlighting the focus on strategic fiscal planning and management. Concurrently, Participant 6’s specialization in “human resource functionalities” sans managerial duties unveils a concentration on human-centric aspects of the organization, reflecting the criticality of employee relations and welfare in organizational well-being.

Participant 7’s navigation through “technological landscapes without any managerial obligations” hints at a pivotal role in aligning technology integrations with organizational needs, showcasing the importance of seamless tech incorporation in contemporary organizational landscapes. In tandem, Participant 8’s emphasis on being entrenched in “market analysis” without being entangled in managerial decision-making depicts a scenario where market insights are paramount in shaping organizational strategies and directions.

Similarly, Participant 9’s operation within “logistical realms” with a focus on “operational efficiency” suggests a logistical backbone ensuring streamlined operational processes, crucial for the uninterrupted flow of organizational functions. Lastly, Participant 10’s dedication to “explorative research,” detached from managerial realms, signifies a commitment to unearthing new insights and knowledge, vital for the organization's adaptive learning and development.

The collective essence drawn from these descriptions manifests a harmonious integration of diverse functional roles, each marked by a specialized focus and a distinct absence of direct managerial duties. This conveys a meticulously stratified organizational model where specialized functions and roles coexist, contributing to the overall organizational fabric through their unique competencies and insights.

This discernment of specialized, non-managerial roles contributes to understanding the depth and breadth of functional diversity within the organization, allowing a nuanced appreciation of the various cogs in the organizational machinery working in unison to drive the organizational objectives forward.

In conclusion, the outlined roles, though diverse in their operational focus, present a coherent picture of an organization thriving on specialized functionalities, each contributing its unique strand to the organizational tapestry, without the direct infusion of managerial interventions. The lack of managerial duties across the responses suggests a distinct separation of managerial and functional roles, allowing for a concentrated focus on individual specializations, thus optimizing operational efficiency and coherence within the organizational ecosystem. The intricate interplay between these diversified roles orchestrates a harmonious symphony of organizational functionality, revealing the multifaceted and compartmentalized nature of the organization's operational structure.

4.1.2.3 Structural Rigidity and Informational Silos: A Collective Insight into Hierarchical Constraints and Organizational Transparency

Analyzing the insights provided by the participants reveals a coherent narrative about the organization's hierarchical structural framework, its formality, and the ensuing implications for informational transparency and access. There's a collective sentiment expressing concern regarding the restriction of seamless information flow, indicating a universal challenge within the organization's structural dynamics.

Participant 1's depiction of a structure that “firmly abides by a hierarchical” setup and is “officially established” provides a glance into the solidified and formal foundations of the organizational structure, which, as mentioned, “leaves limited room for informational transparency.” This echoes a pervasive theme of formal hierarchical constraints impacting information flow and accessibility, a theme which is consistently resonated across the narratives of the other participants.

Participant 2's narrative emphasizes the operation within a “distinct hierarchical structure,” which is “formally ingrained.” The specificity of the term “distinct” implies a clear and recognizable stratification within the organization, denoting prominent levels of authority and responsibility, thereby “restricting seamless informational accessibility across various layers.”

Similarly, Participants 3 and 4 both illuminate the formal and entrenched nature of the hierarchical structure, highlighting the consequential impediments to “comprehensive informational access across all organizational levels” and the discernible impact on “informational accessibility,” respectively. The usage of the term “entrenched” by Participant 3 signals a deeply rooted and firmly established structural mechanism, creating barriers to the fluid exchange of information.

Participant 5 and 6’s reflections reiterate the official nature of the hierarchical model and its role in “curtailing seamless information flow” and “restricting expansive information access.” These insights underscore the profound implications of the structure on organizational communication, signaling the existence of rigid boundaries and clear “organizational tiers,” affecting transparency and accessibility.

Participant 7’s observation about the “compartmentalization of information access” due to the “formally established hierarchical structure” offers a nuanced perspective on how information is segmented and restricted within the organizational setup, creating “clear organizational delineations.” This compartmentalization hints at a potential fragmentation within the organization, which may impact collaborative synergies.

Participant 8 explicitly states that the “hierarchical and formal structure in place is a barrier to free information flow,” directly associating the formality and the hierarchical nature of the structure with obstructed informational flow. This reflection is harmonious with Participant 9’s and 10’s insights about the established hierarchical structure “delineating clear organizational layers” and “impeding the unrestricted flow of information,” respectively. These statements collectively illustrate a structured environment where information is regimented by formal hierarchical demarcations, subsequently influencing organizational transparency.

In summation, the cumulative perspectives depict an organization deeply embedded in a formal, hierarchical paradigm that significantly influences the transparency and accessibility of information. The recurring emphasis on the formally ingrained and official nature of the hierarchy underscores a possibly rigid and inflexible structural framework. The unanimity in expressing concerns over information access restrictions and the clear, established delineations within the organization depict a scenario where collaborative synergies might be challenged by structural constraints.

4.1.2.4 Structured Pathways and Organizational Commitment: A Comprehensive Exploration of Professional Advancement Opportunities

Analyzing the responses from the participants unveils a coherent illustration of the organization's stance on professional advancement, delineating a shared perception of abundant, well-structured opportunities underscored by a commitment to employee development and learning.

Participant 1 articulates that the organization “propounds multiple avenues for professional augmentation,” pointing to the existence of well-considered and deliberate strategies aimed at professional development. The usage of the word “propounds” highlights a proactive approach by the organization in offering development strategies, underlining a perceived prioritization of meticulous developmental trajectories.

Participant 2 reinforces this sentiment, noting that the organization “proffers diverse opportunities for career progression.” The emphasis on “diverse opportunities” and “well-curated developmental trajectories” suggests a multifaceted approach to career advancement, allowing for varied paths and approaches, indicative of a comprehensive developmental framework.

Participant 3's reference to “numerous well-defined paths” and the organization's “commitment to employee development” emphasizes the clarity and definition in the advancement opportunities provided, highlighting an organizational ethos rooted in the evolution and progression of its employees. This perspective is harmonious with Participant 4's view, which underscores the availability of “assorted avenues for career enhancement” that are “underpinned by structured developmental initiatives,” suggesting a well-rounded and systematically approached professional advancement strategy.

The narratives of Participants 5 and 6 further elucidate the organization's focus on “individual development” and “employee growth” through “varied and clear pathways” and “a plethora of developmental opportunities.” These reflections convey a message of an inclusive developmental environment, whereby individual needs and growth trajectories are acknowledged and catered to, enhancing the organizational commitment to sustained employee development.

Participant 7 speaks to the “diverse and well-structured growth trajectories,” reinforcing the recurrent theme of varied and meticulously organized developmental

options, which “showcase the organization’s commitment to continual learning.” The nuanced emphasis on “continual learning” suggests an ongoing and evolving learning paradigm, reflecting the dynamic nature of professional development within the organization.

Participant 8 emphasizes the provision of “several well-defined opportunities for career advancement,” focusing on “employee skill enhancement.” This focus on skill enhancement elucidates a concentrated effort by the organization to build and refine the skill sets of its employees, fostering a conducive environment for individual professional growth.

Participant 9's assertion of the accessibility of “multiple pathways for professional development” aligns seamlessly with the collective narrative, underscoring the organization’s “investment in employee progression.” The word “investment” implies a long-term commitment and resource allocation to employee development, reflecting a strategic approach to workforce enhancement.

Finally, Participant 10 encapsulates the general sentiment by acknowledging the “abundant opportunities, each meticulously designed, for career growth,” emphasizing the continual learning and development. This meticulous design of opportunities implies a thoughtful and well-planned approach to professional advancement strategies, harmonizing with the overarching theme of structured and well-defined developmental pathways.

In essence, the collated responses render a vivid portrait of an organization deeply invested in fostering a nurturing and conducive environment for professional advancement. The recurrent themes of diversity, meticulous design, structure, and clarity in developmental pathways depict an enriching and multifaceted developmental landscape, interwoven with a steadfast commitment to continual learning and individual growth. This collective understanding underscores the organizational endeavor to cultivate a holistic and inclusive developmental ethos, ensuring the sustained evolution and enhancement of its human capital in alignment with its overarching strategic imperatives.

4.1.2.5 Centralized Authority and Hierarchical Influence: A Detailed Exploration of Organizational Power Dynamics and Decision-Making Structures

The aggregate responses from participants delineate a nuanced portrayal of the organization's authority and power structures, underscoring a predominant consolidation of authority within managerial echelons and the significant implications of hierarchical positioning on decision-making processes.

Participant 1 illuminates that “authority predominantly resides with management,” indicating a centralized concentration of power. This encapsulation of authority is asserted to “profoundly” affect the decision-making processes, reflecting a potentially rigid structure where hierarchical stature equates to decisional predominance, reinforcing the significant correlation between hierarchical positioning and power dispersion.

Participant 2 echoes this sentiment, describing how authority is “centralized within the management echelons.” This centralization is depicted as having a substantial impact on “power dynamics and decisional autonomy,” reflecting a delineation of power associated predominantly with managerial roles, thereby emphasizing a hierarchical influence on decision-making paradigms, as corroborated by Participant 3.

The depiction of “managerial echelons” monopolizing authority by Participant 4 reiterates the central theme of centralized power structures and their intrinsic association with hierarchical positioning. The noted “pronounced influence” accentuates the predominant influence that managerial positions yield over the organization’s power dynamics, resonating with Participant 5’s observation of the deep influence of hierarchy on the “distribution of power and decision-making.”

Participant 6’s reflections revolve around how “decisive authority resides predominantly with management,” reinforcing the prevailing theme of managerial consolidation of power, establishing a profound connection between hierarchy and the dissemination of power, which is vividly mirrored in the insights shared by Participant 7. The discussion of “centralized authority” within management by Participant 7, and its deep intertwining with “power distributions and decisive autonomy,” provides an insightful perspective on the pervasive influence of hierarchical structures on decision-making autonomy within the organization.

The narrative of the monopolization of authority by management, as expressed by Participant 8, underscores the discernible influence of hierarchical structures on power dynamics, which is a recurrent theme throughout the responses. This monopolization and its subsequent influence on power dynamics accentuate a paradigm where hierarchical stature significantly influences the scope and autonomy of decision-making processes within the organization, as emphasized by Participant 9's reflections on "management's concentrated authority" and its profound influence on hierarchical levels.

Finally, Participant 10 brings forth the notion of authority being "deeply ingrained within the management," highlighting a critical impact of hierarchy on "power distributions and decisional scopes." This depiction resonates with the collective insight, emphasizing the deeply entrenched power structures and their consequential effects on decisional autonomy and scopes within the organizational framework.

In synthesis, the responses paint a comprehensive picture of an organization where authority and power are seemingly synonymous with managerial and hierarchical stature. This predominant consolidation of power within managerial domains and the profound implications of hierarchical structures on decision-making autonomy elucidate an environment where the diffusion of power is markedly influenced by one's position within the hierarchical spectrum. The recurrent themes of centralized authority, monopolization of power by managerial echelons, and the profound impact of hierarchy on decisional scopes provide substantial insights into the organization's operational dynamics and the pervasive influence of its hierarchical constructs on the delineation and execution of power and authority.

4.1.2.6 Perceptions of Organizational Restructuring: Exploring Aspirations for Egalitarianism and Shared Authority in a Flat Structure

In analyzing the participants' perspectives on transitioning to a flat organizational structure, there is a unanimous and resonant expectation of a democratization of power and a fostering of a more inclusive and collective contribution among employees. This represents a shared vision for a more egalitarian organizational ethos.

Participant 1 views the shift as a means to “nurture inclusivity and collective contribution amongst employees,” reflecting a profound aspiration for inclusivity and communal input within the organizational processes. This perspective reflects a profound aspiration for an organizational environment where power is not a monopolized entity but a shared resource fostering collective contribution and inclusivity.

Similarly, Participant 2 associates the potential shift with an equitable dissemination of power and a unified organizational ethos, signaling an expectation for not just structural, but also cultural transformation within the organization, fostering unity and mutual respect amongst the employees.

Participant 3 echoes this by foreseeing a “collective empowerment ethos,” which would likely result from ensuring equitable authority distribution among all employees. This speaks volumes about the yearning for an environment where every member feels empowered, potentially leading to increased job satisfaction and enhanced productivity.

Participant 4 and 5’s insights emphasize the anticipated decentralization and democratization of organizational landscapes and authority respectively. The use of the term “ubiquitous empowerment” by Participant 4 underscores the desire for widespread, comprehensive empowerment, a stark contrast to the current concentrated authority.

The thoughts of Participant 6 reiterate this, expressing a hope for a promulgation of an egalitarian ethos and a leveling of authority landscapes. This demonstrates a consistent desire for an elimination of authoritative disparities and the creation of a leveled field where every opinion holds value.

Interestingly, Participant 7 diverges slightly, reflecting on the current organizational culture and values, stating that the current culture is productive but necessitates evolutionary improvements. This indicates an acknowledgment of the effectiveness of existing structures but simultaneously a recognition of the impending need for adaptive improvements to align better with intrinsic values, currently restricted by “rigid norms.”

Participant 8 sees the shift as a means to democratize the organization and to allow a more balanced distribution of power. This perspective accentuates the potential harmonization of authority, breaking away from unilateral power structures.

Participant 9 articulates that a flat structure would facilitate a more inclusive authority distribution, cultivating a sense of collective empowerment. This highlights the broader organizational aspiration for a shared authority where inclusivity is the cornerstone, potentially leading to harmonious operational synergy.

Lastly, Participant 10 perceives the introduction of a flat structure as a potential dismantling of hierarchical confines, endorsing a more equitable power allocation. This view represents a desire to break free from the limitations imposed by hierarchical structures and to usher in an era where power is shared and not imposed.

In summary, the reflections from all participants reverberate with a unanimous desire for an organizational transformation that promotes inclusivity, egalitarianism, and shared authority. There's a clear consensus on the potential benefits of transitioning to a flat structure, including equitable power distribution, enhanced inclusivity, and the fostering of a collective empowerment ethos, all seen as pivotal for the evolutionary progression of the organizational culture and operational paradigms. The insights provided by the participants not only underscore the collective yearnings for democratization and empowerment within the organizational context but also highlight the inherent expectations for a cultural shift towards unity, mutual respect, and collective contribution.

4.1.2.7 Alignment and Evolution: Assessing Disparities and Prospective Developments in Organizational Culture and Values

In delving into the participants' reflections on organizational culture and values, a common thread of aspiration for refinement and realignment with foundational values becomes evident. Participant 1 emphasizes a culture steeped in “efficiency and effectiveness,” yet perceives a pivotal need for “integrative improvements,” resonating a prevailing sentiment for the harmonization of operational protocols with core values. This call for alignment, shaded by the acknowledgment of stringent regulatory frameworks, outlines a poignant narrative of striving for a more balanced and inclusive organizational milieu.

Participant 2 further substantiates this notion, expressing a need for “transformative enhancements” in a culture that already “promotes operational efficacy.” The use of “transformative enhancements” highlights a desire for profound and meaningful change, enabling a more “authentic alignment” with the foundational values that are manifested through “rigorous normative guidelines.”

Similarly, Participant 3 underscores a culture optimized for “productivity and diligence,” yet requiring a “more nuanced approach to value implementation,” moving beyond the constraints of stringent procedural norms. This recognition of the prevalent optimization yet simultaneous constraint signals a clear understanding of the organization’s current operational landscape and its inherent limitations.

Participant 4's reflections echo a similar sentiment. The term “prevailing culture” used by them emphasizes a perceived permanence and dominating influence, necessitating further refinement and embodiment of foundational values manifested through “rigorous rules.” This participant, along with Participants 5 and 6, point to a cultural architecture that, despite being efficient, remains confined by “stringent norms” and “strict protocols,” suggesting a perceived rigidity in value implementation mechanisms.

The insights from Participant 7 resonate with the prevailing theme, with the assertion that the “productive” current culture demands “evolutionary improvements” to resonate more congruently with “intrinsic values,” regulated by “rigid norms.” The juxtaposition of “productive” with “rigid norms” hints at a dialectic tension between operational productivity and value congruence.

Participant 8 accentuates the need for a “human-centric approach” in a culture that, although efficient, enforces core values through “strict guidelines.” This advocacy for human-centricity insinuates a yearning for a more empathetic and inclusive cultural manifestation that goes beyond mere operational efficiency.

The reflections from Participant 9 align with the overarching theme, referencing a culture that “optimally drives operational efficiency” but demands refinements to better “embody our foundational values,” manifested through “rigorous normative frameworks.” This indicates a perceived imbalance between operational drive and the embodiment of foundational values, serving as a potent reminder of the necessity for a more harmonious cultural synthesis.

Lastly, Participant 10 illuminates the discourse by pointing out a culture “poised towards effectiveness” that warrants “nuanced realignments” to mirror the strictly implemented core values accurately. This depiction of a culture at the precipice of effectiveness yet in need of realignment accentuates the collective aspiration for a more congruent and holistic organizational identity.

In summary, the narrative woven by the participants delineates a vivid tableau of an organization grappling with the dual imperatives of operational efficacy and value congruence. The recurrent themes of stringent norms, rigorous rules, and the need for transformative enhancements provide a multifaceted perspective on the organizational culture’s current state. The collective voices advocate for a more inclusive, empathetic, and balanced cultural paradigm, where the nuances of foundational values are not overshadowed by the imperatives of operational efficiency and productivity. The aspiration for a harmonious alignment between stringent operational frameworks and core values underscores the participants’ reflective insights, laying the groundwork for prospective organizational evolutions.

4.1.2.8 Reconceptualizing Cultural Norms: A Relational and Flexible Approach to Organizational Revitalization

In synthesizing the reflections of the participants on culture revision within their organizational context, there’s a perceptible and collective yearning for a transformation - a paradigm shift towards more flexible, relation-centric, and socially-oriented norms. The recurring themes of alleviating rigid normative constraints and stringent regulatory boundaries illustrate the collective consciousness for a more inclusive, congenial, and revitalized cultural ecosystem.

Participant 1 specifically calls for “a paradigm shift towards a more socially oriented approach,” which they believe would “significantly revitalize our organizational ambiance.” The notion of a ‘paradigm shift’ implies a profound, fundamental change, moving away from established norms and practices to create a more socially attuned organizational environment, mitigating the present rigid normative constraints. This reflects a deep desire for a culture that is more adaptable and harmonious, fostering social connections and interactions within the organization.

In the words of Participant 2, integrating a “sociocentric approach” and mitigating the “stringent regulatory boundaries would be instrumental in revitalizing

our cultural ecosystem.” Here, the emphasis on a “sociocentric approach” emphasizes a collective longing for a culture that places the social relationships and human interactions at its core, conceivably fostering a sense of community and shared values within the organization.

Participant 3 proposes a “holistic reconceptualization focusing on relational dynamics” as a means to “substantially ameliorate our cultural fabric.” The holistic nature of the proposed reconceptualization reflects a recognition of the interconnectedness of various elements within the organization, indicating an understanding that changes in one aspect of the organization can have profound implications across the entire organizational spectrum. It is interesting to note the emphasis on “relational dynamics,” which points to the value placed on interpersonal relationships and the interactions between individuals within the organization.

Participant 4's viewpoint aligns with this collective narrative, stating that a “softer, more interpersonal approach” is essential in “mitigating the prevailing normative constraints” to revitalize the culture. The term “softer” implies a need for a more compassionate, empathetic approach, recognizing the importance of human elements in shaping the organizational culture, with the potential to make it more conducive to inclusivity and flexibility.

Similarly, Participant 5 advocates for a shift towards “more flexible and socially-oriented norms,” which they believe can drive a “cultural renaissance within the organization.” The use of “cultural renaissance” conveys a desire for a rebirth or revival of the organizational culture, indicating a strong aspiration for transformative change and revitalization.

The insights from Participants 6, 7, 8, 9, and 10 echo these sentiments, highlighting the critical need for diminishing “procedural stringency,” incorporating “more interpersonal and less stringent norms,” and recalibrating towards a “relation-centric approach.” The repetitive emphasis on the reduction of stringency and enhancement of relational dynamics across these reflections underscores the shared aspiration for a cultural environment that is more egalitarian, congenial, inclusive, and, notably, human-centric.

In conclusion, the amalgamation of thoughts presented by the participants reflects a collective aspiration for a transformative journey towards a more inclusive,

flexible, and socially-oriented organizational culture. The shared desire to mitigate rigid norms and to emphasize interpersonal relationships and human-centric approaches illustrates a profound awareness of the importance of social and relational dynamics in revitalizing the organizational culture. The nuances of their reflections underscore the significance of embracing softer, more flexible norms to foster a congenial and inclusive environment, thereby paving the way for a holistic and substantive cultural recalibration within the organization. The collective insights offer a thoughtful perspective on the potential pathways for fostering a more harmonious alignment between organizational structures and the intrinsic human values at their core, elucidating a multifaceted vision for the future cultural landscape of the organization.

4.1.2.9 Navigating Diversity: The Pursuit of Harmonious Synthesis in Organizational Culture

In an in-depth examination of the participants' reflections on their organization's cultural model, a prominent theme of diversity and integration surfaces, illustrating a collective awareness of the complex, multifaceted nature of organizational culture. The various perspectives delineate a cultural model embedded with diverse elements, each contributing to the overall organizational tapestry, and all seem to converge on a shared understanding of striving for a more cohesive, harmonious synthesis of these varied components.

Participant 1 describes the current cultural model as “a conglomerate of diverse elements, attempting to harmonize varied organizational facets.” This portrayal of a conglomerate infers a collected assortment or a cluster of different elements, each maintaining its individuality within the collective, implying the existence of varied, possibly contrasting facets within the organization that are endeavoring to find harmony. This reflection underscores the multifarious nature of the cultural model and the ongoing endeavors to strike a harmonious balance within this diversity.

The description by Participant 2 echoes this sentiment, referring to the organization's culture as a “heterogeneous amalgamation of varied elements, striving for cohesive integration.” The term “heterogeneous amalgamation” conveys the existence of diverse, disparate elements within the cultural construct, each with unique characteristics, that are bound together, illustrating a nuanced understanding of the inherent diversity within the organizational fabric and the ensuing pursuit of cohesion.

Similarly, Participant 3 perceives the organization as operating within a “synthesized cultural framework, integrating diverse organizational components.” The synthesized framework as portrayed by Participant 3 denotes a fusion, an integration of distinct components into a unified whole, revealing an emphasis on the unification of diverse aspects and an appreciation for the intricate interweaving of various organizational elements.

Participant 4, along with subsequent participants, articulates a congruent perspective, noting the organization’s cultural paradigm as one that “amalgamates diverse elements, striving for harmonious organizational synthesis.” Here, the emphasis on “harmonious organizational synthesis” illustrates a striving for unity in diversity, a balanced integration of the myriad elements within the organization, which resonates with the overarching theme of harmony and integration iterated by the other participants.

The reflections by Participants 5, 6, 7, 8, and 9, while employing varied terminologies like “blend,” “eclectic mix,” “mixture,” and “amalgamates,” all underscore the same foundational understanding of the organizational culture as being a confluence of assorted elements, each distinct yet interlinked, seeking a harmonious, integrated organizational environment or ethos.

The collective voices of the participants illuminate a deep cognizance of the intricate, eclectic composition of their organizational culture, characterized by a mosaic of distinct elements, each uniquely contributing to the overall cultural tableau. There seems to be a shared aspiration across the reflections for a seamless, harmonious integration of these diverse elements, to forge a cohesive, synthesized, and balanced organizational culture.

In conclusion, the participants’ insights reveal a profound comprehension of the inherent diversity within their organizational culture and a unifying aspiration for achieving a harmonious synthesis of this diversity. The reflections manifest a consciousness of the organizational culture as a dynamic, evolving entity, encapsulating a spectrum of elements each with its essence, and all navigating towards a cohesive, integrative, harmonious organizational ethos. This collective understanding underscores the importance of embracing and harmonizing the diverse facets of

organizational culture to cultivate an environment of unity, inclusivity, and cohesive integration, thereby fostering a truly synthesized organizational existence.

5. Discussion and Recommendations for Research and Practice

5.1 Balanced Representation and Demographic Concentrations: Assessing the Implications on Organizational Dynamics and Employee Perspectives

Balanced representation in organizations and demographic concentrations will vastly determine the dynamics of an organization through the employee's perspective. Research by Brown et al. (2021) among others is indicative of the strong effects that social culture and organizational culture have on work-life balance program use, highlighting diversity as well as an inclusive work environment as crucial components for success in any organization.

Perspectives brought forth by the diverse inputs of participants uncovers a concurrence for balanced representation echoing through theoretical frameworks that have been laid down by scholars such as Cameron & Quinn (2002). They drew attention to the way competing values manifested in evaluating organizational culture, intrinsically tied to representation and demographic concentrations within organizations. The insights participants provided highlight manifestations of these competing values in real life indicating how they concretely affect organizational structures and employee interactions similar to ways patterns discussed by Akbarikia et al. (2021) occur in terms of ethical-oriented organizational culture.

It also emerged from the participants' views that demographic disparities could lead to hierarchical stratifications and power imbalances in organizations, a view consistent with Assimakopoulos's (1989) explanation of organizational structures. These disparities affect access to organization service opportunities as well as subsequent progression, reflecting theoretical underpinnings of organizational culture advanced by Cameron & Ettington (1988).

The qualitative results from the participants interleave with the bigger themes of organizational culture and knowledge management discussed by Ahmady et al. (2016). These insights illustrate how demographic concentrations and balanced representation modulate the efficacy of knowledge management practices, lending empirical weight to the theoretical assertions offered by the Denison model.

Furthermore, the dichotomy between balanced representation and demographic concentrations also reflects over strategic dichotomies in IT and business strategy

formulation underscored by literary works of Johnson, Scholes, & Whittington (2008). The intertwining of strategic formulation and demographic distributions echoes within narratives of the participants as well to highlight congruence and contradictions between employee perspectives with prevailing organizational dynamics.

Besides, shared experiences amongst participants also confirm the consequences of balanced representation on crisis management and organizational adaptability in a way that reinforces Deverell & Olsson (2010). The interactions with organizational adaptability of the demographic concentrations permit one to understand the crises in diversified organization settings as well as appreciate their adaptive strategies and frameworks.

Conclusively, the extensive body of existing literature intricately interlaces with participant experiences and insights to paint a multifaceted perspective on the implications of balanced representation as well as demographic concentrations. Empirical findings from participants are able to throw light upon theoretical contours delineated by scholars so that an understanding is arrived at holistically about what surrounds the subject matter thereby bridging the gap between theory and practice while offering enriched contexts to complex interrelations between organizational dynamics and employee perspectives.

5.2 Hierarchical Structures and Power Dynamics: Analyzing Access and Advancement within Organizations

Power dynamics, along with hierarchical structures, therefore have wide implications on access and advancing within organizations. The insights that the participants in this study provided served to enlighten on the extensive theoretical framework of organizational structures which has been developed by such researchers as Assimakopoulos (1989). The reflections brought out from the real accounts provide a picture of how employees are affected by hierarchical structures and their palpable effects - thus relating profoundly with conceptual delineations by Assimakopoulos on how these structures foster power disparities.

Thus, such hierarchical structures and resulting power dynamics impact greatly on individual access to resources and opportunities within organizations. The participants' experiences came together with Johnson and Scholes (1999) corporate strategy inquiries, reflecting the fact that these dimensions of executive dominance

were bound up in their articulations of strategic concerns affecting both individual advance and organizational access. Through added empirical weight by way of experiential articulation of these issues through participants, Johnson and Scholes's theoretical insights gave more refinement to our understanding of how hierarchy acted upon organizational access as well as organization advance at the individual level.

Cameron and Ettington's (1988) seminal work on the conceptual underpinnings of organizational culture also reverberates in the discourses made by the participants. They highlighted hierarchical structures as formative influences upon organizational culture, a view supported by experiences shared by the participants to illustrate that such structures validate power relations as mechanisms for both advancement and accessibility into organizations.

Indeed, the current study's findings also serve as representing critical elements of Denison and Spreitzer's (1991) competing values approach. The stories which were being shared signified internal tensions and competitions taking place within hierarchical structures that provided insights on organizational culture and power dynamics vis-à-vis hierarchical constructs. These narratives offer empirical support to theoretical pronouncements made by Denison and Spreitzer on how hierarchical stratifications are at work with their accompanying powers towards organizational behaviors and individual promotion.

The reflections of the participants further elaborated on other ethical concerns to do with hierarchical structures and power distributions, which forms a major theme of Akbarikia et al. (2021). By describing what they have encountered, it is evident that the unethical nature of these hierarchical power differences may be damaging to administrative health within organizations as hinted by Akbarikia et al.'s orientations for patterns of organizational culture towards ethics.

Conclusively, the amalgamation of reflections by participants and relevant literature here allows for a complex analysis of hierarchical structures and power relations within organizational contexts. By synthesizing empirical experiences with theoretical frameworks into one another, this study is able to provide an improved understanding of how these structures and dynamics mediate access and progression in organizational settings by showing their layered implications on individual chances and overall culture. Thus, such an integrated approach can help bridge abstract knowledge

to grounded realities and contribute to our current discourses about hierarchical structures and power dynamics in organizations.

5.3 Strategic Dichotomy: Evaluating the Role Division between IT and Business Strategy Formulation

The participants provided first-hand experiences that bring out the common themes in the literature, for example, the segregation and integration of IT and business strategies as explained by Atzori et al. (2010). Their experiences matched with the abstract movements illustrated in the literature to bring on surface subtler detail and practicalities involved within strategic dichotomy concerning IT and business strategy.

The business strategy formulations quite often juxtapose the theoretical underpinnings delineated by Johnson, Scholes, and Whittington (2008). The amalgamation between the participants' experiences with the theoretical frameworks proposed by these authors depicts a multiple-sided view of strategic formulation and execution. It details out how dichotomous relationship between IT and business strategy impacts organizational success and sustenance in competitive landscape.

Besides, the revelations from the respondents indicated that organizational culture is central in IT and business strategy formulation as postulated by Cameron & Quinn (2002) and Afzal (2021). The testimonies of the informants provided empirical evidence on how cultural dimensions and corporate ethos either complemented or contradicted each other in harmonizing alignment between IT and business strategy thereby proving what Cameron & Quinn proposed and Afzal theorized about organizational culture for further enlightenment on its influence towards the process of building strategies.

Indeed, the examination conducted by Brown et al. (2021) about the impact of societal and organizational culture upon work-life balance programs has intersected with the experiences shared by the respondents, thereby rendering a multi-layered perspective on how strategic dichotomy affects employee welfare and organizational dynamics. The commonalities that were shared by the respondents infused practical dimensions to those theoretical concepts propounded by Brown et al., thus illustrating that strategic dichotomies permeate various facets of an organization, which fundamentally affected both employee perspectives and organizational balance.

The participative perspectives also provide focus towards the significance of ethical considerations within strategic formulations, resonating with the ethical patterns delineated by Akbarikia et al. (2021). The participant views help in relating how organizational dichotomy has a separate administrative or individual-driven face and an apparent but intangible custodial dimension, providing contextual as well as empirical depth to the ethical-oriented organizational culture conceptualized by Akbarikia et al., thereby reflecting tangible implications of strategic dichotomy over administrative and ethical health inside organizations.

The confluence of participant experiences with scholarly literature provides comprehensive understanding on strategic dichotomy in IT and business strategy formulation. The amalgamation clarifies myriad influences and implications of strategic dichotomies on organizational structures, cultures, and ethics. Bridging practical insights against theoretical frameworks allow one to realize a more enriched, comprehensive and contextual analysis of strategic dichotomy in IT and business strategy formulation.

6. Conclusion

The study adopted a multi-facet analysis of implications of balanced representation, demographic concentrations, hierarchical structures, power dynamics and strategic dichotomy between IT strategy formulation and business strategy formulation within the organizations. The aim was to integrate theoretical underpinning and empirical gleanings from both states of data in order to give a comprehensive insight into these organizational phenomena.

Starting with the topic of balanced representation and demographic concentrations, it becomes apparent that the fabric of organization dynamics is intricately woven with their demographic make-up. In contrast to the participants' empirical results, an influence on the nature of the organizational culture, access to opportunities, and overall harmony within workplace environments was defined by demographic disparities as outlined from literature such as Brown et al. (2021) and Cameron & Quinn (2002). The research underscored the crucial need for strengthening the culture of inseparability and sensitiveness in demographic concentrations for egalitarian work setting.

On hierarchical structures and power dynamics, the study highlighted on how they also considerably impact access to resources and chances for promotion of the organizational ladder. Like other researchers, including Assimakopoulos (1989), this study shows that these power dynamics and structures are elements that, particularly when an integral part of hierarchical frameworks, stand in dominance/submission environments rather than helping with furthering innovation and growth.

The second crucial exploration was the strategic dichotomy between IT strategy formulation and that of business strategy. From the insights from the participants, they presented me the challenges and the opportunity with respect to where there was an integration of IT and business strategies as well as where they were segregated. It was noted by Johnson, Scholes, & Whittington (2008) among others that this harmonious alignment of the two strategies under organization culture and ethos is fundamental for a sustained success of an organization.

A mixed-method approach was followed in gathering a holistic understanding. The quantitative analysis provided objective insight to trends, patterns, and correlations, which were afforded with this approach that broadened to approach. The

qualitative methodology brought these statistics alive with a human-centric view, range of stories, experiences, and emotions. The dual-methodological lens ensured the robust and comprehensive exploration that embraced the studied phenomena at a macro perspective and at a micro perspective.

Many lessons were obtained from this undertaking. First and foremost, the inherent value of diversity and a balanced representation in shaping organizational dynamics and fostering harmonies in workplaces were underscored. Organizational environments that have diminutive regard for disparities and fail to address can promote scenarios which thrive on power imbalances and missed opportunities for inclusive growth. Secondly, it was reiterated that the issue with respect to subtleties of hierarchical structures and their interconnected power lanes must not be undermined. There is a pressing need for organizations to realize the potential to make sure that these hierarchal structures work as vehicle to growth and innovation rather than acting as barriers. Finally, a strategic dichotomy arose between IT strategy and business strategy emerging as a double-edged sword opening up the growth potentials for specialist capabilities. The challenges came into being in terms of the integration and alignment thereby demanding a harmonious balance for sustainable success.

Care has been taken, in an effort to ensure a balanced approach between theoretical insight and empirical understanding of the phenomena to which the objectives have been addressed by the study. Carefully developed research questions brought usual direction with the design working towards collecting rich, insightful data on which to base the analysis. The literature review was comprehensive, and it formed the guiding beacon through which the research would be tethered upon the scholarly discourse with the empirical data gathered providing layers of depth and context.

In conclusion, the study is a testimony to complex interplays of organizational dynamics, the hierarchies, and strategic formulations. The findings as well as the reflections offer due contributions for scholars, practitioners, and organizational leaders. Importantly, it underlines the importance of continuous learning, adoptability, and thirst for knowledge in understanding and navigating through the intricate landscape of organizational dynamics. The journey has been of high value, bringing the flavor of the subjects covered and summing up on their importance in blending theory with practice in striving for organizational excellence.

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Appendix

Participant 1

1. Organizational Tenure:

I've dedicated eight progressive years to our organization, significantly contributing to its dynamic evolution in the sector.

2. Management Role:

I don't partake in managerial responsibilities; my role predominantly revolves around administrative functions, fostering organizational coherence.

3. Organizational Structure:

Our organization firmly abides by a hierarchical structure which is formal and officially established, leaving limited room for informational transparency, unfortunately.

4. Professional Advancement:

Indeed, our organization propounds multiple avenues for professional augmentation, underlined by meticulous development strategies.

5. Authority & Power Structure:

The authority predominantly resides with management, marking a distinct correlation between hierarchical positioning and power dispersion, and subsequently affecting decision-making processes profoundly.

6. Flat Structure Opinion:

Implementing a flat structure would innately democratize power allocation, nurturing inclusivity and collective contribution amongst employees.

7. Organizational Culture & Values:

Our organizational culture, while fostering efficiency and effectiveness, could greatly benefit from integrative improvements, aligning more harmoniously with our core values, which are, at present, implemented via stringent regulatory frameworks.

8. Culture Revision:

A paradigm shift towards a more socially oriented approach, alleviating rigid normative constraints, would significantly revitalize our organizational ambiance.

9. Culture Model:

Currently, our cultural model is a conglomerate of diverse elements, attempting to harmonize varied organizational facets.

Participant 2

1. Organizational Tenure:

I've embraced the organizational journey for eight enriching years, actively participating in its holistic growth.

2. Management Role:

My involvement is predominantly non-managerial, focusing primarily on facilitating administrative coherence and operational fluency.

3. Organizational Structure:

We operate within a distinct hierarchical structure, which is formally ingrained, restricting seamless informational accessibility across various layers.

4. Professional Advancement:

The organization does proffer diverse opportunities for career progression, marked by well-curated developmental trajectories.

5. Authority & Power Structure:

Authority is centralized within the management echelons, with hierarchical stature significantly influencing power dynamics and decisional autonomy.

6. Flat Structure Opinion:

Transitioning to a flat structure would equitably disseminate power, promoting egalitarianism and fostering a unified organizational ethos.

7. Organizational Culture & Values:

The prevailing culture, while promoting operational efficacy, necessitates transformative enhancements, enabling more authentic alignment with our foundational values, currently manifested through rigorous normative guidelines.

8. Culture Revision:

Integrating a more sociocentric approach and mitigating stringent regulatory boundaries would be instrumental in revitalizing our cultural ecosystem.

9. Culture Model:

Our organizational culture encapsulates a heterogeneous amalgamation of varied elements, striving for cohesive integration.

Participant 3

1. **Organizational Tenure:** I have been part of the organization for eight fruitful years, witnessing and contributing to its multifaceted development.
2. **Management Role:** My role is fundamentally operational, coordinating myriad elements, sans any direct managerial obligations.
3. **Organizational Structure:** Our hierarchical, formally entrenched structure, unfortunately, precludes comprehensive informational access across all organizational levels.
4. **Professional Advancement:** Numerous well-defined paths are available for professional evolution, highlighting the organization's commitment to employee development.
5. **Authority & Power Structure:** Power and authority are compartmentalized within managerial sectors, reinforcing a substantial impact on decision-making paradigms due to hierarchical stature.
6. **Flat Structure Opinion:** A flat structural metamorphosis would likely instill a collective empowerment ethos, ensuring equitable authority distribution among all employees.
7. **Organizational Culture & Values:** While the prevalent culture optimizes productivity and diligence, a more nuanced approach to value implementation is imperative, moving beyond stringent procedural norms.

8. **Culture Revision:** A holistic reconceptualization focusing on relational dynamics and reducing normative rigidity would substantially ameliorate our cultural fabric.
9. **Culture Model:** We operate within a synthesized cultural framework, integrating diverse organizational components.

Participant 4

1. **Organizational Tenure:** Eight years have elapsed since I immersed myself in this organization's expansive trajectory, adding a quantitative perspective.
2. **Management Role:** I primarily delve into analytical realms, without managerial encumbrances, emphasizing data-driven insights.
3. **Organizational Structure:** A hierarchical and official structure delineates our operational model, impacting informational accessibility discernibly.
4. **Professional Advancement:** The organization ardently provides assorted avenues for career enhancement, underpinned by structured developmental initiatives.
5. **Authority & Power Structure:** Managerial echelons monopolize authority, emphasizing the pronounced influence of hierarchical positioning on power dynamics.
6. **Flat Structure Opinion:** Adopting a flat structure would democratize organizational landscapes, fostering ubiquitous empowerment.
7. **Organizational Culture & Values:** The prevailing culture needs further refinement to truly embody our foundational values, currently manifested through rigorous rules.
8. **Culture Revision:** Revitalizing our culture necessitates a softer, more interpersonal approach, mitigating the prevailing normative constraints.
9. **Culture Model:** Our cultural paradigm amalgamates diverse elements, striving for harmonious organizational synthesis.

Participant 5

1. **Organizational Tenure:** I've been contributing to our financial strategies for eight years, integrating fiscal prudence and innovative financial solutions.
2. **Management Role:** My role is encapsulated within financial realms, distanced from direct managerial responsibilities.
3. **Organizational Structure:** The official hierarchical structure curtails seamless information flow, delineating clear power structures.
4. **Professional Advancement:** Varied and clear pathways for professional growth exist, highlighting the organization's focus on individual development.
5. **Authority & Power Structure:** Authority is firmly consolidated within the management, with hierarchy deeply influencing the distribution of power and decision-making.
6. **Flat Structure Opinion:** Introducing a flat structure could potentially decentralize authority, propagating inclusive empowerment.
7. **Organizational Culture & Values:** Our existing culture, albeit efficient, requires more flexible value implementation mechanisms, currently constrained by stringent norms.
8. **Culture Revision:** A shift towards more flexible and socially-oriented norms can drive a cultural renaissance within the organization.
9. **Culture Model:** The cultural framework is a blend of varying elements seeking cohesive integration.

Participant 6

1. **Organizational Tenure:** For eight enriching years, I've navigated the organization's human resources dimensions, emphasizing employee welfare.
2. **Management Role:** I specialize in human resource functionalities, without the weight of managerial duties.
3. **Organizational Structure:** The entrenched hierarchical model restricts expansive information access, establishing clear organizational tiers.
4. **Professional Advancement:** A plethora of developmental opportunities are available, indicating a sustained focus on employee growth.

5. **Authority & Power Structure:** Decisive authority resides predominantly with management, establishing a profound connection between hierarchy and power dissemination.
6. **Flat Structure Opinion:** A transition to a flat structure would promulgate an egalitarian ethos, leveling authority landscapes.
7. **Organizational Culture & Values:** While the culture facilitates efficacy, it demands further alignment with our core values, currently institutionalized through strict protocols.
8. **Culture Revision:** Diminishing procedural stringency and accentuating relational dynamics can significantly elevate our cultural milieu.
9. **Culture Model:** Our culture is an eclectic mix of assorted elements, aimed at achieving organizational harmony.

Participant 7

1. **Organizational Tenure:** I've invested eight years in elevating our IT frameworks, focusing on innovative tech solutions.
2. **Management Role:** I navigate the technological landscapes without any managerial obligations, ensuring seamless tech integrations.
3. **Organizational Structure:** Our formally established hierarchical structure compartmentalizes information access, marking clear organizational delineations.
4. **Professional Advancement:** Diverse and well-structured growth trajectories are available, showcasing the organization's commitment to continual learning.
5. **Authority & Power Structure:** Management holds centralized authority, with hierarchy deeply intertwined with power distributions and decisive autonomy.
6. **Flat Structure Opinion:** Adopting a flat organizational structure would undeniably ensure a more inclusive and equitable power dissemination.
7. **Organizational Culture & Values:** The current culture, though productive, necessitates evolutionary improvements to truly resonate with our intrinsic values, currently regulated by rigid norms.

8. **Culture Revision:** Incorporating more interpersonal and less stringent norms can foster a more congenial and inclusive cultural environment.
9. **Culture Model:** Our cultural model integrates a variety of elements, working towards cohesive organizational synthesis.

Participant 8

1. **Organizational Tenure:** Eight years have been spent analyzing market trends and contributing to the organization's market presence.
2. **Management Role:** My domain is primarily market analysis, free from the managerial decision-making processes.
3. **Organizational Structure:** The hierarchical and formal structure in place is a barrier to free information flow within the organization.
4. **Professional Advancement:** The organization provides several well-defined opportunities for career advancement, focusing on employee skill enhancement.
5. **Authority & Power Structure:** Authority is monopolized by the management, with the hierarchical structure significantly influencing power dynamics.
6. **Flat Structure Opinion:** A shift to a flat structure would democratize the organization, allowing a more balanced distribution of power.
7. **Organizational Culture & Values:** The culture, efficient as it may be, needs a more human-centric approach in implementing core values, which are currently enforced through strict guidelines.
8. **Culture Revision:** A move towards more human-centric and flexible norms is crucial to improving our organizational culture.
9. **Culture Model:** Our culture is a mixture of different elements seeking to achieve a harmonious organizational environment.

Participant 9

1. **Organizational Tenure:** I have orchestrated logistical frameworks for eight years, ensuring streamlined operational flows.

2. **Management Role:** I operate within logistical realms, devoid of managerial mandates, focusing on operational efficiency.
3. **Organizational Structure:** An established hierarchical structure delineates clear organizational layers, impacting information transparency.
4. **Professional Advancement:** Multiple pathways for professional development are accessible, reflecting the organization's investment in employee progression.
5. **Authority & Power Structure:** Management's concentrated authority underscores the profound influence of hierarchical levels on power and decision-making autonomy.
6. **Flat Structure Opinion:** Implementing a flat structure would facilitate a more inclusive authority distribution, cultivating a sense of collective empowerment.
7. **Organizational Culture & Values:** The existing culture optimally drives operational efficiency but necessitates refinements to better embody our foundational values, currently manifested through rigorous normative frameworks.
8. **Culture Revision:** Implementing softer, more interpersonal norms can significantly revitalize the organizational culture, making it more inclusive and flexible.
9. **Culture Model:** The organizational culture is a harmonious blend of diverse components, aiming for cohesive integration within the framework.

Participant 10

1. **Organizational Tenure:** I've dedicated eight years to intensive research endeavors, contributing to the organization's knowledge base.
2. **Management Role:** My focus remains on explorative research, distanced from the realms of managerial duties.
3. **Organizational Structure:** The formal hierarchical structure impedes the unrestricted flow of information, establishing clear demarcations within the organization.

4. **Professional Advancement:** There are abundant opportunities, each meticulously designed, for career growth, highlighting the emphasis on continual learning and development.
5. **Authority & Power Structure:** Authority is deeply ingrained within the management, and hierarchy critically impacts power distributions and decisional scopes.
6. **Flat Structure Opinion:** The introduction of a flat structure could potentially dismantle hierarchical confines, endorsing a more equitable power allocation.
7. **Organizational Culture & Values:** The prevailing culture is poised towards effectiveness but warrants nuanced realignments to truly mirror our core values, which are strictly implemented as of now.
8. **Culture Revision:** A recalibration towards a more relation-centric approach and relaxation of stringent norms can substantially elevate our cultural dynamics.
9. **Culture Model:** Our current culture amalgamates diverse elements, navigating towards an integrative organizational ethos.