Cultural Perspectives and Cultural Dynamics: Advanced Issues and Approaches

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ABSTRACT

The purpose of this article is to summarize the insights from the literature review focusing on the advanced issues and approaches of cultural perspectives and cultural dynamics. The literature review includes various issues of organizational culture, cultural intelligence (CQ), cultural awareness, cultural competence, cultural value, cultural orientation, cultural dimensions, and cultural dynamics. Belonging to a culture can provide individuals with an easy way to connect with others who share the same mindset and values. Culture offers a chance to connect and share the individual’s history and beliefs toward business growth and economic development. It is important that individuals should understand the importance of organizational culture, CQ, cultural awareness, cultural competence, cultural value, cultural orientation, cultural dimensions, and cultural dynamics toward gaining improved organizational performance and reaching strategic goals in the digital age.

KEYWORDS

Cultural Awareness, Cultural Competence, Cultural Dimensions, Cultural Dynamics, Cultural Intelligence, Cultural Orientation, Cultural Value, Organizational Culture

INTRODUCTION

As the world becomes increasingly interconnected, exposure to global cultures affords individuals opportunities to develop the global identities (Reysen & Katzarska-Miller, 2013). Cultural competence involves understanding values, beliefs, traditions, and customs of diverse groups (Ingram, 2012). Management methods and techniques are not generally cross-culturally transferable and that their cultural fit needs to be determined before a transfer is attempted (Molinsky, 2007). Cultural influences are changing dramatically, as organizational cultures are no longer dependent on local resources to formulate their characteristic tastes, preferences, and organizational behavior (Kasemsap, 2015a).

Culture is recognized as the critical element in the construction of an individual’s identity (Usborne & de la Sablonnière, 2014), as the political, social, economic, and technological force (Usunier & Lee, 2005), and as the humanizing element of corporate business in order to facilitate trust, promote communication, and establish organizational commitment in the workplace (Messner, 2013). Culture is a tool used to encourage commitment and to achieve the organizational goals (Lee, Lim, & Pathak, 2011) regarding all facets of social behavior and interaction (Craig & Douglas, 2006). The strong culture that aligns employees’ behavior with organizational objectives can improve the financial performance (Chatman, Caldwell, O’Reilly, & Doerr, 2014).

Cultural differences affect the appropriateness of recommendations for organizational change interventions and the adequacy of organizational characteristics, such as reward systems, performance
appraisal, collaboration, organizational structure, as well as leadership style (Walumbwa, Lawler, & Avolio, 2007). Both organizational and national cultural differences are positively associated with knowledge transfer (Vaara, Sarala, Stahl, & Björkman, 2012). Cultural differences represent impediments to merger and acquisition (M&A) integration (Viegas-Pires, 2013). Culture change is recognized among leaders as a method to improve organizational performance (Hartmann & Khademian, 2010). Complex adaptive systems are a particular category of complex system that displays the ability to adapt and evolve in response to the changes in the environment (Kasemsap, 2016a).

The increasing demographic changes of populations in many countries require an approach for managing the complexity of sociocultural differences (Almutairi, Dahinten, & Rodney, 2015). Many researchers (Schneider & Barsoux, 2003) have questioned the cross-cultural transferability of management practice. Not only the transferability of management practices, the cross-cultural applicability of change management interventions is questionable (Kirsch, Chelliah, & Parry, 2012). The cross-cultural immersion is the pedagogical method for multicultural development (Choi, VanVoorhis, & Ellenwood, 2015). Cross-cultural understanding and cultural knowledge for global marketing approaches are the key issues to be considered for a favorable integration into the cross-cultural organizations (Kasemsap, 2015b).

**THEORETICAL AND PRACTICAL REVIEW OF THE LITERATURE**

The literature review indicates the issues of organizational culture, CQ, cultural awareness, cultural competence, cultural value, cultural orientation, cultural dimensions, and cultural dynamics.

**Issues of Organizational Culture**

Organizational culture is the values and behaviors that contribute to the social and psychological environment of an organization (Kasemsap, 2016b). Organizational culture is correlated with organizational climate (Kasemsap, 2016c). Organizational culture, organizational climate, and knowledge management positively lead to the improved job performance (Kasemsap, 2013). The top management participation strongly affects organizational culture, which impacts employees’ attitudes toward compliance with information security policies (Hu, Dinev, Hart, & Cooke, 2012). Self-efficacy is found to act as a moderator in the organizational culture–training transfer relationship (Simosi, 2012).

Understanding the origin, changes, and impacts of culture is one of the most important aspects of organizational research (Alvesson, 2002). Cultural factors should be considered in order to design the effective information security policies, practices, and technologies in global networks where multiple cultures coexist (Dinev, Goo, Hu, & Nam, 2009). Digitally enabled social networks, encompassing social media applications (e.g., wikis, blogs, and social networking sites), have the potential to considerably change the organizational culture by establishing communities toward promoting information sharing and enhancing collaboration (Koch, Leidner, & Gonzalez, 2013).

Organizational culture that is an adhocracy is most effective in advancing entrepreneurial orientation, especially in national cultures that are characterized by strong individualism and low power distance, whereas a hierarchical organizational culture is a barrier to entrepreneurial orientation (Engelen, Flatten, Thalmann, & Brettel, 2014). The developmental culture has a strong positive impact on entrepreneurial orientation, whereas the impact of hierarchical culture is negative (Brettel, Chomik, & Flatten, 2015). Managers of innovative organizations implement a developmental culture, which emphasizes the flexibility orientation (Büsghgens, Bausch, & Balkin, 2013). Affective commitment can be further enhanced through the development of an open culture in which employees are encouraged to generate the important ideas (Neelam, Bhattacharya, Sinha, & Tanksale, 2015).

Organizations aiming to increase business performance and achieve business goals should focus on developing information technology (IT), technical alignment, and information system effectiveness (Kasemsap, 2015c). Organizations are able to gain the performance improvement if IT resources are
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