Organizational Culture and Change in Omantel

Introduction

Organizational culture is another term which contributes a lot to the success and progress of a company. Along with all the other factors such as competitive advantage, organizational structure and many more, the organizational culture helps modify the employees' skills and behaviors to create a better work environment within, and outside the company roles. According to the latest definition of organizational culture, it is a set of common beliefs, behaviors and values of the people in a company. It collects all the factors linked with the employees such as their behavior, their interactional manners, their dress code, how they communicate and what are their goals up to the company's success. Are they motivational enough or not, if they are less motivated or discouraged because of some issue? All these things, their solutions lie within the concept of the organizational culture (Cheng, 2018). There is a need to look into the famous telecommunication company in Oman named Omantel which has been serving the country with the best telecom services for the past 30 years. The organizational culture of Omantel is going to be studied in this assignment as this is clear from the statement that there is something a little problematic in the organizational culture of Omantel. It is needed to see the organizational culture of Omantel and how they are treating their employees. The organizational culture of any company becomes a reason for its development on each level because the satisfied employee can work way better than those who are not happy with their work and work environment. It is very important to teach employees that work is not only done to earn money while at the same time employers must learn that it is very necessary to fulfill the needs of the employees and provide them basic rights which they deserve.

- ## Rationale

The term organizational culture was first identified by Dr. Elliot Jaques in his own book entitled,

"The Changing Culture of a Factory" (Jaques, 1951). The organizational culture was introduced in order to maintain a suitable environment at the workplace because there must be some difference between the work and staying at home. The research for the organizational cultures and its implementation at the offices was made just to make the progress of a business more effective and vulnerable. Then there is a need for an ideal organizational culture which covers all

the aspects such as marketing and management within a company. An organizational culture being supported by both employees and company's authorities is very much likely to be a miracle but the possibility of this culture can provide a company ideal system and hence ideal outcomes (FLAMHOLTZ, 2001). The companies need to establish a better organizational culture for their companies and focus on what is better and favorable for both the company and its employees on whom this culture would be implemented. In Omantel, the organizational culture needs to be more strong and effective in order to act more professionally and responsible.

● **Objective**

The objective of this study is to find out the organizational culture of Omantel and all of the strategies that are being used inside. The objectives of this study are also to find out the impact of this organizational culture of Omantel on its employees' performances and how to eradicate those negative points or relate them with better ones to bring the much useful changes in the culture and implement them accordingly. All of this would be done by doing a survey among the employees of Omantel so that the actual details could be found out about the organizational culture of Omantel.

● **Review of Literature**

The organizational culture is the set of different beliefs that are interlinked into a whole structure to create formulations for the employees to implement on. This kind of organizational culture affects the performances of the employees at a particular organization and the aim of the organizational culture is the same, to change the behavior of these companies and their way of looking at the progress of the organization (Abbas, 2018). The organizational structure teaches the employees to work together in a team and provide a combined effective quality work which contributes to the success of a company in an even better way. Teamwork is always encouraged in all companies because it is believed that many brains could do more research and deduce useful conclusions than just one person doing all the work. Everybody must contribute and find out the useful information for achieving the goals a company has. It is so important to urge the employees to believe in themselves and their abilities. Sometimes it happens that the employees are not confident enough about their own strengths and qualities because there is a lack of motivation. Most of the employees keep silent and do not participate in the discussion done while working together. The problem is, they are afraid to share their ideas and what they have got through their skills (Tremmel, 2007).

The motivational level of the employees needs to be enhanced and improved then they would be able to become super encouraged and confident in themselves. The lack of believing in themselves and the sense of being considered wrong stops them from sharing their concepts and beliefs which can cause a loss to the company too (Noo, 2016). A good organizational culture helps employees be confident and comfortable at the workplace. In a good organizational culture, the employees are given specific trainings if needed so that before becoming a part of the company they could learn what they are up to, what are the goals of the

company which they need to help fulfill and what is the importance of the work at the offices and in business (Stephen, 2016). In the 21st century the importance of organizational culture has increased even more. The reason is, it does not even help fulfill the organizational but the individual desires of the people. Job satisfaction is also a part of the organizational culture in which not only the interest of the company but the desires of the employees are also kept in considerations (Alhabri, 2013).

The organizational culture keeps the motives of the employees too and focuses on their satisfaction with the job and the authorities of the company. Sometimes a company has to face mergers in which the employees feel neglected and sometimes the bribery system within the company affects the performance of the employees. When employees do not get rewarded for their utmost struggles and the hard work done for the company, they become motivated and do not work unconditionally but only for their salary. They forget about the aims and the objectives of the company and do not feel happy at work. This reason has led to many resignations because the employees never want to work at such a company which makes them follow only strict rules and do not do anything for the satisfaction of the employees (ALHARBI MOHAMMAD AWADH ALYAHYA, 2013).

An organizational culture supports the needs of an employee and its rules and regulations include the favorable steps for the employees too. The aim of an organization culture is not only to provide the employees with guidelines to work within a company and behave properly, but the organizational culture also protects their rights and supports them completely to get equally motivated for work (D, 2009). The lack of motivation is the main subject in the poor performances of the employees in the company so, a company must look for the problems which are faced by the employees. The interest development of the employees is only possible in a way when they are looked after properly at the workplace and especially the new employees deserve some extra attention because they need to learn everything at a company in order to serve enough with their skills and strengths (Hossian, 2013).

The organizational culture at Omantel started getting weak because one point was noticed which was the lack of training among the organization. The company cannot function properly until and unless it has enough trained employees for serving the purposes of the company. The particular training sessions are held at many companies regularly whose purpose is to train the employees to some better extent (Philemon, 2012). Then the good employees who work really well are rewarded with the extra commissions, the bonuses and additional rewards whenever the company gets greater profit amounts. These tactics are good for the motivation of the employees as the employees do not feel bound in a work but feel happy after being rewarded for the hard work they do. An organizational culture imposes some kind of office manners on the employees which are mandatory to be followed while interacting with other employees and the other people at the workplace (Al-Lamk, 2018). The specific dress codes and the forma setting is used to keep a strict and formal environment at work which is very important to make

things serious (Wambugu, 2014). Not only the employees, but the business gets better by each passing day.

- **Theoretical framework**

The good results were tried to collect in order to support the choice completely. The purpose of the research was to ask and collect information from the real employees from many companies about what they feel while working at their respective companies and how they feel about bringing some improvements in their company's organizational cultures. The survey was done for the employees of Omantel, which is the largest telecom company of Oman. The theoretical research was done in order to support the actual stances of the ampoules of Omantel and see if the organizational culture had a good impact on their performances. The recent research conducted among the employees of other companies showed that some of those companies were really doing well with the organization culture policies and the employees agreed that they had better performances within the company after they used the specific kind of organizational culture in their companies.

- **Research Paradigm**
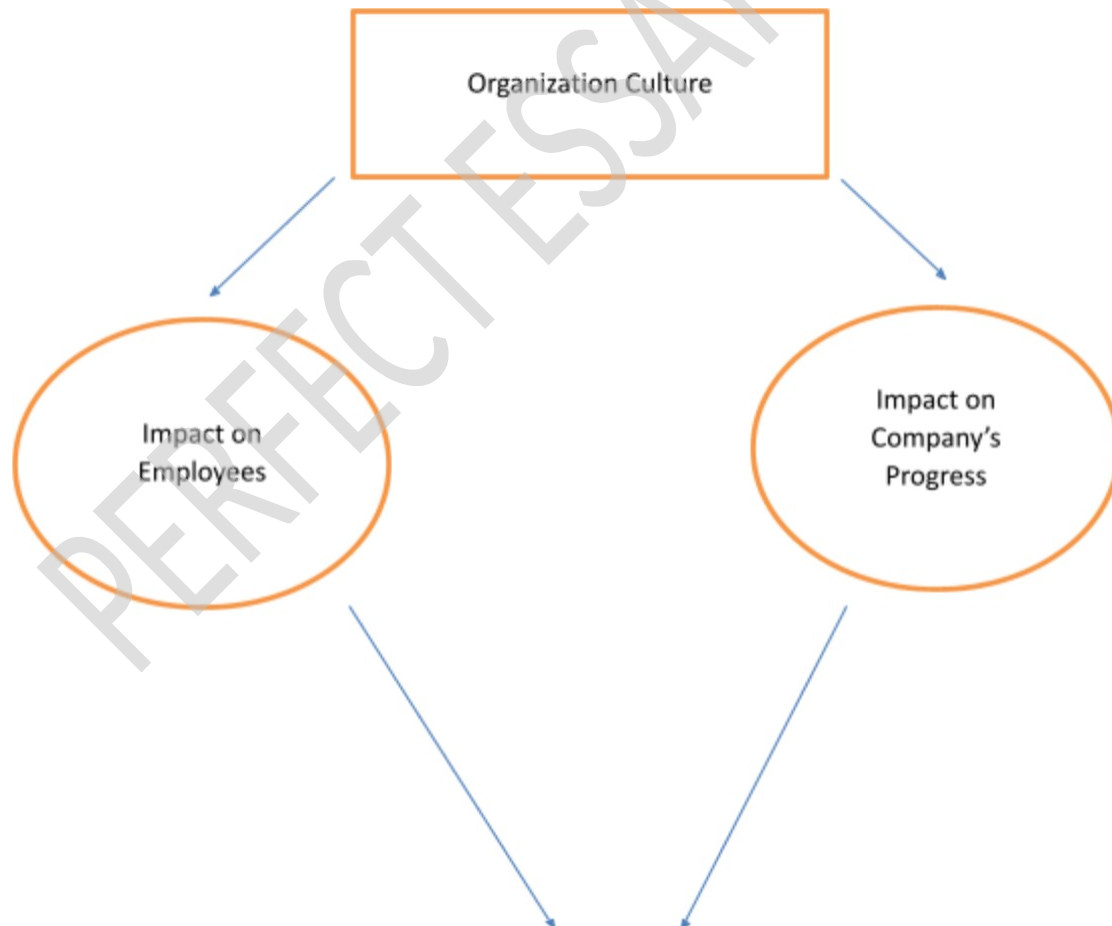
The research done on the employees performances shows that an organization culture has a very effective kind of effects on the employee performances. The employees facing some problems within the company can be resolved by introducing a suitable organizational culture which fulfills their needs by providing enough training and the additional benefits over the reserved salary.

Design and Methodology

Approach

The methodologies used in this research are both qualitative and quantitative in which the personal views of the employees are collected in the form of questionnaires. The personal opinions and ideas of the employees of Omantel are taken in order to collect the most precise data and information to proceed this research and conclude the actual results from the organizational culture of Omantel. First of all the employees of Omantel were contacted through some resources and they were requested for some interviews and questionnaires. The survey was conducted very safely and the consent was totally shared with the participants. No employees' identity and the personal information was disclosed during this kind of survey and everything was kept secret. The people at Omantel were very insecure while sharing their personal experiences with the organizational culture at the company but fortunately they agreed to provide us with some very personal experiences and their own suggestions regarding the whole matter. The purpose of this research was to ask the employees what impact they had on the organizational culture and to what extent their performances got positively affected by the organizational culture implementation on them. All the research conducted has the sole purpose and nothing else was deduced from the employees during the interviews and the solution of questionnaires.

Population and Sample

First of all about 200 employees from Omantel were selected and they were personally asked to give their personal opinions on the role of organizational culture implemented on them. We got to know their personal experiences with the company and how the organizational culture needs to be improved a bit much. The people were approached through the internet and through some people known to each other. The employees were asked to be comfortable as none of their identities were going to be shared on the internet or to any resources and hence their names were kept hidden because while working for a company they really needed to respect the information in a company. The 100 employees were asked to solve questionnaires and the rest of the 100 were interviewed.

Instrument and Procedure

The instruments are both interviews and questionnaires. About 100 of the employees were given questionnaires to solve while the rest of 100 were called for small interviews in which the information was taken regarding their personal experience and the impact of the organizational culture on them and their performances in the company. The research questions included the impact of organizational culture on the performance of the employees, how can we make the organizational culture of Oman even better, if there are any complaints regarding the implementations of the organizational culture and what do they feel while working under such organizational culture. The effectiveness of the company's organizational culture was tried to be known and the results showed that the employees of Omantel were satisfied with the organizational culture being implemented inside. The employees said that the organizational culture was going quite well inside Omantel and the only thing which needed improvement was, the rewards for the employees based on their struggle and efforts.

Statistical data

About 90% employees were happy and agreed with all the terms being applied in the organizational culture while just 10% of them had some personal suggestions and a few complaints regarding the system of the organization. Almost all the employees believed that they had better performances in the company since the organizational culture was implemented in the company. The rules being applied to behave inside the company urged the employees to work more formally and professionally and it became the reason for professionals' growth in the career of the employees too. Since the old strategies were somehow failing at fulfilling the needs for the company, they tried a new organizational culture with even better strategies and regulations which had good impacts on the performances of the employees. The interviews with 100 employees concluded that the only need is to announce some more rewards and promotions for the employees rather than hiring other new employees. The selection of the current employees from within the company's current employees can even help the company to save money and get the useful work from within the current people working. Hence the employees at Omantel were satisfied with their jobs and had a little more suggestions for the organizational culture at the company. However, they

witnessed the suitable changes and very effective results in their own performances and professional grooming that they appreciate the whole system and the outcomes derived.

Primary and secondary data collection is done in this research where the primary data was collected in the form of all the questionnaires and interviews which are personally conducted with the employees of Omantel. There was no chance of anything to be false or full of error as the survey was conducted directly with those employees who are part of Omantel and daily experience a specific kind of organizational culture on them. The secondary data in this research is collected through the journal articles, books, researches done in the past few years regarding the organizational culture and a few websites to gather the information. The data collected explained that when a company used a suitable kind of organizational culture within the company, it really shows the effective results in which the participants remain satisfied as nothing about them is exposed for sharing the information and thus the purpose of the research gets fulfilled. The outcomes in this favor come out to be really supportive and the material and methods involved in getting the data effectively help in solving the matters. The function of the research was fulfilled when employees shared their personal experiences.

Ethical Implications

The ethical implications really matter while conducting a research or the survey because the participants involved in the research do not always want to be exposed and known by the people who read the research. Most of the time the employees feel scared of the authorities and do not want to explain or suggest something. That is why while conducting any research the consent must be mentioned and the point is made sure that no names, or personal information about the employees would be discussed. Same has happened in this research and survey. No personal information is exposed and all the interviews and questionnaires have kept the identity hidden in order to maintain the ethical values.

Conclusion

The employees of Omantel are really satisfied and this is the actual reason behind the success of Omantel. Good organizational culture and best employees related strategies are doing well in the developmental part of Omantel. The surveys conducted among the employees of Omantel explained how organizational culture is changing at Omantel and what strategies are used which are ensuring the progress of the company. Being the best telecommunication company of Oman, Omantel is the best company which is strong because of its organization culture and strategies.

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