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Bachelor's Qualification Work

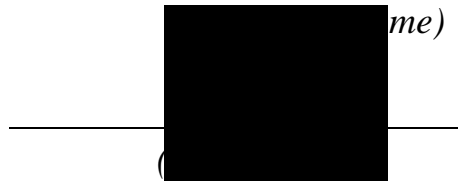
Organizational culture as a tool of management

(on the basis of a summer internship in Agenskalns market (Ltd. Kalnciema iela))

Bachelor's student of Field of
Study 07 –
Management
and Administration

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Abstract

Every organization needs a solid corporate culture. Since it affects productivity, workplace happiness, and employee motivation, it is crucial for luring in and keeping top talent. Organizations may drive employee engagement, collaboration, and creativity at work by developing a good corporate culture - it is consistent with the company's values and mission. This will boost productivity and increase success.

The purpose of this bachelor's thesis is to investigate and assess the usage of organizational culture as a management tool.

The work includes a variety of sources, organizational strategies, and analysis. The organizational culture research is based on the internship that was held at Latvian enterprise "Kalcniema iela".

Keywords: organizational culture, method, tool, corporate culture, motivation, productivity, leadership, feedback, cooperation, management, result.

Анотація

Кожна організація потребує міцної корпоративної культури. Оскільки це впливає на продуктивність, щастя на робочому місці та мотивацію працівників, це має вирішальне значення для залучення та утримання найкращих талантів. Організації можуть сприяти залученню співробітників, співпраці та креативності на роботі, розвиваючи хорошу корпоративну культуру, яка відповідає цінностям і місії компанії. Це підвищить продуктивність і збільшить успіх.

Метою цієї бакалаврської роботи є дослідження та оцінка використання організаційної культури як інструменту управління.

Робота містить різноманітні джерела, організаційні стратегії та аналіз. Дослідження організаційної культури базується на стажуванні, яке проходила латвійське підприємство «Kalcniema iela».

Ключові слова: організаційна культура, метод, інструмент, корпоративна культура, мотивація, продуктивність, лідерство, зворотний зв'язок, співпраця, менеджмент, результат.

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Head of Department Prof. Liubov Zharova



TASK
FOR BACHELOR’S QUALIFICATION WORK

Alika Hapon

1. Topic of the work:

Organizational culture as a tool of management (based on Agenskalns market
(Ltd.Kalnciema iela case)

Supervisor of the work *Olga O. Verkhohlyad, Ph.D.*

Which approved by Order of University from “22” September 2022 № 22-09/2022-3c

2. Deadline for bachelor’s qualification work submission “23” April 2023.

3. Data-out to the bachelor’s qualification work

Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

4. Contents of the explanatory note (list of issues to be developed).

The Thesis consists of three main chapters plus Introduction, Conclusion and the References sections. Chapter 1 focuses on the theoretical framework of organizational culture. Chapter 2 is dedicated to the analysis of LTD “Kalnciema iela” in terms of its organizational culture. It includes analysis of the impact of organizational culture of this company on employee motivation. Chapter 3 suggests the ways of improvement of the

culture of this company in the light of theoretical best practices and the real situation of the company.

5. List of graphic material (with exact indication of any mandatory drawings)

Figure 1: Levels of Organizational Culture

Figure 2: Functions of Organizational Culture

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
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7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	<i>31.12.2022</i>	<i>On time</i>
2.	II chapter	<i>20.02.2023</i>	<i>On time</i>
3.	III chapter	<i>11.04.2023</i>	<i>On time</i>
4.	Introduction, conclusions, summary	<i>23.04.2023</i>	<i>On time</i>
5.	Pre-defense	<i>27.04.2023</i>	<i>On time</i>

Student

(signature)

Supervisor

Olga Verkhohlyad

Conclusions: The Thesis is written on the level corresponding to the Bachelor's work requirements. The Thesis is based on good theoretical foundation obtained via research. Thorough analysis of the company in terms of its organizational culture is conducted. As a result, suggestions for the company improvement are theory – and research – based, are thought through on adequate level and have high practical significance. Upon successful defense, the Thesis qualify for the grade “Excellent.”

Supervisor

Olga Verkhohlyad

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INTRODUCTION

Over the past few decades, social scientists have investigated the idea of organizational culture as a perspective in organizational theory. According to Brown, the current interest in organizational culture "results from at least four different sources, including climate research, national cultures, human resource management, and conviction approaches that emphasize the rational and structural nature of the organization as being unable to provide a comprehensive explanation of organizational behavior. Your business's entire enterprise, from tone and punctuality to contract provisions and employee perks, is impacted by organizational culture. Especially, many specialists pay attention to a company's culture and relationships between employees. Your staff members are more likely to feel comfortable, supported, and valued when your workplace culture matches their preferences. Companies that value culture may also withstand difficult times and changes in the corporate environment and come out stronger. Interpersonal behavior like cooperation and companionship are more likely to happen in an environment where employees have close relationships. Along with engagement, the quality of such relationships can have a significant effect on staff retention, work happiness, productivity, and other factors. Also, to perceive higher psychological worth in their everyday work, employees are more likely to experience a stronger feeling of devotion to their employer and one another.

An organization's culture is defined as a set of shared presumptions that have been proven effective in resolving issues in the past. It started in the Mid-30s. last century. The Western Electric Company made the first attempt to apply systematic organizational culture. Until the 1970s, when the global competitive landscape became more intense due to the economy, its applications were still rudimentary. Performance advancement is a result of organizational behavior and a positive attitude. As well, an organization's culture is influenced by its

social surroundings and its history. It also has an impact on the framework, procedures, and rules that the leadership uses to support both individual and group performance.

Each organization has various cultures, and diversity is improved. The various distributed groupings help to identify aims and objectives that can be attained by working together across cultural boundaries. The appreciation of individual and group differences is promoted for variety to be advantageous. Different cultural backgrounds are prevalent in organizations because they foster productive working relationships among stakeholders, who frequently share interests. Diversification assists in identifying earlier mistakes.

The bachelor thesis consists of an introduction, three chapters, a conclusion, a list of references, and annexes. The thesis has been outlined in the chapters in the following order: outline of the concept of organizational culture as an integral part of business development, the example of organizational culture in “Kalnciema iela LTD.”, and consideration of how organizational culture can develop enhancement in the framework of economic globalization. The first section provides the necessary theoretical framework for understanding organizational culture, and its evolution in the business, and looks into how different types of organizational culture have affected a certain business. The second section provides a recollection of the internship experience at LTD “Kalnciema iela” and offers a detailed analysis of the company’s organizational culture and structure. The third section gathers all the previous data and analysis to establish ways of business development and enhancement in the framework of economic globalization as well as establishes the understanding of economic globalization in the public eye.

The **relevance** of this work is to explain and show how different each organizational culture can be in business, how much it influences work, and how it can help companies to increase their income. We heard this phrase many times: “Peace inside - peace around”. And, it works not only in relationships

between you and friends, family, and yourself but also at work. Because it is the one common thing - relationships.

The bachelor thesis aims to study, observe and compare different types of organizational culture, their essence, evolution, and how much the psychological climate at your work is important nowadays.

- Develop an understanding of organizational culture;
- Show how different it can be and which consequences it may bring;
- How different methods changed through time, and their evolution
- study the impact of organizational culture on a concrete company (Kalnciema iela LTD);
- provide an understanding of modern business development by completing an internship at a Latvian company (LTD “Kalnciema iela”) and analyzing its structure;

The **methodological basis** for this work consists of peer-review journal articles, acclaimed internet publications, and personal data analysis and calculations.

The **research objects** are organizational culture, beliefs, skills, values, and general views of a certain company.

The **research subject** is a set of theoretical, methodological, and practical approaches to establish the ways of business development improvement and define company competitiveness for LTD “Kalnciema iela”.

The Bachelor thesis consists of an introduction, 3 chapters, a conclusion, a list of references. Work is carried out on 63 sheets and 2 figures. References include 70 literature sources.

CHAPTER 1. ORGANIZATIONAL CULTURE

1.1 Theoretical framework of organizational culture.

The organizational culture has many multiple perspectives. It combines many sides, from an organization's mythology, beliefs, and ethics to more material objects like the accepted dress code and internal language. All of the mentioned details are elements that aid in determining the manners and practices of an organization [57], but in the end, how can organizational culture be defined?

We have all heard many times that an organization's culture is defined as a set of shared presumptions that have been proven effective in resolving issues in the past [67]. But there is still debate on how organizational culture should be measured or what it exactly means. Culture is something that you can discover and analyze only when you are interacting with a specific social environment. It consists of thought, feeling, and action patterns. The layers of culture that people create every day include national, regional, gender, generational, and social class. A layer above the others is organization.

A company needs to follow certain rules for it to function well. Because the idea is the same, culture may therefore be correctly translated and applied to an organization. People who work together must cooperate and support one another for the business to be successful and for each individual to grow both individually and as a member of a group.

Organizations implement groups to accomplish the outcomes they are intended to and want to accomplish. Everyone needs to feel like they belong, and establishing a company culture gives employees guidance on how to act, what to anticipate, and how to behave in certain circumstances. In the study of management and organization, the idea of organizational culture was first proposed in the late 1970s. From the early to mid-1980s. After it started to get

major scholarly attention. Organizational researchers asserted that organizations could have distinctive cultures or groups of shared values, beliefs, and norms that direct the attitudes and behaviors of organizational members, based on insights from sociology and anthropology. Researchers hypothesized that organizational culture may have a major impact on organizational results, arguing that culture could be utilized as a tool to influence employee behavior, set different businesses apart from one another, and provide superior cultures a competitive edge [43].

It's essential to comprehend that organizational culture also affects people individually. The description above mostly focuses on the office level and depicts the aggregated culture; nevertheless, how the organizational culture is experienced by the individuals inside the organization is frequently overlooked in the study. As was previously mentioned, organizational culture is made up of shared, original, and evolved ideals and values.

The behaviors of a member of society are influenced by its culture.

Therefore, it is obvious that an effective organizational culture will affect how employees act within the company. To put it another way, the organizational culture may give the company a competitive edge by enhancing staff productivity and teamwork. In addition, a strong culture aids in staff motivation, dispatch, control, and conflict reduction inside the firm [20].

“Our assets walk out of the door each evening. We have to make sure that they come back the next morning,” – is a famous quote by N.R. Narayana Murthy.
[23]

First and foremost, a strong culture strengthens the bonds between members, enables them to share a shared knowledge of a problem, and assesses, selects, and directs their actions in unison [19]. When there is a possibility of conflict inside an organization, common norms, and values serve to unify

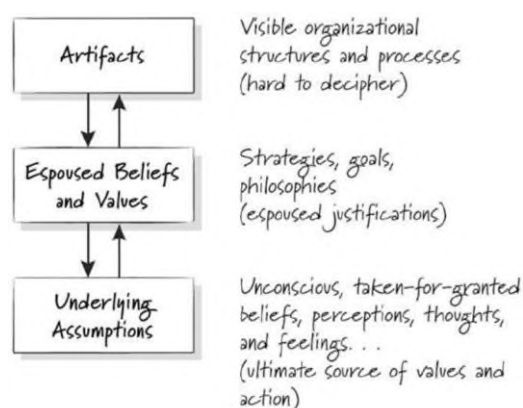
employees, aid in effective situational assessment, and guide appropriate behavior.

Next, organizational culture assigns and regulates individuals' behaviors according to the norms, practices, rules, etc. Also, a decision only has an impact when it fits the culture and is approved by the group's members, therefore culture aids in condensing the range of factors to take into account.

Of course, the members can better understand the task's aim and orientation thanks to corporate culture. As a result of their shared interests and understanding, individuals of a strong culture also develop healthy relationships. It enhances the working atmosphere by making it cozy and healthful. When an organization is successful in establishing a solid culture, it fosters loyalty among the staff, which in turn helps the members feel proud of both the company and the work they are carrying out [21].

When the following factors are combined, an organization's culture can have a favorable impact on the performance of the business, differentiating it from competitors. That gives the business a competitive advantage.

Because of these factors, creating and sustaining a strong culture is crucial for any firm in this era of global competition.



Components of organizational culture

Three basic layers make up an organization's culture - *values*, *assumptions*, and *artifacts*.

Figure 1. Levels of culture acc. E.H Schein [3]

Values

Every organization has a set of standards and ideals that must be respected. It is essential to encourage employees to embrace these principles as their own so that there is a clear understanding of how the achievement of the goals will be carried out. The problem with values is that they can be difficult to define in terms of what they should be and how they translate the firm's message. Most essential, it needs to be stated in a way that the staff members can identify with the ideas and feel that they have a purpose.

Employee loyalty and commitment to the company's vision mostly depend on shared values. Since values are something that both the company and its employees share, one action that does not follow the overall plan could have negative effects. Values aid organizations in being innovative and enhancing their performance. They are to act as a pillar and provide a connection. The value profile, which acts as a model for how employees should act in specific circumstances, is one of three layers that make up the original notion of value in a corporation [15].

The next step is value congruence, which examines how employees interpret the company's values and communicate them to their coworkers, and the final step is value-practice interactions, which look at how business activities reflect the company's values.

Assumptions

Assumptions are the more "inner" side of these topics, meaning beliefs and feelings that are accepted without consideration or analysis. They already exist in our minds as ideas that do not require explanation. It is the process through which we automatically translate specific events without the need for a quick judgment. It's critical to expose internal assumptions in organizations so that the culture can be built around them and a connection made between the business and the assumptions may be made.

A completely distinct set of assumptions can lead to tension in the workplace, and if it is not acknowledged and addressed, it may result in pointless disputes. One must consider the entire workforce, not just the ones who exhibit the highest levels of motivation and productivity, to identify the assumptions. People don't function as individuals; they are surrounded by influencing elements, including their coworkers.

Companies frequently operate on a dominant ideological basis, imposing their beliefs on the workforce. However, just because beliefs are imposed does not mean that the workforce will eventually agree with them or comprehend their meaning, leading to a conflict between what the company believes and what the workforce does [12].

Artifacts

Understanding their creation's history is a crucial component. But artifacts are not immutable; they can change when the latest trend occurs, and the organization then moves in that direction. Each item in a company is a representation of aesthetics, symbolism, and utility. They elicit emotion through their scent or appearance, the way they aid in the achievement of a task or the effects they have on the surrounding area. Even these elements have the potential to spark arguments and alter the atmosphere. People place value on material possessions, therefore even an unsuitable furniture arrangement or poor record-keeping practices can alter how an organization is perceived.

Even while there isn't a clear picture of how artifacts might alter attitudes within an organization just yet, they are indeed an important piece of the culture-building puzzle [4].

Other methods are required to learn how they feel or think, such as open-ended questions or surveys. Assessing what is pertinent or not in an organization's culture, however, requires a thorough analysis of the business.

The values and fundamental underlying assumptions are the next layers. An organization may be able to agree on the degree of shared values and conduct at this point. Values are the objectives and guiding principles that the organization upholds as well as the underlying presumptions, perceptions, sentiments, and ideas that the author claims to discern through in-person interviews [52].

1.2 Types of organizational culture

In today's competitive marketplaces, one of the most important variables influencing a company's long-term success is innovation. As a result, there is an increasing interest in studying the elements that influence innovation. Today, the emphasis is on these human-behavioral aspects, highlighting the significance of organizational culture as a factor that may both drive and inhibit innovation and hence affect firm success [33].

Based on the findings of studies on organizational culture, it may support creativity as well as firm performance, or it can impede both, depending on the values advocated by the culture. It has been discovered that an adhocracy culture is the strongest predictor of creativity and performance. Based on these findings, it is possible to conclude that innovation serves as a bridge between specific types of organizational cultures and performance.

Cameron and Quinn (1999) propose four cultures based on two dimensions: flexibility and discretion vs stability and control, and outward focus versus internal focus and integration. They define four types of organizational cultures - adhocracy, clan, market and hierarchy. By combining them with six organizational aspects: dominating features, organizational leadership, employee management, the organizational glue, strategic emphasis, and success criteria.

The adhocracy culture

This is a workplace that thrives on aggressively modeling new ideas, where risk-taking is greatly valued and, more importantly, encouraged. It is comparable to clan culture in that people can make their own decisions.

The creation of fresh ideas that can be translated into products or services is one of the goals of such an organization [28]. It may have a chaotic rhythm due to the ongoing need for invention, but it also gives a lot of room for growth, which is a motivator for many employees. Nothing is more vital than being unique, especially in times of development and ongoing acquisition of new methods and resources for future distinction [65].

Companies with an adhocracy culture have a participatory worker culture in which individuals collaborate to discover the best solution to a problem. It is also used to refer to any type of participatory or democratic decision-making framework. Consider the following characteristics of an adhocracy organizational structure [45] :

- The majority of cases of adhocracy corporate cultures neglect the significance of authority. Everyone can take action since leadership is a shared duty.
- Everyone can take action since leadership is a shared duty. Being a team leader and inspiring a sizable group of people to collaborate in the direction of a common objective are key components of managing organizations with an adhocracy culture.
- There is much room for error. Flexible businesses like the management approach known as an adhocracy.

An adhocracy culture is illustrated through examples to show how it varies from traditional organizational structures, which tend to be more bureaucratic and

favorite in nature. This has benefits in the dynamic business environment of today.

The clan culture

This partnership removes individual work and lifts communication to the level of a family; it is particularly team-oriented, with a focus on loyalty. It allows employees to make their judgments and accept responsibility for what the company's next best actions should be. What distinguishes this corporate culture is that it allows people to develop and learn in their surroundings without being constrained, as many other firms do with their staff [30].

To have this type of cooperation, it must be effectively conveyed and well participated in by leaders to set an example. It must be realized that top leaders do not have complete control over everything and must allow their people to make significant decisions for themselves. This organizational style has a benefit not just internally, but also outside, because if staff are pleased, customer service is impacted by this element, and therefore more clients are satisfied with the way their product or service is delivered.

People are extremely competitive, and market leadership is essential [16]. Workers in these businesses believe their health to be poorer than usual [35], although this culture fosters the fulfillment of self-affirmation demands.

Main Characteristics of Clan Culture [14]:

- Members of the group have a strong sense of belonging and being a part of something larger than themselves. This implies a strong emotional attachment, a willingness to work more for the group, and a greater sense of loyalty to the group than to an individual member under the Clan Organizational Culture.

- Members of a group spend a lot of time together. Even after work hours, the bonds endure, as seen in Clan Culture examples.
- Clan cultures are described as organizations that make employees feel as if they all belong together. There is more loyalty to one another than to outsiders.

The market culture

Market culture is the most aggressive of the four major forms of culture, as the name implies. It is results-oriented, market-oriented, and fiercely competitive [58]. This culture is especially prevalent in bigger corporations, where CEOs are unrelenting, aggressive, and have very high expectations of their staff. Employees are given onerous targets to work towards. Employees are often praised and reprimanded for their performance, which is regularly watched. Simply, "getting the job done" takes precedence.

The opposite side of market culture is clan culture. Stability is important in market culture, and the focus is always on accessing the market, defeating rivals, and gaining market share. Consider Amazon's Jeff Bezos or the late Steve Jobs as instances of market culture leaders [26].

Main Characteristics of Market Culture [10]:

- Innovation.

Encouraging employees to be more competitive may aid in the development of new goods, services, or procedures that can provide organizations with a competitive edge in their target market.

- Faster reactions.

Companies that adopt a market culture may be able to adapt more swiftly to changing market circumstances and rival moves, putting them ahead of the competition and potentially claiming the majority of a market's clients.

- Healthy competition.

Market culture may create healthy levels of competitiveness among employees, which may aid in employee growth and the development of stronger connections as employees compete and improve their sportsmanship skills with successes and failures.

The hierarchy culture

Hierarchical systems have grown so engrained in our civilization that many individuals are unaware of their existence. Hierarchy culture is primarily concerned with establishing a relatively fixed organizational structure through the implementation of specific processes and rules, as well as the introduction of multiple levels of power and responsibility within the organization, such as with directors, team leaders, managers, and senior staff [5]. Every company's hierarchy will be structured slightly differently. Individuals are generally promoted to higher degrees of responsibility within an organization through these frameworks. This can help to guarantee that an organization's success continues to grow.

Firms with such culture, too, require control, and top management takes critical choices that are later communicated to staff.

It is a difficult situation for managers to be in since failing to notice threats or opportunities causes a problem in the system. The idea is to build processes that are inexpensive and run according to plan. One of the most important jobs that will define the company's faith is the manager's capacity to forecast specific situations.

Main Characteristics of Hierarchy Culture [11]:

- Strong emphasis on rules.

Employees in this culture must follow set rules and norms to ensure that activities function properly. To improve workplace clarity and structure, distinct roles and duties will be provided at various levels of management.

- Individual achievement over team effort.

Individual success is frequently rewarded in hierarchical organizations rather than in collaborative activity or collaboration between teams or departments. Working harder and putting in extra hours are more likely to be rewarded in this setting.

- Stiffness.

Because hierarchical cultures are often more formal, time is an important commodity. Hierarchy cultures have more rigid hours and schedules and less flexibility in working from home or other flexible work options [53]

In summary, organizational culture has a significant influence on how people behave and perform inside a company. It can have a big influence on employee motivation, engagement, and productivity since it sets the tone for how employees interact with one another and the outside world. Organizations may achieve their strategic goals and prosper in a fast-changing environment by fostering a strong and positive organizational culture that supports employee well-being, diversity and inclusion, employee empowerment, technology adoption, agility, and creativity. To foster success and maintain a competitive advantage, firms must give priority to the creation and upkeep of a healthy corporate culture.

Humanity has utilized a variety of organizational systems from the beginning of human institutions. In the team delivery of everyone's everyday activities, those who were hunters and farmers at the beginning of the military or tribal right to a man's decision to lead the pack will be handled as some have. There has been a pyramid plan in existence since ancient times. after

understanding the concept, appointments, duties, and individuals according to their capacities [7]. Each person is accountable for putting aside particular acts that were necessary to play a significant part in the distribution. Last, but not least, there is a robust reporting system structure, where analyses and inquiries have been made. At the same time, being held accountable, and there was a kind of performance evaluation. It is a formal community organizational structure that is selected. Business and human rights organizations still change with advances in new forms that all organizational structures, cultures, and practices were made.

1.3 The importance and influence of organizational culture

Every enterprise has a distinctive working style that frequently influences its culture. An organization's culture includes ideas, philosophies, principles, and values. Employee behavior both within and outside of the firm is governed by the workplace culture.

The workplace culture determines how employees interact with one another, and a positive workplace culture encourages employees to remain motivated and devoted to management [37]. Workers make every effort to do better than their coworkers so that their bosses would recognize and appreciate them. The culture of the company is what drives employees to provide excellent service. Every business requires clear policies to guarantee that workers can complete their tasks effectively. The established guidelines that direct employees and give them a feeling of direction at work make up an organization's culture. Everyone in the organization is aware of what they are responsible for and can do their work quickly. Several companies have a rule stating that all workers, regardless of status, must show up to work on time. Employees gain in the long term from this culture's pressure to be punctual. The organizational culture is what defines a person as a successful professional.

The set policies that guide employees and provide them with a feeling of direction at work make up an organization's culture. Each person in the company is aware of his or her duties and responsibilities and can do the tasks on time. Certain businesses have a policy requiring all employees, regardless of position, to arrive at work promptly. The long-term benefits of such a culture for the workforce include being encouraged to be on time.

Organizational culture is a sort of material culture. For example, when people talk about Coca-Cola, we all understand that "brand, is a feeling" [2]. Similarly, when Samsung Electronics of South Korea is mentioned, we all understand that the brand stands for "pursuit of excellence"[56]. These represent the material culture of an impact that reaches deep into space-time. These three cultures constantly revolve around the corporate culture, which functions as the core of the three circles. The function of culture is highly important for businesses to improve the overall quality of internal growth cohesiveness, external boost competitiveness, and enterprise development plans. In a way, the value of corporate culture extends beyond the boundaries of the business and has a significant influence on the entire community. The value of social interaction became clear once a strong business culture developed talent.

The development of organizational culture and innovation is one of the factors for the success of the execution and development of business strategy. The formation of a business that is jointly owned by all of its members and upholds high moral and ethical standards requires a strong organizational culture that can bring out the distinctive features of the firm. If a company has distinctive cultural traits, then the particularity performance values for all workers, which enables companies to establish a distinctive, one-of-a-kind corporate strategy, as well as gave the first push for the strategic development, and its success laid the basis.

Corporate culture is nothing more than an attempt by businesses to diversify and adapt by developing their cultural traits, less to emphasize their

uniqueness and to compete with other businesses than to resist competition and grow. As it aids in a better understanding of both individual and group behavior in an organization, analysis of cultural aspects is being covered more frequently in management literature. Organizational culture is defined as a complex system of assumptions, norms, practices, and artifacts. The fact that organizational culture may change over time under the impact of the external world is also crucial. Nevertheless, this shift frequently creates obstacles inside the workplace. Hence, we may argue that organizational culture is developing unevenly and is difficult.

Changing organizational culture proved to be more challenging than preserving organizational culture, which makes the management of a company relatively simple. Conflict is a recommended method of bringing about change since it is viewed as a positive process that may boost organizational performance [6]. Because it is challenging to alter attitudes and behaviors, the components of corporate culture remain constant across time. As a result, organizational culture may not be able to change to accommodate new objectives imposed by the economic environment, which is common in businesses in our nation. Management experience demonstrates that companies stall change by enforcing rules, routines, and structural rigidities, which causes a significant slowdown in responding to changing market conditions. The management culture is the only factor that may alter this circumstance.

Figure no. 2 illustrates the many roles that organizational culture plays inside an organization [39].

a) By modifying the internal environment, organizational culture plays a significant role in integrating individuals into the company. Because it necessitates maintenance for their integration into the business, this function manifests not just in hot new hires but in all employees as well.

b) Because of its unique organizational culture, it plays a significant role in safeguarding employees from possible dangers in the outside world. Corporate culture serves as the foundation for organizational behavior and regulates or prevents the direct harmful effects of the company's external environment.

c) Enterprise values and traditions are kept and communicated through corporate culture. Certain values, ideas, and organizational practices that must be upheld to support the firm during changes to the management system must be considered. Without a strong culture and cultural traditions that have stood the test of time, we cannot discuss great and successful businesses.

d) Thus, the competitive struggle of modern businesses implies the reliance on progressively high-performance organizational capacity, which is essentially the fusion of knowledge of personnel. You can only design a suitable framework for the growth of organizational capability by understanding the culture of the company. Organizational capacity is the primary driver of long-term competitive advantages.

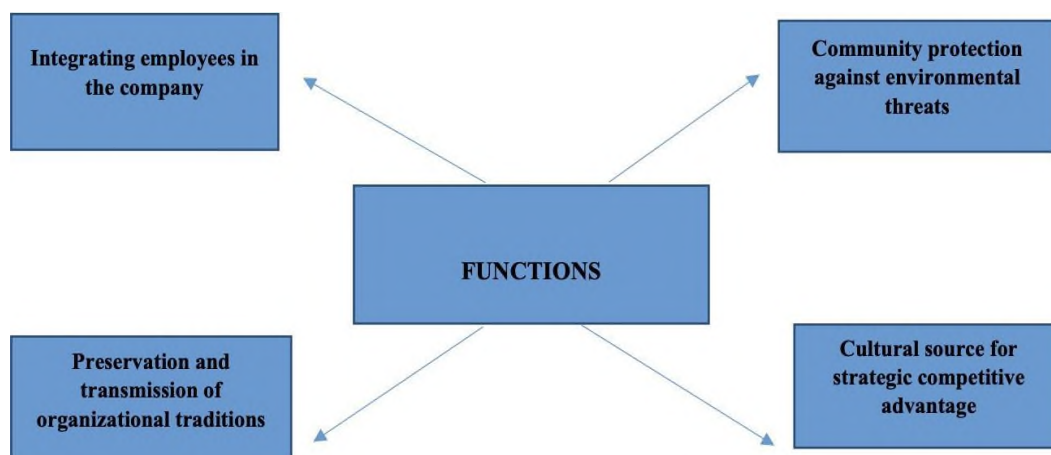


Figure. 2 [39]

Since an employee is content and likely to return to work, organizational culture is a strong predictor of organizational success. It also influences the tactics and procedures employed in human resource management. After "actual" and "ideal" cultural profiles have been identified, they may be contrasted to find areas of similarity and difference. Managers may then choose the sort of organizational culture they wish to portray and take particular measures to fulfill this profile [59]. The study of the relationships and impacts that may exist between corporate culture, country culture, and practices in human resource management is extremely pertinent.

The organizational culture offers a framework within which managers may introduce motivating techniques that affect employee behavior and, in turn, performance. Because it takes time to comprehend the characteristics that inspire each person, developing a culture that promotes individual motivation is challenging. As employees shift their interests away from money, the importance and complexity of this issue are increasing. People, especially those who are qualified, provide several options for available occupations. As a result, the company's motivating techniques are crucial in luring talent and enabling success in cutthroat industries. Moreover, innovative methods provide advantages for businesses since they enable hiring, boost brand loyalty, foster innovation, and increase employee happiness.

Consequently, the success of the organizational culture for corporate strategy develops successful momentum, is the key to the smooth implementation of corporate strategy, and is also a necessary condition for maintaining the corporate culture. The right guiding philosophy, the spirit of the business, and the synchronization of corporate objectives, corporate values, corporate ethics, and corporate style all call for an appropriate organizational culture. Preserve organizational culture and strategic management continuity, let corporate strategic management to progress, and consequently, increase the level of a company's core competitiveness. Also, organizational culture and

strategic management are linked. Both organizational culture synchronization innovation and strategy innovation are influenced by one another.

Organizational culture is crucial, yet for many businesses, it's merely a formality. In many cases, there is no culture at all. The business must also comprehend how the complementary roles of organizational culture and strategic management may improve overall quality and competitiveness and facilitate access to high-quality, long-term growth [63].

To sum up, corporate culture is crucial because it establishes institutional norms that must be followed by all employees. The rules make sure that workers carry out their duties in a proper manner. In acknowledged companies, corporate culture plays a role in the efficient operation of the marketplace by fostering communication, integrating new members into the group, building trust, and developing consistent approaches to achieving goals. In a competitive business environment, organizational culture enables social flexibility and economic efficiency. My best hypothesis is that a business may avoid the effects of a bad social or economic environment because it has a strong, successful culture. Supporting an organization's goals for profitable growth is significantly influenced by organizational culture [32]. People behave following their shared beliefs, which has a big influence on how the company runs its business. This is why organizational culture is so crucial.

CHAPTER. 2 STUDY OF LTD “KALNCIEMA IELA” AND ITS ORGANIZATIONAL CULTURE

2.1 Analysis of the company’s environment, organizational structure

The internship was held at Agenskalns Market, Ltd. “Kalnciema iela”.

Agenskalns Market is a historical marketplace located in the Agenskalns neighborhood of Riga, Latvia. It is an open-air market that offers a variety of fresh produce, meat, fish, and household goods. The market has been operating since the 19th century and is an integral part of the local community. In this analysis, we will discuss the organizational culture of Agenskalns Market.

Agenskalns market is a synthesis of many elements. Here, you may get to know Latvian culture and history, learn about the local mindset, and sample a variety of foods and beverages like local kombucha with passion fruit or pickled quail eggs in jalapeno marinade. Traders will give you advice on how to use their items to make a fantastic evening. Conversely, you may go to art events like "Zinu," where comic book, painting, and book illustrators exhibit their works. And this is a huge benefit since there are so many things you can do here.

The goal at Agensklana Market is to give each consumer a distinctive and genuine shopping experience [66]. The team makes an effort to provide top-notch goods and services that respect the area's customs and cultures. For consumers to buy, study, and engage with the community, we want to establish a warm and inclusive atmosphere. The market is dedicated to fostering sustainable practices and supporting neighborhood businesses. Also, another goal is to serve as the neighborhood's cultural center, a place where people can congregate, swap tales, and make memories. The company focuses on providing the best possible customer service and believe in developing enduring connections with our clients, partners, and suppliers.

Organizational culture refers to the values, beliefs, norms, and practices that govern the behavior of individuals and groups within an organization. It plays a

crucial role in shaping the attitudes and behaviors of employees and affects their productivity, job satisfaction, and overall organizational performance.

The organizational culture of Agenskalns Market can be defined as clan culture with community-oriented elements. The market is known for providing high-quality fresh and craft products from all over Latvia. The traders at the market are committed to offering a wide variety of products at reasonable prices. They respect and value customer satisfaction and would like to help customers to find the best option and have a pleasant shopping experience.

In addition, the market is deeply rooted in the local community. Many of the vendors are from the surrounding neighborhoods and have been operating their stalls for generations. The market serves as a gathering place for residents, where they can socialize, shop, and connect. This sense of community is reflected in the friendly and welcoming atmosphere of the market.

Another important aspect of the organizational culture of Agenskalns Market is its focus on tradition and heritage. The market has a long history, and many of the vendors have been operating their businesses for decades. They take pride in their products and the traditions associated with them. For example, the fish vendors at the market use traditional methods to smoke and prepare their fish, which has been passed down through generations.

Agensklana's market organizational culture is a culture of belonging, inclusion, and diversity. The mix of the company's core cultural traits is distinctive and particular to the type of business conducted in its market. The company's human resource development initiatives and managers' contacts with traders reflect the internal cultural environment.

In this regard, the main features of Agenskalna's market corporate culture are

1. Servant Leadership
2. Communication and cooperation
3. Openness
4. Relationship-focused Methodology

5. Inclusion and diversity

1. Servant Leadership

In Agenskalns Market's leadership, including senior executives and team leaders, it is through a servant-leader model that organizational culture plays out. The managers, leaders, and supervisors will pay particular attention to promoting the progress of subordinates across the entire organization with this strategy. The aspect of Agenskalns's market corporate culture shifts its focus to the importance of having people as a priority. The company emphasizes the importance of treating its staff well, increasing their morale, and improving customer satisfaction.

2. Communication and cooperation

Through effective communication, the company's corporate culture encourages cooperation. Managers and traders communicate with each other inside the market to achieve this objective. They're also working together, as teams, to streamline the process of receiving orders. In this way, Agenskalns' organizational culture supports efficiency in business processes that contribute to the quality of service, good customer experience, and cost-effectiveness.

3. Openness

Another key aspect of the Agenskalns market is openness. Employees at the firm had a conventional and antiquated mentality of being afraid to speak up to their bosses. That's how an open culture was consequently established. Market fosters employee empowerment and creativity in product creation and service delivery through this cultural aspect.

4. Relationship-focused Methodology

Agenskalns market also has an organizational culture that supports warm and friendly relationships. For instance, all employees respect and help one another inside the organization. As part of the business culture, customers are also treated warmly. Through this cultural emphasis on relationships, Agenskalns develops the neighborhood culture that drives locals' and tourists' demand for the food market's culture, products, and traditions.

5. Inclusion and Diversity

Agenskalns market is an inclusive, versatile, and environmentally pet-friendly public space where cultural, educational, and various other events take place in collaboration with neighborhood citizens and organizations. There are held educational events about healthy lifestyle and environmental awareness, art festivals, concerts, and theatre.

Besides, the Agenskalns market facilitates information sharing and positive rapport among employees, as well as innovation based on diverse ideas. This cultural facilitation promotes employee motivation and reduces attrition.

This aspect of the company's organizational culture also makes customers feel welcome in the Agenskalns market.

Overall, the organizational culture of Agenskalns Market is customer-centric, community-oriented, and focused on tradition and heritage. These values are reflected in the attitudes and behaviors of the vendors and contribute to the market's success and longevity.

2.2 Impact of Organizational Culture on Employee Motivation

Several theories of motivation provide managers with a broad perspective on what drives workers. One of the most widely accepted ideas is Maslow's Hierarchy of Requirements, which suggested that demands may be arranged in a hierarchy ranging from physiological needs to needs for self-actualization. The most important factor is need, which is defined as the fundamental bodily requirements for breathing, drinking, eating, and sleeping. For instance, getting enough sleep is the first thing that comes to mind if someone feels weary after going two days without it. When the physiological demands are satisfied, individuals would think about safety considerations. Protection and security demands include things like a reliable source of income, a comfortable place to live, good health, and happiness.

It is a universal truth that people are different from one another. Therefore, individual variations significantly influence workplace culture and dynamics and how people manage stress at work. When managers encourage their staff to embrace people from different cultural backgrounds, they foster a collaborative environment that helps the business achieve its objectives. Managers may have the tough and vital role of handling disputes, disagreements, and even open confrontations. Managers are often worried when organizational disagreements arise, therefore their first course of action is to control their emotions and come up with the finest answers. Additionally, managers must pay attention to employee stress since workers may assess difficult events in a variety of ways. I have noticed three motives by which managers are driven to work:

1. Purpose.

Employees in a culture that is driven by purpose feel deeply responsible for it: Teams are more motivated by purpose, which also influences their decisions and directs daily behavior. Employees are aware of their clients, their services,

and how to live up to brand commitments. The main purpose in the Agenskalns market are:

- Create comfort space for locals and tourists;
- Give opportunity and place to youth for creating (concerts, workshops, etc);
- Create a community kitchen on 2nd floor for future workshops and other projects;
- Unite artists from the Agensklana neighborhood;
- Become more sustainable and zero waste;
- Become more comfortable and available for inclusive people;
- Involve more tourists.

Culture and purpose must match. When they don't, employee engagement and workplace happiness typically suffer. Businesses may have a defined mission, but if executives don't follow it, it won't matter if it's not monitored or integrated well.

A corporation may claim to value creativity and innovation, but when employees provide unconventional solutions, they are not supported or encouraged. Or a business may assert that it supports the right to free speech but its employees lack the psychological confidence to speak up. Your statements to consumers, workers, and other stakeholders must be supported by the environment you create.

2. Curiosity

When you are inspired by the task itself, you are playing. You like your job, therefore you work. A manager at play enjoys the core activities of managing — creating new work plans, communicating with traders, finding a new topic for the Sunday market or festival, or problem-solving with communication. Play is a natural way to learn and is linked to exploration, curiosity, and problem-solving. Here, I refer to not treating the issue as one. This might be interpreted as a fresh challenge. You may always come up with a substitute for the item you

required or adopt a whole other strategy. Yes, of course, there are occasions when drastic adjustments are not possible, but there is always a solution. Psychologists claim that humans are responsible for adding emotional "color" to a scenario.

Every circumstance is neutral - how you choose to view it is up to you.

3. Potential

It is when the work's results enhance your identity. In other words, your potential is increased by the work. For instance, a talented teacher could be carrying out his duties in anticipation of one day holding the position of principal.

In actuality, hardly many people make investments in their professional growth. Employees make up one-third of those who claim they don't do anything to expand or develop their skill set. These folks aren't very concerned about their professional destiny. Many people may be competent in their work, but they tend to be happy where they are or just unconcerned about the future of their careers.

This indicates that by utilizing professional development opportunities, continuing education, and career planning, you already have an advantage over a third of your colleagues. You're far more likely to succeed and accomplish your goals since you're going for it and taking charge of your job. Giving professionals the chance to acquire and use new information and skills that can benefit them in their jobs and advance their careers is the goal of professional development. Building your skill set and knowledge base in your sector is the main goal of professional growth.

Additionally, professional growth is advantageous for both you and your business. Professionals like you add to the value of your firm overall by having opportunities to learn, develop your skill sets, and remain current on industry trends.

Opportunities for professional growth and training offer a wide range of additional advantages for both new and seasoned workers. Below is a partial list of some of these advantages, but it is by no means all-inclusive.

To summarise, employee motivation is crucial to a company's success and productivity. Numerous ideas exist about employee motivation. According to the scientific approach, management that considers employees as an input in the creation of products and services is motivation. The behavioral method, in contrast to the scientific process, focuses on what drives individuals and aims to pinpoint and explain the precise variables that inspire them. Employees should constantly like what they do to attain maximum productivity, which is one of the practical strategies of employee motivation in addition to the theories. Employees should constantly like what they do to attain maximum productivity, which is one of the practical strategies of employee motivation in addition to the theories. Employees should also get compensation commensurate with their performance, have their reputations respected, and be assigned tasks that align with their interests. Managers that apply these methods of employee motivation will be able to inspire their workers, boost their output, and improve the culture inside their businesses.

The first important influence on job satisfaction was provided by corporate culture and work motivation. The degree to which corporate cultural principles are ingrained and understood by workers in their work lives is correlated with how satisfied they are with their jobs. In other words, individuals who were more driven to complete their tasks reported being more satisfied with their jobs. The second factor that significantly impacted employee performance was company culture and job motivation. Employee performance grew significantly better as corporate cultural ideals were ingrained and understood by workers daily. In other words, employee performance was greater when they were more driven to complete their tasks.

Work satisfaction, therefore, has a substantial influence on employee performance. Employee satisfaction with how they were carrying out their duties directly correlated with better performance. Lastly, work satisfaction may significantly lessen the indirect effects of corporate culture and job motivation on employee performance. It has been effectively shown how important job happiness is in mitigating the indirect effects of corporate culture and work motivation on employee performance.

2.3 Leadership as Part of organizational culture

Organizational culture is mostly defined and developed by a leader's perceptions and ideals. Strong leadership is essential to creating a genuine company culture and sustaining it among personnel [62].

Employee buy-in is necessary for culture to evolve and expand.

Establishing a foundation for a culture where people feel appreciated and necessary to the success of the company is the greatest method to gain employees' support for the culture.

It is crucial to direct workers toward the behaviors, mindsets, and social patterns that you want to see more of in your business since corporate culture is ingrained in unspoken behaviors, mindsets, and social patterns.

As I have previously stated, having a top management team that genuinely cares about people is the most crucial component of a great corporate culture. Since putting people first improves all other facets of organizational culture, senior leadership should continuously show that caring. To define, refine, and reinforce culture, an environment must be created where employees feel that leadership values their health and well-being, are motivated to succeed,

are encouraged to grow and develop both personally and professionally, and feel that their feedback is important to the company's success.

The most significant staff asset there is, in terms of soft skills, according to Karlis Dambergs CEO of “Kalnciema iela”, might be passion.

According to Dambergs, the inherent motivation of enthusiastic workers sets them distinct from other workers. They are driven by new challenges, always trying to get better, and are in it for the long haul. They also have the best interests of the organization they work for at heart. Leaders should consistently demonstrate their ardor for and commitment to the purpose of the company while establishing a culture. Both the ability to instill a passion for the cause in existing employees and the ability to spot enthusiastic candidates throughout the hiring process are crucial for leaders.

The commitment of top leadership to core values, which they should exhibit by modeling these values-aligned activities, will influence workers to adopt similar behaviors. As a result, employees should be able to see and feel their passion.

What I've observed is that Karlis Dambergs consistently demonstrates his commitment to key values by exhibiting actions that are consistent with those ideals. He backs up every statement he makes with examples to help his team members comprehend, apply, and reinforce company values. Employees are constantly reminded of culture and how their activities fit with the organization's culture as a result of this.

There is evidence that having a strategic vision may have a significant influence on employee performance and views of leadership in the majority of today's firms.

There is general agreement that having a vision is a great advantage for companies, with organizational vision acting "much like a lodestar for a ship," pointing the ship in the direction of its intended goal. Setting a clear vision for

the business is therefore a crucial and never-underestimated responsibility of senior leadership.

The organization's leadership should set specific objectives for accomplishing its vision. Also, they should show staff members how important they are to achieving the company's goals and how important they will be to its future success.

A leader must comprehend the organizational culture to establish and manage it. This includes knowing what it is, what it entails, how to alter it, and how to evaluate it. It is risky to oversimplify this idea because it creates the notion that managing culture is different from managing just one of its manifestations. Culture demands work to learn. Leaders must broaden their perspective and acknowledge the existence of other ways to think and act. There is ample evidence to suggest that leadership is always a factor in the establishment and growth of organizational culture.

Leadership is the key component in the establishment and evolution of corporate culture, even though these processes are complicated. In actuality, there is a feedback relationship between corporate culture and leadership. The next query should be, "Do leaders shape organizational culture, or do leaders shape organizational culture?"

CHAPTER 3. SUGGESTIONS ON HOW TO IMPROVE ORGANIZATIONAL CULTURE

3.1. Mental health and leadership

The history and traditions of the organization, as well as the customs, rules, and methods of operation that have evolved, all contribute to its culture [17]. It can also result from intentional efforts to direct attention to a certain area within the business. For instance, some businesses take pleasure in their commitment to family values and use flexible work arrangements to convey this. To foster a strong bond between employees and to encourage more intimate relationships, these organizations may also host team-building events. By "everyday reframing" techniques, culture may be understood, since cultural norms and values subtly convey what leaders intend.

Customs, traditions, narratives, occasions, decisions, hierarchies, and the deeds of leaders all influence culture. Workplace customs can be good (for example, promoting work-life balance) or bad (for example, employees feeling pressured to work overtime without pay to complete their tasks). It might be hard to break a habit after it has become ingrained in you and become normal. Those who fit in are welcomed as teammates, while those who do not may feel socially alienated. Certain companies, such as emergency services and charity organizations, which may draw employees motivated by their desire to do good in the world, have strong cultures that give the organization a distinctive character and members a sense of belonging [25].

Others, like public service departments or schools, have several subcultures that vary between teams or divisions. The subgroups should still share the organization's overarching goals and expectations—or, in other words, its culture [44]. Individuals may feel pressure from strong cultures to adhere to particular organizational standards; weaker or more fragmented cultures may be

more difficult to recognize [38]. I noticed that the Agenskalns market team's strategy refers to the value of reaching a consensus, respecting differences, and inclusive participation in decision-making. To make sure that issues are thoroughly addressed with the team and that all viewpoints are taken into account when making decisions, an organization with this as a priority may have frequent meetings. Understanding their values offers distinctive perspectives on the influences and practices that shape Latvian culture.

Also, the relationship between coworkers and peers, and supervisors is an intriguing link between the two. Does it influence how employees help one another while taking into account their relationships with their managers? Support from the supervisor should be favorably correlated with employee retention and negatively correlated with plans to leave the company. Regardless of how crucial or not these employees are to the company, coworker support has a significant impact on employee retention. Employees who feel they need more support from their managers typically quit their jobs or organizations, and most workers want to leave their managers rather than their jobs [47].

Leadership is the first step toward cultural transformation. Everyone's attention and efforts will be directed by what leaders pay attention to, reward, monitor, and discuss. Leadership opinions of the organization's psychological health culture depend on their knowledge of workplace health concerns. Frontline employees and senior management may have distinct perspectives on workplace culture and varying degrees of understanding about the organization's support for psychological wellness.

I want to focus on the importance of mental health in the workplace and how managers may help their staff members. While attempting to change the culture of their organizations, leaders must be active. For example, setting an example of mental health-promoting workplace behaviors and taking responsibility for employee welfare.

Researchers have studied "staff burnout," which strongly ties to workplace romance and employee confinement. A key element of burnout syndrome is emotional tiredness, which causes depersonalization and, in turn, a lack of personal success [1]. When colleague support is thoroughly discussed, it draws attention to several traditional relationships and factors that contribute to it, such as employee social support, understanding envy, and coworker jealousy, all of which have been described and explored in great length by previous studies. Several unseen phenomena at work have an impact on psychological colleague bonding, including greater intolerance, a decline in social ideals, and a lack of psychological commitment to the job (contribution as a worker). The potential of employees to be resilient, endure adversity, and rebound in ways that increase their effectiveness has been proven to be supported and sustained in the workplace by hope [41].

For instance, senior workers, managers, and executive teams may be willing to relate their own experiences as well as those of friends or family members who have struggled with mental health issues. Leaders and managers may take steps to normalize behaviors that represent the intended culture and make sure that both current employees and prospective hires are aware of the expectations.

Having intentional and action-driven dialogues at work can be a simple first step in creating a great workplace culture.

Have a straightforward talk with a member of their line management team to ask them how they're doing. What may we alter? How can we help you more effectively? And to honestly mean it because if we follow up on it, that short chat may go a long way [9].

If they are unsure of what to do with the information they get, leaders could be hesitant to inquire about concerns related to mental health or welfare [46]. Training on how to identify, normalize, and manage psychological health

at work should be provided to all senior personnel [68]. This does not imply that they become counselors! It entails being able to have uncomfortable conversations, notice acts that might lessen stigma, comprehend the frequency and effects of mental health disorders at work, and recognize and assist suffering employees [69].

Genuine variety and fairness are valued in a culture that promotes psychological health, and performance is respected along with the potential and welfare of individuals. A supportive culture promotes good mental health and accords respect and assistance to people who require it without stigmatizing them or putting them at a disadvantage [18].

A realistic evaluation of the organization's present performance, priorities, and resources concerning psychological health, as well as the identification of current needs and possibilities, can serve as the foundation for improvements. Beginning discussions on psychological health might be challenging if the organization hasn't typically promoted dialogue on these subjects.

Individuals at various organizational levels, or various locations or divisions, may have varied perspectives on the culture; for instance, top executives may have more favorable opinions of the organization's support for psychological health than frontline employees [24]. Encouraging health requires understanding the diversity of perspectives on what health means, how to attain it, how well the organization is presently doing, and what needs to be improved [36].

Encourage managers and staff members within an organization to engage in the formulation of cultural values and to be active in the assessment of how these are functioning for people, teams, and the organization as a whole. This is one of the most basic, yet sometimes missed, methods to determine if a culture is beneficial or negative.

For the company, it meant creating a remarkable environment, and for the representative, it meant adopting a philosophy that puts adaptability, change, and constant improvement at the center of everything. In order to create a commitment culture, the two should react. Creating opportunities for employees to interact with their partners, administrators, and larger associations was a key commitment component. emphasized the worker's ability to contribute to organizational decisions and gave weight to the representative voice [27].

In conclusion, employee engagement is greatly influenced by coworker support. Employees are more likely to be involved in their work, which eventually results in improved job performance and more job satisfaction when they feel supported by their coworkers. Coworker support may take many different forms, including supplying assistance with chores, delivering emotional support, or just being a pleasant presence in the office. Building a supportive and collaborative workplace culture should be a top priority for employers as it may result in a more effective and engaged team. Employers may establish a productive workplace where employees feel appreciated and supported which is advantageous to all parties involved in creating such an atmosphere.

3.2 Possible measures for improvement of a creative and productive culture

As was already expected while addressing the notion of culture types, the organization's culture exhibits many traits indicative of clan culture (to which the Agensklana market team is assigned). Customer orientation is a key goal for the organization's operations, and the culture of the company is externally centered. The purpose and vision statements of the firm, as revealed by the poll, were very focused on productivity, holding the market-leading position, and building name recognition. The firm concentrates on daring techniques since the open food market marketing and advertising industries are both recognized as being quite competitive. The Agenskalns organization's culture emphasizes rewarding accomplishment and expressing thanks, which is crucial for motivation—a factor that plays a significant role in workplace innovation. Several of the comments, meanwhile, did not identify any particular incentives for any individual accomplishments. Cohesion in groups may be achieved through acknowledging and celebrating little victories. Potential ways to make culture more innovative and productive.

There was evidence of knowledge and skill in the intended subject. When considering factors harmful to a creative organizations, lack of motivation and unwillingness to do things differently can be seen to be harmful to creativity, but only one of the responses to one question impeded this by mentioning “it would be nice to focus on normal work from time to time instead of constant development” which includes a small negative connotation – although not severe [49]. External motivation for work or restrictions through rules and protocols are not visible in the organization’s culture, which could be harmful to creativity. An equally important factor for a creative culture is not to have a centralized power of authority present – which can be deducted to be true for

this organization's culture since the results showed that managers and co-workers are easy to approach, and creativity and team ideation is encouraged. An atmosphere free of evaluation is crucial for creative culture, and this feature is identified throughout the responses for the survey, where the atmosphere is described as one of the best attributes of the organization's culture [54].

Lack of motivation and resistance to change can be seen as factors that are harmful to creative organizations, but once my colleague told me "It would be nice to focus on normal work from time to time instead of constant development," which has a slightly negative connotation but is not particularly severe. The organizational culture lacks external incentives for work or limits imposed by rules and regulations, which might be detrimental to innovation. Aspects that were discovered to be absent from the existing organizational culture in practice include strategies for creative thinking, an attitude toward doing things differently, and processes for developing new ideas. Good social synergies within a group are considered to be well present in the corporate culture; yet, lack of time spent together was cited as a wish for improvement. An organization's members must work effectively together and possess strong social and political skills. Traditions are crucial for fostering organizational cohesiveness, a feeling of community, and social ties, however, aside from sales celebrations, traditions were not seen to be very prevalent in the companies culture [64]. It was noted during observation that all required technologies and tools are supplied for creative work.

It was noted during observation that all required technologies and tools are supplied for creative work. Facilities and other resources for creativity need to be there. Yet, as was previously stated about innovation laboratories, a specific time and place for creative thought are beneficial, and it appears to be lacking to some extent at the moment. The culture of this organization, which is likely to have originated in part from the market culture of the industry and the

company's goal, is thought to be problematic since it does not provide enough time for creative thinking and perspective-taking. Unless you include the absence of opportunity for teamwork, a lack of cooperation in the workplace is not noticeable. Via the study, it was discovered that corporate culture encourages innovation and productivity.

The poll expressly recommended more team days and unstructured time spent together, although no particular traditions were found. Traditions are a symbolic component of culture and aid in fostering a sense of community. Socialization, which promotes information exchange inside an organization, has been shown to boost organizational creativity, according to Handzic & Chaimungkalanont (2004) [34]. Techniques for fostering socialization, namely planned socializing, serve as a foundation for informal socialization inside enterprises and, as a result, have a substantial impact on fostering creativity within a company. For creative companies, strong interpersonal interactions are crucial, and traditions help unify the culture of the organization.

This organizational culture change would undoubtedly result in more enjoyable and unexpected behavior in daily operations as well as other positive effects, but it would also present challenges due to a lack of time, money, and resources as well as a possible increase in the amount of time spent at work-related events and the need to accommodate the personal lives of the organizational members.

Establishing a system for gathering suggestions that will be evaluated during meetings for teamwork and growth. For instance, Rossi [48] describes a technique for gathering and tracking the status of ideas and putting them into practice that is used in the company Pipelife. The concept behind the strategy is to have idea boxes in the workplaces where staff members may fill out idea forms. Ideas are recorded on the form, and a category of the benefit for the

organization is put down – whether it is about the firm's image, about a technique that makes work simpler, about a sense of community in the organization, about savings, safety, boosting productivity, or anything else.

The state of the concept is tracked in four phases after the form: the idea is noted and gathered, it has been addressed and is starting to develop, there have been processes initiated about the idea, and the idea has been processed and is ready [29]. As ideas are born, they are gathered and then, when it is time for development work, the ideas created may be evaluated, developed further, and monitored - instead of letting ideas float. This kind of procedure might aid in fruitful ideation and save time. A "channel" for coming up with and putting into action ideas might also be helpful. Getting organization members to actively participate in coming up with ideas and development possibilities may be difficult for this development implementation [42]. Having a visible, concrete store or conduit for ideas and their stages is a good perspective in this application since it prevents them from going unnoticed or forgotten.

A dedicated area for creative thinking might be equipped with additional chalkboards or whiteboards, pencils, and papers, as well as tools for creativity and ideation, such as a card game of ideation techniques and marketing strategy ideation. When there is a designated time and location for creative behavior, technology, and the people needed for the process, it is more probable for the group or the individual to be able to come up with new and beneficial ideas. A creative space may have a good impact on organizational creativity [50]. It has been shown that using creative places to generate ideas may boost both the quantity and quality of ideas in a short amount of time. Of course, there are obstacles to implementing this suggestion due to organizational resources, such as the amount of space available and the amount of time and money needed to create a creative physical environment. Nonetheless, if this recommendation

were to be put into action, it may help to further the development of organizational creativity with its norms through its artifacts.

The organizational vision should include the application of creativity, and it should be implemented via culture such that the organizational values of creativity are more heavily weighted in the hiring process [13].

As suggested by the answers to the survey's open-ended questions, the objectives, roles, and procedures of a specific project might be evaluated as a team at the outset. Setting defined organizational goals, objectives, and attitudes increases the likelihood that intended results will be achieved as well as the level of creative performance. Lack of time and the shift itself are the key obstacles to these improvement methods. In a culture, shared organizational ideals are more difficult to alter than, say, organizational behavior. Although culture changes are often delayed, their application could have a good impact nonetheless. By creating culture according to its beliefs and purposes, it can be anticipated to have more significant and long-lasting effects.

More communication about the company's vision and strategy is needed. Success was cited as requiring an aligned vision and values, for instance, by Taha [61] and Kuusela [31]. A good way to help employees memorize the organization's mission, vision, goals, and values so they can put them into practice unconsciously is to make sure they are visible to them in the physical environment. For instance, organizational values, goals, and missions related to creativity should be brought into the workplace by making them accessible to employees. Also, it is important to often communicate the desire for innovation in-office procedures, such as team meetings. Common values aim, and ambitions become cultural artifacts on their part when they are often conveyed, made visible, and palpable.

Any of the previous measures of improvement can boost organizational productivity by reducing time-consuming ideation processes, improving the

quality or quantity of practical and new, "out of the box," creative ideas for the organization, or a combination of both. To create a model of improvement for the cooperative organization's culture of creativity, these development proposals may be further divided into Schein's [55] model of organizational culture levels and Amabile's [8] model of creativity intersecting categories. More opportunities for cooperation, team-building activities, team days, positive actions receiving more positive feedback, and stressing the value of work from the perspective of the customer can all be recognized as elements that improve motivation. Establishing a creative environment, holding weekly meetings for professional development, sharing knowledge, and encouraging personal growth may all boost an organization's productivity via creativity. The brainstorming approaches mentioned above, including a card game and an ideation box, might be used as organizational creativity tools, as could team project evaluations. Using these recommendations, the culture might be enhanced from the outside to the inside, leading to a more creative organizational culture [60]. This would move the culture from its more surface level to its most fundamental level. The resources, methods, and motivation indicated above can be assumed to be components of the artifacts that are generating the working conditions, working methods, and observable climate. Effectively communicating creative aims, ideals, concepts, and ambitions put forward the professed beliefs and values. The cultural elements that are found to be effective will eventually turn into underlying assumptions and norms of the organizational culture by being implemented by organizational actions with the goal of increased productivity through creativity in the culture [40]. This should hopefully lead to increased productivity through creativity. Based on the aforementioned characteristics, a model for enhancing the cultural creativity of the instance organization may be constructed.

3.3 Recognizing and rewarding success

Success is to be celebrated and rewarded, which is a crucial component of company culture. On staff morale, motivation, and productivity, it may have a big effect. Employees are more likely to be involved in their job and devoted to the company's goals when they feel valued and appreciated [22]. This subchapter will discuss the advantages of rewarding achievement in corporate culture and offer tips on how to do it successfully.

The Advantages of Recognizing and Rewarding Success

Employees and companies may both benefit greatly from achievement recognition and rewards. These are a few of the main advantages [51]:

1. Increased efficiency and motivation: When workers feel appreciated and rewarded for their efforts, they are more driven to keep up their high standards of performance. This may result in higher productivity and better financial outcomes.
2. Enhanced retention: Workers are more likely to stick in the firm for a long time if they feel valued and appreciated. This may lower staff turnover and the related expenses of finding and onboarding new hires.
3. Increased dedication to the company's objectives and increased employee involvement may be achieved through recognizing and rewarding accomplishments. This may result in a more encouraging work atmosphere and improved teamwork.
4. Enhanced customer satisfaction: Employees are more likely to deliver outstanding customer service when they are motivated and engaged. Increased client satisfaction and loyalty may result from this.

Practical Techniques for Recognizing and Appreciating Success [70]

There are several ways to acknowledge and reward achievement in work. Here are a few sensible tactics:

1. **Public acknowledgment:** One of the easiest methods to reward performance is to publicly thank employees in front of their peers. This can be accomplished through a group discussion, an internal newsletter, or a social media post.
2. **Financial rewards:** Recognizing employees' efforts by the provision of financial benefits like bonuses, stock options, or increases can be successful. This can be particularly useful for attaining performance targets or accomplishing specific goals.
3. **Rewards that aren't monetary:** Not all incentives must be monetary. Providing non-monetary benefits like more vacation time, a parking space, or a better workplace can also work. The tastes and interests of each employee may be taken into account when designing these kinds of rewards.
4. **Opportunities for professional growth:** Offering employees options for professional growth like training, mentorship, or leadership programs may make them feel valued and involved in their professions. When it comes to long-term recognition and retention, this can be very helpful.
5. **Recognition:** It is specifically tailored to the recipient, such as a handwritten letter, a private email, or a one-on-one meeting with the management, which may be highly powerful. This kind of acknowledgment can demonstrate how much the employer values and appreciates the employee's accomplishments.

The fact that acknowledgment meets a basic human need—the need for validation and acknowledgment—is one of the key reasons it is so crucial. Employees are more likely to have a sense of purpose and fulfillment in their

job when they believe that their efforts are respected and appreciated. Employees may lose interest and motivation to work hard when they feel ignored or devalued, on the other hand.

Recognition has the potential to be an effective strategy for promoting desirable behaviors and results. When employees get praise for reaching particular milestones or displaying traits that are consistent with the firm's values, it makes it obvious what is valued and rewarded inside the company. This can support a healthy workplace culture and motivate staff to keep up those practices.

To sum up, in this final chapter, recognizing and rewarding success is an important aspect of organizational culture. It can have many benefits for both employees and organizations. By providing effective recognition and rewards, companies can increase motivation, productivity, and engagement while improving retention and customer satisfaction. By implementing the strategies outlined in this subchapter, companies can create a culture of recognition and reward that will help drive success and achieve their goals.

CONCLUSION AND PROPOSALS

In conclusion, having looked at the overall organizational culture as a tool for management.

Due to the ongoing advancements and changes in the business world, corporate culture is a tool that may facilitate transformation inside a corporation. Acquisitions, new alliances, and other forces are susceptible to significant changes, as a result, the adjustments of concepts, and internal, and external structures, are significant events that influence performance. This frequently disrupts the employee's perceptions of the company's vision and goal, leading to confusion. Every change might disrupt productivity, but a company with a strong culture can lessen the pain and annoyance that come with major changes.

The belief that their presence counts and their work is valued is what employees require to go above and beyond in their employment. When it comes to their trust and accountability to the organization, there is a need for empowerment and participation in decision-making. This demonstrates trust, which is still another factor in productivity. If the firm is properly focused on its employees and its customers rather than only thinking of the earnings, it will operate better once the goals and values have been clearly articulated.

The aim of this thesis was to show and analyze how organizational culture has influenced the growth of international business, what impact it has had, and how business development and improvement strategies may be established within the framework of corporate culture inside an organization. The tasks of this scientific work were to develop an understanding of organizational culture, learn to understand how organizational culture affects the company's inside environment, and provide an understanding of how organizational culture influences by completing an internship at a Latvian

company (LTD. Kalnciem iela) and analyzing benefits that organizational culture may bring. After completing the work, it is possible to say that the aim of this work has been achieved through accomplishing all the tasks.

The first section discussed the theoretical and methodological framework of organizational culture, the types of organizational culture, and its importance in business. The role of organizational culture in management and administration theories and systems seems to be significant. According to the points mentioned above of view, it may be concluded that there isn't a universal understanding of what organizational culture is.

Since the long-term financial performance was highest for organizations with an adaptive culture, with the strength and fit perspective being partially upheld, there is a strong relationship between organizational culture and organizational economic performance, based on the study of the impact of organizational culture on organizational economic performance using empirical studies.

The idea of culture is complex and diverse. As a result, three separate contextual methods may be used to understand the idea of organizational culture: the sociological approach, the anthropological approach, and the psychological approach. Organizational culture emerges as a result of internal integration and external adaptation. It is said that cultures grow and endure because they enable an organization to thrive and prosper by reflecting an evolutionary approach to organizational culture. If the culture is valued, it may be able to produce long-term competitive advantages. Internal integration is a crucial component as well since social structures are necessary for organizations to operate.

Every expert on organizational culture in this period of rapid globalization believes that change is not elective, that it will accelerate rapidly over the next ten years, and that its impact will be both all-pervasive and unpredictable. As a result, an integrative dynamic framework was suggested as a useful tool for

controlling organizational performance and cultural transformation. The Integrative Dynamic Framework may be used as a lens to examine how cultural change affects organizational development.

Several companies start advocating on behalf of their staff. These firms are distinguished by the fact that a sizable portion of their workforce has remained with them for many years. In these businesses, seniority plays a crucial role in ensuring job security to some extent. a work environment that values productivity and, in certain commercial groups, temporary family. People gather before departing permanently in. also demanding taskmasters and bosses to take into account. The crew is required to adhere to rigorous timelines. "All work and no play" corporate culture. Of course, there isn't much staff interaction.

People's expectations of the company reflect the culture of the company.

Everyone has heard countless times that an organization's culture is described as a collection of shared beliefs that have successfully resolved problems in the past. On how organizational culture should be assessed or what it entails, however, there is still some disagreement. Only when you engage with a particular social setting can you learn about and evaluate culture. It is made up of cognition, emotion, and behavior patterns. National, regional, gender, generational, and socioeconomic class are only a few of the layers of culture that individuals continuously produce. The organization is a layer above the other layers.

For a business to operate effectively, it must adhere to certain regulations. Culture may therefore be accurately translated and applied to an organization because the concept is the same. For a firm to succeed and for each employee to develop both personally and as a group member, coworkers must collaborate and encourage one another.

Organizational culture is a multifaceted idea that has been described in a variety of ways. It is referred to by some academics as the pattern of common ideas, attitudes, and assumptions that influence how individuals behave inside an organization. Others see it as a framework of shared meaning that provides workers with a feeling of direction and purpose. Regardless of how it is defined, organizational culture is crucial in determining employee behavior and an organization's overall effectiveness.

The ability to foster a sense of identity and belonging among employees is one of the main advantages of a good company culture.

Employees are more likely to experience a sense of belonging to the company as a whole when they hold similar values and views. In turn, this may result in more engaged workers and better levels of job satisfaction. Employee engagement increases productivity, creativity, and commitment to the success of the company.

The influence of company culture on employee behavior is another crucial factor. Employees are more likely to act in ways that are compatible with the organization's values when they are aware of and support those values. Employees are more likely to cooperate well and share resources and information if a firm, for instance, places a high priority on teamwork and cooperation. In contrast, if an organization's culture is centered on individual success and competitiveness, staff members may be less willing to collaborate and may be more concerned with achieving their objectives.

Studying organizational culture and its impact on the growth of the international company through the actual business was one of the goals of this research paper to highlight how important it is globally. The analysis and research of this topic led to the conclusion that the reach of corporate cultural balance is significant and has an impact on both consumers and staff. Barriers have been removed, and societal norms, working relationships, and perspectives have all altered as a result. With political, social, and technical improvements, it

has prepared the way for the growth of the global enterprise. It has established the current norms and trends of working discipline, values, business relations, etc.

Both good and bad impacts are there, but the world currently has the power to determine which direction things will take. The fact that organizational culture is an essential management tool is, nonetheless, of the greatest significance.

Performance and success can be boosted by a solid culture that supports the organization's aims and objectives. For instance, a company may be more likely to create new goods and services that cater to customers' requirements if it emphasizes innovation and creativity. In contrast, a company may find it difficult to adjust to shifting market conditions or exploit new possibilities if its culture is hostile to change or is centered on maintaining the status quo. Despite all of its advantages, organizational culture may also have some drawbacks. In certain situations, a strong culture can result in groupthink, when employees are so concerned with adhering to the organization's values and ideas that they fail to question presumptions or take into account other viewpoints. As a result, there may be a lack of invention and originality, which may make it challenging for the business to adjust to changing circumstances.

The second section of the work took a look into analyzing the company's organizational culture strategy by doing an internship. The internship took place at the limited liability company "Kalnciema iela". The internship position of project management assistant was demanding and came with a lot of duties and obligations, but it was a positive experience. The internship's objectives were fully met, and it provided a practical way to reinforce the academic theory that had been mastered.

The organization's competitiveness, business climate, and other economic aspects were all examined in the study. The research's conclusion and the analyses presented throughout the paper claim that "Kalnciema iela" is a well-

established company, while having certain flaws of its own. Yet, the company's development strategy is effective, so it is best to keep things as they are for the time being as far as its future goals are concerned.

At the “Kalnciema iela” enterprise, the clan culture with community-oriented elements is applied. Through this cooperation, separate work is eliminated, and communication is raised to a family-like level. It is especially focused on loyalty and teamwork. It gives staff members the freedom to decide and take ownership of the company's next best course of action. Its corporate culture stands out since it doesn't restrict people's ability to grow and learn in their surroundings, unlike many other businesses do.

Leaders must successfully communicate this form of collaboration and actively engage in it to set an example.

The company "Kalnciema iela" should continue operating as normal, according to the study's general findings and suggestion, because it is doing so well and at its own pace despite the presence of competitors. The internship itself was a rewarding and illuminating experience that provided a wealth of useful information and useful skills. While assessing approaches to explicitly improve and enhance business growth within the framework of organizational culture, which was the subject of the third phase of the study, the indicated advice and experience were taken into consideration with the theoretical framework.

There is a respectful and supportive relationship between coworkers, and there is much room for further research and an incentive to show how organizational culture can be used to enhance business development, according to the work's extensive research into business inside the environment, organizational culture, and their interrelatedness. To understand what people believe about corporate culture today and if they agree with the established association between the two, a poll of public opinion was conducted for this work.

Based on my experiences as an intern, below are some elements of the company's organizational culture that I believe are significant and can affect employee motivation, work satisfaction, and overall performance can be examined:

- Understanding the company's values and purpose, as well as how they are demonstrated in the workplace, will help you determine whether or not your workers feel that their work is in line with the company's mission.
- Good communication is crucial for creating a productive workplace.
- The organizational culture may be significantly impacted by the company's leadership.
- The atmosphere at work may have a big influence on productivity and employee satisfaction.
- A diverse and inclusive workplace is necessary for a healthy business culture.
- Possibilities for professional growth and development may be a great motivator.
- Employee awards and recognition can increase motivation and work satisfaction.

The last part of the work focused on analyzing how various aspects may bring advantages and disadvantages to business development as part of the organizational culture framework after gathering all the theoretical data, conducting extensive research, and creating an in-depth analysis of how coworkers' support and diversity may influence the inside side of the company and connecting it with business development. All possible perspectives were explored and examined from the perspectives of both small- and large-scale enterprises.

To conclude, there are different ways of improving business activity in the framework of organizational culture. Aspects that may impact positively on a more individual level include being, strategic, and honest with you, your colleagues, and your customers and being patient in terms of not allowing the emotional part to get caught in the excitement of the rapid changes that organizational culture can bring about. As well as that, it is also important to use all the recent methods and be aware of advancements to stay competitive and think of new working ways and strategies to make your team management stronger and keep the business successful. Corporate culture is essential for luring and keeping great personnel, too. Today's workers want more than just a salary; they want to work for a company that shares their values and fosters a great workplace culture. Employees that share the company's values and goals can be attracted and kept by an organization with a strong corporate culture.

Corporate culture and organizational performance are very tightly related. Strong company cultures have been linked to superior financial success, higher levels of employee engagement, and reduced turnover rates, according to studies. Organizations that have a strong corporate culture may also survive difficult times and grow stronger as a result.

Consequently, it may be underlined that organizational culture, used as a management tool, is an effective force and a source that stimulates corporate growth.

Corporate culture is an essential component of every business. It affects productivity, work happiness, and employee motivation, and it's crucial for drawing in and keeping top talent. Organizations may build a work environment that encourages employee involvement, cooperation, and creativity, which will increase performance and lead to success, by developing a good corporate culture that is consistent with the company's values and mission.

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