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"Cultivating Organizational Culture within Globalized Companies Using the Wellness Kickoff Tool"

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Abstract

This article will suggest a new model for organizational wellness; after the assimilation of the model into the organization, it will produce a work environment where employees work with more freedom and with the feeling that their opinion is important to the organization; in this situation, they will be the ones that will increase the commitment and their contributions to the workplace and they are the ones, who can help organization's to be ready for the challenge that tomorrow will bring.

1. **Introduction**

During the last decade, the academic world tried to help the professionals solve the dilemma that the organizational world faces today of growing demands from employees and the decreasing resources available to compensate, by searching for isolated values that can influence the organizational culture and the workplace performance, addressing issues such as spirituality (*Marques et al, 2007; Marques et al, 2009; Krishmakumar and Neck, 2002*), quality of work life (*Edvardsson and Gustavsson, 2003*), courage to act (*Klein and Nepier, 2003*), and wellness

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(*Grosebeck and Van Aken, 2001*).

However, when examining the solutions suggested by the academic world, one can identify that the research is focused on temporary or superficial problem solving, rather than a genuine attempt to get to the root of the problems caused by the changing environment. Although there may not be one solution or perhaps any solution at all to deal with dynamic environment, we believe that better understanding might give us tools to handle better the dynamic changing environment. The lack of knowledge in this field prevents us from finding solution even if those are only partial solutions. Our professional experience has led us to a better understanding of some aspects related to this dilemma.

I believe that the use an isolated value might be insufficient, since it might affect other organizational values, which comprise the organizational culture. Therefore, I would like to try to develop a more comprehensive approach to this dilemma by creating an organizational culture tool that will include several core values, which can be useful as a group in solving this dilemma, in order to help organizations survive. I believe that such a tool should include some leading values that have a synergistic influence on the firm. Each firm could use different values or volumes in order to meet its needs so the model is adaptable to different contexts and different cultures.

The focus of this model is an organizational culture tool, which promotes wellness. However, the term 'wellness' needs to be discussed and defined. It implies all the main themes emerging from the first part of the literature review that were not yet discussed in detail. The mission of creating such a tool is not an easy one, as changing the organizational culture is a very difficult task. For example, a study conducted by Troy in 1994 among 166 European and American companies showed that only 32 percent succeeded in changing their values, vision, and the organizational culture (Smith, 2003). Therefore, I do not intend to suggest a change of the entire organizational culture, but rather focus on developing a tool that would kick off a wellness process within the organization.

2. Theoretical foundation

2.1 Organizational Culture and Organizational Performance

Research findings indicated that organization culture has a great influence on the organization's function. Organizational culture may serve as an indicator, which can help distinguish one organization from another, based on employees' perceptions with regard to policies, practices, cohesiveness of co-workers, recognition of task performed, supportiveness of management and regard for personal concerns, innovative style of performance and fairness in rewards, norms of behavior and attitudes that influence the behavior of employees at work (Ahmad et al, 2010). Therefore, it is not surprising that the term has gained in power and popularity over time (*Ogabonna & Harris, 2000*).

Organizational culture influences greatly many aspects in the organization, for example employees' interaction, organizational functioning, decision making process, as well as employees' success in coping with challenging situations. It also proved as being creative of information relationship, which can lead to innovation, improving the business outcomes, and preserving competitiveness (*Lopez, Peon & Ordas, 2006; Graham & Nafunko, 2007*). Organizational culture might also contribute to the improvement of decision making, and consequently might improve business results (*Ibarra-Colado, 2002*). Moreover, it is also core component for the success or failure of organizational innovation efforts (*Detert, Schroeder & Mauriel, 2000; Scheeres & Rhodes, 2006*).

Another important aspect of the organizational culture is its possible influence of actual performance in the organization. For example McKay, Avery & Morris (2009), explored the culture effects on the firm's performance in relation to the mediating mechanisms linking organizational climates to subsequent tasks performance. For example McKay, Avery & Morris (*2009*), explored the culture effects on the firm's performance in relation to the mediating mechanisms linking organizational climates to subsequent task performance. Their findings indicated that this mediation pathway encourages methodological work and is necessary to develop measures of potentially intervening climate-related behaviors and attitudes. Another research suggested that organizational culture, which is