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Organisational Culture as an Explanatory Framework for Shaping Organisational Behaviour in Enterprises: A Theoretical and Analytical Perspective

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Organisational culture; Organisational behaviour; Management theory; Leadership; Team dynamics; Values; Enterprise performance.

Abstract

This study explores organisational culture as a fundamental explanatory framework for understanding and shaping organisational behaviour within enterprises. Drawing on classical and contemporary theories in organisational studies, management science, and cultural anthropology, the article examines how shared values, beliefs, norms, and symbolic systems constitute organisational culture and, in turn, guide individual and collective behaviour in the workplace. The study highlights the role of culture in influencing employees' perceptions, decision-making processes, commitment levels, patterns of interaction, and overall organisational performance. Adopting a descriptive-analytical approach, the research relies exclusively on an extensive review of academic literature, including seminal theoretical contributions and peer-reviewed studies on organisational culture and organisational behaviour. Rather than conducting empirical fieldwork, the article develops an integrated theoretical framework that clarifies the mechanisms through which culture operates as a behavioural reference system within organisations. Particular attention is paid to influential conceptual models proposed by scholars such as Tylor, Krober and Kluckhohn, Hofstede, and Schein, which collectively underscore culture's role in structuring behavioural expectations and shaping organisational dynamics. The study argues that a deep understanding of organisational culture enables managers and decision-makers to anticipate behavioural patterns, manage resistance to change, enhance teamwork, and align individual behaviour with organisational objectives. By positioning organisational culture as a strategic managerial resource rather than a static background variable, the article contributes to theoretical debates on organisational behaviour and provides a conceptual foundation for future empirical research and applied management practices.

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Introduction

Organisational culture and organisational behaviour are among the core concepts in the study of organisations, as culture plays a decisive role in guiding the behaviour of individuals and groups within the work environment. A system of shared values, beliefs, and norms provides the basis for understanding interpersonal interaction, decision-making, and organisational commitment.

This study proceeds with the following research problem: How does organisational culture shape organisational behaviour within the enterprise? It focuses on analysing the relationships among the cultural framework, individual and collective behaviour, and organisational environment. This article adopts a descriptive-analytical approach, analysing the scientific literature and theoretical references on organisational culture and organisational behaviour to elucidate their relationship. It also draws on academic sources, books, and peer-reviewed articles to ensure that the information is credible and accurate. This article aims to develop a comprehensive theoretical framework that explains the role of organisational culture in directing individual and collective behaviour within the enterprise without recourse to fieldwork.

1. Organisational Culture and Organisational Behaviour

The concept of culture is regarded as fundamental for explaining behaviour within groups, as systems of shared values, beliefs, and norms influence individuals' perceptions and patterns of interaction within organisations. In the anthropological literature, Edward Burnett Tylor (1871) developed one of the classical definitions of culture, describing it as "that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society. This definition helps lay the theoretical foundations for understanding how culture shapes individuals' behaviour within groups. Kroeber and Kluckhohn also analysed a wide range of definitions of culture in the mid-twentieth century, emphasising that this diversity reflects the multiplicity of analytical perspectives on the concept, while agreeing that culture constitutes a referential framework that influences general human behaviour (Kroeber, 1952).

Hofstede defines culture as the "collective programming of the mind that distinguishes the members of one group from others, rendering it a framework that influences perception, decision-making, and behavioural patterns within organisational groups" (Hofstede, 2001). Culture is also viewed as a system of shared values and meanings that guide individuals' thinking and behaviour within a broader social context (Hofstede & Hofstede, 2010; Schein, 2010). Ferraro and cultural anthropologists describe culture as everything people have, think, and do as members of society, thereby underscoring its close connection to patterns of practical behaviour and everyday practices (Ferraro & Briody, 2017).

Within the context of organisational culture, Schein's model offers an analytical conception that clarifies how culture affects organisational behaviour through three interrelated levels. Observable cultural manifestations, such as symbols, rituals, and patterns of interaction, represent behaviours that can be directly observed; espoused values reflect the principles used to justify those behaviours; and basic assumptions represent deep, unconscious beliefs that guide individuals' actions and determine what is considered acceptable behaviour within the enterprise (Schein, 2010; Francesco & Gold, 2005). The significance of this model lies in its emphasis on culture as an informal behavioural reference that nonetheless exerts a powerful influence on daily organisational practices.

Accordingly, culture is a system of shared values and meanings that constitutes the explanatory framework for organisational behaviour and determines patterns of interaction, commitment, and decision-making within the enterprise, making it a fundamental element in understanding and managing organisational behaviour.

2. Organisational Culture as an Explanatory Framework for Organisational Behaviour

The concept of culture is central to explaining organisational behaviour because it directly influences individuals' perceptions and interactions within organisations. In the context of organisational behaviour, organisational culture is regarded as a system of values, beliefs, and norms that forms the basis guiding thought and behaviour within the workplace and shaping the interactions of individuals and groups as well as day-to-day decision-making (Schein, 2010; Robbins & Judge, 2019). According to Schein, organisational culture comprises the basic assumptions and shared beliefs that develop within an organisation and are used to address problems of internal and external adaptation, thereby functioning as a reference framework of profound importance for understanding professional behaviour within the organisation.

Schein (2004) reinforces the behavioural dimension of organisational culture by defining it as "a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught."

To understand the mechanism through which organisational culture influences behaviour, Schein proposes an analytical model operating across three interrelated levels: first, artefacts, namely, the tangible elements that can be directly observed; second, espoused values, namely, the principles declared by the organisation; and third, basic underlying assumptions, namely, the deep, unconscious beliefs that constitute the accurate behavioural reference for individuals within the enterprise. This model helps explain how influence shifts from the surface to depth across different levels of culture, thereby making culture a powerful explanatory tool for everyday organisational behaviour (Schein, 2004).

1. Theoretical Approaches to Organisational Behaviour in the Enterprise

To understand the impact of organisational culture on behaviour within enterprises, it is essential to examine the scientific theories and approaches that explain individual and group behaviour at different levels. These approaches help analyse how individual characteristics, group dynamics, and organisational structures interact to shape performance and organisational behaviour.

1.3 Individual level

At the individual level, understanding individual behaviour within enterprises is fundamental for predicting how employees respond to motivational and environmental factors. Studies have shown that self-actualisation and psychological safety directly affect employees' participation in the workplace, as illustrated in a reinterpretation of Maslow's hierarchy of needs (Taormina, 2013). Similarly, Herzberg's motivation theory remains effective in explaining job satisfaction, as recognition and professional growth enhance employees' motivation in knowledge-based work environments (Sachau, 2007). McClelland's needs theory highlights the importance of needs for achievement, affiliation, and power in shaping leadership behaviours and performance outcomes across different cultural contexts (McClelland, 1985). Moreover, Vroom's expectancy theory has been extended to include the role of digital transformation in shaping employees' expectations, demonstrating the importance of perceived reward fairness for motivation in remote working environments (Vroom, 1964). Equity theory also plays a pivotal role in understanding the effect of organisational justice on employees' commitment and intentions to resign (Colquitt, 2001).

In addition to motivation, personality traits significantly influence individual behaviour. The Big Five model indicates that conscientiousness and emotional stability are closely associated with job performance and an employee's capacity to withstand pressure (Barrick & Mount, 1991). Social learning theory further explains how leadership behaviours, peer influence, and organisational culture contribute to the development of employees' competencies and ethical conduct, particularly in virtual teams (Brown, 2005). These theories integrate individual, cognitive, and organisational factors to provide a comprehensive understanding of how behaviour and performance are shaped within enterprises.

2.3 Group level

The group level of organisational behaviour examines how individuals interact within organisational teams and how group dynamics and leadership styles influence members' behaviour and team performance. Tuckman's (1965) model of team development is among the foundational frameworks in this area, proposing that teams progress through the stages of forming, storming, norming, performing, and, finally, adjourning when the team is dissolved after completing its tasks (Keene, 2024).

Building on this framework, Belbin's team-role theory identifies nine behavioural patterns that individuals may adopt within a team, including the coordinator, implementer, and plant. Research indicates that a balanced distribution of these roles enhances group interaction and improves team performance (Aritzeta, Swales, & Senior, 2007).

Social identity theory plays an important role in explaining how individuals' identities are formed within groups. Group membership influences members' behaviours and preferences for the in-group over other groups, thereby affecting cooperation and interaction between teams (Tajfel & Turner, 1986).

With respect to leadership, behavioural and contingency theories indicate that a leader's style, whether task-oriented or people-oriented, directly affects team effectiveness and that leaders' adaptation to the task context and organisational environment is necessary to achieve optimal performance (Wang, Waldman, & Zhang, 2014).

Within contemporary leadership models, research compares transactional and transformational leadership in terms of their effects on organisational performance. Transactional leadership focuses on exchanges between leaders and followers through rewards and sanctions to accomplish specified tasks. In contrast, transformational leadership seeks to inspire and motivate followers by creating a shared vision and encouraging them to exceed expectations and achieve higher organisational performance. Studies suggest that both styles can contribute to improved organisational performance; however, transformational leadership often has a more substantial effect on individuals' readiness for change and on motivating them to be more creative and committed (Mekonnen & Bayissa, 2023).

Overall, these theories provide a comprehensive framework for understanding group and leadership interactions within organisations, emphasising the importance of team cohesion, role distribution, and adaptive leadership in achieving organisational success.

3.3 Organisational level

Theories at the organisational level in organisational behaviour focus on the broader forces and structures that shape behaviour within organisations, such as organisational structures, organisational culture, and decision-making processes (Shafritz, Ott, & Jang, 2015).

Among classical theories, Frederick Taylor's scientific management emphasises the division of labour and task specialisation to increase productivity and efficiency through scientific methods aimed at determining the best ways to perform work (Taylor, 1911). Henri Fayol likewise advanced an administrative model comprising the five functions of management planning, organising, directing, coordinating, and controlling alongside general principles intended to enhance organisational effectiveness through a clear division of labour and the flow of authority across administrative levels (Fayol, 1949). In relation to organisational structure, Max Weber proposed bureaucracy as a rational organisational structure grounded in formal rules and procedures, a clear hierarchical order, and precise functional specialisation to ensure objectivity in decisions and stability in organisational operations (Weber, 1922).

In modern theories, the organisation is viewed as an open system that interacts with its environment, whereby each internal element, such as structure, technology, or culture, influences other elements and the organisation's overall effectiveness. This reflects a more dynamic understanding of how interactions between the internal and external environments shape organisational behaviour (Wiese, Lehmann, & Beckmann, 2024).

Organisational culture plays an important role in determining employees' behaviour and decision-making processes. According to the competing values framework (CVF) developed by Quinn and Rohrbaugh, organisational culture is divided into four principal types: clan culture, which emphasises collaboration and internal support; hierarchy culture, which emphasises stability and control; market culture, which emphasises results and competition; and adhocracy culture, which promotes flexibility and creativity. Each type influences employees' behaviour and decision-making within the organisation in different ways (Quinn & Rohrbaugh, 1983).

With respect to organisational change management, Lewin's model proposes that change occurs through three main stages: unfreezing, to prepare individuals for change; changing, to implement new practices; and refreezing, to embed changes within the organisational culture and structure, thereby enabling organisations to adapt to changing work environments (Lewin, 1951/1947).

Regarding decision-making theories, the concept of bounded rationality indicates that organisational decision-makers face cognitive and informational constraints that prevent them from reaching an optimal decision; instead, they employ practical rules to secure satisfactory outcomes within the limits of the knowledge available to them (Simon, 1957). In addition, prospect theory shows that individuals often deviate from rational behaviour under conditions of risk and uncertainty, influenced by their evaluations of losses and gains, which helps explain certain decision-making biases within organisations (Kahneman & Tversky, 1979).

These theories integrate structural analysis of the organisation, an understanding of organisational culture, and decision-making processes, thereby providing a comprehensive framework for understanding how organisational

factors interact to shape the behaviour of employees and groups within enterprises and to lead organisational change.

4. An Interactive Examination of the Relationship between Organisational Culture and Organisational Behaviour in the Enterprise

Understanding the relationship between organisational culture and organisational behaviour is fundamental to analysing how shared values and beliefs influence the behaviour of individuals and groups within the enterprise. Organisational culture plays a pivotal role in guiding behaviour and achieving effective organisational performance (Zeb, Akbar, & Hussain, 2021).

4.1 Cultural influence on individual behaviour

Organisational culture substantially influences individual behaviour by shaping employees' values, attitudes, and actions. Cultural elements such as shared values, beliefs, and norms constitute a reference framework for decision-making and for determining acceptable behaviour within the enterprise. A culture that reinforces shared values contributes to higher levels of job commitment and improved creative performance (Abdul Salam & Khairi, 2025; Literature review, n.d.). These influences are manifested through the following:

- **Shared values and beliefs:** Shared organisational values guide employees' conduct, and a positive culture is associated with better job performance and greater individual commitment (Sustainability, 2022).
- **Expectations and norms:** Culture establishes clear expectations for employees' behaviour, thereby contributing to the self-regulation of conduct within the enterprise.
- **Motivation and engagement:** A supportive culture affects individuals' motivation and engagement levels; flexible work environments and cultures that value recognition and self-actualisation are associated with increased motivation and job satisfaction (Abdul Salam & Khairi, 2025).

Studies have shown that organisational culture not only influences individual behaviour but is also associated with employees' performance, job satisfaction, and organisational loyalty. In contrast, the absence of justice and equity may lead to weaker loyalty and reduced satisfaction.

4.2 Cultural influence on group behaviour

The prevailing organisational culture markedly shapes group behaviour. In enterprises characterised by cultures that value collaboration and collective support (such as clan culture within the competing values framework), groups tend to share information, support members, and cooperate to achieve shared goals, thereby strengthening trust and effective communication within the team (Zeb, Akbar, & Hussain, 2021).

Conversely, in enterprises characterised by market culture or an emphasis on individual outcomes, competitive dynamics may emerge among team members, limiting cooperation and opening information sharing. This can lead to internal conflict and impede collective progress towards shared objectives.

Culture also affects how groups manage conflict. In hierarchical cultures that emphasise order and structure, conflict is often minimised or avoided. In contrast, in cultures that encourage innovation and risk-taking, conflict may be expressed more openly and addressed through creative problem solving (Zeb, Akbar, & Hussain, 2021).

4.3 Leadership and the shaping of group behaviour

The prevailing leadership style within an enterprise's culture directly influences group behaviour. Leaders operating in supportive or collaborative cultural environments exhibit motivational behaviours that foster creativity and support participatory decision-making. This is typically associated with transformational leadership approaches that encourage empowerment and build trust among team members. In contrast, in cultures that emphasise performance and structure, leadership may centre on control and direction, aligning more closely with transactional leadership approaches and thereby reinforcing individual goals at the expense of cooperation (Abdul Salam & Khairi, 2025).

The relationship between organisational culture and organisational behaviour at both the individual and group levels is multidimensional and complex. Group dynamics and decision-making processes within the enterprise are shaped

by prevailing cultural values and norms, as well as by leadership patterns that either promote or constrain particular forms of behaviour. By understanding these interactions, enterprises can design cultural environments that achieve organisational objectives by strengthening cooperation, innovation, and work motivation, thereby contributing to integrated and sustainable organisational performance (Zeb, Akbar, & Hussain, 2021; Abdul Salam & Khairi, 2025).

5. Challenges in Aligning Culture with Behaviour

Aligning organisational culture with organisational behaviour is a fundamental requirement for achieving organisational effectiveness and the behavioural change expected of employees; however, this process faces multiple challenges related to the nature of culture and organisational change. Recent studies indicate that attempting to change culture or behaviour without a precise understanding of these factors may result in diminished performance and internal resistance (Dong, 2023; Liu, 2023).

- **Resistance to change:** This resistance is among the most prominent challenges in aligning culture and organisational behaviour. The literature indicates that employees often resist changes that require them to relinquish familiar habits or behavioural patterns, whether linked to values or everyday practices, due to feelings of uncertainty or loss of control (Dong, 2023).
- **Misalignment between culture and strategic objectives:** When new organisational goals require behaviours that differ from those that are culturally supported, this misalignment arises. For example, a culture that prioritises stability and routines may not support innovative and adaptive behaviours, thereby hindering the implementation of contemporary strategies and weakening coherence between required behaviours and prevailing values (Dong, 2023).
- **Subcultures and internal diversity:** In large or multisite organisations, subcultures may emerge within different organisational units, with variations in values and practices that create disparities in expected behaviours. Such differences may generate conflict between work teams and impede the coordination of behaviour across the enterprise as a whole, particularly in the absence of effective mechanisms for communication and cultural integration (Liu, 2023).
- **The role of leadership in cultural and behavioural consistency:** Leadership plays a pivotal role in aligning culture and behaviour, particularly by reinforcing declared practices and embodying them through daily behavioural exemplars. The evidence suggests that inconsistent leadership behaviour, such as articulating values without modelling them in practice, undermines trust and makes it more difficult for employees to adopt the desired behaviours, thereby adversely affecting behavioural and cultural change (Dong, 2023).
- **Cultural rigidity and lack of flexibility:** Cultural rigidity poses a significant challenge in organisations with long-established cultures, which may reject radical changes in behaviour or values, even when they are strategically or environmentally necessary. Such cultures often adhere to traditional procedures, thereby constraining the organisation's capacity to adapt to external environmental shifts (Dong, 2023).
- **Pressures from the external environment:** Changing external pressures such as technological developments, global competition, and evolving customer expectations affect organisational culture and behaviour. The prevailing culture may not support the adaptive behaviours required to address these pressures, creating a gap between what the external environment demands and what organisational culture reinforces, thereby weakening the organisation's capacity to respond and transform.

Conclusion

In light of the research problem posed, "How does organisational culture contribute to shaping organisational behaviour in the enterprise?" It becomes evident that organisational culture functions as a fundamental explanatory framework for behaviour within organisations, as it influences individuals' perceptions, interactions, and day-to-day decision-making. The theoretical evidence indicates that shared values, beliefs, and norms guide both individual and collective behaviour, contributing to more substantial commitment and improved organisational performance. The strength of culture and its alignment with the organisation's objectives are decisive factors in promoting positive behaviours and narrowing the gap between formal and informal practices. Accordingly, it may be concluded that understanding organisational culture and its three components (artefacts, organisational values, and basic underlying

assumptions) represents an effective scientific tool for interpreting and directing organisational behaviour, making it essential for enhancing organisational effectiveness and sustaining success in changing work environments.

Ethical Considerations

This article is based solely on secondary sources, including academic books, peer-reviewed journal articles, and established theoretical literature in the fields of organisational culture and organisational behaviour. No human participants, personal data, surveys, interviews, or experimental methods were involved. As a result, ethical approval from an institutional review board or ethics committee was not required. The author adhered to principles of academic integrity, proper citation, and responsible scholarship in accordance with international ethical standards and publication guidelines.

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Conflict of Interest

The author declares that there are no financial, institutional, or personal conflicts of interest that could have influenced the content or conclusions of this article.

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