
Culture Engineering: Changing Organizational Culture and Its Role in Organizational Behavior.

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Abstract

Culture engineering means that the organization modifies or changes the culture to reach the desired organizational behavior that is consistent with the organization's work requirements to achieve its goals. This in turn benefits all to adjust and achieve the required behavior of the organization.

The research aims to highlight the positive role of the change process in organizational culture to achieve the desired behavior by using culture shock as a tool for the change process by explaining its meaning, stages and how to employ it.

Keywords: Organizational culture, Culture shock, Culture engineering

Introduction:

The concept of cultural engineering is a new concept. The idea of cultural engineering refers to a planned effort aimed at changing the culture, whether at the level of the organization or the group, and finally at the level of the individual. A change in culture at the level of society may lead to a change in the identity or personality of the society, as well as in its way of thinking or attitudes towards events or transformations.

Time plays an important role in the engineering of culture, for example changing ideas may require a long time.

We also know that culture has a great importance and role in the work and success of organizations, and this importance can be identified in the following aspects:

- Culture is one of the factors in the internal environment of the organization
- Culture contributes to the formulation of the organization's strategy, i.e. it is considered when choosing the strategy.
- The role of culture in the implementation stage of the strategy is highlighted, i.e. the organization must adapt its culture in line with the requirements of the strategy.
- Culture gives identity to the organization.

- Culture is a competitive advantage for some organizations when an organization has a strong and adaptable culture.
- Finally, culture shapes the behavior of the organization, and this is confirmed by the scholars of organizational behavior, i.e., the behavior of the organization is the product of the unified cultural values at the level of the organization.

Hence, the research tries to shed light on the way in which culture is engineered to harmonize this culture with the requirements of the work and success of the organization. One of these methods is culture shock. In this way, the organization can modify or change the technology, and organizational structures. According to this view, it becomes necessary to manage the organizational culture in a way that returns to achieving the goals of the organization (Al-Qaryuti).

We have already pointed out that organizational culture achieves the following functions:

- Sense of identity unity by employees
- Understanding what is happening in the organization
- supporting the organizational values of the senior management
- Shaping the organizational behavior that the organization's management believes in.

Research Problem:

The problem here can be presented with the following question:

Can organizations change organizational behaviour in a way that aligns with the organization's work requirements to achieve its goals?

Research Importance:

The importance of this research lies in presenting a modern method through which the cultural values of employees within an organization can be modified or altered to achieve the desired behaviour that achieves organizational performance and goal achievement.

Research Objectives:

The research seeks to present some of the intellectual and cognitive propositions addressed by the book in the field of culture in general and organizational culture in particular. It also presents some of the methods addressed by the book in the field of changing or modifying culture, which in turn shapes behaviour at the organizational or individual level. It also provides a detailed explanation of the method of culture shock, which is the focus of this research.

Research Hypothesis:

The research hypothesis states that there is a relationship between culture shock and organizational behaviour change.

Research Method: The research method is literature review-based.

Organizational Culture:

The importance of organizational culture emerges from its role as a significant factor in influencing organizational behaviour. Some have viewed organizational culture as an independent factor that operates alongside other organizational components: individuals, goals, technology, and organizational structures. According to this view, it becomes necessary to manage organizational culture in a way that contributes to achieving the organization's goals (Al-Qaryuti)

The concept of the organization's culture:

The researchers addressed the concept of organization culture through a few definitions, including the system of core values adopted by the organization, as well as the philosophy that governs its policy towards its employees, customers, and the way in which tasks are accomplished.

Gibson and his colleagues defined organizational culture as "meaning something similar to the culture of a community, in that the culture of an organization is made up of values, beliefs, perceptions, assumptions, rules, norms, man-made things, and common patterns of behavior. The culture of an organization is its personality and climate or feeling, and the culture of the organization determines the appropriate behavior and bonds and motivates individuals." (Harem, 2004, p. 327)

The writer (Kurt Lewin) defined the culture of the organization as "a set of assumptions, beliefs, values, rules and standards that are shared by the members of the organization and it is like the human environment in which the employee performs his work" (Harem 2004, p. 327).

The writers (Robert Waterman, Toom Peter, Terrence Deal and Allan Kennedy) have been the first to highlight the importance and role of cultural values in the organization as well as in the success of the organization and its organizational effectiveness, because organizational effectiveness requires the existence of compatibility between culture and its harmony with strategy, environment and technology (Al-Qaryuti 2012, p. 172).

Based on the definitions of the concept of organizational culture, it constitutes a fundamental factor in determining the behavior of the organization and directing it towards achieving its goals.

Types of Organization Culture:

The culture of the organization is generally classified into: (Harem 2004)

- 1- Strong/intense culture
- 2- Weak/weak culture

There are two factors that determine the degree of strength of culture, which are:

1- Consensus, i.e. the consensus on the same values and beliefs that are vital in the organization by the individuals working in it. The more there is a broad consensus among employees on vital values and beliefs and a broad sharing of the same values, it reflects the existence of a strong culture in the organization.

2- Intensity, i.e. the extent to which the workers adhere to vital values and beliefs. The culture of the organization grows stronger with the increasing intensity of the employees' adherence to vital values and beliefs.

From here, it is clear that the more the basic values are shared and accepted by the society, the more it is a sign of the strength of the culture, and this is the advantage of stable and strong organizations, thanks to which they become able to provide material and moral work advantages to the workers and increase their affiliation and loyalty to them. Unlike modern organizations, which are at the beginning of their path, which makes them unable to provide competitive advantages to their members, which reflects a weak organizational culture. An example of this is the Japanese management, which attaches great importance to the development of commitment to positive social values at work, so the Japanese management has proven that it is more capable than others of gaining the loyalty and belonging of workers to work (Al-Qaryuti 2012).

Means of creating and preserving culture:

The process of creating an organizational culture is similar to the process of socialization of the child, as it is a value that is learned and indoctrinated to individuals since beginning, where children learn them at home through daily practices, and the earlier these values are instilled, the stronger and stronger they will be. In the same case in organizations, founders have an important role in creating the values through which the behavior represented by the desired ways of working is achieved, especially in the early beginnings of the formation of the organization. The philosophy and vision that the founder believes in plays a great role in the development of cultural values in the organization. Tradition is usually created by the interactions, practices and experiences that employees go through, which are seen as rewarded behaviors, and are reinforced to gain more advantages and benefits.

In general, the mechanisms used to form organizational culture are :(Al-Qaryuti 2012, p. 184)

1- Procedures for selecting employees, which is considered a major step in shaping the organizational culture, where through selection, individuals who have the same qualities, behavioral patterns, and cultural background and are consistent with the values of the organization are known.

2- Senior management practices, practices remain the real choice of the nature of the prevailing organizational culture, through practices it is clear what kind of behavior is rewarded or punished by management.

3- Nurture and normalization, in order to stabilize the organizational culture among the employees, the organizations must carry out the training process and after the selection process, training is a kind of social normalization through which the individual learns a lot about the organization, its goals, values, and what distinguishes it from other organizations.

4- Stories, symbols and language, the organizational culture is strengthened, and the previous three formal mechanisms are achieved by the existence of a set of informal mechanisms, represented by rituals and stories that are practiced in the organization in order to preserve the values that the organization is keen to promote.

Changing the organizational culture:

It has been pointed out previously that there is a compatibility and harmony between culture, strategy, environment and technology, this harmony ,requires a change in the organizational culture, that is, sometimes it is necessary to change the culture in line with the change in strategies and goals, this must be part of the reorganization. Success in change management depends on the ability to make the required changes in parallel, including a change in organizational values.

Many researchers believe that culture can be changed or modified (Harem 2004).

Here it is worth mentioning the necessity of having conditions that facilitate the process of changing the culture, and these conditions (Harem, 2004, p. 336) are:

- 1- A change in the organization's prominent leaders, i.e. the need to have a clear alternative vision of what the organization should be.
- 2- The stage of the life cycle of the organization, that is, the stage of transition of the organization, whether to the stage of growth/expansion or the stage of decline, and here there will be a need to change the culture in both stages.
- 3- The age of the organization, and here it becomes possible to change the culture in small organizations regardless of the stage of their life cycle.
- 4- The size of the organization, it is easier to change the culture of the organization in small organizations.
- 5- The strength of the current culture, the more consensus and intensity in the culture, the more difficult it is to change the culture.
- 6- Absence of subcultures, the presence of subcultures in the organization makes it more difficult to change the core culture.

Based on this, if the conditions are suitable for changing the culture of the organization and the need for change here, the organization will develop a comprehensive and coordinated strategy to make this change a success, to make the change a success: The first step by which the organization begins the process of change is to review, examine and evaluate the current culture while comparing the current culture with the situation to be reached, i.e. identifying the culture gap, i.e. identifying the cultural elements and dimensions that need to be changed in order to identify the appropriate actions and steps to address that gap.

There is more than one way that an organization can adopt in the process of change, which are:

1- The three-stage process of change: This process includes three stages:

A- Defrosting the current culture: When an organization faces a real crisis that threatens its existence and existence, it requires fundamental changes in the organization. This requires management to convey and communicate the new values to the employees.

B- Change: In this stage, the individual is supposed to learn new ideas, methods, skills and knowledge that lead to a change in his behavior, i.e. in his performance. Usually, this phase should not be quick to avoid a change in the status quo.

C- Regrouping: At this stage, the stabilization and stability of the change must be achieved by helping individuals to integrate the trends, ideas, and behavioral patterns they have learned into their usual methods and methods of work, and these new methods become easy and satisfying.

2- Cultural Shock: Its Meaning, Stages, and How to Overcome it (Troy Segal 2022).

Culture shock is due to the feeling of uncertainty, confusion, anxiety that is exerted by individuals when they move to a new country or practice a new culture or everything that surrounds them. This culture is considered natural and is the result of the individual being in an unfamiliar environment. For example, students studying abroad, people moving to a new job location, people retiring and moving to another country, or individuals going on vacation or traveling abroad, culture shock can appear and here the issue of culture modification may be practiced, for example due to incompatibility with the weather, local customs, language, food, and values.

Although the issue of timing of the modification stages may vary from person to person, there are specific aspects that they go through before they make the modification process for the new environment.

Culture shock can be very stressful as it leads to anxiety, but it is possible to overcome it or reach the desired results, because over time individuals will become accustomed to what surrounds them by making new shocks and getting to know the habits and thus appreciating this culture.

How to understand culture shock, culture shock appears when an individual leaves what they are used to and moves into an environment they are not used to. The adjustment period can be stressful and severe, especially if the locations are significantly different. For example, when moving from a simple residential area (rural) to a large area or to another country. It is necessary to remember that the modification in culture dissipates or disperses over time as the individual becomes more familiar with the place, people, customs, food, language. As a result, dealing with what is going on around us becomes easy, for example, making new friends and thus everything becomes more comfortable and easier. The stages of adjustment due to culture shock are better over time, leading to growth as well as recognition of the new environment.

For symptoms that reflect culture shock, they can produce many or many symptoms which can vary from person to person, and these can include the following:

- Be eager to return home
- Helpless
- Feeling isolated
- Lack of concentration
- Irritability or irritability
- Grief
- Growing and eating abnormally
- Persecution

The Four Stages of Culture Shock, individuals who experience culture shock may go through the following four stages:

1- Honey moon stage, in this stage individuals are overjoyed in their new environment. They often see it as an adventurous process. If the individual is within a short period of stay, this initial excitement may determine the entire experience. However, for individuals who go through a long period of time, this stage usually ends despite the expectation that it will continue.

2- Frustration stage, which is the stage of frustration or failure, in which individuals may become very upset and confused when the initial state of joy and happiness resulting from their presence in the new environment begins to disappear. Boredom, fatigue, or fatigue begins gradually, which can result from a misunderstanding of what others are doing, as well as the nature of the conversation and the ways they do things. As a result, individuals can feel overwhelmed or overwhelmed by this culture at this stage and especially when there are language barriers.

Local habits may also become or pose a major challenge, and the previous easy tasks.

It may take a long time to accomplish it, and lead to extreme fatigue or exhaustion and are symptoms of culture shock (failure and frustration, annoyance, homesickness, sadness or depression, boredom or fatigue).

The inability to communicate effectively and understand what others mean and to make one-sided understanding is usually the main source of frustration.

This stage can be the most difficult period in the modification of culture, so we find that individuals may feel urged or inclined to withdraw from the process of modification. For example, students who are from outside the country and the process of adjusting to life in the U.S. while studying abroad can feel angry and anxious leading them to withdraw from new friends. Certain practices such as the nature of food or sleep may cause disturbance in the individual during this period or stage and may lead to early return home.

3-The adaptation stage is often gradual when the individual feels that he or she is in his or her surroundings. The feeling of frustration begins to weaken as the individual begins to adapt to the new environment. Although they are still unfamiliar with or understand several cultural rituals, individuals will become more knowledgeable, at least to the point where they can translate it into more accessible.

4- The Acceptance stage, during the acceptance or recovery phase, individuals are better able in their practices and enjoy the new environment.

Beliefs and attitudes towards what are going on around them improve and lead to an increase in self-confidence and a return to their sense of humor.

Obstacles and misunderstandings from the frustration stage have been resolved. Allowing individuals to become happier and more comfortable. At this stage, most individuals practice changing their previous behavior as well as adopting attitudes from their new culture.

During this phase, new culture, beliefs, and attitudes may not be fully understood.

Culture shock may not be caused by a specific event but may be the result of adopting different ways of dealing with things.

How to overcome culture shock:

Time or time helps in dealing with culture shock, but individuals can reduce and accelerate recovery from culture shock, which are:

- 1- Be open and learn about the new culture for the purpose of understanding the reasons for cultural differences.
- 2- Not sticking to local ideas, trying to compare constantly with the new things around you.
3. Writing down practices that include positive concepts for the new culture.
- 4- Don't try to close yourself off, try to be active and social with the locals.
- 5- Be frank and honest, straight in a wise way about feeling confused and confusion, try to ask for advice and help.
- 6- Try to talk and share your cultural background, and communication should be in two directions.

Is culture shock good or bad?

Although culture shock has a negative connotation, it represents a normal or normal practice. Many individuals go through it when they move or travel. While it seems to be a kind of challenge. For people who could adjust their emotions according to their new environment, they often achieve overcoming culture shock. As a result, culture modification can lead to individual growth and a desirable experience.

Conclusions:

- It is clear through the theoretical review that the culture shock method represents a desirable method in the field of modifying or changing the culture, which in turn contributes to the direction of organizational behavior to serve the achievement of the organization's goals.

- Based on this, there is a positive relationship between the imprint of culture and organizational behavior, and this proves the validity of the hypothesis.

Recommendations:

Considering the above conclusions, organizations can:

Using the culture shock method as a means or method through which the organization can modify or change the organizational culture to reach the desired organizational behavior that is consistent or harmonious with the goals and strategies of the organization.

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