

The Response Expectation of Organizational Culture on Technology-Assisted Supplement Work

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Abstract

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In this paper, the authors explored the impact that organizational culture has on the Technology Assisted Supplemental Work (TASW) of Sri Lankan knowledge workers. This study focuses on a challenge that managers of Technology-Assisted Supplemental Work (TASW) of Knowledge Workers in Sri Lanka must address by incorporating organizational culture-based response expectations. The organizational culture can be categorized into four main cultures Clan, Market, Hierarchy, and Adhocracy. In this study, those are considered as the independent variables where the dependent variable is the TASW which is mediated by response expectation. It is proposed to conduct quantitative research to test the hypothesis assumed by the authors.

Keywords: TASW; Response expectation; Organizational culture

1. Introduction

Individuals take part in Technology Assisted Supplemental Work (TASW) when they perform job-endorsed undertakings at home after daytime hours with the guidance of mechanical apparatuses (Fenner & Renn, 2010). While conducting the influence of organizational performance on organizational culture, it became clear that where organizational culture is robust, it serves as a reliable and consistent compass and a potent lever that can guide the behavior of organizational members, where it is highly probable that response expectations can make a significant contribution (Nazarian, Atkinson, & Foroudi, 2017).

Furthermore, it is widely acknowledged in organizational literature that a typology of organizational cultures is difficult to measure and recognize, mostly because employees' shared assumptions and interpretations are concealed beneath their cognitive awareness (Lund, 2003). Hence, to fully comprehend organizational cultures, the Organisational Culture Assessment Instrument (OCAI), a tool based on the Competing Value Framework (CVF) that takes into account the key cultures of an organization, which, according to Cameron and Quinn (2011), are hierarchy, clan, market, and adhocracy, was included in this study.

In this study, the authors examine Technology Assisted Supplement Work TASW, which is described as scattered work practices undertaken after hours, typically without a formal contract or recompense, and carried out on electronic devices (Arlinghaus & Nachreiner, 2014; Fenner & Renn, 2004, 2010; Ojala, 2011; Zoonen, Sivunen, & Treem, 2021). Additionally, there have been several studies that embrace the idea that employers and employees may build responsiveness expectations that influence how techniques are applied and may increase employees' engagement in their workplace (Derks et al., 2015; Leonardi et al., 2010; Mazmanian et al., 2013). It is thus necessary to explore how four distinct organizational cultures: hierarchy, clan, market, and adhocracy exist in the current work environment and the TASW framework was utilized to examine how these cultures could exert pressure on workers to meet their response expectations.

1.1. Background of the research

Along with the connectivity among the people in the world facilitated by advancements in technology, traditional paradigms of organizational operations

have taken a new shift. The concept of Technology Assisted Supplement Work (TASW) has been made a possibility due to the impact of technology-based avenues to enable employee connectivity to perform job tasks during extended hours, remotely from the physical job space. Since every organization strives to successfully survive in the business landscape, organizational performance must be upheld regardless of the way how organizational employees connect or collaborate to achieve the performance goals of the organization. According to Marta and Carl Sinclair (2009), the culture which is embedded within an organization is a prime factor that enables an organization to gain a competitive advantage for it molds the way how work is carried out within the organizational context. The culture within the organization relates to the level of organizational performance depicted. When being connected remotely the success of the task performance will rely on how responsive these remotely working employees are. According to Fenner (2010), organizational members tend to develop expectations related to co-worker or subordinate responsiveness, towards the achievement of performance goals when working in a TASW-based setup. This can be a factor that is attributable to organizational culture because culture sets the basis for guiding thought patterns, intentions, and behavior of the set of people within the organization (Alvesson, 2013), including the nature of expectations from peers and subordinates within an organization. In determining the relationship between organizational culture and organizational performance a popular framework being used by prior scholars is the Competing Values Framework (CVF) (Quinn and Rohrbaugh, 1983), which discussed four types of organizational cultures namely; clan culture, market culture, hierarchy culture, and adhocracy culture. Since different types of organizations denote different attributes unique to them in light of the internal or external business environment and the extent of stability or flexibility cherished by the organization, the expectations regarding the responsiveness in communication among organizational members tend to differ. This study is thereby woven around understanding how response expectations cherished by different types of organizational cultures tend to influence the Technology Assisted Supplement Work of knowledge workers, specific to Sri Lanka.

Different types of organizational cultures denote attributes unique to such cultures specifically in the light of the focus extended toward the internal or external business environment and the extent of stability or flexibility cherished by the

organization. These different organizational cultures tend to show differences in expectations related to communication within the organizational employee network, to achieve the intended organizational performance goals. Due to expectations towards employee responsiveness being different across identified organizational cultures, the work discharged by the workers (especially knowledge workers) during extended hours (catered remotely-TASW) tends to be impacted differently, hence is identified as the research gap to be studied via this research.

2. Literature review and theoretical framework

According to Schein (2010), organizational culture consists of values, customs, beliefs, and assumptions shared among the members of the respective organization, which are related to the guiding behavior of the set of people within the organization (Alvesson, 2013). Organizational culture serves as the main cause in enabling an organization to gain a competitive advantage hence the attention of many scholars has been drawn towards investigating the impact of organizational culture on the performance of the organization (Sinclair & Sinclair, 2009). In measuring the relationship between organizational culture and organizational performance the Competing Values Framework (CVF) (Quinn & Rohrbaugh, 1983) has been adopted in previous studies. The CVF framework identifies four types of cultures represented across two axes namely internal external and stability/flexibility. According to CVF, the four cultures derived are clan, market, adhocracy, and hierarchy (Cameron & Quinn, 2011). Quinn (1998) has identified sustaining the balance of these four cultures within an organization will enable an organization to ensure an advantage in the dynamic business environment. This advantage arises as different cultures provide organizations with the opportunity to be endowed with a broader scope of views, enabling the ability of the firm to actively respond to the changing market conditions (Gregory et al., 2009)

Technological disruption compels organizations to adapt to the digital era. This study aims to identify the impact of organizational culture on the Technology Assisted Supplement Work of knowledge workers in Sri Lanka. Hence, achieving this digital era is vital to majority who are working to achieve the organizational common goals.

The conceptual framework has been designed using two specific articles. One article is written by Nazarian, A., Atkinson, P., and Ford, P in 2017 on “The

Influence of national culture and balanced organizational culture on the hotel industry's performance" and published in the *International Journal of Hospitality Management*. The other article is by Zoonen, W., Sivunen, A., and Treem, J. W. on "Why people engage in supplemental work: The role of technology, response expectations, and communication persistence" which was published in 2021 in the *Journal of Organizational Behavior*.

It is assumed that a culture of an organization is created based on how the national culture and these cultures, respond differently to new adaptations (Nazarian, Atkinson, & Foroudi, 2017). Kilduff (1993) explains that employees in an organization who are of different nationalities modify the organizational cultural patterns to create a similar culture that aligns with their own culture. This clearly states that people who are from different cultures would understand and react to an issue in an organization in different terms as per their interpretation. This might be modifying, ignoring, or bending some rules and regulations which would negatively impact the organization's original culture (Gregory, 1983).

Studies have investigated the impact of organizational culture on organizational performance. Organizational culture is one of the main resources that organizations must maintain for their competitive advantage (Sinclair and Sinclair, 2009). An organization's culture can be distinguished by two axes which are internal/external and stability/flexibility. Internal/external axes focus on employee satisfaction and the ability to function well in a competitive environment. Stability/flexibility axes are concerned with allowing employees to use their initiatives (Quinn & Rohrbaugh, 1983). These two axes form a quadrant indicative of four distinct organizational culture types: clan, adhocracy, market, and hierarchy (Cameron & Quinn, 2011).

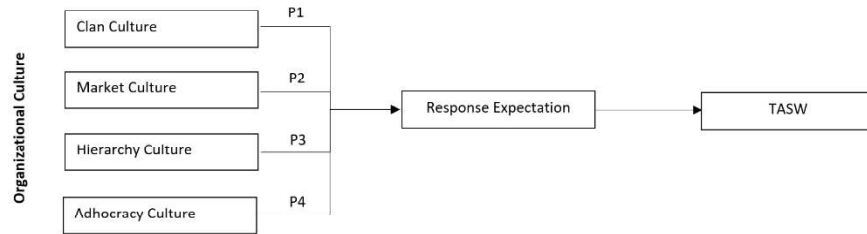


Figure 1: The relationship between the three constructs

Employees who are engaged in TASW are anticipated to be better achievers and performers, and with a higher level of career success. They also have a potential for greater work-to-family conflicts than people who do not engage in TASW (Fenner & Renn, 2004). It is also assumed that the organizational culture with different cultural clusters has different response expectations to TASW.

The main purpose of the proposed study is to identify whether there is a relationship between organizational culture and TASW while being mediated by responsive expectations.

2.1. Clan culture

According to Cameron and Quinn (2005), clan culture endows characteristics such as teamwork and employee engagement which tend to build core values such as participative behavior, loyalty, and mutual commitment. The emphasis on clan culture thereby lies in promoting shared understanding as well as commitment among the organizational members without relying on a formalized process of communication. This is a culture that relies on the concept of collaboration and belongingness. Clan culture has a prime focus on human relationships made meaningful via organizational cohesiveness, the welfare of organizational members, and the commitment and loyalty of organizational members towards the organization (O'Reilly et al., 1991). It is often explained as a work environment-based culture promoting a family-like and homely work setting for its employees (Cameron, 2004). Tseng (2010) and Fiordelisi (2014), emphasized that in clan culture-based organizational setups, employees tend to cherish working in teams, converging towards common agreement as well as participatory engagement. The

goal of preserving a clan culture within an organizational setting is to trigger the performance of employees by boosting employee commitment, responsibility, and a sense of ownership via employee empowerment (Han, 2012; Murphy et al., 2013; Yirdaw, 2014).

2.1.1. Clan Culture and Response Expectations

According to Nongo and Ikyanyon, (2012) organizational managers tend to encourage the engagement of employees and employee commitment as embedded features of clan culture because it is expected that committed employees are likely to perform the assigned tasks efficiently and effectively. Tierney (1999) has emphasized that managers and team members in an organizational setting contribute towards two dominant social relationship bases that influence how organizational employees perceive the work environment they are exposed to. Thereby, the nature of the relationships maintained by managers and team members within an organizational setup tends to influence the response expectations of employees (Ward et al., 2019). Hence the authors propose the following:

P1: There is a relationship between clan culture and response expectation of Technology Assisted Supplement Work of knowledge workers in Sri Lanka

2.2. Market culture

According to Cameron and Quinn (2005), organizations cherishing market cultures tend to have a heightened focus on the external organizational environment and focus on internal organizational affairs and relationships. The rational goal perspective is another identification for market culture which denotes a strong emphasis on stability and external focus (Keskin et al., 2005). In organizations depicting a market culture, the organizational value system tends to be woven around efficiency, productivity, goal clarity, and goal completion (Gray & Densten, 2005; Owino & Francis, 2019) where the mechanism for the creation of coordination between the organizational members is through goal orientation. According to Weiwora et al., (2012) and Pinho et al., (2014) organizations depicting market culture will showcase emphasis on control, achievement, and competitive aspects, with a greater focus on a result-oriented culture prioritizing transactions with external customers. Deshpande et al., (1993) expressed that

organizations depicting market cultures tend to have a major inclination toward being successful in terms of performance because of their extensive focus on competitive advantage and market superiority.

2.2.1. Market Culture and Response Expectations

Organizations with market cultures tend to be more focused on result orientation, productivity, efficiency, and external markets overfocusing on internal organizational affairs and relationships with employees (Cameron & Quinn, 2005). Since employees are expected to deliver results aggressively in market cultures, employees being responsive towards needful tasks as efficiently as possible tends to be an expectation in market cultures. As stated by Sarker and Sahay (2004), employees within an organization being nonresponsive toward needful tasks is often interpreted to be a negative depiction which implies incompetence as well as a lack of commitment by employees. Based on the foregoing, the authors proposed that;

P2: There is a relationship between market culture and response expectation of Technology Assisted Supplement Work of knowledge workers in Sri Lanka

2.3. Hierarchy culture

Work culture demonstrates characteristics such as how firms use a set of shared beliefs and values, leadership styles that act as a bond or glue for corporate employees, and strategic emphases in pursuit of effectiveness (Lund, 2003). Accordingly, the hierarchy working culture was aptly illustrated by Cameron and Quinn (2011) as the culture of an organization that maintains rigid formalizations and structures to function within which policies and procedures control employees in the workplace and steer them on what to do and how to follow. Organizations that motivate the hierarchy culture, leaders take great pride in their ability to efficiently and effectively coordinate and organize tasks at work, and this ability is critical to the smooth operation of the business (Cameron & Quinn, 2011; Anicich. et al., 2015). Predefined protocols and rules are also critical to the smooth and efficient operation of an organization with a hierarchical culture and the success of such a company can only be determined by how well it delivers on time, ease to schedule, and affordability. When it comes to the management of employees in an organization that focuses on hierarchy culture, predictability and job security are

two of the most important elements to take into consideration (Anicich. et al., 2015).

2.3.1. Hierarchy Culture and Response Expectations

According to Anicich, Swab, and Galinsky (2015), a culture of hierarchy may have both positive and negative consequences on the effectiveness of communication inside groups and organizations. Low-ranking individuals in a group are prevented from expressing their thoughts and concerns due to the existence of rigid hierarchies. A lack of psychological safety can also result from hierarchical structures, which can hinder both the communication and performance of a group. On the other hand, groups can successfully recognize crucial errors and prevent them from having bad repercussions when hierarchies enable lower-ranking members to speak out and provide pertinent knowledge (Anicich. et al., 2015). To bridge these hierarchical gaps, a greater emphasis must be placed on communications based on collaborations. Such communications should be reinforced by trust, equity, and two-way partnership discourses that place a particular emphasis on the social elements of employees (Claramita, et al., 2019; Susilo, et al., 2013; Claramita, et al., 2013). Thus, the authors propose the following:

P3: There is a relationship between hierarchy culture and response expectation of Technology Assisted Supplement Work of knowledge workers in Sri Lanka

2.4. Adhocracy culture

Cameron and Quinn (2011) have cited numerous reasons why an organization's culture should be profiled, the concept of an adhocracy culture shows a dynamic, enterprising, and creative environment to work. The extent to which your business needs a strong, dominant culture as opposed to a balanced or varied culture is dependent on its particular circumstances and surroundings. Probably, the decisive element will be the type of constraints your firm faces. Some businesses, for example, must rely on adaptation, innovation, creativity, and entrepreneurship to thrive. Significantly less influence is exerted by control and standardization on the determination of good performance. A culture of robust adhocracy may be ideal for success (Cameron & Quinn, 2011).

In terms of characteristics of adhocracy culture, it is a hallmark of adhocracy culture that employees are willing to put themselves at risk to achieve success. Due to their willingness to take risks, leaders are viewed as pioneers and risk-takers; thus, the company is kept together by its commitment to innovative approaches and experimentation (Keskin, et al., 2004; Desphande, et al., 1993). The third essential element of an adhocracy culture is its emphasis on expansion and the acquisition of new resources. Organizations that have achieved a dominating position in the adhocracy culture evaluate their performance based on their ability to develop innovative and distinctive goods and services. Individual initiative and autonomy are fostered by the organization to achieve its goals (Keskin, et al., 2004).

2.4.1. Adhocracy Culture & Response Expectations

Keskin, Akgün, Günsel, and Mamolu (2004) theorized that employees will be more satisfied with their job in firms that promote clan and adhocracy cultures and place a higher emphasis on mentorship and organizational flexibility. There are higher expectations for positive responses while working in an environment with an adhocracy corporate culture. According to Keskin, Akgün, Günsel, and Mamolu (2004), an adhocracy culture exemplified by entrepreneurialism, inventiveness, and creativity is essential for designing an effective tacit-oriented knowledge management strategy; they are of equal significance. Flexibility and adaptability to external changes are two key characteristics of the adhocracy culture that Gupta (2011) identifies as a hallmark of the adhocracy model (e.g. competitors and customers). Therefore, transforming an organization and responding to the changes in a substantial way may greatly impact response expectations. Statistically, an organization whose rapid adaptability to new changes may be accomplished through communication between people uses the analyzer approach and the adhocracy culture the most (Gupta, 2011). Hence the authors advanced the following proposition:

P4: There is a relationship between adhocracy culture and response expectation of Technology Assisted Supplement Work of knowledge workers in Sri Lanka

2.5. Response expectation and TASW

When workers are engaged in long working hours performing their prescribed workload while remaining connected to their teammates, supervisors, and stakeholders away from the workplace which could be their home, they are engaged in TASW (Fenner & Renn, 2004). Supplement work can be defined as performing job-related tasks with the usage of technology and creating presentations by hand or pursuing business-related materials (Venkatesh & Vitalari, 1992). Technology Assisted Supplement Work is similar to supplement work which is assisted with telecommunication, virtual work, and work at home since it represents remote work (Fenner & Renn, 2004).

Studies have communicated that the other colleagues in a team can be categorized as a social practice that may lead to a norm of engagement and a cycle of high responsiveness (Mazmanian, et al., 2013). Many arguments have been found on employers and employees developing responsive expectations which shape the technology usage in building connectivity to work. A team-level shared expectations on responsiveness can raise the need to be connected after hours (Derks & Tims, 2015). It can also be argued that both material and social practices and expectations in a particular workplace play a vital role in an employee's decision to employ Technology Assisted Supplement Work (Zoonen, et al., 2021). Some supervisors or employers expecting the team members to respond to work-related matters during nonwork hours could also be considered a drive to TASW (Fenner, et al., 2010).

Team levels have their own shared beliefs. This will indirectly influence the responsiveness to expectations. Such shared expectations may wield a compelling form of individual behaviors in social groups which can create great social control (Barker, 1993; Eby & Dobbins, 1997; Taggar & Ellis, 2007). Responsiveness can ally with one's reputation and character. Employees may strategically manage a certain type of image which emphasizes being a sensitive colleague and proficient coworker (Barley et al., 2011, Paczkowski & Kuruzovich, 2016). Equally, non-responsive employees can lead to negative attributes in their characters such as lack of commitment and incompetence (Sarker & Sahay, 2004). Group-level response expectation might be a major area of strength for being such an extent that a colleague's inaccessibility outside available time is acknowledged just when it is by the consent of all (Perlow and Porter, 2009). Fenner and Renn (2004, 2010)

proposed that associations that advance quick response might constrain representatives to stay associated and participate in many supplemental work hours after work.

3. Conclusion

This conceptual paper proposes to research the impact of organizational culture on the technology-assisted supplement work of knowledge workers of Sri Lanka. Technology innovations are considered one of the major contemporary business challenges. Especially after the COVID-19 pandemic, the entire world moved into digitalization. With Technology Assisted Supplement Work, the world moved into work-from-home method and started working for long hours. The response to working long hours in an organization depends on the attitudes of the work crowd. This will directly impact the success of a company as well. An organization consists of many cultures. A culture of an organization is constructed with a combination of several structures. This study mainly is about four basic cultures which are Clan, Market, Hierarchy, and Adhocracy cultures. Several cultures have their very own response level to this innovation. Our examination proposes that TASW is probably going to turn into a developing truth of the day-in and day-out work world. Hence, working families would probably profit from developing alongside this moderately new and developing type of supplemental work as opposed to deliberately ignoring it. Further to this study, the authors suggest a study about the achievement of work-family goals and priorities over Technology Assisted Supplement Work of knowledge workers. There can also be studies on the relationship of TASW and its relationship with work-to-family conflict and the influence that time management skills such as setting goals and priorities have on reducing the positive relationship that TASW has with work-to-family conflict.

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