

Challenges Of Managing Organizational Cultural Changes At The Nation Media Group Ltd

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Abstract:

Culture within an organization plays a critical role in the organization's every day. Organizational culture is manifested in the typical characteristics of the organization, in other words, organizational culture should be regarded as the right way in which things are done or problems should be understood in the organization. It is widely accepted that organizational culture is defined as the deeply rooted values and beliefs that are shared by personnel in an organization. The main objective of this study was to identify the challenges of managing cultural changes at Nation Media Group Ltd. The new culture was started in 2008, with Peak Performance. All employees were taken through a personal development and a culture transformational process. The program focused on the „self,“ mainly personal empowerment, positive attitude, healthy living and importance of work life balance. This training was crucial as the organization was going through change and needed to have common themes of identity that brought staff together. The collected data was edited, coded and analyzed. Content analysis was done on the collected data. According to management experts, a performance culture, rather than evolving over time in a spontaneous manner, is consciously planned and developed through deliberate actions to maximize productivity. In a performance culture, anything that stands as a barrier to meeting or exceeding performance expectations is either eliminated or minimized. A performance culture is built around a shared desire to exceed expectations and achieve remarkable results. However, this starts with individuals. From the analysis of data, it emerged that a number of cultural dimensions are evident at Nation Media Group, these include but are not limited to effective communication, creativity of employees, innovation, resolution of conflict, sharing information, employee learning, teamwork, employee loyalty, cultural diversity, recruitment and promotion, reward and recognition, change of policies and work orientation. The study concluded that Nation Media Group has deliberately developed a strong organizational culture and is working hard on perpetuating it. On the basis of findings presented above; it was recommended that Nation Media Group should continue with the development of its organizational culture since it defines who they are and who they want to be perceived as. Suggestions were made that a similar study be replicated for other major media players in the industry.