



International Journal of Research in Management

ISSN Print: 2664-8792
ISSN Online: 2664-8806
Impact Factor: RJIF 8
IJRM 2023; 5(2): 114-121
www.managementpaper.net
Received: 07-05-2022
Accepted: 13-06-2022

Dr. Christina Tsolaki
Department of Business,
American College, P.O. Box
22425, 1521 Nicosia, Cyprus

Organizational culture clash: Conquering management's resistance and unethical behavior

Dr. Christina Tsolaki

DOI: <https://doi.org/10.33545/26648792.2023.v5.i2b.100>

Abstract

A strong ethical organizational culture is undoubtedly of critical importance to maintain sustainability, high performance and a positive working environment. Human resource managers are dedicated to bring change, stability, as well as build a sustainable organizational culture with the cooperation of the leaders and managers of the organizations they operate. Nonetheless, any kind of change cannot occur only with the efforts of the human resources manager if the management doesn't give its "blessings" for it. The present qualitative case study design sought to explore the organizational culture of a profitable European public organization being the only player in the economical business market it operates. A semi structured interview took place and data was collected from a single participant who shared his/her experiences throughout the years worked in this organization. Findings in this study showed that employees don't exert resistance towards organizational change when they perceive it is for their own benefit. Even though, the organizational changes didn't have a direct impact on employees' monetary package, these were welcomed and supported immediately because these changes managed to change positively their work life environment and wellbeing. Building an environment of trust, support, transparency, meritocracy, respect, and a clear culture with mission, vision, values, strategies, and objectives, make people feel motivated to work, increase their productivity and bring innovative ideas. Lastly, unethical behavior and inequality appeared increasingly in the Public organization under investigation, thus showing the necessity of taking measures and change the anachronistic mentality. Ideally would be to change the management, and focus to build an ethical and sustainable organizational culture for the people to work in.

Keywords: Human resource management, organizational culture, unethical working behavior, sexual harassment, organizational environment, sustainability, resistance to change

Introduction

Organizational culture (OC) has proved through the years to be the "bedrock" of every organization thus it receives much attention from psychologists, sociologists, and economists across several academic and scientific fields (Osei, Papadopoulos, Acquaye, & Stamati 2023)^[1]. OC is found to play a critical role in either the success or failure of an organization and/or its strategies. Largely, OC is defined as a sequence of norms, values, basic assumptions, protocols, and beliefs constructed by a small group of the organization's members (usually the management and owners) who are well-rooted in the structure of the organization and is used to guide and influence the behavior of employees within the organization and their job (Bagga, Gera, Haque & 2023)^[1]. How does the management make decisions? How do they operate, how do they compete, how do they handle and sustain organizational behaviours and how do they respond to the myriad challenges and changes in the working environment?

The modern global market where businesses operate presents countless challenges, as well as several times unpredictable and continuous changes thus forcing the economies and the businesses to face internally numerous operational and cultural challenges which demand immediate actions on behalf of the management to survive and become sustainable. Consequently, the organizations' culture is forced to go with the flow and "transform" over time; goals values, orientation, behaviors strategies, way of thinking, acting, solving problems and so on (Naveed, Alhaidan, Hussam, Halbusi, & Al-Swidi 2022)^[13]. Furthermore, employees perceive that OC is the framework they can apply to the organization's reality; how to work, what is acceptable or not, shows them the way how to

Corresponding Author:
Dr. Christina Tsolaki
Department of Business,
American College, P.O. Box
22425, 1521 Nicosia, Cyprus

evaluate what is of significance for the organization and themselves, and what is irrelevant to the organization (Rass, Treur, Kucharska, & Wiewiora, 2023) ^[17].

Sustainability, effectiveness, positive or negative organizational behaviour, trustworthiness, motivation, conflicts, resistance to change, decision-making, risk-taking, goals and so on are prime key issues that are strongly influenced either positively and effectively or negatively by the OC as well as can promote organizational development, stability or declinement. Therefore, one can tell a lot about any organization by examining its culture. (Osei, *et al.*, 2023) ^[11]. OC plays a significant role in organizational change and transformations within the organization (Rass *et al.*, 2023) ^[17]. Many researchers have identified that transitions and transformations are failing due to the unmodified OC, which is most of the times underestimated by the management (Rass *et al.*, 2023) ^[17] and may be due to the resistance to change either on behalf of the employees or management. Nowadays, the technological revolution, which is in continuous progress the last thirty years, the huge amount of information generated and stored worldwide by the human resources, are forcing businesses and companies more than ever to change their processes and procedures to be able to develop, become innovative, compete, and remain sustainable in the economical market (Gutiérrez- Iñiguez, Collado-Agudo, & Rialp-Criado, 2023) ^[7]. In addition, change has become an integral part of conducting business, emphasizing sustainability and this mentality style of continuous change, must be integrated in the OC of each company. The HRM of each company, is responsible to promote social equity, fairness, transparency, wellbeing, education and ensure ecological integrity (Gutiérrez-Iñiguez, *et al.*, 2023) ^[7]. Nonetheless, at what extend can all the above be achieved in the organization without management's support?

Similarly, another important issue documented in organizations is the unethical behavior in the workplace which violates generally accepted moral norms of behavior in and by the organization and this is a worldwide spread phenomenon (Kaptein, 2011) ^[9]. An ethical OC is indeed related to unethical behavior in the workplace (Vem, Cheah, Imm Ng, & Jo, 2022) ^[22]. There are many reported instances of employees acting unethically for personal or organizational gain, with or without the approval of their supervisor and instances where management is involved in unethical behavior and activities with top management's approval (Vem *et al.*, 2022) ^[22]. The concept of unethical working behavior appears morally unacceptable by the individuals and broader society, but for a reason it can be acceptable to an organization (Vem *et al.*, 2022) ^[22]. Chen and Chen (2021) ^[4] noted that too much pressure on employees' performance at work can "force" employees to exert unethical behavior and actions. A prevalent OC has a significant impact on people's perceptions as well as actions thus, it shapes their behavior in the organization. Is it possible for the HRM to build an ethical OC, promote wellbeing and trust when facing unethical behavior incidences in the organization?

Literature Review

Resistance to Change & Organizational Change

Resistance to change is a broad term which describes quite a big range of psychological, emotional, as well as social factors that act as barriers and make it difficult for people to

adapt to new conditions, environment and eventually to a new organizational culture (Hubbart, 2023) ^[9]. The fear of the unknown, the discomfort of moving out of the comfort zone, losing control, as well as moving from the familiar and well known (daily routine, processes, procedures, seeing the same people in the department and so on) to the unfamiliar and to an unknown path facing new challenges and threads (Hubbart, 2023) ^[8]. Customarily, organizations take initiative to proceed with changes in processes and procedures and other significant aspects to become more synchronous, be able to compete, improve their operations/productivity and remain sustainable in the economical market. During these transition periods, management plays significant role to foster an amplified culture of transparency, openness, and adaptability (Hubbart, 2023) ^[8]. Management and leadership must create a vision, mission, set goals and build strategies for their organization which will advance the productivity; develop knowledge and skills of the employees, mentor, coach and support them in any way to diminish any obstacles and resistance to change (Hubbart, 2023) ^[8]. Furthermore, in order to make a change either at organizational or at employee level; firstly, management and employees must accept that there is truly a deficiency/failure (that seeks change), and then set the change procedures to proceed without resistance and complaints on behalf of the organization's members (Hubbart, 2023) ^[8].

According to Repovs, DrNovsek and Kase (2019) ^[18] employees' attitude towards change is a key factor for the successful organizational change and is one of the most common and frequent reasons for organizational failure. Furthermore, the authors explained that resistance is found within people (cognitive and psychological disposition) and people are reluctant to "abandon" familiar circumstances (Repovs, *et al.* 2019) ^[18]. Basically, the human brain is wired to resist to any kind of change if this is not compulsory for survival reasons (Repovs, *et al.* 2019) ^[18]. The people who are also disengaged with their work they resist to change whereas those who care, are dynamic and involved for the business' good they are ready to carry on with organizational change and establishment of new situations (Repovs, *et al.* 2019) ^[18]. Gutiérrez-Iñiguez, *et al.* (2023) ^[7] argued that management and leadership have a very challenging role to play during organizational change where, simultaneously, they must manage and lead people through the difficult and challenging times as well as to consider the impact of those activities and outcomes for their own position and status. Another research study presented that an effective management has the capability to proceed with future activities, the development of business strategic changes for promoting innovations and a corporate culture inherent to the members of the organization (Bilichenko, Tolmachev, Polozova, Aniskevych, & Mohammad, 2022) ^[2]. The scientists added that according to their survey, most of the participants (all participants were top managers) answered that managers' ability to take risks, be creative, open, and cooperate with the other members are vital to become successful in the global market. However, the same research results showed that only 47% of the participants answered that the OC of their companies was in line with the innovation strategy of top management (Bilichenko, *et al.* 2022) ^[2].

Bopape (2021) ^[3] characterized organizational change as a tool which is used to improve employees' morale, to

motivate them, make them loyal, committed to their work and their organization as well as more productive thus to increase profitability. Communication based on the theory and actions, is of significance importance for successful organizational change; it includes negotiating, messaging, and networking (Philips & Klein, 2023) ^[15]. Nonetheless, the research of Philips and Klein, (2023) ^[15] revealed that only 33% of the participants (managers) sometimes rather than always notify their employees about a potential organizational change; they communicate the changes with their leaders (but employees are the last to know about it). Another study revealed that organizational change is estimated to have a high failure rate of 60%- 70% and this “trend” seems to increase with time (Errida & Lofti, 2021) ^[5]. The authors stated that there are quite a few change management models however, it is important prior choosing any model to define the change (what, when how, why, whom), then establish a vision which aligns with the business and a strategy for it (Errida & Lofti, 2021) ^[5]. Another important first step to this change is to develop a group of experienced and powerful individuals with credibility and leadership skills who will be responsible for the formulation and implementation of organizational change. Simultaneously this group of people must identify the sources and causes of resistance towards change and provide tools and adopt such behaviors to diminish it and avoid potential and future failures (Errida & Lofti, 2021) ^[5]. OC is the control mechanism which influences the way employees’ interact with other stakeholders, how they carry out activities to achieve goals or ideas as well as acts as a significant contributor in the role of the change agent (Widarko & Brotosuharto, 2022) ^[23].

Organizational Culture

Organizational culture is of critical importance to maintain effectiveness, sustainability, a positive working environment, and organizational performance within organizations (Naveed *et al.*, 2022) ^[13]. The speed of upcoming changes in the trendy factors such as technology, globalization, upcoming innovations and advances in the global business and economic market, display how essential is for organizations to build an OC of continuous change and adaptation (Naveed *et al.*, 2022) ^[13]. OC can be a blessing and a curse while enduring successfully change. When employees feel positive, are supported by their superiors and management as well as perceive that the change will benefit them and keep their company competitive and ahead of the competition then they will take more positively the change and respond to it well (Naveed *et al.*, 2022) ^[13]. Whereas, when employees feel that there is no value for them (especially a personal value) during the process of change, they will continuously work against it (Naveed *et al.*, 2022) ^[13]. Generally, employees don’t want to take more responsibilities nor to put extra effort to work more on what comes with organizational change. Moreover, individuals worry about their “lack of new skills” which are required to thrive in the organization during and after the period of change, as well as they fear they might lose their jobs eventually after they relocate into a more synchronous situation (Naveed *et al.*, 2022) ^[13] also corroborated that building a supportive OC encourages employees to form positive relationships between them and their management as well as to increase their effectiveness at individual and collective level.

The culture of any organization is the “grid” that determines and distributes the power between the members as well as it regulates the social and intellectual behavior within the organization (Bopape, 2021) ^[3]. Additionally, it is a pattern of artifacts, values and assumptions invented/discovered and/or developed by management, are considered valid and worked well enough; therefore, are taught to the organization’s members as the correct way to perceive, think and feel in relation to the organization’s operations, challenges, circumstances, problems and the concept how to cope/deal with them, (Schein, 1988) ^[19]. Schein (1988) ^[19] noted that the concept of OC is very useful for analyzing organizations’ aspects and their members; and through this analysis it is possible to reconstruct and transform the entire history of the organizations; overall OC is every organization’s property. Ketprapakorn and Kantabutra (2022) ^[10] claimed that organizations must pass through extraordinary cultural changes and transformations to successfully respond to environmental and social concerns since the main focus of the past OC mentality was only profit oriented. Today’s OC, is underlying shared assumptions, values and beliefs about solving sustainability problems, shape the organization’s behavior through corporate decision-making procedures and practices; it is supportive and tends to improve the balance of social environmental and economic outputs (Ketprapakorn & Kantabutra, 2022) ^[10]. In short, profitability in organizations is achieved through an effective and positive OC that is supportive to the attainment of sustainability, and the overarching goal for organizational and members’ development.

Similarly, culture directly influences human behavior and it can empower the individuals to create something valuable in their organization as well as become innovate and help the organization to distinguish from others. An innovative OC utilizes innovative ideas to advance operations, efficiency, productivity, and competitiveness (Syariff M Fuad, Musa, & Hashim, 2020) ^[21]. Furthermore, individuals who are feeling supportive and motivated are more encouraged to take initiatives, make innovative decisions and explore new approaches to solve problems, become loyal and highly committed to their organization (Syariff M Fuad, *et al.*, 2020) ^[21]. Management and leadership are strongly linked to the organization’s culture and its outcomes because they are the top decision makers in establishing crucial elements and channel internal resources to their own ends (Pedraza-Rodríguez, Ruiz-Vélez, Sánchez-Rodríguez, Fernández-Esquinas, 2023) ^[14]. Then, are the managers capable enough and do they have adequate skills to proceed with managing and leading correctly their human capacity? Can they build a positive, competitive OC as well as to promote innovation? Studies have shown that managers and leaders who do not commit to new adaptive behaviors and lack the right skills to proceed with, they may drive the company in a disordered and even a chaotic situation (Pedraza-Rodríguez *et al.*, 2023) ^[14].

Unethical Working Behavior

Unethical behavior in organizations has increasingly gathered attention in the last two decades since there is a rise in corporate scandals as well as to actions that are committed within or by an organization (Sneider, 2023) ^[20]. Corporate scandals and activities may or may not be illegal, but they would clearly be deemed inappropriate and harmful

to the organization's employees, stakeholders and or to the society (Sneider, 2023) ^[20]. Moreover, unethical behavior has negative impact on several important organizational factors and employees, such as job satisfaction, organizational commitment and loyalty, organizational citizenship, deviant behavior, and turnover intentions (Sneider, 2023) ^[20]. Moral disengagement and organizational culture have been linked to the prevalence of unethical behavior. When the Human Resources Department, the legal or audit department don't diffuse responsibility at institutional level of the individuals' complaints, then they allow the wrongdoing to spread and flourish (Sneider, 2023) ^[20]. Nonetheless, what does it happen when the unethical behavior comes from managerial level and not from lower lever employees? How can a responsible person deal with it? Who can support those members affected by those actions?

An incident provided by Boeing, 737 max airplanes, few years ago, where the systemic problems combined with the unethical practices (the problem was detected and flagged at an early stage by some employees however ignored by management deliberately) led to two deadly crashes. The company faced high financial losses, the loss of human lives and of course defamation (Sneider, 2023) ^[20]. A study performed by KPMG in USA revealed that 74% of participants have observed unethical behavior in their organization in the previous twelve months (Kaptein, 2011) ^[9]. Kaptain (2011) ^[9] also revealed results of a research among 1752 participants, (managers and employees) of large companies, from five different countries and found that 16% of the participants observed harassment, 15% discrimination, 11% theft, and 7% falsification of expense claims in their organization in the preceding 12 months. Unethical behavior of managers and employees in the workplace, undermines and harms human relations and can bring financial, reputational, and emotional costs (Kaptein, 2011) ^[9]. Sexual harassment at work is unwanted and unethical behavior having psychological and physical impact on employees. As action, sexual harassment is offensive, humiliating and threatening one's well-being (Yie & Ping, 2021) ^[24]. Also, it may lead to depression, post-traumatic stress disorder and other workplace problems such as higher turnover, absenteeism, lower job-satisfaction and decreased work-performance (Yie & Ping, 2021) ^[24].

Gale, Mordukhovich, Newlan, and McNeely (2019) ^[6] in their study corroborated that unethical behavior and harassment especially against women is detected frequently worldwide and it is estimated that as many as 50% of U.S. women experience sexual harassment during their working career however, only a small percentage of them report it. Unethical behavior is presented in organizations with insufficient systems and an OC that tolerates abuse and fails to protect the employees who are victims of abuse. On the other hand, the victimized employees, especially nowadays with the global economic crisis, they may fear to lose their job if they decide to speak up about it, therefore, they prefer to stay silent and endure the whole situation (Gale *et al.*, 2019) ^[6]. The authors indicated that unethical behaviors especially when they are repeatedly, are positively related with reduced psychological and physical health, psychological distress, and poorer mental health including sleep disorders, depression, anxiety, post-traumatic stress disorder and symptoms (Gale *et al.*, 2019) ^[6].

Methodology

This study used a single case design because it is the richest form of research and is naturalistic in style, themes requested by the writer for this specific case. This single case research study design method sought to investigate an extreme and/or unique case as well as to test the existing theory on the topic under study (Thekkekara, 2019) ^[12]. The target was to explore and examine in depth the phenomena in the collected data, describe them as they occurred, interpret and evaluated them. This method was chosen by the writer taking into consideration the subject under investigation, and with the hope to gain in-depth understanding of situations, behaviors, and meanings of the involved party/ies. The ultimate purpose of gaining this insight is to directly learn as well as influence positively current processes, procedures, theories and promote future research. This qualitative research methodology promoted exploration of the phenomenon in real time within some context, through various data sources, to reveal multiple facets of the phenomenon (Rashid, Rashid, Warraich, Muhammad, Sabir, & Waseem, 2019) ^[16].

A semi structured interview took place face to face, at a quiet public place chosen by the participant where he/she was feeling more comfortable to open up and speak about his/her own experiences, challenges and phenomena that occurred. The participant was the past HR Director of a European Public Company and due to the sensitivity of the case the gender and age of the participant will not be revealed as well as no recording of the interview was held as such an activity was about to cause extra stress to the participant; therefore, only handwritten notes were taken. The main interviewing was extensive, three hours long in duration; though, it was an excellent experience and complete process (nothing was omitted) thus after analyzing the data there was no need to proceed with a second one.

The process of analysis and interpretation of the collected data started that the same evening of the exact day after the interview to make sure that nothing important would be forgotten or missed out and that all collected data would be analyzed and written down at a proper manner. At that stage, on that same afternoon after the interviewing meeting, the writer sat down in her office read out loud several times the collected data, cycled back and forth between the data and the transcription to make sure that an exact and objective analysis of all data was prepared. The analysis of the data finished after several hours; the following day. For the whole process of the current research all relevant measures and precautions of confidentiality as well as ethical, were taken and all data will be kept safely locked in for confidential purposes for the right legal period (three years) and then all data and transcripts of it will be shredded. Ethics and rigor on the case study research data was established by making a presentation of writer's findings to the participant and asked him/her "these are my transcriptions, interpretations and findings; how do you look at them?", to get his/her view of them. A discussion followed by the presentation and that led to the disclosure of both parties' (participant and writer) thoughts and satisfied participant's curiosity and relieved his/her anxiety about what was going to be reported. According to Thekkera, (2019) ^[12] this praxis offers the benefit of being ethical and getting the facts and understanding of phenomena verified.

Findings

The aim of this study was to make in-depth exploration of the organizational culture and consequently investigate touches of the working environment in a big, public, monopolistic company based in a European country. The participant who was a dynamic and very experienced person coming from a multinational company (the main shareholder; XCYZ company for the purpose of this study), moved to the position of the Human Resource Manager (HRM) at the public company after being instructed from the management of XCYZ. The instructions of XCYZ Company towards the new HRM were to create a new strong organizational culture in the Public Company with dignity, meritocracy and transparency. To create from scratch processes and procedures for recruitment-selection, training and development, appraisals and evaluations as well as motivational procedures for all the members of the Public Company; and a people-oriented OC with a positive organizational climate.

Though, the HRM landed in the Public company (from a synchronous multinational environment with a people oriented mentality and a strong positive transparent organizational culture) to find an anachronistic and toxic, male dominated environment, where there were no processes, nor procedures nor guidelines/manuals for employees how to do their job. Also, the HRM surprisingly detected that the organization had no goals, no values, no strategies and not an ethical code. Moreover, employees were totally demotivated to work, were bullied and terrified, no transparency existed, no training nor any development procedures. The existing HRM's job in the Public company, was mainly to make administration work; keep a record of sick-leaves and absenteeism, and be the whistleblower to the management reporting everything that was happening in the organization and with the employees. The worst of all according to the participant was when he/she discovered (much later) that there were many sexual harassment incidences against the young women employees and those were happening on a regular basis.

It is remarkable to mention here that prior the recruitment of the participant, the management of the Public company decided whom to hire, promote, or to increase salary according to "who with power" was behind of that candidate/employee; who referred the person to the Public company; a mayor, a political party, someone holding an executive position or a position with power? Words and phrases like skills, training, motivation, promotion to the person who deserved the position or who had the right skills and qualifications, transparency, meritocracy and dignity were not in the vocabulary of the Public company. All these were of a big disappointment to the New HRM however he/she took the challenge to create new policies, procedures, create a talent academy for young people, offer motivation tools, create evaluation and appraisal procedures, transparency and meritocracy before, during and after the recruitment and selection of employees, development, as well as promotions and so on. It is notable to say that for the period the HRM was instructed, worked for and reported to XCYZ (the main shareholder), the management of the Public company "seemed to accept" the strategies placed and changes in the organization's culture which were visible, tremendous and nice positive changes; employees started to like the new face of the organization and started to

show trust to the new HRM and were motivated to work harder and better.

Nevertheless, the time came when the XCYZ company sold its shares in the stock market and the HRM had two options now; either to leave the company and return to the multinational company where it was his/her basis or to stay in the Public company as a local now employee reporting to the management of the Public company and not anymore to XCYZ's. Due to personal issues the HRM accepted to stay in the Public company and continue to work as a local employee and immediately the HRM understood that what he/she managed to build throughout those few years would sink and this was what happened; everything returned to the starting point. The management's behavior changed towards him/her, and they removed all strategies, processes and procedures built by HRM. Management returned in a very short period of time to the old "traditional" anachronistic environment; at that point the HRM was starting to lose his/her power of saying and implementing, the trust employees had in him/her whom he/she built with too much effort, now was diminishing; he/she was unable to handle situations because management wouldn't even listen to him/her (the HRM was totally ignored), everything and everybody was controlled favorably by the Public Company's management again. Procedures, processes and everything that was created with hard work in six years disappeared within a very short period of time.

The sexual harassment incidences became known to the participant the period who was still reporting to XCYZ. A young woman confessed the drama that she and other young in age female employees were going through, over a long period of time, to the HRM who immediately reported the case to XCYZ and was able to take action. The "responsible" person for these sexual harassment incidences was well known to the management for his sexual harassment activities (being a member of the management team) fact that due to the anachronistic and male dominated environment, such incidences were acceptable. The manager who repeatedly sexually abused the employee who confessed, was moved in another building and needless to mention that with the exit of XCYZ, the management of the Public company eventually announced to the HRM that this manager would return to his position in the main building because his presence in the main building was important. The HRM in vain tried to postpone this manager's return to the main building. Unfortunately, this manager's return to the main building brought with him the continuity of the sexual harassment incidences with more than one victims, employees lost the trust in the HRM and the HRM resigned since he/she was powerless anymore to protect and help the victimized women employees.

Lastly, according the analysis of data collected the Public organization doesn't have any values, goals nor vision/mission, nor procedures etc. According to the participant people are "compelled" to work there because of the fixed benefits they receive as a part of their compensation package. Superficially, the organization is presented sustainable and profitable however, this is just because there is no competition; it is the only player in the industry. Another last information collected the management of the Public company didn't want to have a page on social media, therefore, they forbidden HRM to upload any information about the company nor to congratulate publicly employees for their achievements.

Discussion

While organizations' management are struggling to stay profitable and sustainable in the market, the management of the Public company does no efforts and it seems it doesn't need to at the present. Organizations are trying to build a sustainable OC that will promote continuous change, transparency, meritocracy with respect towards their employees in order to stay competitive in the international economical market. The participant of the current research study, a dynamic person who comes from an international background having rich experiences and who presented excellent results and outcomes in his/her business career in the business market took the challenge to build a healthy and positive OC in a working environment where there were no processes, nor procedures. It is dubious that this Public organization had any kind of OC considering that nothing from the following appeared to exist in it: goals, mission vision, recruitment and selection procedures, strategies, appraisals and evaluation, ethical code, promotion, motivation tools, training and development, corporate social responsibility. The fact that the participant managed within some years to build all the above which were totally missing from the Public company, as well as to create an academy for young talents and managed to gain the trust of employees, increased productivity, all show that he/she did an excellent work in the company. The HRM managed to build a positive environment and a "stable" OC in which employees responded positively and welcomed all the changes without hesitation and without building any barriers towards the changes. However, all the efforts and the good work of the HRM were accepted or better say tolerated by the management because the participant was reporting to XCYZ Company which was the main shareholder of the Public company and the executive body giving instructions and directions to the Public company.

The sexual harassment incidences (with protagonist a manager) which were ongoing and well known to the rest of managers but all turned a blind eye shows the unethical behavior of them and how disrespectful and unethical people are who take advantage of their powerful position to exert violence towards the young women of the company. Moreover, the fact that after XCYZ's departure (as the main shareholder and executive body of the company), the management of the Public company started to behave differently to the HRM removing his/her power of taking and executing decisions for the employees show how anachronistic the people were, trying to spread the fear to everyone to keep the control; managers holding their powerful positions only for their personal benefit ignoring the rest of the employees' wellbeing and acted at all organizational levels unethically violating moral norms of behavior. Chen and Chen's (2021) [4] theory about people who develop unethical behavior because of stress doesn't apply since people at this case study acted unethical by taking advantage of the power their position gave them.

The unethical incident by Boeing 737 max airplanes where the management deliberately ignored the whole situation has many similarities with the current case understudy, though, still at this company nothing has changed for better may be because no losses occurred or due to the fact that what happens at work stays there or due to the power managers have inside and outside of the company, as well as could be because nothing of these unethical incidences were/are publicly known yet. In this occasion, only the HRM

resigned after he/she lost the trust of the victim employee to whom he/she promised (prior losing his/her power of saying and executing) to help and keep the abusive manager at a distance. The HRM noted that he/she considered unethical the whole situation (unacceptable morally for him/her) and since he/she was unable to help the employee and disagreed with the whole situation and status quo of the organization the least he/she could do was to resign. Sneider's (2023) [20] theory about disengagement and OC as a link to unethical behavior is totally supported in this case study; managers seem totally disengaged with their organization's culture developing unethical behavior without any moral barriers.

Furthermore, Syariff M Fuad, *et al.* (2020) [21] whose statement about culture that it directly influences human behavior and empowers individuals to build positive situations at this study is fully supported showing exactly what happens when the opposite components and variables exist; managers of the Public organization didn't have any kind of decent OC, didn't care about their employees wellbeing nor to build something positive and valuable for the business. Consequently, employees' productivity again dropped to the minimum and all were unhappy and demotivated. The theories about resistance to change by people who are afraid to move forward to new situations did not apply to this research study because people didn't feel any fear nor discomfort to move to the "unknown" because they welcomed the positive changes for them; transparency, meritocracy, healthy working environment, strategies, goals to achieve. Employees trusted the HRM and understood that all his/her efforts to make holistic changes at all organizational levels were for their own benefit; to improve the quality of their working lives and therefore they did not react negatively to the changes. The fact that the resistance to change came only from the management (the powerful party of the Public company) and at a short period of time they removed all processes, strategies, and stopped the operations of the talent academy shows their disengagement towards the organization and proves that without management's support no organizational change can be achieved even if employees themselves are happy to proceed with it (Repovs, *et al.* 2019) [18].

Last but not least, the fact that the Public company is the only player in its kind of industry and the market where it operates, illustrates the importance of developing healthy competition in the market; when people perceive they must find ways to survive, become sustainable, productive and innovative then they will be more engaged with their work, try to build a positive environment with a stable and effective OC to promote change within the business. Unethical behavior is unacceptable and because management takes a blind eye on this, easily it can be perceived that such behaviors are acceptable by the organization thus causing increase in more types of unethical behavior from lower-level employees. The male dominant perception as well as the employee inequality that exists in the Public company shows how anachronistic is and most probably if more players enter the market then the Public company will lose its high profitability which earns due to the monopolistic market it operates and not because it deserves the profits. How the situation would change if more players could enter the market? Will employees continue to work in this Public company if a competitor enters the market and offers them a better compensation

package, and the promise of working in an ethical and people-oriented organizational environment?

Limitations and Future Research

The current research study focused on investigating in depth the organizational culture of a Public company which holds a monopolistic position in the market it operates. Due to this fact, results cannot generate to all kinds of companies coming from highly competitive backgrounds. Different results may apply when investigating companies which face high competition. For this study a qualitative single case study method was used thus causing some further limitations. The author recommends further studies to be applied on various industries in the global market, in different countries and with the use of other designs such as quantitative and mixed research methods, obtaining data both from managerial and lower-level employees. Likewise, the findings of inequality, repeated unethical behavior and sexual harassment incidences are also of high importance issues that need to be more investigated and give insight since these have been under investigation only the last twenty years or even less.

Conclusion

To conclude, individuals who perceive that organizational changes are for their benefit and will improve their wellbeing then they accept and welcome them without any resistance nor barriers. A fair and sustainable organizational culture promotes change, morality, build trust, meritocracy transparency and motivates people act ethically, and develop good relationships between them. Nevertheless, organizational changes are only feasible when the management is committed to the company which has mission, goals, strategies, vision and objectives to develop it. Even if the human resource manager, who is the link between management and employees tries hard to bring positive changes in the company, build from scratch a healthy organizational culture this cannot be achievable if the managers and leaders are not willing to proceed with it. The monopoly anachronistic type of business, male dominance, inequality, the absence of fear of threats of entrance of other players in the market as well as the power managers had inside and outside the Public company may have “intrigued” them to show their unethical behavior without any barriers and this kind of behavior was even accepted by the rest of the management. Unethical behavior when accepted continues to rise making people especially the victims unhappy, stressed and demotivated to work and be productive. Power of position when used for personal benefit and to terrify employees doesn't improve any of the parts of the business. Consequently, a strong and ethical culture in the business with a focus on people orientation, is of significance importance to maintain sustainability, performance and a positive working environment and in this Public company this seems possible to emerge when the members of the management are replaced with committed people.

References

1. Bagga SK, Gera S, Haque SN. The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review*. 2023;28:120-131. <https://doi.org/10.1016/j.apmr.2022.07.003>
2. Bilichenko O, Tolmachev M, Polozova T, Aniskevych D, Mohammad ALAK. Managing Strategic Changes in Personnel Resistance to Open Innovation in Companies. *Journal of Open Innovation. Technology, Market and Complexity*; c2022. p. 8(151). <https://doi.org/10.3390/joitmc8030151>
3. Bopape ML. Institutional Culture Change. A Social Inclusion Approach. *International Journal of Critical Diversity Studies*; c2021. DOI:10.13169/INTECRITDVESTUD.4.2.0031.
4. Chen M, Chen CC. The moral dark side of performance pressure: how and when it affects unethical pro-organizational behavior, *The International Journal of Human Resource Management*; c2021. DOI: 10.1080/09585192.2021.1991434
5. Dul J, Hak T. Case Study Methodology in Business Research. Elsevier publications, UK. Errida A, Lotfi B. The determinants of organizational change management success: Literature review and case study. *International Journal of Engineering Business Management*; c2021. p. 13. <https://doi.org/10.1177/18479790211016273>
6. Gale S, Mordukhovich I, Newlan S, McNeely E. The Impact of Workplace Harassment on Health in a Working Cohort. *Frontiers in Psychology*; c2019. p. 10. doi.org/10.3389/fpsyg.2019.01181.
7. Gutiérrez-Iñiguez A, Jesús Collado-Agudo J, Rialp-Criado J. The Role of Managers in Corporate Change Management: A Bibliometric Review. *Sustainability*. 2023;15:10811. <https://doi.org/10.3390/su151410811>
8. Hubbard JA. Organizational Change: The Challenge of Change Aversion. *Administrative Sciences*, 2023, 13(162). <https://doi.org/10.3390/admsci13070162>
9. Kaptein M. Understanding unethical behavior by unraveling ethical culture. *Human Relations*. 2011;64(6):843–869. DOI: 10.1177/0018726710390536.
10. Ketprapakorn N, Sooksan K. Toward an organizational theory of sustainability culture. *Sustainable Production and Consumption*. 2022;32:638-654. <https://doi.org/10.1016/j.spc.2022.05.020>
11. Osei MB, Papadopoulos T, Acquaye A, Stamati T. Improving sustainable supply chain performance through organisational culture: A competing values framework approach. *Journal of Purchasing and Supply Management*. 2023, 29(2). <https://doi.org/10.1016/j.pursup.2023.100821>
12. Thekkekara JV. Case Study Method of Research: A Critical Review. *IMPACT: International Journal of Research in Business Management (IMPACT: IJRBM)*. 2019;7(8):1–8. ISSN (P): 2347–4572. ISSN (E): 2321–886X
13. Naveed RT, Alhaidan H, Hussam Al, Halbusi H, Al-Swidi AK. Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation & Knowledge*. 2022, 7(2). <https://doi.org/10.1016/j.jik.2022.100178>.
14. Pedraza-Rodríguez JA, Ruiz-Vélez A, Sánchez-Rodríguez MI, Fernández-Esquinas M. Management skills and organizational culture as sources of innovation for firms in peripheral regions.

- Technological Forecasting and Social Change. 2023, 191. <https://doi.org/10.1016/j.techfore.2023.122518>.
15. Phillips J, Klein JD. Change Management: From Theory to Practice. *TechTrends*. 2023;67:189–197. <https://doi.org/10.1007/s11528-022-00775-0>
 16. Rashid Y, Rashid A, Warraich Muhammad AW, Sabir SS, Waseem A. Case Study Method: A Step-by-Step Guide for Business Researchers. *International Journal of Qualitative Methods*. 2019;18:1–13. DOI: 10.1177/1609406919862424
 17. Rass L, Treur J, Kucharska W, Wiewiora A. Adaptive dynamical systems modelling of transformational organizational change with focus on organizational culture and organizational learning. *Cognitive Systems Research*. 2023;79:85-108. <https://doi.org/10.1016/j.cogsys.2023.01.004>
 18. Repovš E, Drnovšek M, Kaše R. Change Ready, Resistant, or Both? Exploring the Concepts of Individual Change Readiness and Resistance to Organizational Change. *Economic and Business Review*. 2019, 21(2). <https://doi.org/10.15458/85451.82>
 19. Schein EH. Organizational Culture. Sloan School of Management, MIT; c1988. Retrieved from: <http://hdl.handle.net/1721.1/2224>
 20. Sneider T. How Organizations Lose Their Way: Unethical Behavior and Moral Disengagement in Complex Organizational Context. *Business & Professional Ethics Journal*. 2023;42(1):109–137. DOI: 10.5840/bpej2023411138
 21. Syariff M, Fuad DR, Musa K, Hashim Z. Innovation culture in education: A systematic review of the literature. *Management in Education*. 2020, 36(1). DOI: 10.1177/0892020620959760
 22. Vem LJ, Cheah JH, Imm Ng S, Jo H. Unethical pro-organizational behavior: how employee ethical ideology and unethical organizational culture contribute. *International Journal of Manpower*. 2022, 44(3). DOI: 10.1108/IJM-11-2021-0635
 23. Widarko A, Brotosuharto MKA. Work Motivation and Organizational Culture on Work Performance: Organizational Citizenship Behavior (OCB) as Mediating Variable. *Golden Ratio of Human Resource Management*. 2022, 2(2). <https://doi.org/10.52970/grhrm.v2i2.207>
 24. Yie CE, Ping NTS. Sexual Harassment in Workplace: A Literature Review. *The International Journal of Humanities & Social Studies*. 2021;9:29-34. DOI No.: 10.24940/theijhss/2021/v9/i8/HS2108-023
 25. Zainal Z. Case Study as a Research Method. *Journal Kemanusiaan*, 2017, 5(1). Retrieved from: <https://jurnalkemanusiaan.utm.my/index.php/kemanusiaan/article/view/165>
 26. Zhang YY. Research on Employee Pressure and Resistance Caused by Organizational Change: A Case Study of Jingyi Network Co., Ltd. *Open Journal of Social Sciences*. 2019;7:72-85. <https://doi.org/10.4236/jss.2019.75005>