

Research Proposal

Introduction

As small businesses organizations develop and grow, their organizational culture plays a very conspicuous role towards their stability and success. Studies prove that company's cultures can be improved by improving and upgrading the physical design shape and office environment, refining leadership, strengthening the linking between employees and customers, and being extraopen. In this regard, small organizations can learn from large organizations as they successfully play the role of role models (Choueke and Armstrong 1998; James et 2004; Yadav and Agarwal 2018; Odor2018). Google is one of such big companies from which small organizations have a lot to learn in terms of physical design and organization culture(WorkSpace n.d.). The objective of this study is to determine the physical design space requirements for the investigators' company for a positive work culture in the organization. This company is a recruitment company with 6 staff members. The office is located in the Northampton Business Center. The company deals in finding leads from customers and other companies. The data is collectedThrough internet search, networking through social media, joining the business events for building network probable clients, and cold calling to recommend our services. This research will be conducted on the manager's of small organizations to gain an insight of their knowledge, views and perceptions regarding the utilization of physical design shapes/space the culture of the organisation. Their views on this topic will be obtained using questionnaires on how a small organisation be taught from a large organisation regarding about how physical design shapes the culture of an organisation? Successful large organizations have a lot to teach the small organizations in this area. This study is based on this assumption that small organizations adopt models for their offices' physical designs based on the

large organizations. The questionnaire will be designed to gain insight of how and to what extent small organisation learn from a large organisation about how physical design shapes the culture of an organisation.

Research question:

How can a small organisation learn from a large organisation about how physical design shapes the culture of an organisation?

Research paradigm

Positivism and Interpretivism are the two fundamental research approaches in Sociology. Positivism is based on using scientific quantitative approach whereas interpretivists rather use qualitative methodology (Walliman 2006). Positivist utilize quantitative techniques of data collection such as surveys, planned questionnaires and authorized statistics as they prove a reliable and representative data which can be measured. In the present study, the positivism research design is selected to answer the research question "How can a small organisation learn from a large organisation about how physical design shapes the culture of an organisation?" Thus, this study will be quantitative study where data will be collected using structured questionnaires. This research paradigm is chosen based on the literature review. The data will be collected using questionnaire which will include both open and close end questions. Being a positivist research design based on questionnaire as data collection tool, this study will involve quantitative data analysis. Saunders et al, in 2012 mentioned the various features of a quantitative study which include the study of the associations among studied variables that are calculated by values and analyzed using statistic. As stated in the previous part. This research aims to study "How can a small organisation learn from a large organisation about how physical design shapes the culture of an organisation?" The data will be collected using questionnaire which will include both open and close end questions. Hence, the quantitative approach will be adopted for this research to study the association between various studied variables. Particularly this study will collect the quantitative data using questionnaires which can be converted to numeric values for quantitative analysis and comparative study. The data obtained through surveys using questionnaires is simple to comprehend and elucidate in terms of evaluating different variables (Saunders et al 2012).

Sampling

The universe of the study consists of managers of small organizations who will be contacted to obtain their views on the subject. The sample will include 30 managers, who will be approached based on convenience sampling method. A convenient sample is a sort of non-probability sampling approach in which sample drawn from a cluster of individuals who are easy to reach out or contact. For instance, asking people to answer questions in a grocery shop or in the mall, is an example of a convenience sampling. This sampling method is also identified as availability sampling or grab sampling. Moreover, this sampling approach does not need a random sample as the only norm is whether the subject is willing to participate. This method was selected for sampling as most of the time scheduling interviews based on random sampling approach takes a lot of time. Through convenient sampling one can approach the subjects, with whom one is acquainted, and who will be willing to provide the details easily. The investigator intends to conduct the study from March 2019 after the of ethical approval by the mentor. The questionnaires will be distributed to each subject enrolled for this study. The subjects will be instructed to return the questionnaires straight to the investigator so that responses can be kept confidential. The rationale of this research study will be communicated to the subjects both orally and in writing in the information sheet which will be enclosed with the questionnaires. All participating subjects will be directed to sign the approval form before answering the questionnaires.

Analysis

The data gathered through questionnaires will be evaluated using statistical software -SPSS. Descriptive statistic in SPSS will generate frequency tables and cross -tables which will help in the quantitative estimation of responses. Graphs and charts can be prepared which will help in graphical data visualization. ANOVA test will be used for testing variation in responses and evaluate the different basis of variations (Doncaster and Davey, 2007, p.1-2).

Research schedule

Table1, given below provides the schedule of the present study. Various activities such as approval from the ethical committee, data collection, data analysis and revised literature review will be done as per the schedule given in the table. The final report will be completed by 20th August 2019.

Table 1: Schedule of study

Activities	Feb-10	Mar-10	Apr-10	May-19	Jun-10	Jul-10	Aug-20
Ethical approval							
Gathering data							
Analyse data							
Revise literature review							
Produce project report							

Literature review

Physical design space and organizational culture

Office space can be divided into three groups namely conceived, perceived and lived space (Wasserman and Frenkel 2011). Conceived space is generally designed by architects and managers based on the purpose of the space (Wasserman and Frenkel 2011). Perceived space refers to the colour, design, and shapes in the office. Also, accomplished precise values by individuals who operate in the space (Wasserman and Frenkel 2015). Lived space is influenced by conceived and perceived space which denotes

the understandings of the area by participants in it (Wasserman and Frenkel, 2011).

Many employees spend 40 hours a week at work. In some other cases this number is even more, so it's particularly important to make sure that employees are at ease and contented at their workplace (vanMeel and Vos 2001). Contented employees are more industrious, and believe that their time is more appreciated by leaders at company. Their sale rate is approximately 37 % higher and they display higher creative ability, which means employee contentedness. This way if the life of the employees is improved, it has a big impact on the company productive. For many employees, workplace is a great chance for growth and partnership with peers. In many cases, it can be a fun activity! The amount of time workers get distracted due to office design problems is possibly alarming, but luckily, there are approaches which can be used to solve such the issues. Enhancing a company physical space to ensure higher productivity and engagement of employees is due to the positive workplace culture. Physical space design which involve strategy of minimizing background noise can be very helpful.. Constantly ringing phone or noisy conversations in the environment, harm productivity and make it difficult to concentrate for 99% of people. Some tasks, for example writing, are particularly difficult with nonstop background racket (Hatch 2017). Open office region can be noisy and can make one sick. Most of the organizations and modern offices consider that physical design spaces need to be flexible enough for individuals to feel they can work from anyplace, not just their desks. Good office design gives people choices about where they work, from informal corner to window-facing standing desks. Many organizations which expect that employees be as mobile inside the office as they are outside of the office. Such offices design numerous flexible, casual, multi-use seats. A general rise in hygiene may deliver up to a 150 % enhancement in productivity. Removing clutter in the office will improve organizational culture while making tasks more pleasurable for everyone. There is necessity to explore specific areas in more detail,

scrutinizing everything from the furniture used by the employees to the position to print areas and location of the bathrooms. Cubicles in the offices are frequently counterproductive as they cut off staff members who function as a team. Cubicles can be avoided in such places and teams are divided into shells instead. Compartmentalizing employees into cubicles is eventually a hindrance. In its place, group staff members together whose job Providing breakout rooms a theme permits employees move towards different atmosphere when they leave from their seat. This results in better creativity and brainstorming. A company which promotes a culture of honesty and openness, asks its employees about their experience at workplace. Employees also offer ideas for renovations in such organizations. The organizations where employees outperform are the one which provide increased engagement, such employees are the most content with the physical design of their office space. Open office area can be noisy and can make one sick. Most of the organizations and modern offices believe that offices need to be flexible enough for people to feel they can work from anywhere, not just their desks. Good office design gives people choices about where they work, from informal corner to window-facing standing desks. Many organizations which expect that employees be as mobile inside the office as they are outside of the office. Such offices design many flexible, casual, multi-use spaces—for example a large meeting room to a cafeteria—giving employees the opportunity to change working locations or positions many times through day.

Google is famous for its astonishing and marvelous office designs which is considered a model of inspiration for the employees (WorkSpace n.d). Google's organizational culture enhances “casual collision” among its employees. This is an important indication of how teamwork enhances the creativeness and promotes production (WorkSpace n.d). Google’s organizational culture is based on its employees rather than their outcome. Though, Google also offers the customary perks which involve health and holiday reimbursement, its important philosophy is “life at Google is not just

labor”, which adds value to its culture. The unconventional and exceptional office design is a symbol of this philosophy and culture (WorkSpace n.d).

Organizational culture

Organisational culture is defined as behaviors, work practices, and artefacts in an organization (Teravainen et al. 2018). As per Mitrovic et al. (2014) organisational culture can be defined as ceremonies, rituals, shared values, assumptions and management practices. Likewise Alshumrani et al. (2018) referred it as a pattern of philosophies, beliefs and values. Furthermore, it has been expounded that workers and organizations are open to be affected by the organizational culture (Alshumrani et al., 2018).

Organisational culture in every organization evolves over a period of time which marks it distinctive in every organization. A healthy culture can offer a competitive edge to the company (Mitrovic et al., 2014).

Models of organizational culture

Organisational culture has been divided into different viewpoints, for instance; Charles Handy model, Schein’s model and Hofstede’s cultural dimensions (Omerzel, 2016)

Schein’s model

Schein’s definition of organizational culture is

“A pattern of shared elementary norms that a group has cultured through learning to solve its difficulties of outside adaptations and inner integration, which has functioned well enough to be believed effective and therefore, to be imparted to new adherents as the right way to think, notice, and feel in reference to such problems.”

As per this model organisational culture is divided into three levels; artefacts, adopted values and rudimentary assumptions (Omerzel, 2016).Artefacts are the visible things which can be seen, felt, and heard. This is made up of organisational structure, procedures and a the architecture. Though, the reflection of this level alone does not elucidate the behaviours of workers in the organisation (Nguyen and Dao, 2015). The next level is adopted values which includes the values, policies, attitudes such as assignments, mission, vision, aims and regulations (Nguyen and Dao, 2015). The important level is elementary assumptions which involves thoughts, feelings, beliefs, insights and insentient which is shared by workers in the organisation (Olanipekun et al., 2014).

Charles Handy model

According to Charles Handy’s model, there are four types of culture which the organizations follow: these are power culture, role culture, task culture, and person culture.

Charles Handy model distinguishes organisational culture from the organization of companies and management structures (Russo et al., 2013). In the power culture the organisation which central control and from here it spreads out to the others. Such type of culture is generally found in small startup companies (Cacciattolo, 2014).In role culture the specified authority is given to the employees, in other words the power is used by position holders rather than based on the expertise (Cacciattolo, 2014).Task culture is

based on getting the task done. All team mates work together to finish the task (Omerzel, 2016).

Person culture is very and in such companies employees consider themselves more significant compared to the company and they are working for salaries without faithfulness and devotion to leader (Omerzel, 2016). As a result, it is challenging to succeed with such a culture (Cacciattolo, 2014). However, it is not well defined which one is better as it depends upon the organizations, and situations (Silva and Gomes, 2015). Moreover, none of these culture is not generally found in pure form (Russo et al., 2013).

Hofstede's cultural value dimensions

As per Geert Hofstede: *"Culture can be defined as combined programming of the mind which distinguishes the followers of one group or class of from others"*

Hofstede divided culture into five proportions as power distance, interpersonal relationship, uncertainty avoidance, gender roles and long vs. short-term direction (Catana and Catana, 2010). Power distance reproduces management style which is either autocratic or consultative style (Golea and Balogh 2015). Uncertainty avoidance is referred as the threatened experience of employees by doubt and indecision and leads them to look for a established and stable career (Taras et al., 2010). Interpersonal relationships among employees in an organization define how employees work in the organisation either independently or as a team (Golea and Balogh, 2015). Gender role are based on the tenets in which workers express either accomplishment or nurture. Here masculinity defines assertiveness, rivalry and success. Whereas femininity defines quality of life and relations with other team members (Taras et al., 2010). Long vs. short-term direction defines the system of thinking. Long-term course is preferred situations

where one need to choose what works more rather than what is the right. Whereas short-term orientation defines goodness (Hofstede and Minkov, 2010).

Power culture:

There are four types of organisational culture popularised by Charles Handy (1999) - and his successor Harrison (1972) (Harvey and Denton 1999). These include power culture, role culture, task culture, person/support culture. Power culture can be easily explained for any organization with the analogy of a spider at the centre of a web. As the key spider resides in the centre of the web, the boss of the whole organisation is the central point in power culture, who remain encircled by ever-broadened departments and individuals with changing levels of authority. The nearer one is to the spider, the more power one has. This culture tends to draw individuals who are willing to gain power and politically inclined. In this type of culture security is not very high for those who seek power. Management of assets is the major power source here, with individual power at the core (Sidani and Reese 2018). Organisations with such a culture take action rapidly to events. However, they are profoundly reliant for their sustained achievements on the capability of the staff at the centre of the organization; succession is a significant question. In organisations which adopt this culture, performance is reviewed on the basis of results. Size is a difficulty in case of power cultures. Small organizations find it difficult to connect several activities and maintain control; they are inclined to do well when they build novel organisations with a lot of autonomy, though they generally maintain a central financial control. This sort of culture depends mainly on people rather than on teams core (Sidani and Reese 2018). They can emerge hard and coarse and their achievements can be undermined by high turnover and lower confidence of the employees, as they fail to adapt and avoid of the competitive

environment. Employees who work in such a culture need to accurately predict what is actually expected of them from the power owners and execute accordingly. In case team leaders and managers adopt this culture precisely, it can build a happy, content organisation which subsequently can build quite strong commitment to business goals. Anticipating incorrectly can lead to strong discontent and from time to time lead to an elevated labour turnover and an extensive lack of enthusiasm and efforts core (Sidani and Reese 2018).