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The Relationship Between Organizational Cultures and Courageous Followership Behaviors: What's the Relationship and Why Does it Matter?

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Abstract: This research aims to examine the relationship between organizational cultures and courageous followership behaviors. Total 399 operations employees from automotive components manufacturer in Nava-Nakorn Industrial Estate were deployed as samples in this research. The content validity questionnaire, with Index of Item-Objective Congruence (IOC) between 0.6-1 and Reliability Index between 0.654-0.937 was utilized. The Descriptive Statistics and Pearson Correlation techniques were used in data analysis to examine the relationship between the variables. The results showed that the opinion of the respondents on organizational cultures, with an average score between 3.669- 4.303, by which; the hierarchy culture produced the highest average score and clan culture was ranked at the lowest. The opinion on the followership with an average score between 3.864-4.234; the highest score derived from the 'Courage to work at high moral' where the 'courage to oppose the superior' was the lowest. The analysis revealed that the relationship among hierarchy, market, clan and adhocracy cultures to the followership behaviors in context of individual accountability, courage to oppose to the superior, courage to involve in the change of the organization and courage to work at high moral, ranged in between 0.267- 0.505 with statistically significant of 0.05 level.

Key words: Organizational cultures, courageous followership behaviors, content validity, average score, courage

INTRODUCTION

Followership is an interesting topic but has been neglected (Lundin and Lancaster, 1990). The continuous success of the organization has been resulting from the followers' performance (Gast, 2003). More than two decades, the organizational structure has changed to be more flat. The middle management level has been gradually removed from the structure in order to increase work efficiency (Rajan and Wulf, 2006). These changes have created more responsibilities, which were previously taken care by the management; to the followers to achieve the organizations' expectations (Hughes *et al*., 2009). The traditional collaboration among the leaders and the followers could not be observed nowadays. As the result, the leaders and the followers could not work efficiently for the organization.

The change of work location impacts to the followers to pay extra attentions in order that they could perform at their full capacity to achieve the expectations of the management and organization. This issue has drawn more attention from the researchers in the recent few years, however; there were very few of those studies on the quality of the followers which could be used as a benchmark for further development (Potter *et al*., 1984). There are few of information regarding the 'Followership' exist (Baker, 2007). Articles and books about 'Followership' are rarely found, whilst the topic related to 'Followership' has been widely presented through articles and books. It obviously shows that only a few researchers studied on empirical data pertaining to this topic and few organizations or academies offer 'Followership' course or topic (Kellerman, 2008). Followership has been omitted or not been in the interest to review the academic literature. Moreover, it has not been an interesting topic of the management or organizations (Bjugstad *et al*., 2006). Therefore, the study of Followership has set-in the right timing, to examine and increase more knowledge that would yield benefits to both academic and operations.

Even though, the numbers of researchers and education institutions who are interested in studying on

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the 'Followership' have been increasing gradually, however; there is very few of empirical research on each factor exists. The purpose of this study will also increase the knowledge and develop it to the next level. The change of environment in automotive industry would require the organization to adjust the structure to be more horizontal in order to increase the flexibilities and work efficiency. The mentioned change requires the employees or followers to be involved inevitably. However, the involvement of the employees would allow the organization achieve the expectations and stay competitive in the market. The finding in this study is rationalizing the roles of the employees or followers to work consistently with operation guidelines, values, objectives and management's expectations and/or requirements (Potter *et al*., 1984). Furthermore, the finding indicates the different background of each employee that makes the individual difference in followership context. The relationship between organizational culture and followership was also examined to allow the relevant parties to gain more understanding about the guidelines to develop the followership in related to organizational culture.

Courageous followership: Chaleff explained the relationship between leader and follower as a continuous 'action circle' to the common objective. It was a mutual action that both parties had to perform to achieve the defined target. The power of the followers would, definitely; support the power of the leader. The common interest of both parties yields dynamic, self-responsible and synergist among the parties. Recognizing the new aspect of followership is vital to build the relationship between leader and follower of which could be divided into 5 different aspects as follows.

Courage to take responsibility: Intention and passion on the assigned work without supervising, even if there will be obstacles or challenges ahead. The employees will try to utilize their own capabilities and creativities to perform the job. They will conduct a regular evaluation on their performance. They will perfectly comply with company rules and regulations.

Courage to follow the order: Performing according to the guidelines defined by the supervisor. The employees will regularly summarize the key information prior to performing, including reflecting and embracing the feedback that would benefit to the organization without objection. They tend to protect the supervisor from scourge of another person.

Courage to take challenge: The behavior demonstrated through suggestion and feedback clearly, openly and reliably. The employees will probe the supervisor that would allow the person to think and analyze, including object the controversial or inappropriate action(s) of the supervisor.

Courage to contribute: the behavior demonstrated through accepting and create atmosphere, environment that would improve the operational guidelines of the supervisor, as well as; offering guidance and supports to create innovation for better performance.

Courage to perform at high moral: the behavior to accountable for an assigned work regardless of the difficulties. The employees will take a stand to do the right thing right and offend the wrong doings.

Organizational culture: "The study on the organizational culture has been driven by groups of scholars and researchers said that Culture was essential to build an effort to improve and increase work efficiency of the organization" (Smart and John, 1996). Schein (2004) mentioned "a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems"

Cameron and Ettington (1988) suggested that 'culture' could be differentiated by examination. They suggested to conduct emphasis, orientation and activity in horizontal dimension of the organization. Whereby, flexibility, controlling, spontaneity must be examined in vertical dimension. According to the mentioned framework, it could be summarized into 4 different ideal cultural patterns which were consistent with the organizational culture literature by Smart and John (1996) who presented 4 aspects of organizational culture, those were hierarchy, market clan and adhocracy cultures which could be described as per details below.

Clan culture: Could be defined as perception, notion of personnel that focuses on the relationship among the members in particular group or organization. Organization is presumed as a big family, majority of the employees are generous, good relationship at workplace is the most important for the personnel.

Hierarchy culture: Could be defined as idea, notion of personnel to the importance of the well-defined work process, clear rules, regulations and policies which most of the employees will strictly comply with.

Market culture: Could be defined as idea, notion of personnel that the competition in organization is important. They view work as a business which composed of cost and profit. The achievements are the growth of revenue and organization.

Adhocracy culture: Could be defined as idea, notion of personnel that prioritize the changes of the environment outside their organization. They uphold flexibilities, not focus on rules, regulations and policies.

The findings related to culture and organizational performance by Smart and John (1996) found that the strong cultural relationship was related to organizational performance statistically significant. It was also found that the four aspects of culture could be divided into three layers that yielded the operational efficiency. The clan and adhocracy cultures yielded the highest performance whilst market culture fell in the middle and bureaucratic culture was the lowest. In accordance with the relationship between cultural aspects and the performance of organizations together with the relationship between the performance of the organization and followership, it is necessary to examine the relationship between organizational culture and followership in more details. In addition, Tanoff and Barlow (2002) examined the relationship between the leadership and followership by adapting the concept of leadership developed by Kelley (1992) and 5-factors model of personality (McCrae and Costa, 2003), stepwise analysis methodology was applied. The results showed that three factors include the 'conscientious', 'dynamic' and 'hardy', all together could be explained the variance of employee engagement up to 31% whilst the explanation of 'no creativity' fell at only 18%. Furthermore, it was found out that there was a relationship between leader and follower to achiever trait and employee engagement statistically significant. The study of Brown and Thornborrow (1996) also examined the relationship between the aspects of followers and organizational culture and found that the organizational culture influence on the behaviors of the followers, in which; the followers would support organizational culture in the same way as the leaders would. Apart from those, people were not born to be followers but the followership was a result of other influent factors of which could be developed to become more efficient followers (Brown and Thornborrow, 1996).

MATERIALS AND METHODS

The 2,735 automotive parts manufacturer staffs at operational level at Nava Nakorn Industial Estate, PathumThani, Thailand were selected to be a population for this study. Applying Yamane (1976) determining the sampling size, 399 staffs were defined. The researcher determined the sampling size by proportion of the population of each company and randomly selected.

Table 1: Coefficient of reliability of questionnaire

Variables	No. of questions	Item total correlation	Coefficient of reliability
Organizational culture factors	16	-	0.854
Hierarchy culture	4	0.603-0.772	0.858
Market culture	4	0.232-0.690	0.654
Clan culture	4	0.693-0.754	0.857
Adhocracy culture	4	0.576-0.791	0.857
Courageous followership factors	24	-	0.958
Courage to take responsibility	6	0.668-0.922	0.937
Courage to follow the order	5	0.610-0.726	0.864
Courage to take challenge	4	0.631-0.722	0.832
Courage to contribute	4	0.715-0.849	0.894
Courage to perform at high moral	5	0.530-0.784	0.844

Regarding the factors related to organizational culture, the set of questionnaire was modified based on the concept developed by Tang-on and Na Nan (2558) of which was developed and modified from the concept of organizational culture Theory by Smart and John (1996). The sixteen questions for example the personnel in the department is a family, the relationship among you and the personnel in the department under the clear rules and regulations, the working atmosphere among you and colleagues under competitive environment, the working environment and the dynamic department, for instance. Pertaining to the set of questionnaire related to the Courageous Followership, it was modified from 'The followership profile' of which was developed from the concept of Chaleff to measure the behaviors of followers. The questionnaire consists of twenty four questions, i.e., I have an intention and passion to the assigned works, I can always summarize the key elements from the discussion with my boss, I propose clear idea, transparent and reliable, I create atmosphere and environment that facilitate the improvements of works, I am ready to assign my role, if necessary.

The examination through various tools found that the index of consistency between the questions and definitions in each item of the entire questionnaire ranged between 0.60-1. The reliability of each question ranged (r) between 0.232-922 and the coefficient of reliability of the organizational culture entire questionnaire was 0.854 and courageous followership entire questionnaire was 0.958 (Table 1).

Analysis and interpretation of data: the researcher used descriptive statistics to describe the basic demographic data, those were frequency and percentage, whilst; Pearson Correlation by a computer program was used to analyze the correlation.

RESULTS AND DISCUSSION

The results of demographic data analysis found that 40.6 and 59.4% of respondents were male and female respectively. The ages of the respondents ranged from 21 30 and 31-40 years old of which represented at 44.1 and 39.6 % respectively. There were only 0.5% of the samplings aged between 51-60 years old. Majority of the respondents obtained Bachelor Degree that was accounted for 53.1%, undergrad was 38.6% and only 1.8% was educated lower than secondary school. Majority of them were single, accounted for 55.4%, married and divorced status were 35.3 and 9.3%, respectively. The numbers of year in service between 0-5 years was accounted for 39.3%, whilst 37.3 and 3.8% were accounted for 6-15 years and >25 years, respectively. The income of respondents ranged between 20,001-30,000 Thai Baht (THB) was accounted the most (34.6%), followed by 10,001-20,000 THB (33.8%) and <10,000 THB (3%) (Table 2).

Table 2: Demographic information

Demographic data	Frequency	Percentage
Male	162	40.6
Female	237	59.4
Total	399	100
Lower than secondary school	7	1.8
Secondary School	79	19.8
Diploma	75	18.8
Graduate	212	53.1
Post graduate	26	6.5
Total	399	100
0-5 years	157	39.3
6-15 years	149	37.3
16-25 years	78	19.5
>25 years	15	3.8
Total	399	100
<10,000 THB	12	3.0
10,001-20,000 THB	135	33.8
20,001-30,000 THB	138	34.6
30,001-40,000 THB	63	15.8
40,001-50,000 THB	21	5.3
>50,001 THB	30	7.5
Total	399	100.0

The preliminary analysis of those factors were organizational culture factors of (consisted of 4 different parameters i.e. hierarchy, market, clan and adhocracy factors) and courageous followership factors (consisted of courage to accept the mistakes, courage to volunteer, courage to oppose the superior, courage to involve in the change of organization and Courage to perform at high moral). The purpose of this analysis was to study the distributions of each variable, i.e., means, standard deviation, min and max, skewness, kurtosis and variance.

Organizational culture factors: the analysis found that the average score from the maximum scale of 5-level, fell at 3.669-4.303 that could be considered as high score. The variable which yielded the highest score was hierarchy factor and the lowest was clan factor, provided the standard deviation score at 0.552-0.359. By looking into the details of average scores, it could be ranked in following orders hierarchy (4.303), market (4.123), clan (3.669). The analysis showed that adhocracy factor gave the highest variance, i.e., 0.435 whilst hierarchy factor gave the lowest variance at 0.305. The result from skewness analysis was negative to every variable which could be interpreted that the feedback from majority of respondents scored higher than the average. The kurtosis analysis revealed that hierarchy, market and adhocracy factors produced a high distribution curve whereas clan factor produced a flat distribution curve as shown in Table 3.

According to Table 4; courageous followership factors, each sub-variable factor were measured in 5-level and returned the average score ranged from 3.864-4.234. The highest average score went to 'courage to perform at high moral' (4.234), followed by 'courage to take responsibility' (4.160) and 'courage to take challenge' was the least (3.864). Even, if the opposing to the actions of superior obtained the lowest score, however; it was considered high. In regards to variance analysis, 'courage to take challenge' yielded the highest score (0.421) whereas 'courage to take responsibility' was ranked the last (0.248). The result from skewness analysis gave all variables a negative value of which could be interpreted that most of the respondents scored higher than the average. The kurtosis analysis gave all variables a positive value and produced high distribution curve.

The relationship between organizational culture and the courageous followership factors: The results of examining the relationship between organizational culture (hierarchy, market, clan and adhocracy) and courageous followership courage to take responsibility' factor showed that all four sub-variables of organizational culture had direct relationship among one another with statistically significant at 0.01 level. The hierarchy type of culture had the highest correlation coefficient score (r = 0.499), followed by market (r = 0.431), clan (r = 0.413) and adhocracy (r = 0.289), respectively (Table 5).

The results of examining the relationship between organizational culture and courageous followership 'courage to follow the order' factor showed that all four sub-variables of organizational culture had direct relationship among one another with statistically significant at 0.01 level. Hierarchy type of culture gave the highest correlation coefficient score (r = 0.524), followed by market (r = 0.489), clan (r = 0.420) and adhocracy (r = 0.320), respectively (Table 6).

Table 3: Organizational culture factors

Variables	Mean	SD	Min.	Max.	SK	KU	VA	Interpretation
Hierarchy	4.303	0.552	1.25	5.00	- 1.165	3.955	0.305	Highest
Market	4.123	0.583	1.50	5.00	- 0.677	1.257	0.340	High
Clan	3.669	0.582	1.50	5.00	- 0.054	-0 .011	0.034	High
Adhocracy	3.723	0.659	1.25	5.00	- 0.528	0.147	0.435	High
Total	3.955	0.435	1.63	4.94	- 0.506	1.788	0.189	High

Table 4: Courageous followership factors

Variables	Mean	SD	Min.	Max.	SK	KU	VA	Interpretation
Courage to take responsibility	4.160	0.4980	1.50	5.00	- 0.723	2.043	0.248	High
Courage to follow the order	4.022	0.5473	1.50	5.00	- 0.915	2.440	0.300	High
Courage to take challenge	3.864	0.6488	1.00	5.00	- 0.510	0.891	0.421	High
Courage to contribute	3.937	0.5841	1.00	5.00	- 0.688	1.718	0.341	High
Courage to perform at high moral	4.234	0.5349	1.60	5.00	- 0.809	1.534	0.286	Highest
Total	3.955	3.955	1.63	4.94	- 0.506	- .506	0.189	High

Table 5: Correlation coefficient between organizational culture and courageous followership-courage to take responsibility

Organizational culture	Courage to take responsibility	Interpretation
Hierarchy	0.499**	Moderate
Market	0.431**	Moderate
Clan	0.413**	Moderate
Adhocracy	0.289**	Low

Table 6: Correlation Coefficient between organizational culture and courageous followership-courage to follow the order.

Organizational Culture	Courage to follow the order	Interpretation
Hierarchy	0.524**	Moderate
Market	0.489**	Moderate
Clan	0.420**	Moderate
Adhocracy	0.320**	Moderate

Table 7: Correlation Coefficient between organizational culture and courageous followership-courage to take challenge.

Organizational culture	Courage to take challenge	Interpretation
Hierarchy	0.427**	Moderate
Market	0.473**	Moderate
Clan	0.398**	Moderate
Adhocracy	0.420**	Moderate

**Statistically significant at 0.01 level

The results of examining the relationship between organizational culture and courageous followership 'courage to take challenge' factor showed that all four sub-variables of organizational culture had direct relationship among one another with statistically significant at 0.01 level. Market type of culture gave the highest correlation coefficient score (r = 0.473), followed by hierarchy (r = 0.427), adhocracy (r = 0.420) and clan (r = 0.398), respectively (Table 7).

The relationship between organizational culture and courageous followership-'courage to contribute' factor showed that all four sub-variables of organizational culture had direct relationship among one another with statistically significant at 0.01 level. Market type of culture gave the highest correlation coefficient score (r = 0.413), followed by adhocracy (r = 0.401), hierarchy (r = 0.305) and clan (r = 0.301), respectively (Table 8).

The result of examining the relationship between organizational culture and courageous followership revealed that both factors had relationship in every single sub-variable statistically significant at 0.05 level. The explanation of their relationships in each aspect could be summarized as follows.

Table 8: Correlation coefficient between organizational culture and courageous followership-courage to contribute

Organizational culture	Courage to contribute	Interpretation
Hierarchy	0.305**	Moderate
Market	0.413**	Moderate
Clan	0.301**	Moderate
Adhocracy	0.401**	Moderate

**Statistically significant at 0.01 level

The hierarchy type of culture had relationship to the courageous followership in 5 sub-variables, i.e., courage to take responsibility, courage to follow the order, courage to take challenge, courage to contribute and courage to perform at high moral. Providing the facts that hierarchy type of culture focuses on the structure within the organization, short-term operations and striving to work on and implement the activities smoothly including the focus on controlling, stability and ability to predict the situations. There multiple layers in the organization, the works are clearly defined and segregated, emphasizing on formality and follow the defined rules and regulations. Most of the works are routine and strictly controlled by the mechanism. The leaders under this organizational culture serve as coordinator. They supervise the practice, smoothly manage the operations and set-up rules and policies. Downstream to the operators, the works have been assigned and segregated according to the skills, and roles in accordance to the chain of command (Smart and John, 1996). As the result, the followership behaviors in all 5 aspects are reflected clearly. The hierarchy type of culture will utilize check-and-balance mechanism systematically, this culture will be cascaded down to all employees-they will strictly follow the practices, rules and policies. The result of this study is consistent with the findings on the research of Cha *et al.* (2012) stated that "the Hierarchy type of culture had relationship with the employees' behaviors with statistically significant at 0.05 level'.

The relationship between market type of culture and courageous followership which consists of courage to take responsibility, courage to follow the order, courage to take challenge, courage to contribute and Courage to perform at high moral. Market type of culture focuses on long-term operations, external environment and targets on the achievements of activities which can be controlled and predicted. In other words, it is a belief that, in addition to; the achievements of the set targets performed by the employees, the employees can achieve their own individual targets as well. Hence, they are more focusing on the results and performance. As the results, there are always high competitions among the employees to, not only; achieve corporate goals but also their own. The supports from the leaders and the stimulation on the competitions can be observed in this type of culture. The organization will be managed by leaning towards the set goals or objectives, including the pay-per-performance. This type of organization will give an importance on assigning the works in accordance with the employees' capabilities, achieving the goals or objectives and efficiency of works rather than centralizing the powers, roles or the process. This type of culture allows flexibilities and dynamics to the organization. They can well adapt to the changes (Smart and John, 1996). In addition, Tang-on and Na Nan also mentioned that market type of culture was flexible and versatile that could be changed swiftly in according the environment. Some organizations have implemented this type of management and tied back to remunerations to incentivize the employees' satisfaction and organizational behavior as required. This study is consistent with the study of Cha *et al.* (2012) market type of culture had a relationship with employees' behaviors and performance statistically significant at 0.05 level.

The relationship between clan type of culture and courageous followership which consists of Courage to take responsibility, courage to follow the order, courage to take challenge, courage to contribute and courage to perform at high moral. The clan type of culture has more flexibility by focusing on individuals, collaborations and patronage in the internal process to produce high work performance. The culture focuses short-term operations, in other words; it is a culture that focuses on the importance of individual/employees rather than works as compared to Hierarchy and Market types. This type of culture promotes collaboration among work groups and creates pleasant work environment, i.e., cooperation and sincerity within and among the groups. The Japanese-like type of culture presumes the organization is a big family and the leaders of the organization are parents who will advise, counsel and support the underlings. The employees will work with high loyalty, warmth and intimate. The Clan type of culture has high flexibilities in the organization that is consistent with the study of Tang-on and Na Nan, the culture that focuses on relationship had a relationship with employees' performance statistically significant at the 0.05 level.

The relationship between adhocracy type of culture and courageous followership which consists of courage to take responsibility, courage to follow the order, courage to take challenge, courage to contribute and courage to perform at high moral. This type of culture aims at changing and flexibilities, individualism, and supports including the long-term relationship and external environment. In other words, it is a culture which focuses on the importance of adaptation and resilience at all time. It creates impacts to the employees to perform in accordance to the requirements and expectations of the organization and management. The leaders play important roles to create changes to the organization and stimulate the employees to take risks, take courage to try and do new things, special reward(s) will be given to the employees who bring new initiatives in return. For employees, they will be given opportunities to learn through the experiments and creativities to solve the existing organization's challenges. Organization structure-Matrix, is the most common for this type of organization. Working cross functions, teamwork, freedom to make a decision of the employee to achieve the goals and objectives could also be observed in the organization. In addition, the organization could easily adapt the external environment, direct the work process(es) to accommodate the changes (Smart and John, 1996). The study is consistent with Cha *et al.* (2012), the adhocracy type of culture had a relationship with the employees' performance statistically significant at the 0.05 level. This includes the findings of Tang-on and Na Nan the culture that focuses on changes had a relationship with employees' capacity statistically significant at the 0.05 level.

CONCLUSION

The relationship between organizational culture and courageous followership behavior is very important to consider management employee in organization and powerful for unleashing capability of employee higher performance. As the research result showed that organizational culture consist of hierarchy, clan, market, and adhocracy (Smart and John, 1996) had related with courageous followership behavior which consist of courage to take responsibility, follow to order, take challenge, contribute, and perform at high moral. It is clearly to explain how to promote the follower behavior to be courage when the organizations or managers conduct or built the culture of organization in the way to support follower showing courageous behavior.

This study marks the beginning and starting point of an attempt to build a knowledge base of courageous

followership of which is considered as very little for executives, academics and relevant parties to use as a source for reference and making decision on managing employees' behaviors towards the Courageous Followership effectively. Therefore, follows are the suggestions:

The concept of courageous followership could be studied in other environments by framing the followership factors as variables and examining the possibilities in that particular set environment, e.g., organizational environment, atmosphere of the organization, organizational management, individual characteristic. The followership factors could be set as begin parameters which will create impacts to work and individual performance. It could be used as intervening parameters to see the emergence of variants that could be used as a model which creates impacts to work performance. Operations employees from automotive components manufacturer in Nava-Nakorn Industrial Estate were only samplings of this study of which didn't cover to other groups. Hence, it is suggested to take those parameters to examine the relationship with the other groups in order that the results would be more accurate and covered in a wider range. The factors of courageous followership which consist of Courage to take responsibility, courage to follow the order, courage to take challenge, courage to contribute and courage to perform at high moral, should be further researched and developed by creating methodology(ies), guidelines or programs to educate the people who are interested in enhancing the courageous followership of the employees in the organization.

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