

# Operations Management in the Corporate Environment of Guyana: The Culture Fusion

Vivian Lam

*School of Business, Texila American University, Georgetown, Guyana*

## **Abstract**

*This paper examines the role of human resource culture in operations management and its direct impact on returns on investments, efficiency, and effectiveness in Guyana's corporate environment. Corporate culture, defined as the shared values and norms within an organization, influences employee attitudes and behaviors, while profitability involves offering the right product or service at the right place and time for the right price. The literature confirms that these concepts are interlinked and beneficial for many organizations. The review found that exploiting human resource culture can significantly enhance growth and expansion potential. In Guyana, profitability and organizational success have not reached their full potential. In such an environment, human resource management is crucial, and culture serves as a vital operations management tool. Human Resource Culture encompasses shared values, beliefs, attitudes, and behaviors, defining an organization operation and how employees interact. This includes mission, goals, work environment, communication styles, leadership practices, and employee expectations. A business environment includes internal factors like employees, culture, and management, and external factors such as customers, suppliers and competitors. The corporate environment refers to a corporation's internal culture, structure, and operations. Organizational culture influences decision-making, activity prioritization, and accountability, aligning with the business vision and mission. This study examines the direct relationship between corporate culture and business growth and performance, and the impact of culture fusion on employee performance and satisfaction in Guyana.*

**Keywords:** *Culture, Corporate Social Responsibility, Competitive Advantage, Financial, Human Resource, Management, Mission, Operations Value, Strategy, Vision.*

---

## **Introduction**

Culture influences every part of the business functions in one way or another; it is a critical human resource management tool for organisation growth through employees' beliefs and norms.

Corporate culture is a significant feature that is implied as the fundamental aspect of organisational strategy. It facilitates consistent employee behaviour and helps recruits to socialise and adapt to the workplace following organisational goals. Corporate cultures have a manifold influence on employee performance

and satisfaction levels. Employees act more sincerely and responsibly to attain organisational goals once they know their direct involvement. An organisation's culture helps employees develop their skills to observe and question expressive meanings of organisational rituals and gives a sense of distinctiveness to its members. As employees spend a significant part of their lives working with organisations, corporate culture allows them to enhance their creativity and direct their attitudes toward everything associated with work life. Thus, organisational culture influences organisational effectiveness. The

culture of a workplace substantially impacts the welfare of the workplace in both the short and long term, and a positive culture escalates the proficiency and performance of organisations. Cultural diversity and team unity can lead to high rewards in achieving a company's ultimate objective. This paper explores culture fusion as a competitive advantage for increased profitability and added value for businesses in Guyana.

## Literature Review

Literature was selected based on scholarly articles, books, and magazines that support culture and diversity as a competitive advantage relative to operations management for business in Guyana. The selection used various databases to provide valuable analysis and comparative frameworks. While existing research points to a similar study area, academic literature was not found for Guyana, one of the fastest-growing economies in the Caribbean and South America, when conducting this study.

This research aims to examine and conclude culture management in Guyana's businesses as part of the Country's transformations with global trends. The study aims to end with pertinent recommendations for improving culture management in Guyana.

This study is underpinned by theories such as morality, which can overcome problems. This theory suggests that a strong culture reduces transaction costs and enhances performance—a business's success depends on the quality of its culture management.

## Methodology

This study will use secondary data sources to gather information to satisfy the research question. The methodology selected resulted in pertinent academic research materials to synthesise this study. Journals were selected from TAU Library, Science Direct, Taylor and Francis, Research Gate, Sage Journals and Academia.

## Results

Operations management is the process of planning, organising, and controlling a business's operations. Cultural development is creating and maintaining a positive and productive work environment. A management culture is viewed as a qualitative characteristic of a management system, determining the effectiveness of managerial decisions. A management culture constitutes the experience gained during the evolution of the theory and practice of management in socio-economic systems; it is used as an indicator of the level of development of social and economic relations [1].

Guyana has six different peoples, each with a culture and diversified values and norms. The cultural fusion of the peoples lends itself to hardworking individuals with productive values and customs. Businesses do not fully exploit these employees, who have enormous potential to add value to their processes, thereby increasing profitability and employee rewards ultimately and simultaneously. Due to the lack of culturally aligned employment and production, Guyana does not have many internationally acclaimed businesses. Enterprises should leverage cultural diversity to form synergies that can be extraordinarily fruitful [2].

Even though the rewards can be exhilarating, multiple obstacles must be overcome for an effective and efficient business culture shift or commencement. The literature highlights these challenges.

Enterprises with wrong values and norms can take excessive investment risks, draining resources. An effective culture leads to accepting appropriate entrepreneurial risks and successful business performance [3].

Employees of enterprises with counterproductive cultures will likely engage in unethical and illegal behaviours. Ethics are grounded in integrity and trust. A lousy culture lacks good ethics because members cannot see

themselves as part of the enterprise's results, so no employees buy into the culture [4].

Corporate Short-term against long-term policy implementations can be taxing, but there should be a balance in execution. Long-term policies often result in value achievements than short-term norms. Overfocusing on short-term norms without heeding the long-term policies or values can produce a deficient culture. Some executives work tirelessly to get the daily targets right without making any progress on long-term policies, which results in depressed businesses and losses [5].

Culture is an essential tool for productivity that should be managed carefully. CEOs are the precursors to installing a good culture, as the entire operation would take leadership directions from the CEO's Office. The Board of Directors, which is charged with overall governance, would appoint the CEO to implement the Strategic Business Plan with a vision statement that is understandable by employees as this is the value statement followed by a mission statement that denotes norms to achieve a foreseeable goal and purpose [6]. Adequate compensation must be provided for commitment and dedication to realise the ultimate corporate value.

On the other hand, new corporate empires must build a solid cultural standing through their business plans and strategic appetite. The most profitable companies globally have effective cultures. Employees enjoy working for these companies because they believe it aligns with their goals and persuasions. The employees of these companies are beneficial and most grateful to let anyone know about their company and what it does, the transformations, the prolific social standing, and the great after-service model. One of these companies is Apple, located in Manhattan, New York. The Store was visited on March 7, 2024, and 6 employees at random were asked about the company. They were overjoyed to

explain the company's purpose, goals, mission, and vision [7].

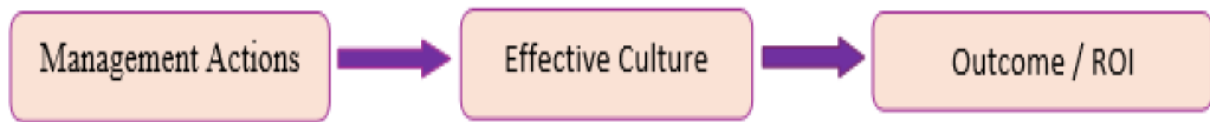
Strong cultures in businesses take time to build. They cannot be constructed overnight, as there must be trust among members within the work environment. This can only be done through working together on small projects, such as fixing a water cooler so that other employees can access cold water on the job, and through social interactions by building relationships among workers so that integrity can be embedded in work life [8].

The values of the business strategic plans must be aligned with the values of each workforce member. This allows for a united and unbreakable bond among workers that delivers excellent services to customers and other business stakeholders. The merging of values is critical in enterprises for Mergers and Acquisitions. Mergers are sometimes abandoned if there is no cultural alignment.

Workers must understand the business outcome, role, stock options available to buy into the traded capital, and compensations. The company's final product must be a concept agreed upon and accepted by the largest stakeholder, the worker. Once achieved successfully, workers will help companies save and even cut costs while increasing production [9]. Larger production transcends into more sales, more significant profits or returns of investment for the business, and better payments for workers and happy customers.

Balancing diversity is a concept that needs to be addressed through gap analysis. The job descriptions are analysed, gaps are created, and different workforce members who meet the credentials and temperaments are filled with. Extroverts are utilised for customer receptions and social interactions in communities that promote the company's production, and introverts are retained for their excellent administrative skills and problem-solving [10]. The cultural role in a business is

shown below in Figure 1 Cultural Role in Action in a Business context.



**Figure 1.** Cultural Role in Action in a Business Context

## Discussion

Culture continues to be imperative for operations management and the organisation profoundly. Profitability continues to dwindle for most businesses in Guyana that do not access and exploit the cultural fusion.

Every Leader wants the organisation to be successful [11]. There are many definitions of success. For some, it's about creating great products or serving customers well. For others, it's about growth and profitability while bringing peace and beauty to a desperately needed world. Whatever the definition of success, it's the Leader's responsibility to achieve it [12].

Strategies explain how an organisation can succeed and are a tool for leaders. A leader's ability to execute a plan depends on the organisation's culture. The relationship between culture, strategy, and success is well-researched and documented. According to Peter F. Drucker, culture eats strategy for breakfast [13].

Leaders often create great strategies and good teams to execute them but most often fail because the proper environment is not designed for the culture to enable success [14]. A high-performance culture can be considered in this environment. Members of the teams must understand why their work matters. People will only give 100% of themselves in terms of creativity, motivation, and focus when they can connect their daily activities to the organisation's purpose—something they know and understand will make the world a better place [15].

Values are practised throughout the organisation. Identifying values and holding

people accountable creates an environment of trust and aligns priorities that will accelerate the organisation towards its purpose. Activities must provide real value to customers. A high-performance culture will remove wasteful tasks that do not add to serving customers well.

People's roles must match their passions, motivations, and capabilities so that they can devote their best efforts and interests to their jobs. Understanding people's desires, both what they are good at and what they like to do, takes time and dedication. Still, once the realisation is intentional and unified with the organisation's purpose, the teams become more creative and productive [16].

Teams grow and flourish without dependency on individual leaders. Leaders delegate their intention and authority to empower the teams to make decisions that align with the organisation's mission, vision, and values. Profitability is a consequence of a great organisational culture [17].

Extraordinary, productive cultures that deliver astounding success are built by remarkable leaders who use every tool in the leadership toolbox to design and intentionally create sound returns on investments [18].

Leaders who are accountable and work beside their teams when it is crunch time earn the respect and trust of the team [19]. These leaders allow culture to assist them in their success. Businesses in Guyana operate in an environment of high staff turnover rates; in this regard, after a worker finishes the information induction training, they often spend a few months and then look for more lucrative opportunities. Retaining good workers is challenging [20]. This system can

be changed if stronger emphasis is placed on culture and leadership for greater success.

## Recommendation

Culture management is essential for efficiency and effectiveness, which in turn can produce exceptional bottom lines in Guyana; the following are recommended.

Operations Management in the Corporate Environment of Guyana can be much more profitable if the country's culture fusion is accessed and harnessed. This can be done using several methods, such as ensuring the Executives have outstanding leadership strengths and fully understand the enterprise's strategic plan in detail.

Enterprise leaders develop clear culture policies for the company, such as signage on the walls of workers' recreational areas, notice boards, emails, and other communication mediums to explain the culture and why we do what we do. Workers should be allowed to ask pertinent questions or clear up misunderstandings during a one-hour weekly training session. This will create an environment of trustworthiness and integrity to plant a great culture further.

Remunerations should be balanced between market rates and efforts to ensure the company's success; in this regard, a Workers' Remuneration Committee should be set up at the Board level, followed by a management remuneration group to consider payments for successful efforts within the job hours.

Leaders should support the different places of worship as a CSR responsibility and culture

## References

- [1]. Ahmad, S., 2020, The Corporate Culture and Employees' Performance: An Overview. *Journal of Management and Science*, 10(3), 1–6. <https://doi.org/10.26524/jms.3.1>
- [2]. LaBennett, O., 2024, *Global Guyana: Shaping Race, Gender, and Environment in the Caribbean and beyond*. New York University Press.

support. Religious festivals and events should be recognised and encouraged by wearing a particular colour ribbon or clothing for that day. Also, past staff should be cherished with milestone achievements and a hall of recognition with remembrance for senior deceased staff members.

Lastly, there should be health care for staff and immediate family members. Health plans for diagnosis and care should be established, with healthcare providers paid through insurance.

## Conclusion

In conclusion, Guyana is enjoying massive economic growth presently, and enterprises should use their competitive position in Guyana's business sector to fuse a culture framework to harness the enormous potential in their operations management. The culture framework will breed great results once the leadership is supportive.

## Acknowledgements

The invaluable contribution and guidance of Dr Ofori-Boateng Ibrahim, Lecturer at Texila American University, and Dr Clement Henry, Lecturer of Risk Management Monitor and Evaluation at Nations School of Business and Management, are acknowledged.

## Conflict of Interest

The author had no known conflicts of interest at the time this academic journal was produced and released.

- [3]. Graham, J. R., Grennan, J., Harvey, C. R., & Rajgopal, S., 2022, Corporate Culture: Evidence from the Field. *Journal of Financial Economics*, 146(2), 552–593. <https://doi.org/10.1016/j.jfineco.2022.07.008>
- [4]. Moore, C., Detert, J. R., Klebe treviño, L., Baker, V. L., & Mayer, D. M., 2012, Why Employees do Bad Things: Moral Disengagement and Unethical Organizational Behavior. *Personnel*

- Psychology*, 65(1), 1–48. <https://doi.org/10.1111/j.1744-6570.2011.01237.x>
- [5]. Zhang, Y., & Albrecht, C., 2010, The Role of Cultural Values on a firm's Strategic Human Resource Management Development: A Comparative Case Study of Spanish Firms in China. *The International Journal of Human Resource Management*, 21(11), 1911–1930. <https://doi.org/10.1080/09585192.2010.505092>
- [6]. Wang, Y., Farag, H., & Ahmad, W., 2021, Corporate Culture and Innovation: A Tale from an Emerging Market. *British Journal of Management*, 32(4), 1121–1140. <https://doi.org/10.1111/1467-8551.12478>
- [7]. Stojanović, E. T., Vlahović, M., Nikolić, M., Mitić, S., & Jovanović, Z., 2020, The Relationship between Organizational Culture and Public Relations in Business Organizations. *Journal of Business Economics and Management*, 21(6), 1628–1645. <https://doi.org/10.3846/jbem.2020.13377>
- [8]. Samsir, A., & Muis, A., 2023, The Effect of Transformational Leadership and Organizational Culture Through Job Satisfaction and Work Motivation on Employee Performance. *International Journal of Educational Administration, Management, and Leadership*, 45–56. <https://doi.org/10.51629/ijeamal.v4i1.120>
- [9]. Lynch-Fannon, I., 2004, Employees as Corporate Stakeholders: Theory and Reality in a Transatlantic Context. *Journal of Corporate Law Studies*, 4(1), 155–186. <https://doi.org/10.1080/14735970.2004.11419917>
- [10]. Podgorodnichenko, N., Akmal, A., Edgar, F., & Everett, A. M., 2020, Sustainable HRM: toward Addressing Diverse Employee Roles. *Employee Relations: The International Journal*, 44(3), 576–608. <https://doi.org/10.1108/er-01-2019-0016>
- [11]. Leavy, B., 2012, Collaborative Innovation as the New Imperative – Design Thinking, Value Co-Creation and the Power of “Pull.” *Strategy & Leadership*, 40(2), 25–34. <https://doi.org/10.1108/10878571211209323>
- [12]. Kar, S., Yadav, M., & Panda, T. K., 2023, Inclusive Organizational Behaviour – The Dynamic Rules of Building New Workplaces. *VINE Journal of Information and Knowledge Management Systems*. <https://doi.org/10.1108/vjikms-05-2022-0155>
- [13]. Whitzman, C., 2016, ‘Culture Eats Strategy for Breakfast’: The Powers and Limitations of Urban Design Education. *Journal of Urban Design*, 21(5), 574–576. <https://doi.org/10.1080/13574809.2016.1220157>
- [14]. Kolarić, B., 2022, The Role of Development of High-Performance Teams in Modern Organizational Structures. *Ekonomski Izazovi*, 11(22), 35–48. <https://doi.org/10.5937/ekoizazov2221035k>
- [15]. Farrell, M., 2018, Leadership Reflections: Organizational Culture. *Journal of Library Administration*, 58(8), 861–872. <https://doi.org/10.1080/01930826.2018.1516949>
- [16]. Denton, D. K., & Richardson, P., 1997, A Unifying Approach to Management. *Management Decision*, 35(5), 398–403. <https://doi.org/10.1108/00251749710173779>
- [17]. Prandelli, E., Verona, G., & Raccagni, D., 2006, Diffusion of Web-Based Product Innovation. *California Management Review*, 48(4), 109–135. <https://doi.org/10.2307/41166363>
- [18]. Oh, J., & Kim, M., 2021, A Conditional Process Model Linking High-Performance Work Systems, Collective Turnover, Collectivist Culture and Organizational Performance. *Employee Relations: The International Journal*, 44(2), 511–530. <https://doi.org/10.1108/er-12-2020-0550>
- [19]. Stevenson, T. H., & Plath, D. A., 2002, Marketing Financial Services to the African-American Consumer: A Comparative Analysis of Investment Portfolio Composition. *California Management Review*, 44(4), 39–64. <https://doi.org/10.2307/41166142>
- [20]. Small, R. A., & Witz, M., 2017, *Skills for Green Jobs Study*, Guyana. ILO.