

## **ORGANIZATIONAL SUBCULTURE: INFLUENCE ON CROSS-FUNCTIONAL COLLABORATION.**

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### **ABSTRACT**

Both practicing managers and organizational researchers have paid significant and ongoing attention to the function of organizational subculture. This research investigates how organizational subculture affects cross-functional cooperation among Consolidated Bank of Ghana Limited personnel. Both inductive and deductive research methods were employed to accomplish the aforementioned goal; 430 organization personnel were included in the population sample frame. In order to evaluate the effects of enhancing subculture, orthogonal subculture, and counterculture on cross-functional collaboration, as well as the moderating roles of learning goals and customer orientation in addition to shared vision and open mind. Data was collected from a total of 416 employees using self-administered open ended and closed ended questionnaires with a five-point Likert scale. The study's conclusions showed that enhancing and counter subcultures have a negative impact on cross-functional collaboration within the firm. Additionally, the majority of workers agreed that strong customer learning and a shared vision help to control the relationship between organizational cultural and cross-functional cooperation. The study offers novel perspectives on how employees can successfully adapt to their organizational subculture by implementing numerous organizational subcultures. Managers will be informed as a result that certain forms of organizational subculture are appropriate and suitable for cross functional collaboration. Once more, this study shows the contextual factors that may affect the long-term cross functional collaboration by integrating customer learning, customer orientation, shared vision and open mind as moderating variables. Data collection and respondents' willingness to participate in answering the questionnaires were constraints on the study.

**Keywords:** organizational sub-culture, cross-functional collaboration, employees, hierarchical regression, CBG.