

CRAFTING CULTURAL NARRATIVES: THE INFLUENCE OF STORYTELLING ON ORGANIZATIONAL CULTURE

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Abstract:

The research investigates the dynamic interplay between storytelling and organizational culture, aiming to illuminate the pivotal role of narrative in shaping and sustaining corporate identity. Employing an interdisciplinary approach drawing from anthropology, psychology, and communication studies, our study explores how storytelling functions as a potent tool for cultivating cultural narratives within companies. Utilizing a comprehensive approach, this research integrates case studies and empirical data to analyze the intricate relationships between storytelling and organizational culture. We delve into the creation and reinforcement of cultural narratives, providing a nuanced understanding of the process. Our analysis reveals that storytelling significantly influences corporate culture, impacting employee engagement, company identity, and overall performance. The research identifies storytelling as a powerful yet underappreciated force in shaping organizational behavior and values. Through the examination of real-world examples and data, we present insights into the strategic management of corporate culture via storytelling. The research contributes to the field by highlighting the often-overlooked role of storytelling in shaping organizational culture. By adopting an interdisciplinary perspective, we offer a unique synthesis of insights from anthropology, psychology, and communication studies. Our approach, combining case studies and empirical data, adds originality to the exploration of storytelling's impact on corporate culture. Understanding the influence of storytelling on organizational culture has significant implications for strategic management. The findings provide valuable insights for leaders aiming to enhance employee engagement, establish a distinctive company identity, and improve overall organizational performance. This research contributes to the broader discourse on corporate culture and its societal impact, offering practical implications for effective cultural management.

Key Words: Organizational Culture, Cultural Narratives, Storytelling, Organizational Performance, Organizational Values and Organizational Norms.

Introduction

The dynamic interaction between storytelling and organizational culture is explored in this research article, illuminating the critical function of narrative in creating and sustaining an organization's culture. The study takes an interdisciplinary approach, analyzing the complex interrelationships between storytelling and culture by consulting disciplines including anthropology, psychology, and communication studies. We show how storytelling works as a potent tool for creating and strengthening cultural narratives inside companies by examining case studies and empirical data. We also explore how this process may affect employee engagement, company identity, and general performance. We want to provide insightful information on the strategic management of corporate culture via storytelling through this in-depth research.

An organization's culture influences its identity, beliefs, and behaviour in an imperceptible but powerful way. Effective organizational management requires an understanding of how this culture is created, shared, and preserved. This study examines the storytelling's underappreciated contribution to shaping and affecting company culture. A company's identity and employee behaviour are ultimately shaped by the values, standards, and beliefs that are communicated via storytelling inside the company. This research seeks to clarify the significant influence of storytelling on corporate culture by a thorough assessment of the literature, case studies, and empirical data.

Theoretical Framework

2.1 Organizational Culture: Definitions and Components

It encompasses the shared beliefs, values, norms, symbols, and artifacts that shape the identity and behaviour of an organization. In this section, we will delve into the definitions and components of organizational culture, shedding light on its multifaceted nature. Organizational culture is a concept that holds significant importance in understanding how an organization operates, how its members interact with one another, and with external stakeholders.

Defining Organizational Culture:

The collective thinking, attitudes, and actions that constitute an organization's culture may be referred to as organizational culture. It stands for the unspoken guidelines and social customs that govern how staff members relate to one another and make choices inside the company. An organization's organizational culture acts as its genetic code, defining its character and offering a framework for comprehending it.

Organizational culture is fundamentally about shared values and beliefs. It offers solutions to issues like:

- ✓ What do we as a company stand for?
- ✓ What are the fundamental beliefs we uphold?
- ✓ How do we approach decision-making and problem-solving?
- ✓ How do we feel about innovation and change?
- ✓ How do we handle our staff and clients?

These inquiries aid in outlining the core values of an organization's culture. Organizational culture is not static; it changes through time because of the impact of new leaders, staff members, and outside forces. Understanding the elements that make up this dynamic phenomenon is crucial.

Components of Organizational Culture:

Values: An organization's conduct is governed by its core principles and values. They often act as the cornerstone on which the culture of a company is established. For instance, if organization values open communication and honesty among its members, it will encourage it. Integrity, innovation, customer focus, and social responsibility are examples of values.

Norms: In an organization, norms are the unspoken guidelines and standards that direct conduct. They specify what behaviors are acceptable and inappropriate. For instance, there may be rules that promote cooperation and discourage individuality in a culture that emphasizes teamwork. Decision-making, problem-solving, and interpersonal interactions may all be impacted by norms.

Symbols: Visual representations of an organization's culture are known as symbols. These might include workplace decor, dress rules, mission statements, and logos. Symbols act as visual signals to remind staff members of the principles and identity of the company. For instance, a company's logo might communicate its dedication to innovation or its lengthy history.

Artifacts: The visible and material components of a group's culture, such as the setting, customs, and legends, are known as artifacts. These relics give a peek into the organization's culture and past. An company may, for instance, have a custom of honouring employee birthdays with a unique cake-cutting ceremony, which shows its focus on fostering teamwork among employees.

These four elements work together and reinforce one another. Values impact norms, which in turn affect an organization's artifacts and symbols. Together, they provide a cultural framework that directs personnel choices and behaviour. Leaders who want to purposefully manage and develop corporate culture must comprehend these elements.

An organization's identity and behavior are significantly shaped by its organizational culture, which is a complicated and nuanced term. It consists of beliefs, customs, icons, and artifacts that together shape how an organization behaves and engages with its constituents. The importance of these elements must be understood by leaders and managers who want to promote a healthy and productive company culture.

2.2 Storytelling as a Cultural Tool

Within organizations, storytelling is a potent cultural instrument that may be used to communicate and reinforce an organization's culture. In this part, we'll look at the function of stories in the transmission of culture and the numerous kinds of organizational tales that are essential to creating and sustaining a company's unique cultural character.

The Role of Narratives in Culture Transmission:

Throughout human history, narratives or tales have been used to transmit information, beliefs, and values from one generation to the next. The function of narrative inside an organization is similar. It serves as a means of spreading and enhancing the organization's culture among its constituents. Here are some important functions that stories perform in the transmission of culture:

Cultural preservation: The past, principles, and customs of a group are preserved via the use of stories. They act as a storehouse of collective learning and information, ensuring that the culture is transmitted to new hires.

Sense of identification: Stories provide workers a feeling of identification and belonging. They support the idea that they are a part of something greater than themselves by strengthening a sense of collective cultural identity.

Values and Norms: Organizations may stress and highlight their key values and Norms via storytelling. They provide samples of appropriate conduct in different scenarios and depict desirable actions.

Inspiration & Motivation: Motivating workers may be inspirational tales of people or groups succeeding despite adversity. Heroes that represent the organization's goals and objectives are often featured in these tales.

Socialization: In order to assist newcomers, comprehend the company's culture, history, and expectations and to better integrate them into the workplace, stories play a crucial role in the socialization process for new workers.

Types of Organizational Stories:

Organizational tales may take many different shapes, each of which has a different function in the transmission of culture. Here are a few examples of typical organizational story types:

Creation Myths: The roots of an institution, its guiding principles, and the founders' vision are all explained in creation myths. These narratives often emphasize the organization's particular goals and missions.

Hero tales: Hero tales highlight members of the organization who have excelled above expectations or who have gone above and beyond to uphold the company's core principles. These tales serve as models for the required devotion and conduct.

Rites of Passage: Legends about rites of passage are often connected to important turning points or occasions within an institution. They show the struggles, development, and change that people or teams go through during pivotal points in their projects or careers.

Cautionary stories: Cautionary stories describe instances in which people or an organization encountered difficulties or committed errors. These tales act as cautionary tales and provide valuable lessons for staying clear of similar dangers in the future.

Customer Success Stories: These tales illustrate situations in which consumers benefited from the company's goods or services. They reaffirm the company's dedication to quality and client satisfaction.

Innovation stories: Organizations often employ innovation tales to highlight their dedication to creativity and adaptation. These anecdotes demonstrate how the company accepted change, generated new concepts, and maintained its competitiveness.

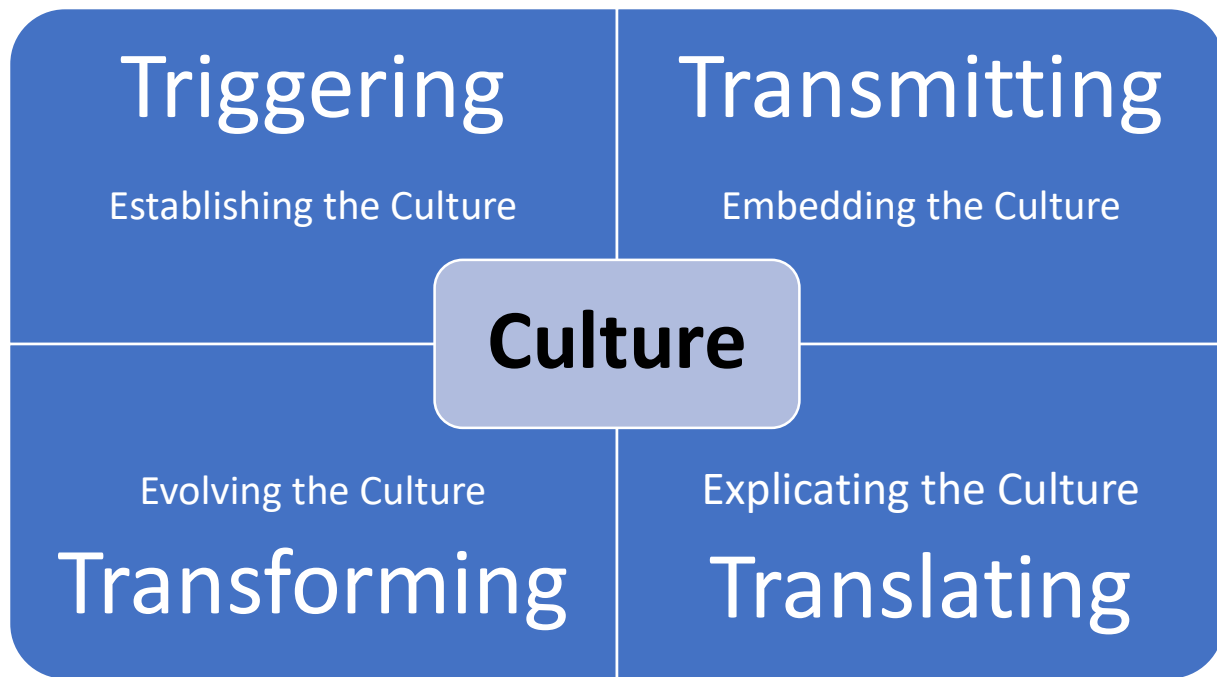
In companies, narrative is a powerful cultural instrument. By conserving its history, communicating values and conventions, motivating personnel, and promoting socialization, it aids in transmitting and reinforcing the organization's culture. The many kinds of organizational stories,

including myths about the origin of the world, tales of heroes, rites of passage, and others, have varied functions in defining and preserving the culture of the organization. Understanding the value of storytelling may help leaders use it to foster cohesiveness and good cultural development within their businesses.

Research questions:

This study aims to investigate through existing literature that story telling has an impact on :

1. Establishing the Culture
2. Embedding The culture
3. Evolving the Culture
4. Explicating The Culture



Storytelling’s Relationship to Establishing Culture

An organization's culture is mostly formed via the use of storytelling. According to Brady and Haley (2013), a hospital's early executives' and founders' experiences shaped its organizational culture. These writers make the observation that even while the stories develop into a dynamic collection of corporate mythology, the fundamental tales nevertheless shape a large portion of the ethos. Good tales, according to Brady and Haley (2013), will build the organization's identity by clearly stating how it differs from other companies in its field. Additionally, they said that compelling narratives inspire loyalty to the organization and shape the attitudes, convictions, and presumptions of people who serve others by carrying out the organization's objective.

According to James and Minnis (2004), early epic tales provide potent definitions and descriptions of the principles, convictions, and presumptions of the organization that serve as the cornerstone of its culture. They also mentioned how tales concurrently affect our intellect and emotions, which

helps to lessen cultural ambiguity. "Emotions can be evoked by a well-timed, well-aimed story, changing an employee's perspective and inspiring the desired response"

Stories educate the intellect while simultaneously arousing the emotions, unlike policies, which only impart knowledge. James and Minnis (2004) included 17 suggestions from three writers on how to write a strong organizational narrative since they were so convinced of the power of stories to "make sense" of the organization. Among those suggestions, describing the scene, sticking to a single idea, keeping it brief, and emphasizing the moral would probably be the most applicable to all situations.

Establishing the values, precepts, and guiding principles of a company's culture may be done in part by telling stories about the business and its executives. Narratives convey the organization's beliefs about achieving its objective and the appropriate path towards fulfilling its vision.

Implication:

Storytelling's Relationship to Embedding Culture

There is a direct correlation between storytelling and the dissemination of corporate culture. Johnson (2008) discussed how many African countries' values, attitudes, and underlying presumptions are formed via the usage of storytelling. Johnson (2008) pointed out that oral traditions are how history, religion, morals, and beliefs are passed down from generation to generation in Africa. "Older people who learned the craft from their ancestors teach children the art of storytelling." As people mature, stories communicate and entrench culture.

Kupfer (2004) has described how a society's fundamental values, beliefs, and presumptions might be transmitted via narrative. Rosalie Sorrels created and performed folk music with the purpose of "passing the good stuff on," according to Kupfer (2004). In the best tradition of folk singers, Rosalie used songs about people, places, and things she had personally experienced to convey to her listeners essential human ideals being lived out in real life.

At the age of 71, Rosalie Sorrels said, "You have to be alert. Get the excellent things out and send the dreck (junk, dirt) on (Kupfer, 2004, p. 33). When Kaye and Jacobson (1999) said that "storytelling is a vivid, memorable way to pass on an organization's history, values, and vision", they offered advice on how to pass on the good things. One key method of ingraining the values, precepts, and beliefs of an organization's culture is via the transmission of tales about the company and its leaders.

Storytelling's Relationship to Evolving Culture

An excellent technique for gradually changing an organization's culture is storytelling. "Organizations are continually in the process of change, with the hopes of becoming more productive, efficient, and effective in their mission," according to Briody, Pester, and Trotter (2012). Their investigation at General Motors Corporation demonstrated that "the hoist story" served as the impetus for a successful transformation of the company's culture.

The researchers were given a clear explanation of how General Motors' culture ought to change by the hoist narrative. The impetus for narrating the hoist narrative originated from the start of a collaborative attempt to define the "ideal plant culture." The importance of interpersonal skills and the need for constructive criticism were the two primary themes conveyed in the hoist narrative. The General Motors factories' processes and procedures saw the first modifications. The organizational culture underwent the ensuing modifications. The narrative gave rise to a cultural analysis tool that was used to extract the cultural changes that are mentioned in the following quotation. It was modeled after the Blake and Mouton (1969) Managerial Grid.

The relationships quadrant emphasizes constructive, healthy connections that serve as the binding agent for the corporate culture. Work Practices define how tasks are completed via collaboration, acknowledging achievements, and exchanging information. The term "plant environment" refers to the arrangement and incorporation of technology (e.g., equipment) and physical buildings (e.g., restrooms, team rooms) that promote effectiveness and cooperation.

Workforce places a significant emphasis on interpersonal skills, technical proficiency, and enough training to support a strong work ethic.

Briefly put, the hoist story "presented the contrasting case of the 'old way' and the 'ideal,' and it reinforces the notion that stories have the potential to create and sustain organizational-culture change" (Briody, Pester, and Trotter, 2012, p. 68) because it served as a catalyst for subsequent changes within the plant. The hoist narrative became a very useful tool for gradually changing the General Motors culture via telling and sharing.

Storytelling's Relationship to Explicating Culture

All employees within an organization may more accurately understand and interpret the culture of the company when stories are told to them. A compelling narrative need to connect to one or more of the mission or vision statement's core principles, values, or presumptions. Members of the organization are informed about our ultimate goals via the vision statement. The purpose statement outlines our actions and their motivations. Narratives provide insight into "how" we collaborate despite obstacles to accomplish our goals and realize our aspirations. Narratives aid in the explanation of corporate culture by including firsthand accounts from individuals that show "how" we accomplish our goals. In his review of Karl Weick's "Making Sense of Organization," Kramer (2002) reiterated a number of the author's arguments about how people attempt to "make sense" of the organizational culture in which they work. Weick's perspective is that organizations by their very nature present a setting in which members must interpret what is accepted as true, believed, and assumed (Kramer, 2002). Determining the policies, procedures, and results of the organization is the first step in understanding organizational life (p. 749). According to Kramer (2002), Weick believes that unforeseen circumstances are what set off sensemaking. Members of the organization must interpret statements, deeds, and/or occurrences when expectations are broken. According to Kramer (2002), Weick believes that unforeseen circumstances are what set off sensemaking. Members of the organization must interpret statements, deeds, and/or

occurrences when expectations are broken. Additionally, according to Weick, sensemaking is a social activity carried out in and by small groups as opposed to being finished by each lone person (p. 750).

Kramer (2002) did not address whether Weick suggests using storytelling to help members of the organization understand the organization. But it's simple to see how storytelling may aid in understanding values, presumptions, and norms inside an organization, helping to make sense of procedures, policies, and results. Additionally, storytelling might be helpful in a group's interpretation and explanation of unexpected happenings in a social

In their paper "Making sense with institutions: Context, thought, and action in Karl Weick's Theory," Weber and Glynn (2006) expanded on the concept of sensemaking as a method of explaining organizational culture. According to Weber and Glynn (2006), sensemaking is a three-step process that starts with perceptions, progresses to interpretations, and ends with actions (p.1641). Organizations actively prepare members for sensemaking, edit and trigger sensemaking, according to Weber and Glynn's (2006) theory (pp. 1648–1654). Priming is the process of providing clues about the organization's values, attitudes, and beliefs via the utilization of certain circumstances. To put it another way, priming affects small groups of people locally. Priming does not take place in a macro-institutional context that affects the whole company. When people or groups operate in a way that goes against the organization's core ideals, tenets, or presumptions, editing sensemaking is necessary. Thus, editing is an effort to modify such activities in hindsight or to interpret them as a gradual alteration of organizational rules. When an organization modifies values, beliefs, or basic assumptions, people and groups must adjust to the resulting cultural shift, which sets off the triggering process.

Weber and Glynn's (2006) essay makes no mention of narrative. They discuss the priming, editing, and triggering processes, but they don't address how storytelling might help with any of them. But it's simple to understand how storytelling may be used to prime individuals and small groups by providing hints about the organization's values, beliefs, and presumptions and how they are applied locally. The tale of how standards were altered to better fit the development of new acts or how actions were edited might also be told via storytelling. By framing shifts in values, attitudes, or underlying assumptions in a narrative that can be shared with the whole business, storytelling may help to inspire change. In each scenario, the corporate culture might be explained, deconstructed, unraveled, and made sense of via the use of storytelling.

Implications of Organizational storytelling:

Though it is now narrowing somewhat, there is still a lack of information in the storytelling literature on what storytelling really is and how to put it into practice (Taylor, Fisher, & Dufresne, 2002).

Use of Storytelling in Organizational Culture and Change

An organization's culture is a reflection of its underlying values as a group (Robbins & Judge, 2012). A culture that is healthy is dynamic. The organization's essential principles are heavily

reflected in the prevailing culture, and it is believed that workers primarily pick up on the culture via four channels: language, tangible symbols, rituals, and stories (Robbins & Judge, 2012). Stories are employed, whether intentionally or inadvertently, to create a company's culture. Since a result, having a strong culture is beneficial for an organization, since it makes it easier to shape individuals to fit in. Scholars of traditional management, like Frederick Taylor, have used narrative techniques to provide significant management ideas and practices that have altered not just work procedures but also the perception of work (Hough & White, 2000). Craig (2008) suggests two methods for transforming culture via storytelling: the Story Matrix and the Story Coach. These technologies allow for the introduction of certain tales into the organization and their subsequent molding to effect cultural change. By uniting many organizational discourses around a single narrative, storytelling may aid in the development of organizational culture (DeLarge, 2004). Gill (2011) provides a compelling argument for the use of storytelling to increase employee engagement, particularly during times of transition, by citing a wealth of research. Two organizations—one that employed storytelling and the other that didn't—are used as examples in the research. The use of storytelling to effectively engage workers in the transformation plan is clearly supported by data from Employee Engagement surveys that compare the two firms.

According to research, structured and methodical storytelling may transform a bad employee experience into a favorable one. This enabled the organization get significant community support for a new approach it was hoping to implement (Adamson, Pine, Steenhoven, Kroupa, 2006). Gathering change narratives is a crucial part of a company's change management approach. To persuade individuals of the value or need of change, these tales might be told inside the company. According to Rhodes (1996), it's critical to ascertain how a change is seen by staff members and to deliberately and strongly include narratives from marginalized perspectives in order to represent both sides of the issue and foster more staff engagement in the change process

Joyner (2012) uses a theoretical framework known as "storymining" to uncover the "cultural levers" in an organization using an indirect method of eliciting tales through the exploration of story symbols. Important tales that paved the path for a reform in a hospital in the UK are highlighted by Bate (2004). There was a recurring pattern in the tales individuals narrated, and they served as markers for the process of transformation. According to (Kahan, 2006), storytelling may be a useful tool for persuading resistant or antagonistic staff members to work together, especially at a meeting when organizational change is on the agenda.

Use of Storytelling in Managing People

Using storytelling as a tactic may help you manage people and relationships more effectively. People from diverse cultures may get closer via the use of storytelling, which promotes good team management (DeLarge, 2004; Barker & Grower, 2010). Barker & Grower (2010) provide the Story Telling Model for Organizational Communication (STMOC) and suggest that applying the Organization Diversity Continuum Model to cross-cultural, action-oriented, and value-laden storytelling will promote social exchange and improve member relationships and productivity

within the organization. It is imperative that storytelling be used and used in corporate communication. Denning (2008) demonstrates how a narrative was used to convey the significance of knowledge-sharing as a crucial tactic, ultimately resulting in the strategy's effective execution.

Kowalewski & Waukau-Villagomez (2011) elaborate on the benefits of narrative, emphasizing how it may facilitate learning by imbuing the knowledge with an emotional resonance.

Many trainers utilize storytelling as a way to engage their audience and make the training session efficiency increased. A worker at a design company often shares anecdotes about the exchanges between the company and its clients during staff training sessions (DeLarge, 2004). A few Companies are deliberately teaching managers how to create stories so they can perform narrative exercises with their subordinates to encourage dedication to fundamental principles (Ohara (2010) Cherniss & Co.It has been shown that storytelling influences good employee engagement, which in turn decreases retention of employees (Silverman, 2006).

Gill (2011) provides a compelling argument for the use of storytelling to increase employee engagement, particularly during times of transition, by citing a wealth of research. Two organizations—one that employed storytelling and the other that didn't—are used as examples in the research. The use of storytelling to effectively engage workers in the change plan is firmly supported by data from "Employee Engagement surveys." According to Silverman (2006), there are businesses where the use of storytelling techniques has produced quantifiable and tangible outcomes in terms of team building, mentorship, staff development, employee retention, and personal values.

Hansen (2007) suggests using anecdotes from interviews, cover letters, and resumes on how workers react to organizational changes. HR departments may use this as a recruiting filter, and workers can utilize it to further their careers. According to Ralston, Kirkwood, and Burant (2003), narrating compelling stories about one's work experiences is essential for success in an employment interview. The stories that candidates tell about their experiences also give employers helpful hints that they can use to assess the candidate's employability.

Career narratives are suggested by Kowalewski & Waukau-Villagomez (2011) for those who are interested in applying for employment or making career changes. They contend that a career story might provide more information and improve an application, in contrast to the formal and strict guidelines for drafting a resume. Storytelling may aid in the growth and application of crisis management, an emerging profession. Pinkerton (2003) suggests that businesses use positive narrative as a means of retaining nurse managers. Storytelling has shown a significant correlation with both customer service and revenue ratings, and it is a useful tool for effectively involving staff in an organization's plan (Pounsford, 2007).

According to Kopp, Nikolovska, Desiderio, and Guterman (2011), companies should utilize storytelling as a crisis management strategy since it not only helps people understand a crisis but also elicits how staff members react to changes brought about by the crisis. Narratives of leaders' responses to crises may serve as a source of ongoing inspiration for staff members and serve to

emphasize the traits of effective leadership (DeLarge, 2004). When company personnel of all levels were asked to share their tales, it was discovered that those who did so in a positive manner had better organizational commitment scores (Mac Carthy, 2008).

Use of Storytelling in marketing and Brand Management

Narratives may be used in client engagements to support organizational credibility, establish rapport, and enable consultants to stay grounded in the reality of their clients rather than seeing them as just "market segments" (DeLarge, 2004). The use of storytelling as a marketing tactic is growing. Rather of utilizing bullet point presentations at marketing meetings, Ardley (2006) advises employing the narrative technique when creating a marketing plan. The research backs up the idea that consumers interpret rhetorical information, which facilitates their understanding of marketing strategies.

The potential for promoting brand stories on the Internet is limitless. Using several social media platforms, such as blogs, social networks, and videoblogging websites like YouTube, brand tales may be successfully marketed. Singh & Sonnenburg (2012) promote brand image via the use of a metaphorical framework that may be utilized to tell a tale. Companies may upload real tales about themselves on their official websites, stories that will engage and emote all stakeholders (Spear & Roper, 2013).

People may emotionally engage with stories in a huge way. This is due to the fact that most tales include archetypes that appeal to people's sense of self, such as the "hero," "heroine," "villian," etc. A hero's journey or task in a novel may often be connected to the reality of everyday life. Herkovitz & Crystal (2010) elucidate the significance of a "persona" in the establishment and maintenance of a brand. The "mentor-persona" is said to be the most potent of them. Linking the brand to myths and tales about mentor archetypes may help spread awareness of it. While taglines and logos don't tell a narrative by themselves, they do help to increase brand recall.

Randazzo (2006) goes into detail on how two businesses turned around the sales of their top items by using the "persuasive power of a story." Marketing these items using story-based advertisements that conveyed strong archetypes resulted in a successful turnaround.

A consumer's experience with a product facilitates the living and telling of a narrative that connects them emotionally to the brand by using common archetypes like the "Hero" (Arch Woodside et al., 2008). The logical, reasonable method by which labor is structured is now being questioned since it is now recognized that tales may trigger automatic awareness and participation (Woodside A. 2010). (Ardley, 2006; Randazzo, 2006; Weik & Browning, 1984).

Customer testimonials and product experiences may serve as narratives in marketing campaigns and brand management (McLellan, 2006). Creating and promoting tales that include the brand both directly and indirectly is a successful method of content marketing. Numerous media, including emails, public relations, and mobile devices, might be used for this (Pulizzi, 2012). Accounts centered on a bank's brand serve as useful tools for evaluating the opinions and allegiances of consumers (Pham, Pallaresvenegas, & Teich, 2012).

Use of storytelling in learning and development

Narratives have the power to both educate and connect, establishing a mental-emotional link with the process of learning. Harvard corporate School assigns case studies to students to work with as "stories" so they may have a firsthand understanding of the difficulties and problems managers encounter in the modern corporate environment. In McLellan (2006). A six-facet framework or model for developing and using storytelling as part of organizational research design is provided by Rosile, Boje, Carlon, Downs, and Saylor (2013), who also go into great length on the advantages and drawbacks of each.

According to cognitive research, stories are easier to remember and retrieve than other types of information. As a result, senior managers can utilize stories to help new hires learn from their wealth of experience and knowledge, which helps with knowledge management (Swap, Leonard, Shields, & Abrams, 2001). There is strong evidence that narrative has a big impact on learning (Taylor et al., 2002). Based on aesthetic attributes, Taylor et al. (2002) elaborate on the many forms of organizational narrative. This may assist in differentiating between various story kinds for management education..

They have effectively shown how management topics may be taught via specific tales. Tyler (2007) carried out a naturalistic investigation of how HRD professionals in for-profit companies use tales in their daily work. The research found that since storytelling is seen as a "soft" method to teaching and learning, it might be difficult for corporate circles to embrace it. The research discovered that even when negative tales imparted important lessons, using happy ones was preferred. A consensus was reached by several HR professionals that the narrative language was very basic and that a new language more suited to the business environments of businesses needed to be developed. Using a computerized recording system, Katzeff & Ware (2007) gather anecdotes as shared experiences of volunteers of an annual event.

These accounts, which mostly took the form of testimonials, were helpful in putting the event's good and bad experiences into context and offered a foundation for development. A narrative type matrix is provided by Volker, Phillips, and Anderson (2011) to help differentiate between various tales that are conveyed inside the company. Deliberate actual tales, deliberate imaginary stories, non-deliberate real stories, and non-deliberate imaginative stories were the four categories of stories. Non-deliberate tales were offered for entertainment value but also revealed the storyteller's psychological viewpoint, while purposeful stories were often given to further a cause or further a goal.

Implications

There is a glaring lack of research on organizational storytelling in India. Academic study in the field of organizational storytelling is desperately needed. Despite the fact that books have been published on the adventures of certain well-known companies, such as Tata or Reliance, there are often not enough recorded organizational tales available for study. In addition, India is experiencing a significant phase of industrialization and enthusiasm in response to the current

Prime Minister's "Make in India" initiative. Therefore, organizational storytelling thrives in Indian companies and has the ability to facilitate cultural and strategy reforms.

Learning and creating meaning are facilitated by stories. Consequently, the domains of training and organizational learning have great promise for the use of storytelling. In addition to these purposes, storytelling has been used to motivate staff members, raise awareness of cultural diversity, successfully convey values, foster leadership, and discern amongst possible applicants for positions. Though there are few Indian research on the efficacy of storytelling as a teaching technique, it has been noted that many trainers use it in their curriculum.

There is a lot of room for storytelling in marketing and advertising. Narratives centered on product experiences have the power to amplify brand affinity and establish an emotional bond with customers. Cadbury and Nestle Maggie have conducted advertising efforts in India that showcase customer success stories.

Hero Honda Moto Corp. and Tata Steel have promoted their brands by harnessing the power of the Hero archetype. The universal hero concept, for instance, is used in Hero Honda's popular song "Hum main hain hero" (there is a hero in everyone of us). Under the "Values stronger than steel" campaign, Tata Steel emphasized the hardships faced by real-life heroes.

Narrated advertisements have the potential to have a greater effect.

It has been discovered that storytelling works very well for transformation, employee engagement, retention, etc. Increased use of storytelling in people management might benefit from research in the field of human resource development.

Managerial Implications

This research has the potential to emphasize storytelling as a management tool, which has significant implications for management. According to this viewpoint, theories of management are also narratives that describe how discoveries were made and tests were carried out. When presented as tales, significant research like Fayol's experiment and the behavioral studies may help students understand theory in a more engaging and memorable way.

Storytelling expertise may be used to knowledge management concepts. In order to do this, thorough research must be done in order to integrate storytelling into Management theory and identify a market for it. Higher level managers in companies may get training on storytelling and how to use it for leadership, employee engagement, marketing, change management, and other purposes. So, it is possible to gauge how effective storytelling is in reintroducing this time-honored mode of communication into boardrooms at corporations. Introducing "Storytelling for Management" as a subject for students at post-graduate management degree institutes would be a significant step in the right direction.

Conclusion

Theories evolve throughout time, becoming both more complex and better understood at the same time, much like civilizations. This is true of our understanding of how corporate cultures are formed, integrated, evolved, and justified. Early theoretical research on organizational culture

mostly focused on the material actions used to establish and maintain cultures. Early organizational culture research methods may have been influenced by anthropologists who could only identify cultural traits via material objects, which is why material activities were prioritized above other research methods. The use of rhetorical strategies like storytelling has allowed organizational culture researchers to get a deeper understanding of the formation and maintenance of organizational cultures.

Because Indian firms are more culturally varied, using storytelling in the workplace may provide unique and fascinating data. Numerous research referenced in this report may be replicated in Indian businesses and their outcomes compared. There is a dearth of scholarly research to bolster the widespread usage of tales and narrative techniques in training materials, despite the observation that many trainers use them. Research in these domains might provide information on the advantages and disadvantages of organizational storytelling, hence enhancing its efficacy. This review is biased against organizational storytelling even as it seeks to emphasize the role of storytelling in organizational settings.

But keep in mind that storytelling isn't always useful and can't be used in all circumstances (Denning, 2001). It is essential to conduct trials and record instances of effective storytelling in management before classifying it as a "best practice."

Storytellers and dramatic folklorists across the globe have contributed to humanity by telling stories, which is essentially an art form. But the most recent application of storytelling in organizations has brought attention to the need and significance of approaching this art form via a scientific perspective once again.

Businesses are starting to realize how important it is to use innovative strategies and tools to control expenses and generate healthy returns. Thus, to sum up, adopting a "New Creative Economy" and recognizing it essentially as a "storytelling economy" (Baker & Boyle, 2009) is only recognizing another whose time has come.

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