

# What Happens in Organizations When Enhancing Organizational Culture Toward Being More Conscious?

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The *purpose* of this study is to offer a better comprehension of what happens in organizations when enhancing organizational culture through consciousness by linking the market-oriented ecosystem variables and analyzing their relationship with a conscious organization. *Design and methodology*: Two questionnaires were used to test the hypotheses, the market-oriented ecosystem 38-item (Yeung & Ulrich, 2019), and the conscious organization model 7-item adaptation (Sisoda, 2018). Pearson correlations were calculated to measure the strength of the linear relationship among the variables involved in each one of the hypotheses, and coefficient alpha (coefficient  $\alpha$ ) was used to analyze the reliability, to measure the internal consistency of the scales. *Relevant findings*: Context, ecosystem organizational structure, governance, and people ecosystem were positively correlated to a conscious organization. The *originality* of this study is based on use of the interaction among the variables of the market-oriented ecosystem model (continuous changing context, ecosystem organizational structure, governance, and people ecosystem) and a conscious organizational culture. Finally, the *practical implications* of having high levels of the market-oriented ecosystem variables predict high level of consciousness in organizations. These variables require careful consideration, a proactive planning process to enhance organizational culture through consciousness.

*Keywords*: conscious organizational culture, market-oriented ecosystem, organizational change

Nowadays the conceptualization of organizational culture mirrors the behavior of collaborators in organizations. It is highly affected by the conscious attitudes and values of their collaborators, and the settled characteristics of the organizational culture that surrounds everything that exists.

A significant mass of recognition is given to the role of organizational culture and its correlation to competitiveness, organizational structures, models of culture for innovation, and leadership competencies.

Many scientists of organizational culture continue to investigate these relationships. Even though organizational culture is a circumstance that frequently collects curiosity from both researchers and practitioners, this study provides a broad review of a study conducted in a European country, merging variables of the market-oriented ecosystem model (Yeung & Ulrich, 2019) to a conscious organization (Sisodia, 2018).

To do so, the first step describes the market-oriented ecosystem variables to shape the correct priorities and behaviors in an ecosystem. To some extent, all organizations have a culture. The question rests in defining the proper one that guides on top of, organizational processes and collaborators' actions in this case related to consciousness.

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The conscious culture can be explained by a significant and harmonious strategic management process related to the variables of a market-oriented ecosystem, organized in the following quadrants. The four quadrants that integrate the model are: (a) *continuous changing context* (environment and strategy), (b) *ecosystem organizational structure* (capabilities and morphology), (c) *governance* (culture and performance accountability), and finally (d) *people ecosystem* (idea generation, talent pipeline, sharing information and collaboration).

Yeung and Ulrich (2019) proposed a diagnostic questionnaire to measure culture, as part of a market-oriented ecosystem, using four categories, 10 dimensions in a 38-item scale. The questionnaire can be observed in Table 1.

Table 1

*The Marker-Oriented Ecosystem Questionnaire*

Continuous changing context
Environment (Menardo, Brondino, Hall, & Pasini, 2021)
1. Do you anticipate and recognize external changes that will impact or shape the industry in the future?
2. Do you have a deep understanding of how technology will affect or shape the future of the company's industry?
3. Do you understand the expectations of future customers and seek to build relationships with them?
4. Do you convey confidence to investors about how the company will create value in the future?
Strategy (Herzog & Von Helversen, 2018)
5. Are you able to understand and communicate the organization's purpose: mission, vision, or strategy?
6. Do you encourage strategic agility (quick, creative, and intelligent decision-making) that allows the organization to create and shape future opportunities?
7. Do you make the strategy happen, turning the company's aspirations into organizational processes and individual behaviors?
Ecosystem organizational structure
Capabilities (Vijaya Sunder & Siddhartha, 2024)
8. Do you recognize the importance of the company's key capabilities (strengths) in delivering results to key collaborators, customers, and investors?
9. Do you recognize the key capabilities required for the success of the company?
10. Do you become the primary driver in fulfilling the key capabilities that lead to the organization's success?
11. Do you focus on the company's results to enhance the key capabilities that lead to the company's success?
Morphology
12. Do you establish organizational roles with clear responsibilities for different work teams?
13. Do you help each organizational element (departments, work teams, allies, and partners) demonstrate excellence in their area?
14. Do you create connections between different work teams, areas, or departments, so that the entire company is stronger than any individual team?
Corporate governance (Mangalagiri, Vali, & Das, 2024)
Continuous culture
15. Are you aware of the impact of organizational culture in achieving sustainable success?
16. Can you accurately interpret the company's culture and convey to key customers and investors how they should perceive the organization?
17. Do you externalize your company's values, turning them into an advantage in the market?
18. Do you reinforce with employees, customers, and investors the organizational culture and its importance in processes and individual behaviors?
19. Do you apply the desired company culture through personal behavior?
Performance accountability
20. Do you set clear expectations regarding results, behaviors, and responsibilities for employees?
21. Do you encourage employees to take positive responsibility, focusing more on what is right than on what is wrong?
22. Do you train and communicate with employees (rather than directing and controlling them) to help them meet expectations?

Table 1 to be continued

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 People ecosystem
 

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## Idea generation

23. Do you generate new ideas on how to improve organizational processes and specific situations within the organization?
24. Do you demonstrate curiosity by asking questions, dedicating time to observation, exploring options, detecting patterns, and experimenting?
25. Are you able to filter ideas and turn them into actions?
26. Do you ensure the conditions for creativity to thrive in the organization?

## Talent pipeline

27. Do you identify and define the correct competencies required from employees for business success?
28. Do you hire the right people for the organization, promote them internally, retain them, or dismiss them as appropriate?
29. Do you help employees have a positive work experience by encouraging them to find meaning in their work activities?
30. Do you create talent management practices that assist employees with productivity and personal wellbeing?

## Sharing information

31. Do you encourage employees to speak up and share ideas openly?
32. Do you respect the ideas of all employees, encourage diversity of thought, and focus on ideas that will have a greater impact?
33. Do you use the information provided by employees to set the direction and operate the business?
34. Do you share data, tools, and ideas with leaders from other units?

## Collaboration

35. Do you recognize the importance of all units in the business and work towards the overall success of the company?
36. Do you encourage people to leverage their personal competencies for the benefit of all, aiming for success in the company?
37. Do you promote cooperation between departments?
38. Do you adopt and generalize good ideas from other work teams?
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Plus, demographic questions (age and gender). For example, the age range was (1) less than 20, (2) 20-29 years, (3) 30-39 years, (4) 40-49 years, (5) 50-59 years, and finally (6) 60 or more, and the gender was: female, male or I prefer not to say.

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The second step gives detail of Sisodia's (2018) conscious capitalism model and the involvement of four traits: (a) superior purpose, (b) stakeholders, (c) conscious leadership, and (d) conscious culture.

Superior purpose is defined as the usual foundation, the crosscut joining passion to talents, and the demands of the community or public in general. It is the true meaning and fulfillment of an organization. This idea has relevance to organizations as much as it does to individuals.

Stakeholders are all the institutions related to and have an influence on the organization. Categorizing them as internal and external, the correspondence between the business and its internal stakeholders (e.g., CEO, collaborators) is relative and voluntary. In contrast, relationships with external stakeholders (e.g., suppliers, clients) are more incidental and often unconscious.

Conscious leadership is significant today more than ever. The old bureaucratic and autocratic manners have gain obsolescence. Leadership these days requires to be based on purpose, inspiration, caring, and compassion. Conscious leadership is totally servant leadership; it joins the heart and the mind.

A conscious organization is relevant since it builds a competitive advantage that is tremendously hard to reproduce. Nearly all strategies can be copied, but the consciousness of every organization is unique and cannot be replicated.

Our argument states that companies can do good and be successful at the same time, regenerating the attributes that would inspire conscious collaborator's behaviors, fulfilling a substantial deal of advantages such as, engaged coworkers, building trust and long-term collaboration both internally and externally, creating purpose, growing twice as fast, attracting talent and means to retain them (Sisodia, 2018; Conscious Capitalism, 2024).

A conscious organization relates to the integration of a superior purpose, a higher interaction with stakeholders, a conscious leader and culture. The questionnaire can be observed in Table 2.

Table 2

*Conscious Organization Open Questions*

What do you think a conscious business...
This trait in CB aims to assess how much a company is driven by a purpose beyond merely...
This characteristic evaluates the extent to which leaders have developed attributes such as e...
This trait evaluates the type of relationship the company has with its customers and the perc...
This pillar aims to identify to what extent the organization possesses attributes such as trust...
How urgent do you perceive companies consider this conscious business journey as part...
What is the likelihood that you would recommend a company to embark on a Conscious Busi...

The study proposes a model as seen in Figure 1, linking ecosystem variables to a conscious organizational culture, describing the following hypotheses.

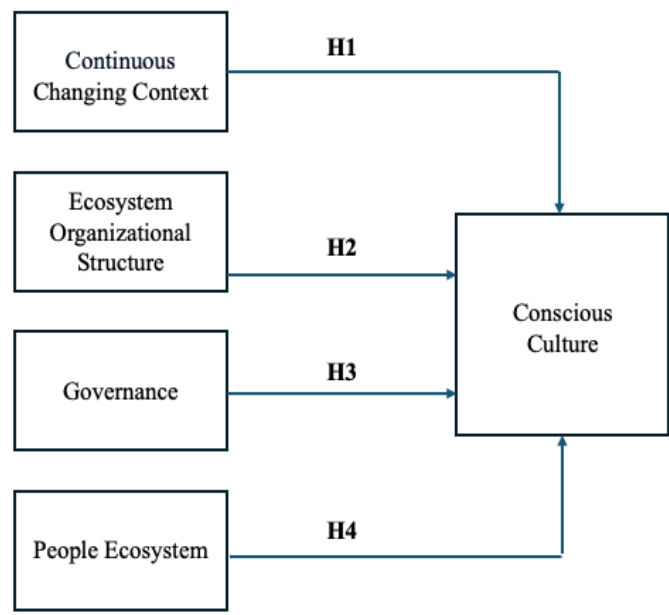


Figure 1. Proposed integrated model.

*H1: The continuous changing context is positively correlated to a conscious organizational culture.* We understand and anticipate the changing forces facing our industry and, we have a clear strategy for growth and a roadmap to implement it; therefore, our organization becomes more conscious.

*H2: The ecosystem organizational structure is positively correlated to a conscious organizational culture.* We have the capabilities (information, customer knowledge, innovation, and agility) that define our company’s identity for growth and have the necessary organizational structure to support this growth.

*H3: The governance is positively correlated to a conscious organizational culture.* We have the right culture integrated into our organization and defined clear and positive accountability for activities and outcomes.

*H4: The people ecosystem is positively correlated to a conscious organizational culture.* We have leaders at all levels of the organization who help others optimize their performance and know how to adapt successful ideas from best practices to transform our own organization into an innovative model.

## The Study

### Sample

The participants were 74 multicultural Master's students at a university located in a European country, collaborating in six different companies, mostly female (78%), between the ages of 20 and 49 years old. They worked an average of six hours a day and had worked at their companies an average of three years.

### Design and Methodology

The first instrument was adapted from the Market Oriented Ecosystem Model (MOE), including four dimensions, with respect to the 38-item, that can be observed in Table 1.

The second instrument is an adaptation of the conscious capitalism model (Raj Sisodia), that includes four pillars: The first one is higher purpose, which seeks to capture the extent to which the company is guided by a purpose beyond profit generation, the second one is stakeholders involvement, that evaluates the type of relationship the company has with its stakeholders and the perception they have of it, the third one is conscious leadership, that aims how developed the attributes of conscious leadership are within the company (empathy, flexibility, etc.), and finally, the last one is conscious culture, which identifies the extent to which the organizational culture possesses attributes of a conscious culture (trust, empowerment, etc.).

Pearson correlations were used to measure the strength of the linear relationship between variables (context, organizational structure, governance, people analytics, and conscious organization) to test the hypotheses, and coefficient alphas (coefficient  $\alpha$ ) were used to analyze the level of the reliability coefficient and to measure the degree of internal consistency of the questionnaire.

## Results

The first step relates to the degree of reliability or internal consistency of the instrument. The Cronbach's alpha based on standardized items of the MOE 38-item ( $\alpha = 0.883$ ) was high. High Cronbach's alpha values indicate that response values for each participant across a set of questions are consistent.

The second step is based on the correlations of the proposed hypotheses as seen in Table 3.

*H1: The continuous changing context is positively correlated to a conscious organization.* The hypothesis was supported ( $r = 0.353^{**}$ ); continuous changing context is positively correlated to a conscious organization.

*H2: The ecosystem organizational structure is positively correlated to a conscious organization.* The hypothesis was supported ( $r = 0.711^{**}$ ); ecosystem organizational structure is positively correlated to a conscious organization.

*H3: The governance is positively correlated to a conscious organization.* The hypothesis was supported ( $r = 0.770^{**}$ ); governance is positively correlated to a conscious organization.

*H4: The people ecosystem is positively correlated to a conscious organization.* The hypothesis was supported ( $r = 0.527^{**}$ ); people ecosystem is positively correlated to a conscious organization.

Table 3  
Pearson Correlations Proposed Model Hypotheses

		Correlations				
		CONSCIOUSCULTURE	CONTINUOUS CHANGING CONTEXT	ECOSYSTEM ORGANIZATIONAL STRUCTURE	GOVERNANCE	PEOPLE ECOSYSTEM
CONSCIOUSCULTURE	Pearson Correlation	1	.353**	.711**	.770**	.527**
	Sig. (2-tailed)		.002	<.001	<.001	<.001
	N	72	72	72	72	72
CONTINUOUS CHANGING CONTEXT	Pearson Correlation	.353**	1	.623**	.321**	.124
	Sig. (2-tailed)	.002		<.001	.006	.298
	N	72	72	72	72	72
ECOSYSTEM ORGANIZATIONAL STRUCTURE	Pearson Correlation	.711**	.623**	1	.580**	.542**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	72	72	72	72	72
GOVERNANCE	Pearson Correlation	.770**	.321**	.580**	1	.869**
	Sig. (2-tailed)	<.001	.006	<.001		<.001
	N	72	72	72	72	72
PEOPLE ECOSYSTEM	Pearson Correlation	.527**	.124	.542**	.869**	1
	Sig. (2-tailed)	<.001	.298	<.001	<.001	
	N	72	72	72	72	72

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The third step is to explore in more depts.; it is based on the correlations of the 10 separate dimensions that conform the four variables of the hypotheses as seen in Table 4.

Table 4  
Pearson Correlations 10 Dimensions of the Model

		Correlations									
		ENVIRONMENT	STRATEGY	CAPABILITIES	MORPHOLOGY	CONSCIOUSCULTURE	PERFORMANCE ACCOUNTABILITY	IDEA GENERATION	TALENT PIPELINE	SHARING INFORMATION	COLLABORATION
ENVIRONMENT	Pearson Correlation	1	-.149	.137	.298*	.044	.472**	.368**	.567**	-.145	.253*
	Sig. (2-tailed)		.212	.250	.011	.714	<.001	.001	<.001	.224	.032
	N	72	72	72	72	72	72	72	72	72	72
STRATEGY	Pearson Correlation	-.149	1	.515**	.451**	.460**	-.267*	-.395**	-.349**	.293*	-.216
	Sig. (2-tailed)	.212		<.001	<.001	<.001	.024	<.001	.003	.012	.069
	N	72	72	72	72	72	72	72	72	72	72
CAPABILITIES	Pearson Correlation	.137	.515**	1	.364**	.845**	.366**	.448**	.198	.641**	.305**
	Sig. (2-tailed)	.250	<.001		.002	<.001	.002	<.001	.096	<.001	.009
	N	72	72	72	72	72	72	72	72	72	72
MORPHOLOGY	Pearson Correlation	.298*	.451**	.364**	1	.331**	.178	.131	.402**	.404**	.429**
	Sig. (2-tailed)	.011	<.001	.002		.004	.134	.274	<.001	<.001	<.001
	N	72	72	72	72	72	72	72	72	72	72
CONSCIOUSCULTURE	Pearson Correlation	.044	.460**	.845**	.331**	1	.397**	.348**	.346**	.575**	.472**
	Sig. (2-tailed)	.714	<.001	<.001	.004		<.001	.003	.003	<.001	<.001
	N	72	72	72	72	72	72	72	72	72	72
PERFORMANCE ACCOUNTABILITY	Pearson Correlation	.472**	-.267*	.366**	.178	.397**	1	.689**	.857**	.508**	.792**
	Sig. (2-tailed)	<.001	.024	.002	.134	<.001		<.001	<.001	<.001	<.001
	N	72	72	72	72	72	72	72	72	72	72
IDEA GENERATION	Pearson Correlation	.368**	-.395**	.448**	.131	.348**	.689**	1	.660**	.379**	.549**
	Sig. (2-tailed)	.001	<.001	<.001	.274	.003	<.001		<.001	.001	<.001
	N	72	72	72	72	72	72	72	72	72	72
TALENT PIPELINE	Pearson Correlation	.567**	-.349**	.198	.402**	.346**	.857**	.660**	1	.281*	.879**
	Sig. (2-tailed)	<.001	.003	.096	<.001	.003	<.001	<.001		.017	<.001
	N	72	72	72	72	72	72	72	72	72	72
SHARING INFORMATION	Pearson Correlation	-.145	.293*	.641**	.404**	.575**	.508**	.379**	.281*	1	.546**
	Sig. (2-tailed)	.224	.012	<.001	<.001	<.001	<.001	.001	.017		<.001
	N	72	72	72	72	72	72	72	72	72	72
COLLABORATION	Pearson Correlation	.253*	-.216	.305**	.429**	.472**	.792**	.549**	.879**	.546**	1
	Sig. (2-tailed)	.032	.069	.009	<.001	<.001	<.001	<.001	<.001	<.001	
	N	72	72	72	72	72	72	72	72	72	72

\* . Correlation is significant at the 0.05 level (2-tailed).  
\*\* . Correlation is significant at the 0.01 level (2-tailed).

All the significant correlations that were significant at the 0.01 level with a conscious culture are: strategy ( $r = 0.460^{**}$ ), capabilities ( $r = 0.845^{**}$ ), morphology ( $r = 0.331^{**}$ ), performance accountability ( $r = 0.397^{**}$ ), idea generation ( $r = 0.348^{**}$ ), talent pipeline ( $r = 0.346^{**}$ ), sharing information ( $r = 0.575^{**}$ ), and collaboration ( $r = 0.472^{**}$ ).

In brief, the most outstanding relation is conscious culture to capabilities.

Where workers recognize the relevance of the company's key capabilities (strengths) in delivering results to key collaborators, customers, and investors, and recognize the key capabilities required for the success of the company, they become the primary driver in fulfilling the key capabilities that lead to the organization's success, and focus on the company's results to enhance the key capabilities that lead to the company's success.

### Discussion

The most outstanding relation is conscious culture to capabilities. Where workers recognize the relevance of the company's key capabilities (i.e. strengths) in delivering results, most people focused conscious culture on sustainability, fairness, responsible decisions, responsible strategies, human capital as the protagonist, integral vision. Only, 33% identified that a higher purpose in conscious business aims to evaluate how much a company is driven by a purpose beyond simply generating profits. More than 67% identified what it means to possess conscious leadership characteristic that evaluates the extent to which leaders have developed attributes such as empathy and flexibility. Then, 56% stakeholder involvement evaluates the type of relationship the company has with its customers and the perception they have of it. 78% aimed to identify conscious culture to what extent the organization possesses attributes such as trust and agility. The level of 3.1 of urgency to consider a conscious business journey as part of their strategy to enhance organizational culture was determined on a scale from one to five, where five is very urgent. Finally, only 38% selected more than 90% and 34% from 60% to 89% of likelihood that would recommend a company embark on a conscious business culture.

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