

Understanding Organization and Organization Culture

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1.0 What is an organization?

An organization is nothing but a common platform where individuals from different backgrounds come together and work as a collective unit to achieve certain objectives and targets. The word organization derived from the Greek work “organon” is a set up where people join hands to earn a living for themselves as well as earn profits for the company. An organization consists of individuals with different specializations, educational qualifications and work experiences all working towards a common goal. Here the people are termed as employees.

An organization is a common platform where individuals from different backgrounds, mentalities, educational qualifications, interests and attitudes come together to work towards a goal as well as earn bread and butter for themselves is called an organization. Every organization has a unique style of working often called its culture

The employees are the major assets of an organization and contribute effectively in its successful functioning. It is essential for the employees to be loyal towards their organization and strive hard in furthering its brand image. An organization can't survive if the employees are not at all serious about it and treat their work as a burden. The employees must enjoy whatever they do for them to deliver their level best.

2.0 What is culture?

The attitude, traits and behavioral patterns which govern the way an individual interacts with others is termed as culture. Culture is something which one inherits from his ancestors and it helps in distinguishing one individual from the other

Culture - The ideologies, beliefs and policies of an organization form its culture.

It is essential for the employees to adjust well in the culture of the organization for them to deliver their level best. However it has been observed that in certain cases the employees might find themselves in trouble whenever there is a change in the work culture. The work culture instead of giving the employees a sense of direction might become a burden for them. The first and the foremost problem which arises out of a set work culture is adjustment

3.0 What is organization culture?

Every human being has certain personality traits which help them stand apart from the crowd. No two individuals behave in a similar way. In the same way organizations have certain values, policies, rules and guidelines which help them create an image of their own.

Organization culture refers to the beliefs and principles of a particular organization. The culture followed by the organization has a deep impact on the employees and their relationship amongst themselves.

Every organization has a unique culture making it different from the other and giving it a sense of direction. It is essential for the employees to understand the culture of their workplace to adjust well.

Organization A

In organization A, the employees are not at all disciplined and are least bothered about the rules and regulations. They reach their office at their own sweet time and spend their maximum time gossiping and loitering around.

Organization B

This organization follows employee friendly policies and it is mandatory for all to adhere to them. It is important for the employees to reach their workplace on time and no one is allowed to unnecessarily roam around or spread rumours.

Which organization do you feel would perform better ? — Obviously organization B

The employees follow a certain culture in organization B making it more successful than organization A.

No two organizations can have the same culture. The values or policies of a non-profit organization would be different from that of a profit making entity or employees working in a restaurant would follow a different culture as compared to those associated with education industry or a manufacturing industry.

Broadly there are two types of organization culture:

- **Strong Organization Culture:** Strong organizational culture refers to a situation where the employees adjust well, respect the organization's policies and adhere to the guidelines. In such a culture people enjoy working and take every assignment as a new learning and try to gain as much as they can. They accept their roles and responsibilities willingly.
- **Weak Organization Culture:** In such a culture individuals accept their responsibilities out of fear of superiors and harsh policies. The employees in such a situation do things out of compulsion. They just treat their organization as a mere source of earning money and never get attached to it.

4.0 Importance of Organization Culture

A common platform where individuals work in unison to earn profits as well as a livelihood for themselves is called an organization. A place where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization.

- **The culture decides the way employees interact at their workplace.** A healthy culture encourages the employees to stay motivated and loyal towards the management.
- **The culture of the workplace also goes a long way in promoting healthy competition at the workplace.** Employees try their level best to perform better than their

fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform.

- Every organization must have set guidelines for the employees to work accordingly. **The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace.** Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines.
- No two organizations can have the same work culture. It is the culture of an organization which makes it distinct from others. **The work culture goes a long way in creating the brand image of the organization.** The work culture gives an identity to the organization. In other words, an organization is known by its culture.
- **The organization culture brings all the employees on a common platform.** The employees must be treated equally and no one should feel neglected or left out at the workplace. It is essential for the employees to adjust well in the organization culture for them to deliver their level best.
- **The work culture unites the employees who are otherwise from different back grounds,** families and have varied attitudes and mentalities. The culture gives the employees a sense of unity at the workplace.

Certain organizations follow a culture where all the employees irrespective of their designations have to step into the office on time. Such a culture encourages the employees to be punctual which eventually benefits them in the long run. It is the culture of the organization which makes the individuals a successful professional.

- Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired time frame as per the set guidelines. Implementation of policies is never a problem in organizations where people follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work.
- **The work culture promotes healthy relationship amongst the employees.** No one treats work as a burden and moulds himself according to the culture.
- **It is the culture of the organization which extracts the best out of each team member.** In a culture where management is very particular about the reporting system, the employees however busy they are would send their reports by end of the day. No one

5.0 Factors Affecting Organization Culture

Culture represents the beliefs, ideologies, policies, practices of an organization. It gives the employees a sense of direction and also controls the way they behave with each other. The work culture brings all the employees on a common platform and unites them at the workplace.

There are several factors which affect the organization culture:

- The first and the foremost factor affecting culture is the **individual working with the organization.** The employees in their own way contribute to the culture of the workplace. The attitudes, mentalities, interests, perception and even the thought process of the employees affect the organization culture.

Example - Organizations which hire individuals from army or defence background tend to follow a strict culture where all the employees abide by the set guidelines and policies. The employees are hardly late to work. It is the mindset of the employees which forms the culture of the place.

Organizations with majority of youngsters encourage healthy competition at the workplace and employees are always on the toes to perform better than the fellow workers.

- **The sex of the employee** also affects the organization culture. Organizations where male employees dominate the female counterparts follow a culture where late sitting is a normal feature. The male employees are more aggressive than the females who instead would be caring and softhearted.
- **The nature of the business** also affects the culture of the organization. Stock broking industries, financial services, banking industry are all dependent on external factors like demand and supply, market cap, earning per share and so on. When the market crashes, these industries have no other option than to terminate the employees and eventually affect the culture of the place. Market fluctuations lead to unrest, tensions and severely demotivate the individuals. The management also feels helpless when circumstances can be controlled by none. Individuals are unsure about their career as well as growth in such organizations.
- **The culture of the organization is also affected by its goals and objectives.** The strategies and procedures designed to achieve the targets of the organization also contribute to its culture.

Individuals working with government organizations adhere to the set guidelines but do not follow a procedure of feedback thus forming its culture. Fast paced industries like advertising, event management companies expect the employees to be attentive, aggressive and hyper active.

- **The clients and the external parties** to some extent also affect the work culture of the place. Organizations catering to UK and US Clients have no other option but to work in shifts to match their timings, thus forming the culture.
- **The management and its style of handling the employees** also affect the culture of the workplace. There are certain organizations where the management allows the employees to take their own decisions and let them participate in strategy making. In such a culture, employees get attached to their management and look forward to a long term association with the organization. The management must respect the employees to avoid a culture where the employees just work for money and nothing else. They treat the organization as a mere source of earning money and look for a change in a short span of time.

6.0 Changing Organizational Culture

A common set up where individuals from different back grounds, educational qualifications, interests and perception come together and use their skills to earn revenue is called an organization. The successful functioning of an organization depends on the effort put by each employee. Each individual has to contribute his level best to accomplish the tasks within the desired time frame.

Every organization has a unique style of working which is often called its culture. The beliefs, policies, principles, ideologies of an organization form its culture.

The culture of the organization is nothing but the outcome of the interaction among the employees working for quite some time. The behaviour of the individual with his fellow workers as well as external parties forms the culture. The management style of dealing with the employees in its own way also contributes to the culture of the organization.

Employees working for a considerable amount of time in any particular organization tend to make certain rules and follow some policies as per their convenience and mutual understanding. Such policies and procedures practised by the employees for a long time to make the workplace a happier place form the culture. The culture often gives the employees a sense of direction at the workplace.

Organization culture however can never be constant. It changes with time.

Let us understand the concept with the help of an example.

Organization A was a well-known event management firm. Tom, Sandra, Peter and Jack represented the management. All the four were in their mid-thirties and thus emphasized on hiring young talent. No wonders this organization followed a youth culture. The employees were aggressive, on their toes and eager to do something innovative always. The organization followed a macho culture where the employees performing exceptionally well were appreciated and rewarded suitably. Appraisals and promotions came in no time and feedbacks were quick. The management also encouraged in formal get-togethers, dinners to bring the employees closer and increase the comfort level.

After proving their mettle for quite some years, Tom, Sandra and Peter decided to move on for better opportunities. Tim, Maria, Sara all in their fifties stepped into their shoes and took the charge along with Jack, the only member left from the previous team. They did not somehow approve the previous style of working. They brought their own people from their previous organizations and thus caused problems for the existing employees. The management strongly supported punctuality and did not quite promote parties; get-togethers at workplace. There were no feedbacks or rewards. The employees lacked enthusiasm and never bothered to do something innovative.

Is there any change in the work culture ?

A change in the management changed the entire style of working.

Reasons for changes in work culture

- **A new management, a new team leader, a new boss brings a change in the organization culture.** A new employee but obvious would have new ideas, concepts and try his level best to implement them. He would want the employees to work according to him. His style of working, behaviour and ideologies would definitely bring a change in the work culture.
- **Financial loss, bankruptcy, market fluctuations also lead to change in the work culture of the organization.** When an organization runs into losses, it fails to give rewards and appraisals to the employees as it used to give earlier.
- **Acquiring new clients might cause a change in the work culture.** The employees might have to bring about a change in their style of working to meet the expectations of the new clients.
- The employees on their own might realize that they need to bring a change in their attitude, perception and style of working to achieve the targets at a much faster rate. Such **self-realization also changes the work culture**

7.0 Adjusting to Changing Organization Culture

The work culture represents the ideologies, principles, policies and beliefs of the organization. The individual's style of working, his behaviour and ways of interaction also contribute to the culture of the organization.

There are several reasons which lead to a change in the organization culture. Change in management, poor financial conditions, revisions in goals and targets bring a change in the culture of the organization.

Accepting changes in the work culture is the toughest thing to do for an employee. Not all employees can happily adapt to organizational changes.

Employees need time to cope up with a new culture. Miracles can't happen overnight and habits do not change all of a sudden. The employees must spend some time to understand and adjust to the new culture. One should work with an open mind and willingly accept things. Don't always crib as it leads to no solution. The employees must try their level best to accept the changes with a smile and work accordingly. One should never be in a rush. The management must also give time to the employees for them to gel with the new culture. Don't pressurize anyone to accept changes all of a sudden.

The employees must design new strategies, new plan of actions and policies to meet the new challenges. Try to find out the exact reasons for the change. The ideas which were successful earlier might now fall out of place. One should not be adamant. Sit with your team leader, discuss all possible options and try to implement something which would work best in the new culture and benefit you as well as your organization.

An employee must change his behaviour and thought process as per the culture. It is essential to be flexible. Being adaptable at the workplace always pays in the long run. Remember everything happens for the best. One should always try to look at the positive aspects of life rather than cribbing on things which are beyond anyone's control.

Janet worked with an organization of repute. Her organization followed a culture where the employees never reached office on time. There were no strict rules and regulations for the employees. Janet found her work culture very comfortable as there was no pressure on her to reach work on time.

Very soon her organization hired someone from its competitor to take charge of the organization. He made several changes in the work culture, the first and the foremost being fixed timings for all the employees. Everyone irrespective of the designation had to reach office on time. All the employees had to adhere to the guidelines and policies of the organization.

Condition A

Janet found it very difficult to adjust to the new culture. She could not accept the sudden change in the work culture, cribbed amongst her fellow workers and found her work as a burden.

Condition B

Janet happily accepted the change and tried her level best to adjust to it. She was intelligent enough to understand that after all the change was for the benefit of the organization. She got up little early everyday and reached office on time. She gave her best everyday and won the appreciation of her superiors as well as the management.

Which situation do you feel is better ?

Obviously Situation B

One should always remember that a little change in one's behaviour can make the organization a better place to work.

Few things to adjust to the changing organization culture.

- Give time to adjust
- Be flexible
- Work with an open mind
- Never crib
- Look at the positive side
- Develop alternate plans
- Don't get too attached to someone at the workplace

8.0 Role of Employees in Organization Culture

A place where individuals from different backgrounds, religions, communities come together on a common platform to work towards a predefined goal is called an organization. Every organization has set of principles and policies mandatory for all the employees to follow.

The beliefs, ideologies and practices of an organization form its culture which gives a sense of direction to the employees. The work culture goes a long way in creating the brand image of the organization and making it distinct from its competitors. The employees are the true assets of an organization. They are the ones who contribute effectively towards the successful functioning of an organization. They strive hard to deliver their level best and achieve the assigned targets within the stipulated time frame.

The employees play an important role in deciding the culture of the workplace. Their behaviour, attitude and interest at the workplace form the culture

Let us understand how employees affect the work culture.

Please go through the below cases

Organization A

The employees are least bothered about the policies of the organization and attend work just to sustain their job. For them the workplace is nothing but a mere source of earning money. In such a scenario, people seldom get attached to their organization and thus move on in a very short span of time.

Organization B

In organization B, employees are particular about the rules and regulations of the organization and adhere to the set guidelines. The individuals focus on their work and look forward to achieving it well ahead of the deadlines. People stay away from unnecessary gossips and prefer sitting at their workstations rather than loitering around.

Organization C

Organization C is a male oriented organization where male employees dominate their female counterparts. Frequent late sitting is a regular feature of the organization culture. Employees prefer staying back late to finish off their pending work. No organization expects its employees to stay back; it is the employee who according to his own convenience adjusts the timings and makes it the culture of the workplace.

In all the above situations it is the style of working and the behaviour of the employees which form the culture of the workplace. The thought processes and assumptions of the members of the organization contribute to its culture. A motivated and a satisfied employee would promote a healthy culture at the workplace as compared to a demotivated employee.

There are certain organizations where the employees willingly accept challenges and learn something new each day. The roles and responsibilities are delegated as per the interest and specialization of the employees and thus each one tries hard to perform better than the fellow workers. Such organizations follow a strong culture as employees are serious about their work and abide by the policies. However there are certain organizations where things need to be imposed on the employees. They somehow have to be forced by the management to perform their duties. Team leaders have to be appointed to monitor their performance and make them work. In such cases organization follow a weak culture.

Some organizations have aggressive employees who promote healthy competition at the workplace. Such organizations follow a culture where every individual tries hard to win the appreciation of the management. Recognition hungry employees encourage a positive culture at the workplace as compared to organizations where people have nothing innovative to do.

Constant disputes, disagreements, leg pulling lead to a negative ambience at the workplace. Employees find it difficult to concentrate in such a culture and look for a change

9.0 Role of Communication and Relationship for a Healthy Organization Culture

The ideologies, principles, rules and policies of an organization form its culture. The ways the employees interact amongst themselves and with others outside the organization contribute to the culture of the workplace. The culture gives an identity to the organization and makes it distinct from others.

Communication and relationship play an important role in a healthy organization culture.

Effective communication is essential for a positive culture at the workplace. Transparency in communication is mandatory at all levels for better understanding of work and better bonding among individuals.

Culture is simply the result of the interaction amongst the employees working for a considerable period of time in the organization. A better employee relation promotes a positive culture whereas conflicts and disagreements spoil the ambience and spread negativity all around at the workplace.

Communication plays an important role in increasing the comfort factor amongst the employees and

eventually a healthy culture at the workplace.

- **The communication between the top management and the employee needs to be effective for better work culture.** The management must clearly pass on necessary information to all the employees so that they know what they actually are supposed to do at the workplace. The employees must be very clear with their key responsibility areas for them to deliver their level best. The roles and responsibilities must be delegated as per specialization, educational qualification and area of interest.
- **The employees should have the liberty to share their ideas and concepts on an open forum to come to an innovative solution benefitting all.** It is essential to come to an alternative acceptable to one and all for a healthy culture at the workplace. Discussions are important before implementing any new idea.
- **The consistent performers must have a say in the strategy making.** Such activities go a long way in motivating the employees and creating a culture where employees stick to the organization for a long time.
- **Morning meetings are essential to effectively communicate the agenda of the day to one and all.** Every employee should be treated equally and no one should feel neglected or left out at the workplace. Quick feedbacks are important.
- **The employees must develop the habit of using planners and organizers to avoid forgetting critical issues.**
- **More emphasis should be laid on written communication** as compared to verbal communication as no one can ever back out in cases of written communication.
- **Emails are an important way of communication at the workplace.** All the employees who ought to be a part of the communication should be kept in the loop. The emails should be self-explanatory and provide common information to all.
- **The superiors must be accessible to all the members** and lend a sympathetic ear in cases of queries.
- Effective communication plays an important role in increasing the morale of the employees.

Relationship

- The employees must avoid conflicts and disagreements at the workplace as it lead to no solution.
- **Don't find faults in your fellow workers.** One should be a little more flexible and understanding.
- Your colleagues can be your friends also; after all you spend the maximum time at the workplace. Don't always think that your colleagues would do harm to you.
- Avoid controversies and rumours at the workplace.
- One should always work with an open mind. Don't drag issues unnecessarily at workplace.
- **Accept the challenges with a smile.**
- Go out once in a while with your colleagues for dinners, small get-togethers and parties. Such activities help in breaking the ice and also promote a healthy culture at the workplace.
- Celebrate important festivals at the workplace for a positive work culture.
- Whenever possible, help your colleagues.

10.0 Setbacks of an organization culture

- **The culture of an organization is not formed in a single day.** A culture is the cumulative outcome of the interaction amongst the employees and their behavioural patterns at the workplace. A culture is formed when individuals follow certain values and adhere to guidelines over a considerable period of time. Problems arise when new employees step into the shoes of

the existing ones and take charge. They bring new ideas, new plan of actions and new concepts along with them and thus cause problems for the existing employees. They tend to hire their own people and eventually side-line the current employees.

- **Adjustment problems arise when new joinees find it difficult to adjust to the prevailing work culture.** They find it difficult to concentrate and tend to lose interest in work. For them the work becomes a burden and they simply attend office to earn money. They never get attached to their workplace.
- **Culture in certain cases can also become a liability to an organization.** Strict policies and harsh rules can sometimes create problems for the employees and they find it difficult to stick to the organization for a long time. Retaining the employee becomes a nightmare in cases of weak cultures. The policies must be employee friendly and benefit one and all. An organization where male employees dominate the female counterparts follow a culture where late sitting is a regular feature. Male individuals might find this kind of culture extremely comfortable but a female employee would not be able to adjust well in such a culture. The youngsters would have a problem in organizations where the older generation decides the policies and forms the culture.
- **An individual working in any particular culture for quite some time would develop certain habits and mindset.** It is not easy to get rid of a habit all of sudden. Difficulties arise whenever employees wish to move on for better opportunities. The new organization might not promise them the same facilities and comforts which their previous organization offered. The incentive plan in this organization might not be as lucrative as it was in the previous organization.

Example: Janet worked with an organization where the employees had the liberty to reach office as per their convenience. Her current organization followed a strict culture where the management was particular about the work timings, hence causing problems for Janet as she was used to flexible timings.

- **An employee finds it difficult to implement new ideas and concepts in a culture which has been practised for several years.** For him the culture becomes a limitation, where he has to work as per the set guidelines and predefined policies.
- **One should always remember that no culture is more important than employees.** They are the true assets of an organization. The work culture should never bind the employees to do something innovative

11.0 Open Door Policy - Meaning and its Advantages

An organization is a setup where individuals from diverse backgrounds, different educational qualifications, varied mentalities and temperaments join hands to work towards a common goal. It is the culture of the workplace which unites all the employees, help them enjoy their work and deliver their level best.

The values, policies, ideologies and beliefs of an organization form its culture. The culture of any work place decides the way employees behave with their fellow workers. The employees are the assets of an organization who must contribute effectively to achieve the targets within the desired time frame.

One should not treat his organization as a mere source of earning money. It is essential for an individual to prioritize his work over other things. The employees must have a cordial relation with their superiors and the management for smooth flow of information and better understanding at workplace. **Transparency is essential at all levels in the hierarchy to**

avoid conflicts and unnecessary disagreements. No one should feel neglected at work. Problems arise when queries remain unattended and bosses do not have time for their team members.

To avoid the above situation, organizations have introduced a policy named “Open Door Policy”

What is Open Door Policy ?

According to open door policy, the doors of the offices of superiors or the management (including the CEO) must remain open for the employees to have an easy access in cases of queries. The team members should have the liberty to walk up to their team leaders and discuss issues with them on an open forum.

The role of the managing director, chief executive officer or the chairman is not just to sit in locked cabins the entire day and shout on the employees; instead they should act as a strong pillar of support for them. A healthy interaction amongst the employees is essential for a positive ambience at the workplace. The management must address the employees from time to time to motivate them and expect the best out of them.

Advantages of an Open Door Policy

- **Open door policy encourages effective communication between the employee and the management.** The employees do not feel left out at the workplace as they know there is someone to support them always at the time of crisis. This way they get attached to the management and are always loyal towards the organization.
- **There is no room for confusion when the employees directly interact with their superiors.** They feel motivated and strive hard to live up to the expectations of the management. They never badmouth the management or their organization.
- **Open door policy encourages healthy discussion at the workplace.** Individuals exchange ideas and come to an innovative solution benefitting all. The employees are free to discuss their ideas with the superiors and gain from their talent and mentoring.
- Gone are the days when people used to fear their bosses. **The “Hitler approach” does not work in the current scenario.** The management must respect the decisions of the employees to expect the same in return. The management must make the employees feel indispensable for the organization and should lend a sympathetic ear whenever required.
- **The open door policy enables the employees to seek their boss’s help and freely discuss things with them for better clarity.** Open door policy is essential for effective communication, proper feedbacks and better output. With the help of the open door policy, the employees do not crib amongst themselves, rather talk to their superiors, clear all their doubts and look forward towards a long term association with the organization

12.0 Edgar Schein Model of Organization Culture

The term “Organization culture” refers to the values and beliefs of an organization. The principles, ideologies as well as policies followed by an organization form its culture. It is the culture of the workplace which decides the way individuals interact with each other and behave with people outside the company. The employees must respect their organization’s culture for them to deliver their level best and enjoy their work. Problems crop up when individuals are unable to adjust to a new work culture and thus feel demotivated and reluctant to perform.

Who is Edgar Schein ?

Edgar Henry Schein born in 1928 is a renowned professor at the MIT Sloan School of Management who has studied extensively in the field of organization management.

Edgar Schein model of organization culture

According to Edgar Schein - Organizations do not adopt a culture in a single day, instead it is formed in due course of time as the employees go through various changes, adapt to the external environment and solve problems. They gain from their past experiences and start practicing it every day thus forming the culture of the workplace. The new employees also strive hard to adjust to the new culture and enjoy a stress free life.

Schein believed that there are three levels in an organization culture.

I. Artifacts

The first level is the characteristics of the organization which can be easily viewed, heard and felt by individuals collectively known as artifacts. The dress code of the employees, office furniture, facilities, behavior of the employees, mission and vision of the organization all come under artifacts and go a long way in deciding the culture of the workplace.

Organization A

- No one in organization A is allowed to dress up casually.
- Employees respect their superiors and avoid unnecessary disputes.
- The individuals are very particular about the deadlines and ensure the tasks are accomplished within the stipulated time frame.

Organization B

- The employees can wear whatever they feel like.
- Individuals in organization B are least bothered about work and spend their maximum time loitering and gossiping around.
- The employees use derogatory remarks at the work place and pull each other into controversies.

In the above case, employees in organization A wear dresses that exude professionalism and strictly follow the policies of the organization. On the other hand, employees in organization B have a laid back attitude and do not take their work seriously. Organization A follows a strict professional culture whereas Organization B follows a weak culture where the employees do not accept the things willingly.

2. Values

The next level according to Schein which constitute the organization culture is the values of the employees. The values of the individuals working in the organization play an important role in deciding the organization culture. The thought process and attitude of employees have deep impact on the culture of any particular organization. What people actually think matters a lot for the organization? The mindset of the individual associated with any particular organization

influences the culture of the workplace.

3. Assumed Values

The third level is the assumed values of the employees which can't be measured but do make a difference to the culture of the organization. There are certain beliefs and facts which stay hidden but do affect the culture of the organization. The inner aspects of human nature come under the third level of organization culture. Organizations where female workers dominate their male counterparts do not believe in late sittings as females are not very comfortable with such kind of culture. Male employees on the other hand would be more aggressive and would not have any problems with late sittings. The organizations follow certain practices which are not discussed often but understood on their own. Such rules form the third level of the organization culture.

13.0 Robert A Cooke Model of Organization Culture

Individuals from different backgrounds and varied interests come together on a common platform called organization to achieve targets as well as earn bread and butter for themselves. Individuals work in unison towards a common goal. The behaviour of the employees to a large extent depends on the culture of the workplace. How people interact amongst themselves and with outsiders also depend on the organization culture.

The policies, practices, principles of an organization form its culture. It is essential for an employee to understand the culture and adjust to it well to deliver his level best and win management's appreciation.

Robert A Cooke proposed the following model of organization culture.

Every employee has a way of behaving at the workplace which he feels is the correct way and would help him survive in the organization for a longer duration. Such perceptions of employees form the culture of the organization. According to Robert A Cooke, the culture of an organization is the way employees behave at the workplace to ensure stable future and growth.

Cooke proposed three types of culture in the organization:

1. Constructive Culture

There are certain organizations which encourage healthy interaction amongst the employees. The individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Conflicts arise when employees feel neglected and are not allowed to speak their minds. People crib amongst themselves when queries remain unattended leading to severe demotivation. A constructive culture encourages discussions and exchange of ideas amongst employees. Constructive culture motivates the employees and eventually extracts the best out of them.

The key features of a constructive culture are:

- **Achievement:** A constructive culture helps the employees to achieve the targets within the stipulated time frame.
- **Self Actualizing:** In this kind of culture, an employee stays motivated and realizes his full potential.
- **Encouragement:** A Constructive culture encourages employees to deliver their level best and strive hard for furthering the image of the organization.
- **Affiliative:** The employees avoid conflicts and unnecessary disputes and promote a positive ambience at the workplace.

2. Passive Culture

In a passive culture, the employees behave in a way contrary to the way they feel is correct and should be the ideal way. In a passive culture, the main motive of the employee is to please the superiors and make his position safe and secure in the organization. In such a culture, employees unhappily adhere to the guidelines and follow the rules and regulations just to save their job.

The characteristics of a passive culture are:

- **Approval:** In such a culture employees can't take decisions on their own. They need to take their boss's approval before implementing any idea.
- **Conventional:** Employees are bound by rules and regulations of the organization and act according to the prescribed standards only.
- **Dependent:** In such a culture, the performance of the employees is dependent on the superior's decisions and they blindly follow their boss's orders.
- **Avoidance:** Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies.

3. Aggressive Culture

Organizations following an aggressive culture promote competition amongst the employees. They encourage the employees to compete against each other so that each one performs better than his fellow worker. In such a culture, employees seeking their colleague's assistance are often called as incompetent employees. Every individual vies for power, attention and strive hard to win appreciation.

The key features of such a culture are:

- Opposition
- Power
- Perfectionist
- Competitive

In the above culture, employees are aggressive, compete against each other and try to become perfectionist by identifying their mistakes and eventually minimizing them

I 4.0 Hofstede Model of Organization Culture

Organization culture refers to the various ideologies, beliefs and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks.

Hofstede also known as Geert Hofstede proposed that national and regional factors contribute to the culture of the organization and eventually influence the behaviour of employees in the organization.

According to Hofstede there are majorly five factors which influence the culture of the workplace.

1. Power Distance

Organization A

The power was distributed equally among all irrespective of their designations. Every individual regardless of his level in the hierarchy enjoyed equal benefits and rights.

Organization B

In organization B the superiors enjoyed a special treatment from the management and the team leaders were delegated more responsibilities as compared to the team members.

Power distance index refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice.

However in some organizations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every employee gets an equal treatment from the management and has to take ownership of his /her own work.

2. Masculinity vs. Femininity

This refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and softhearted. The responsibilities also vary as per the sex of the employees. The female employees are never assigned something which requires late sittings or frequent travellings.

3. Individualism

There are some organizations which strongly rely on team work. Here individuals with a common interest come together and work in unison as a team. These organizations believe that the output is always more when individuals exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other's help when required.

However certain organizations follow a culture where individuals do not believe in working as a single unit and prefer working individually.

4. Uncertainty Avoidance Index

Uncertainty avoidance index refers to a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations. Organizations try hard to avoid such situations and also prepare the employees to adjust well in all conditions.

5. Long Term Orientation

There are some organizations which focus on long term relationship with the employees. In such organizations people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short term objectives. On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity

15.0 Charles Handy Model of Organization Culture

What is an organization ?

An organization is a setup where individuals (employees) come together to work for a common goal. It is essential for the employees to work in close coordination, deliver their level bests and achieve the targets within the stipulated time frame for the smooth functioning of the organization.

Every organization has certain values and follows some policies and guidelines which differentiate it from others. The principles and beliefs of any organization form its culture. The organization culture decides the way employees interact amongst themselves as well as external parties. No two organizations can have the same culture and it is essential for the employees to adjust well in their organization's culture to enjoy their work and stay stress-free.

Several models have been proposed till date explaining the organization culture, one of them being the Charles Handy model.

Who is Charles Handy ?

Charles Handy born in 1932 in Ireland is a well-known philosopher who has specialized in organization culture.

According to Charles Handy's model, there are four types of culture which the organizations follow:

Let us understand them in detail:

1. Power

There are some organizations where the power remains in the hands of only few people and only they are authorized to take decisions. They are the ones who enjoy special privileges at the workplace. They are the most important people at the workplace and are the major decision makers. These individuals further delegate responsibilities to the other employees. In such a culture the subordinates have no option but to strictly follow their superior's instructions. The employees do not have the liberty to express their views or share their ideas on an open forum and have to follow what their superior says. The managers in such a type of culture sometimes can be partial to someone or the other leading to major unrest among others.

2. Task Culture

Organizations where teams are formed to achieve the targets or solve critical problems follow the task culture. In such organizations individuals with common interests and specializations come together to form a team. There are generally four to five members in each team. In such a culture every team member has to contribute equally and accomplish tasks in the most innovative way.

3. Person Culture

There are certain organizations where the employees feel that they are more important than their organization. Such organizations follow a culture known as person culture. In a person culture, individuals are more concerned about their own self rather than the organization. The organization in such a culture takes a back seat and eventually suffers. Employees just come to the office for the sake of money and never get attached to it. They are seldom loyal towards the management and never decide in favour of the organization. One should always remember that organization comes first and everything else later.

4. Role culture

Role culture is a culture where every employee is delegated roles and responsibilities according to his specialization, educational qualification and interest to extract the best out of him. In such a culture employees decide what best they can do and willingly accept the challenge. Every individual is accountable for something or the other and has to take ownership of the work assigned to him. Power comes with responsibility in such a work culture.

