

Organisational culture as a Determinant of organisational development

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Abstract: Changing a corporate culture is a long difficult process. Infact , massive cultural reorientation are probably unreasonable in most situation.It is still possible to strengthen or fine-tune the current situation. Organisational culture provide a guide to throw things are done and how people relate within the organization for development of the concern. The factors involved are history, environment, staffing process and socialization process. The portrays that organisational culture is the pattern of belief, assumption, values, norms and expectation shared by the organization members, which powerfully shape the behaviour of Individuals and groups with in organisation. the objectives of the organisational culture is to benefit the value by creating profit and wealth of individual and development of organization .Although definitions of culture vary from organization to organization (Verbeke et al., 1998), it can be defined as the organisational norms and expectations regarding how people behave and how things are done in an organization(Glisson and James, 2002).Thus ,culture in contrast ,to climate reflects workers'perceptions of , and emotional responses to the development of organization of work environment.

Key words:-Employee Behaviour, organisational development, organisational climate, entrepreneur.

INTRODUCTION

Organisation:-

Organisation can be described as in similar terms: Warm, aggressive, friendly, open, innovative, conservative and so forth .

Culture:-

Culture in an organization is analogous to personality in an individual. Anthropologists have defined culture as a set of habitual and traditional ways of thinkings, feeling and reacting that are characteristics of the ways a particular society meets its problems at a particular point in time.

Meaning:

Organisational culture is Intangible and functions like invisible power which guides the employee of an organisation for better performance and more satisfaction . I t is the environment under which an employees deals with its organization and an organisation deals with its employees.

Definition

According to O'Reilly," Organisational Culture is the set of assumptions, beliefs, values and norms that are shared by an Organisations members."

Pfiffner and Sheerwood (1960) suggested that there is a positive relationship between the culture and effectiveness of a firm or development of organization.

The concept of culture seems to lend itself to very different uses such as collectively shared forms of Ideas and Cognition ; symbols and meanings; values and ideologies ; rules and norms ; emotion and expressiveness ; the collective unconscious and behaviour patterns ; structures and practices.

Origin

The clearest understanding of an organisational culture comes from an examination of the practices of its management team. The day-to –day behaviours of management shape and determine the culture . Many organization trace the culture to an individual who personified the major value of the organization .

Factors

A factors that contribute the origin of an organisational culture have been identified as four categories.

History : Employees are aware of the past organization and this awareness builds culture which result that people inside the organization become more and more similar , the value of the organization and the culture becomes more and more different from that of similar organization.

Environment : Organisational Environment becomes a culture, if it is used for motivating people to avoid any friction and adopt the valuable tradition of the organization. It is the environment under which an employee deals with its organisation and an organization deals with its Employee.

Staffing process : Organisation tend to hire ,retain and promote people who are similar to current employees in order to current employees in order to ensure current values which are acceptable and potential challenges.

Socialisation process: New employees also learn the organisational culture from their orientation program and their actual work experiences. It can be reinforce by compensation , performance appraisal, promotion and communication system.

Elements: Culture in an organization is analogous to personality in an individual. Just as people , a certain group of traits or personality types can be Identified because they consist of common elements.

1. Artifacts are the physical things that are found that have particular symbolism for culture .The purpose are as reminders and triggers.

2. Stories, Histories, myths, legends, jokes.

3. Ceremonies, Celebrations, Rituals, Rites.

4. Attitudes.

5. Rules, Ethics , Values, norms.

6. Assumptions and Expectation.

Characteristics

Characteristics have been identified that , when taken together ,Capture the essence of an organisational culture

1. Individual Autonomy

It prescribes the kinds of individual behaviour considered acceptable in the society.

2. Direction

Number of rules and regulations and amount of direct supervision that is used to oversee and control employee behaviour .

3. Management support

The Degree of assistance and warmth that managers give their subordinates.

4. Identification

Employees identified with the organization as a whole rather than with their particular work groups or field of professional expertise.

5 .Performance reward

Reward allocation are based on performance criteria in contrast to seniority, favouritism & soon.

6. Conflict

The Degree to which employees are encouraged to air conflict and criticisms openly.

7. Risk tolerance

The degree to which employees are encouraged to be aggressive, innovative and risk seeking

Organisational culture grid

There are four organizational culture emerge from this two dimensions grid.

Systematised (IV)	Entrepreneurial (III)
Interactive(I)	Integrated (II)

Culture

Grid

Examples

Interactive

--- Strongly oriented to satisfying the needs of Employee and customers ie :goods and services of respond to Competition and new technology.

MC Donald

Integrated

--- strongly oriented to satisfying the needs of employees and customers by innovative in new products services.

IBM Apple computers

Entrepreneurial --- Highly innovative in developing new products and services but have a law orientation towards people. It tends to be non participative in decision making.

Systematised --- Focus on maintaining procedures & policies and also system of on going activities .External environment drives decision making.

Types of organisational culture .

Merril lynch

Ford

Tough –guy macho culture	Work hard play hard culture
Bet-your company culture	Process culture

1) Tough Guy Macho culture

- a) A world of individualist who regularly take high risks and get quick feedback on whether their actions were right.
- b) No team work , No cooperation and No opportunity to learn from mistakes .
- c) It tends to reward individuals who are temperamental and short sighted.eg; venture capitalized, Advertisement.

2)Work hard/Play hard culture

- a) Fun and action are the rules here but employees take few risks and to expect feedback.
- b) Team players are friendly and outgoing thrive ability to find the need and fill it.
- c) Rewards accrue to persistence. eg; real estate , door to door sales.

3)Bet your company culture

- a) A high risk slow feedback organization.
- b) It refers to companies the right decisions that invest large sums now to recover them over time . eg; Oil companies , capital good etc.

4)Process culture

- a) It includes slow feedback organization. Employees must focus on how things are done rather than the outcome.
- b) Employees thrive are oderly , punctual & detail oriented, eg: Banks insurance company.

Merit

- 1) Good organisational culture can help in attracting good and potential employees ie, acts as talent attraction .
- 2) It engage people lead to creation of greater productivity and profitability.
- 3) A strong culture brings people together to create new ideas and greater synergy.
- 4) An investment of time ,talent and focus on organisational culture will make everyone more successful.
- 5) It is pervasive and operates unconsciously. Employees might think of it as an automatic pilot directing employees in way that are consistence with organization expectation.
- 6) It is a social glue that bonds people together and makes them feels part of the organization development.
- 7) It helps employees understand what goes on and why things happen in the company.

Demerits

1) Restricts organization climate

Culture does not allow the organization to change in accordance with the environmental demands, when organization is operating as dynamic environment.

2) Breakage of variance business alliances

Many business alliances like mergers and acquisitions, today are tending towards divorce due to the strong cultures of the partners to the alliance.

CONCLUSION

Allen Kennedy is an expectation of on organisational culture which believes that there are only five reasons to justify large scale change ; if the company have strong values, very competitive , worse, about to join the ranks and smaller but growing rapidly . Hereby a statement of corporate and philosophy say that it is consistently reinforced by the policies and procedures of the organisational development . Individual culture change the value of organizational culture whereby change in organization development. Therefore it is a useful tool for strengthening of the organisational development. As William B . Cornell defines , “Management succeeds or fails as human relations in business are intelligently or unintelligently handled”.

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