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# UNIT 9      ORGANISATIONAL CULTURE AND MANAGERIAL ETHOS

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## Objectives

After studying this Unit, you should be able to:

- Understand the nature of the concepts of organisational culture and organisational climate
- Identify some of the factors that contribute to the uniqueness of each organization
- Appreciate the values and the characteristics of managerial ethos
- Describe the process through which traditions and customs are maintained in any organisation

## Structure

- 9.1 Culture or Climate
- 9.2 Perceived Characteristics of Culture and Climate
- 9.3 The Dimensions of OC
- 9.4 Determinants of OC
- 9.5 Managerial Values and Ethos
- 9.6 Managerial Ethos: Its Characteristics
- 9.7 How Culture and Ethos are Maintained
- 9.8 Summary
- 9.9 Self-assessment Test
- 9.10 Key Words
- 9.11 Further Readings

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## 9.1 CULTURE OR CLIMATE

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Every organisation has some characteristics which are common with any other organisation. At the same time, each organisation has its unique set of characteristics and properties. This psychological structure of organisation and their sub-units is usually referred to as Organisational Culture.

For a layman, culture is a commonly experienced phenomenon and many words like, climate, atmosphere, environment and milieu are often used interchangeably to describe it. In fact, most of the studies which have tried to measure an organisation's "Culture" have operationalised it in terms of "Organisation Climate". A couple of formal definitions of organisation climate are given below for your perusal:

Organisational climate is a relatively enduring quality of the internal environment that is experienced by the members, influences their behaviour, and can be described in terms of values of a particular set of characteristics of the organisation (Renato Tagiuri, 1968).

Organisational climate is the set of characteristics that describe an organisation and that (a) distinguish one organisation from other organisations; (b) are relatively enduring over time and (c) influence the behaviour of the people in the organisation (Forehand & Gilmer, 1964).

Compare these two definitions of "Organisational Climate" with a definition of "Organisational Culture" as given by Stephen P. Robbins (1986): Organisational Culture is a relatively uniform perception held of the organisation, it has common characteristics, it is descriptive, it can distinguish one organisation from another and it integrates individual, group and organisation system variables.



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## 9.2 PERCEIVED CHARACTERISTICS OF CULTURE AND CLIMATE

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If you examine closely these sample definitions, you will not only be able to identify the commonalities but also be able to see that the abstract concept of culture and operational concept of climate basically refer to the perceived personality of an organisation in very much the same sense as individuals have personality. Just as you have a personality -a set of relatively stable traits-so does an organisation. Just as any culture has some do's and don'ts in the form of totems and taboos which dictate how each member should behave with a fellow member or an outsider, similarly each organisation has a culture that influences the behavior of employees towards clients, competitors, colleagues, supervisors, subordinates and strangers. In this Unit, we shall be concerned with this relatively stable perceived internal environment of an organisation, called Organisational Climate or Organisational Culture (OC).

It should be noted that Organisational Culture or Organisational Climate (OC) is the perceived aspects of an organisation's internal environment, but within the same organisation there may be very different OCs. This might happen because people with different length of experience or at different levels of organisation's hierarchy, may perceive internal environment of an organisation differently. Personal characteristics such as Values, Needs, Attitudes and Expectations determine the manner in which an individual is likely to perceive the various aspects of the internal working environment of the organisation.

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### Activity A

Based on this-discussion about the concept of Organisational Culture or Organisational Climate (OC), complete the following sentences:

- A The unique set of characteristics which is perceived as internal environment of an organisation is usually fairly..... over time.
- B OC refers to the perceived.....environment of an organisation.
- C Though OC tends to be a shared perception, within the same organisation, there may be.....OCs depending upon the characteristics of the group of persons who perceive it.
- D OC influences the.....of people in an organisation.
- E The concept of organisation culture or organisation climate (OC) allows us to .....one organisation from other organisations.

Answers: A. Stable, B. Internal, C. Different, D. Behaviour, E. Distinguish.

### Activity B

**Step 1** Think of an organisation of which you are a member and are familiar with its internal environment. Use five adjectives and adverbs which describe a set of characteristics of that environment.

Name of the Organisation .....

Its internal environment is .....

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**Step 2** Do you find each of these characteristics relatively enduring and stable?

Yes [ ] No [ ]

If you have ticked 'NO', try to replace them with more enduring characteristics.

**Step 3** Give an example showing how any one of those enduring characteristics of that organisation has influenced your behaviour towards others.

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**Step 4** Do you feel that other members of the organisation may not share your perception and agree with you about any particular quality that you have mentioned in Step 1.

Yes [ ] No [ ]

If you have tick marked 'YES', can you replace that quality of the organisation with any other enduring characteristic about which other members of the organisation are also likely to agree?

**Step 5** Think of any other organisation with which you are fairly familiar. Do you feel that the set of characteristics mentioned by you in Step 1 distinguishes your organisation from the other?

Yes [ ] No [ ]

If you have tick marked 'NO', go back to Step 1 to revise the set of characteristics which you perceive as **typical** and fairly **stable of your organisation** and with which you are able to **distinguish your organisation from other organisation(s)**.

## 9.2 DIMENSIONS OF OC

You have seen that OC refers to a set of some commonly experienced stable characteristics of an organisation which constitutes the uniqueness of that organisation and differentiates it from others. You might have faced some difficulty in identifying this set of characteristics because you do not yet know the various dimensions or factors of OC in which you should look for these characteristics. In the last two decades, extensive studies have been conducted which have helped us to identify some key factors of OC. Some of these common dimensions are described below:

**Individual Autonomy:** This refers to the individual's freedom to exercise his or her responsibility. In other words, individual autonomy is the degree to which employees are free to manage themselves; to have considerable decision making power; and not to be continually accountable to higher management.

**Position Structure:** This refers to the extent of direct supervision, formalisation and centralisation in an organisation. In other words, position structure is the degree to which objectives of the job and methods for accomplishing it are established and communicated to the individual by supervisors.

**Reward Orientation:** This refers to the degree to which an organisation rewards individuals for hard work or achievement. An organisation which orients people to perform better and rewards them for doing so, will have an OC characterised by high ward orientation.



**Consideration, Warmth and Support:** This refers to the extent of stimulation and support received by an individual from other organisation members. In other words, if there is a sense of team spirit among the members of an organisation, the OC is likely to be perceived as considerate, warm and supportive.

**Conflict:** This refers to the extent of conflict present between individuals and the willingness to be honest and open about interpersonal differences.

**Progressiveness and Development:** This aspect refers to the degree to which organisation conditions foster the development of the employees, allow scope for growth and application of new ideas and methods.

**Risk Taking:** The degree to which an individual feels free to try out new ideas and otherwise take risks without fears of reprisal, ridicule or other form of punishment, indicate the risk-taking dimension of OC. This dimension is akin to "cautious" versus "venturesome" quality of an organisation.

**Control:** This dimension refers to the degree to which control over the behaviour of organisational members is formalised. In a highly bureaucratic organisation, control systems are well defined. In a low-control organisation, most of the controls are self-regulated, i.e., individuals monitor their own behaviour. You can think of this dimension as "tightness" versus "looseness" of an organisation.

These eight dimensions account for most of the research findings, but they do not account for all that we intuitively feel to be present in the "Climate" or "Culture" of an organisation. For example, you may perceive an organisation culture to be "paternalistic", or a climate to be "impersonal". Though the fourth OC dimension (consideration, warmth and support) may cover both these different qualities, yet the "richness" that you find in the two qualities is not fully reflected in that dimension. However, the identification of these eight dimensions (which are **not** absolutely independent of each other) do help us in mapping and measuring OC.

Before we move on to the next topic on **Determinants of OC** take the following pair matching test to check whether you have understood the focus of each dimension.

### Activity C

Given below are two columns. The left column lists the dimensions of OC, the right column lists their major focus. Match each dimension with its corresponding focus.

Dimensions		Focus	
1	Individual Autonomy	A	the extent of direct supervision and formalisation.
2	Position Structure	B	the extent of socio-emotional support provided by others.
3	Reward Orientation	C	the extent of freedom to experiment with new ideas.
4	Consideration	D	the scope of growth of self, other members and organisation as a whole.
5	Conflict	E	the degree of check imposed on behaviour of organisational members.
6	Progressiveness & Development	F	the degree of freedom from accountability to others.
7	Risk-taking	G	the extent of expression of differences and blocking of each other.
8	Control	H	the extent of incentives provided for higher effort and performance.

**Answers:** 1F, 2A, 3H, 4B, 5G, 6D, 7C, 8E



## 9.4 DETERMINANTS OF OC

At the very onset of this topic, it is useful to distinguish between determinants and dimensions of OC. Determinants are the causes, while dimensions are the components of OC. You may say, determinants are those which influence whereas dimensions are those which are influenced.

Although OC refers to the internal environment of an organisation, the nature of OC is determined by a variety of internal and external factors. One of the basic premises of organisational behaviour is that outside environmental forces influence events within organisations. After acknowledging the dynamics of internal as well as external factors in this section, we will consider in greater detail the following seven internal factors. You will find these factors as determinants of OC in the following order:

- 1 Economic Condition
- 2 Leadership Style
- 3 Organisational Policies
- 4 Managerial Values
- 5 Organisational Structure
- 6 Characteristics of Members
- 7 Organisational Size

### Economic Conditions

Several dimensions of OC are influenced by an organisation's position on the economic cycle. The economic condition of any organisation influences whether its budget should be "tight" or "loose". In times of prosperity-when budgets are more loose than tight-the organisation tends to be more adventuresome. On the other hand, tight budget would lead to an air of caution and conservatism within an organisation. Few managers are willing to suggest new programmes (probably deserving merit) when the order from above is to exercise tight control over expenses. So, dimensions of OC like "Risk-taking", "Control", "Progressiveness and Development" etc. are directly influenced by economic conditions.

### Leadership Style

The leadership style prevailing in an organisation has a **profound** influence in determining several dimensions of OC. The influence is so pervasive that you may often wonder whether OC is a product of the philosophy and practices of prominent persons in an organisation.

Consider, for example, the results of an experimental study where three organisations were "created" by simulation. All these three Organisations-A, B and C-were identical in terms of nature of business, size of the organisation, characteristics of employees, and initial economic condition. The major difference among these three organisations was the "leadership style". Organisation A was characterised by authoritarian style with high power motivation. Organisation B was characterised by democratic style with affiliation motivation. Organisation C was characterised by goal directed style with achievement motivation. The meaning of - these different leadership styles and their effects on different dimensions of OC can be seen in Table 1. You will notice that one type of leadership style can influence more dimensions of OC than another style.

Table-1

Leadership Style of three Simulated Business Firms and their effects on Dimensions of OC

Leadership Style	Dimensions of OC
<b>Organisation A</b>	
Maintains Order	High Position Structure
Exercises Authority and Control	Low Individual Autonomy
Criticises Poor Performance	Low Reward Orientation
Criticises Deviation from Rules	High Control
Emphasises Cost Reduction	Low Warmth & Support
Avoids Involvement with Employees	



<p><b>Organisation B</b> Maintains Informality Avoids Individual Punishment Gives General Positive Rewards Creates Friendly Relationships Creates Relaxed Atmosphere Emphasises Cooperation Avoids Conflict Creates Personal Relationship with Employees</p>	<p>High Reward Orientation High Warmth &amp; Support Low Conflict</p>
<p><b>Organisation C</b> Maintains Informality Sets High Standards for Individuals and Organisation Gives Rewards, Praise, Promotion Rewards Excellent Performance Gives Individual and Organisation Support  Stresses Cooperation in Work Tolerates Personal &amp; Task related Conflict Stresses Moderate Risk, Create Organisation Pride, Stress Challenge and Excitement of Work</p>	<p>High Individual Autonomy Low Position Structure  High Reward Orientation High Warmth &amp; Support High Progressiveness &amp; Development High Risk-taking</p>

**Source :** Adapted from George H. Litwin "Climate and Motivation : An Experimental Study" in R. Taguiri & G. Litwin (eds.) Organisational Climate. Boston : Graduate School of Business Administration, Harvard University, 1968. pp 178.

### Organisational Policies

Specific organisational policies can influence a specific dimension of OC to quite an extent. For example, if the company policy states that layoffs will be used only as a last resort to cope with business downturn, then it would, in general, foster an internal environment that is supportive and humanistic.

Similarly if you are working in a company where it is agreed that the first beneficiaries; of increased profit would be the employees of that organisation and shareholders would get second priority, then the OC will be characterised by High Reward Orientation and probably by High Progressiveness and Development.

### Managerial Values

The values held by executives have a strong influence on OC because values lead to actions and shape decisions. Values add to perceptions of the organisation as impersonal, paternalistic, formal, informal, hostile or friendly. You will learn more about managerial values under the topic: Managerial Ethos.

### Organisation Structure

The design or structure of an organisation affects the perception of its internal environment. For example, a bureaucratic structure has an OC much different from a System 4 organisation. What is a System 4 organisation? According to Rensis Likert, all organisations can be classified into four major groups, depending upon the way basic organisational processes are conducted. These major groupings are as follows:

System 1	-	Exploitative Authoritative
System 2	-	Benevolent Authoritative
System 3	-	Consultative
System 4	-	Participative

How does one know whether an organisation should be categorised as System 1 or 2 or 3 or 4? It depends on the way following processes are perceived and rated in an organisation:

- Leadership process
- Motivation process
- Communication process
- Decision-making process.
- Goal-setting process
- Control process,



Employees of an organisation rate these processes on a rating scale; asking questions like the following:

- How much confidence is shown in subordinates?
- Where is responsibility felt for achieving organisation goals?
- How well superiors know problems faced by subordinates?
- How much covert resistance to goals is present?
- At what levels are decisions formally made?
- Is there an informal organisation resisting the formal one?

Based on the answers to these questions, an organisation can be classified as system 1 or 2 or 3 or 4. A bureaucratic structure is likely to be rated as System 2 or System 3. A System 4 organisation will have a distinct OC where the main theme would be strong involvement and self-control of all organisation members at all levels in all basic organisational processes

### **Characteristics of Members**

Personal characteristics of the members of an organisation also affect the climate prevailing in the organisation. For example an organisation with well educated, ambitious and younger employees is likely to have a different OC than an organisation with less educated, and less upwardly mobile, older employees. The former might inculcate an environment of competitiveness, calculated risk-taking, frankness of opinions, etc.

### **Organisational Size**

In a small sized organisation it is much easier to foster a climate for creativity and innovation or to establish a participative kind of management with greater stress on horizontal distribution of responsibilities. On the other hand, in a large organisation it is easier to have a more authoritative kind of management with stress on vertical distribution of responsibilities. This in turn leads to distinct environments as has been explained with the help of the concept of System 4 organisation.

We have now studied seven basic determinants of OC. The list is not exhaustive but these are the basic internal factors determining the internal environment of an organisation.

Note that OC is not influenced by factors existing within the organisation only. Societal forces help shape OC as well. To understand societal influences on OC, let us consider an example in relation to the changing profile of existing and future employees. You may have noticed at least two changes which are taking place in our society. First, educational level of employees of all categories is rising. Second, societal values toward recreational and leisure activities are becoming stronger. The effect of the first change is in the expectations of employees. People want more satisfying and fulfilling work which should match their qualifications and abilities. The impact of the second change is that the passion for non-work is increasing: people feel less passionate about job performance. So, while one change is pushing towards increased professionalism, the other change is pulling towards leisure-orientation. Against these backdrops of societal forces influencing the profiles of the employees, the content of the job and the organisation processes determine the OC.

To sum up, OC is determined by a variety of internal and external factors where internal factors are specific to the organisation while external factors refer to a number of societal forces.

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### **Activity D**

Before we move on to the next part on Managerial Ethos, we pause for a while to check how far you have grasped what has been covered in the last section. Write 'true' or 'false' in the space provided against each of the following statements.

- 1 OC is determined by only internal factors specific to the organisation. (    )
- 2 Leadership style and structure of an organisation immensely influence (    )  
the OC.
- 3 A System 4 kind of an organisation is more authoritative than a (    )  
System 1 organisation.



- 4 It is easier to establish participative management in a small sized organisation than in a large one. ( )
- 5 Under tight economic condition, an organisation tends to be adventuresome. ( )
- 6 A bureaucratic organisation tends to be either system 1 or system 4. ( )
- 7 Organisation's policies do not have any effect on the perceived internal environment of an organisation. ( )

**Answers:** 1-False, 2-True, 3-False, 4-True, 5-False, 6-False, 7-False.

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## 9.5 MANAGERIAL VALUES AND ETHOS

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In the earlier section, we have indicated that the managerial values affect perceived characteristics of the internal environment of an organisation. At this juncture you may well ask what some of these values are. How do these values develop? How do they get transmitted from one generation of managers to another? In this section, we are going to explain briefly some of these issues.

Ethos refers to habitual character and values of individuals, groups, races, etc. Managerial ethos is concerned with the character and values of managers as a professional group. Contemporary managers hold some specific values which affect work and some of these are: **autonomy, equity, security and opportunity.**

You may recall that individual autonomy is a very important dimension of OC. Enlightened managers believe that most people prefer to feel free and to do things as they like within the constraints imposed by their group. These managers tend to allow enough latitude to individual employees as long as the use of this freedom does not violate basic norms of the organisation. In the last two decades, some management practices have been innovated which are in keeping with this value of autonomy.

Equity refers to justice in rewarding performance. Here again, modern managers strongly feel that a person must get a reward proportionate to his input. In any case, deliberate exploitation is to be avoided and as far as possible "fairness" is to be maintained.

Another highly rewarded value is security, both economic and emotional. Keeping a person on his toes by making him feel insecure is slowly but steadily getting discredited as a management philosophy. Even the societies which have practised "hire and fire" policy are unmistakably shifting towards providing security of job.

Providing enough career advancement opportunities to employees is yet another contemporary managerial value. For several reasons it may not be possible for many organisations to create enough vacancies for everybody to advance in their career. However, modern managers encourage themselves and others to continue growing through various modes of education, although, it does not necessarily lead to career advancement. Besides these four values which affect a manager's work, the manager may have a strong "Work Value". Work Value refers to the worth a person ascribes to the opportunity of work. If you have a "strong" work value you are going to identify the worth or value of work to you in more ways than one. You may view work as an opportunity to: (a) accept challenges, (b) serve others, (c) earn money, (d) enjoy prestige and status, (e) be creative, or (f) be independent, etc.

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## 9.6 MANAGERIAL ETHOS: ITS CHARACTERISTICS

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Apart from these values, the managerial ethos of high order requires certain other characteristics as well. Let us describe these very briefly to you.

**Action goal orientation:** Persons with high sense of adequacy have clear goals about their future and are directed by these goals. They usually do not think their goals in status terms (i.e., what they would like to be) but in activity terms (i.e., what they would like to do). For example, when a junior manager thinks that he would





like to be the "Chief of Marketing" he is status-goal oriented; but when he thinks that he would like to be influenced the marketing policies of the company, he is action-goal oriented.

**Pro-action:** Proactive people do things on their own without having to be told by any one. Such initiative taking behaviour leads to a high level of activity and experimentation. As contrasted to these people are reactive persons or conformists who spend most of their lives in doing things that others expect them to do. Reactive people are other-directed, whereas proactive ones are inner-directed. A superior managerial ethos requires more of pro-action than reaction.

**Internal resources:** Managers with high sense of adequacy are aware of their internal 'strength and are guided by these strengths. They are aware of their weaknesses but this awareness does not deter them from acting positively or to look for opportunities for continuous self-improvement. They are open to feedback and ready to learn from experience.

**Problem-solving attitude:** A superior ethos requires that managers view themselves as problem solvers, rather than problem-avoiders. These managers have a positive orientation to problem situations and do not want to run away from problems. They tend to approach problem situations with optimism because they have internal locus of control, i.e., a strong belief that they can change the environment through their own efforts.

Before we move on to the next topic on Socialisation Process (How OC and Ethos are transmitted), it would be useful if you complete some or all, of the following suggested exercises.

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**Activity E**

Get acquainted with at least one manager who values "Autonomy" and professes that he/she practices it, as far as possible. Collect evidence to describe how does he/she do it? What has been the experience? Where has he/she faced problems? Prepare a report.

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**Activity F**

Discuss with some other managers whether, according to their opinions, there are some other values which are central to managerial ethos. What are these? How relevant are these to the Indian situation? Prepare a short write-up.

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**Activity G**

Identify an organisation which values "opportunity for growth and development" rather highly. Collect evidences of some organisational practices which support of negate this value. Make a journalistic report. Try to publish it.

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### Activity H

Locate a situation where "Equity" principle is grossly violated. Look for the impact of this violation. Draw some lessons from this situation to develop an insight into the process of work motivation.

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### Activity I

Individually ask a few of your colleagues, "What does work mean to you"? Record their verbatim responses. Analyse these responses. Make some non-evaluative and descriptive comment on the nature of their Work Values. Share your observations with them.

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### Activity J

Hold an interview with a manager whom you respect for his/her managerial ethos. Share with the person the four characteristics of ethos. Get his/her views on those characteristics. Add any other characteristics of superior ethos which might emerge out of this interview.

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## 9.7 HOW CULTURE AND ETHOS ARE MAINTAINED

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You may have often experienced that every organisation has its own unique traditions and customs. Seldom are these traditions and customs explicitly spelt out, yet, over a period of time, organisations do develop long standing unwritten **rules**, **regulations** and **rituals** to commemorate special moments, **standards** for social etiquette, **taboos** about what is not to be done or spoken, **jargon** or special code language understood only by insiders. These, with a whole lot of other features taken together, are generally viewed as the "culture" of an organisation. You **May also have seen that** often there is a uniform perception held about these features of an organisation. Sometimes these "images" are fairly stable passing from one generation to another generation without undergoing much of a change. You might have wondered how this happens.



The process through which the people are indoctrinated to accept the tradition and maintain the homogeneity of ethos and behaviours is termed as socialisation. It is a process of adaptation by which 'new' members come to understand the basic values, norms and customs for becoming 'accepted' members of an organisation. Though the most intense period of socialisation is at the 'fresher' stage of entry into an organisation, the process continues throughout one's entire career in the organisation. This is done to ensure traditions and to maintain uniformity. The people who do not learn to adjust to the culture of the organisation become the targets of attack and are often rejected by the organisation.

Socialisation process has three stages:

- Prearrival
- Encounter
- Metamorphosis

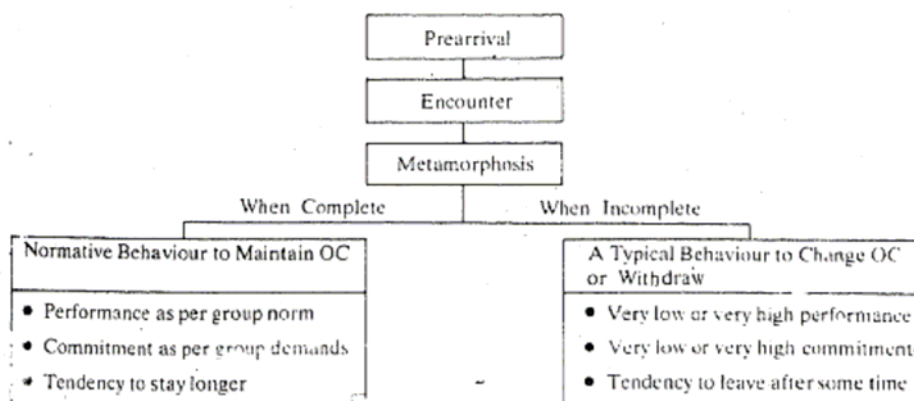
**Prearrival:** This stage tries to ensure that prospective members arrive at an organisation with a certain set of values, attitudes and expectations. This is usually taken care of at the selection stage itself. Selectors try to choose the "right type" of people, who they feel, will be able to "fit" the requirements of an organisation. Thus an organisation, even before allowing an outsider to "join", makes an attempt to ensure a proper match which contributes toward the creation of a uniform culture within the organisation. The views of the founding fathers of an organisation as well as the ethos of the present top management influences-consciously or inadvertently the selection of the parameters of this "proper match".

**Encounter:** After gaining an entry into the organisation a new member faces an encounter stage. There is always a possibility of difference between his expectations of an organisation and the OC. If the expected image **and** OC matches, then encounter stage passes off smoothly leading to confirmation of the image. If the imbalance between the two is acute, the person has usually two choices open. First, he undergoes further socialisation which detaches him from his previous expectations, replaces these with another set of expectations and thus helps him get adjusted to the prevailing system. Second, he drops out due to disillusionment. **In** both the cases the final result is the same: the status quo of traditions and customs are maintained.

**Metamorphosis:** People who had discovered an anomaly between their expectations and OC, but decided not to drop out, enter into the metamorphosis stage. **They** must sort out their problems and go through changes-hence this is called metamorphosis. When this metamorphosis is complete, the members develop a uniform **perception of OC** and feel 'comfortable' with the organisation and job. Successful metamorphosis results in the member's productivity being as per organisation's 'norm', 'average' commitment and lowered propensity to leave the organisation. All these are indications of "typical" or "normative" behaviour.

For a very few persons, the metamorphosis stage may remain incomplete or unsuccessful. These people, as yet, have not been able to "accept" the OC and thereby remain non-conformist. This phenomenon is likely to result in atypical behaviour. Sometimes they continue to 'fight' the system, at least for some more time, with zeal and enthusiasm. A larger number are likely to alienate themselves to soothe their feelings of disappointment. The process of socialisation is shown in Figure I.'

**Figure 1: Socialisation Process and its Impact on OC**





Here again, you will be able to see, the results remain the same - organisations maintain their traditions and customs till the time the “fighters” win their case.

Sometimes an organisation, anxious to break away from its stifling OC, may choose to deliberately appoint people without subjecting them to metamorphosis stage so that they bring organisational change. We shall take up the issue and strategy of bringing organisation change in a separate unit.

In order to understand some aspects of your organisation’s culture you may attempt some or all of the following exercises.

**Activity K**

Every organisation has some long-standing **unwritten** rules. All members implicitly accept and agree to adhere to these rules. You may call these as unwritten code of conduct. Discuss with some of your colleagues and identify at least five such unwritten rules of conduct. Analyse the factors which influenced the development of these unwritten rules.

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**Activity L**

Rituals refer to ceremonies or series of actions which are performed with some regularity to observe special occasions (e.g., wearing a particular kind of dress; observing a particular day of the year; throwing farewell parties to retiring members; introducing newcomers in a particular way, etc.). Make a list of some rituals observed in your organisation. Compare this list with somebody else’s from some other organisation. Comment on the uniqueness of your organisation’s rituals.

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**Activity M**

Taboos refer to some of the prohibitions imposed on a few patterns of behaviour, i.e., the things which one is not supposed to do (e.g., not calling superiors by their first names, not discussing personal lives of others in public, not coming to the place of work in an inebriated state, etc.). Make a list of such taboos followed in your organisation. Avoid including those which you have already mentioned in the earlier exercise on unwritten rules.

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**Activity N**

Jargon refers to a special language which only the members of the fraternity understand. This is sometimes referred to as 'Code language,' and may include nicknames for persons, events and processes, etc. Prepare a list of words and expressions which are peculiar to your group or organisation.

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**Activity O**

Give an account of the socialisation process of your organisation in the prearrival stage. What kind of traits in a person are usually favourably considered in the selection processes? Is there any favourable or unfavourable bias towards a particular community? Caste? Mother tongue? Schooling pattern? Family background? Personal appearance? Make a small note.

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**Activity P**

Describe what happens in the Encounter stage when a person is appointed in your organisation. What method of training is adopted to familiarise the person with the customs and practices of the organisation? Is there any formal orientation training or one has to learn these on the job? Recall your "Encounter" stage. What kind of expectations did you have before joining it? How did you resolve any difference that you might have observed between your expectations and experiences after joining. Prepare a report.

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**Activity Q**

Locate a person in your organisation who is *very* different from all others in terms of his performance or commitment to the job (It could be quite high or quite low). How does the rest of the organisation relate with this person? Is he isolated? Ignored? Highly respected? Are people annoyed with him? What do others do to express their feelings towards him? If possible, hold an interview with the person and try to discover his perceptions about different dimensions of OC.

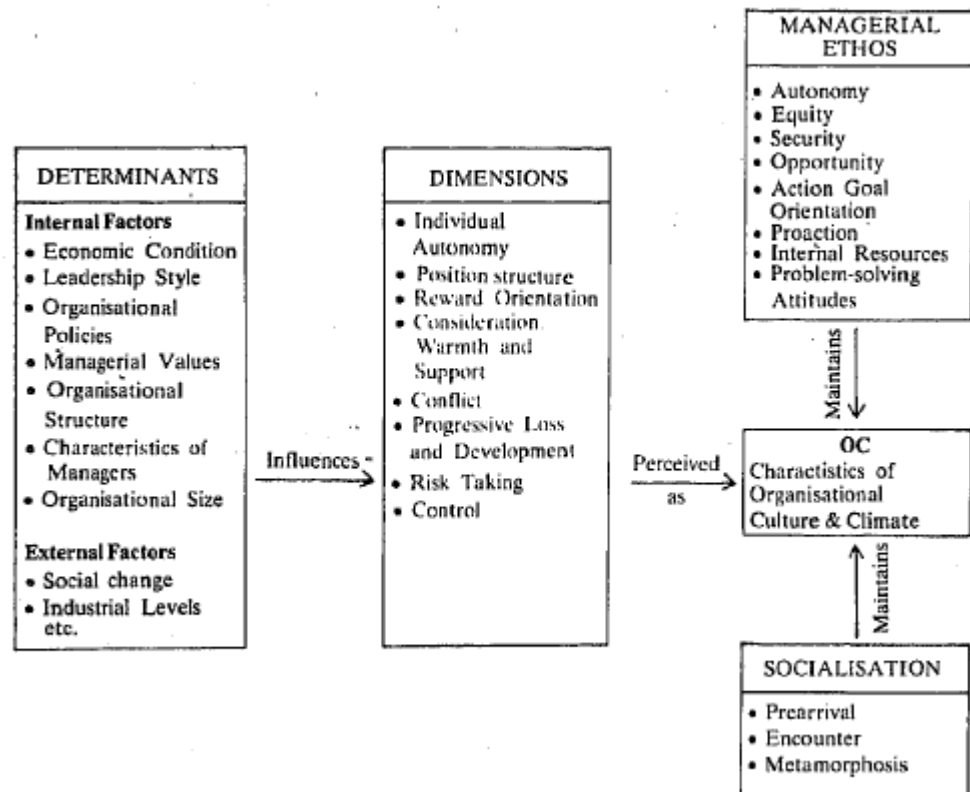
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## 9.8 SUMMARY

You have come across a variety of concepts in this unit. Let me help you in integrating these concepts through a model. You can see (Figure II) that there are some determinants in the form of Internal and External factors which influence various dimensions of an organisation's internal environment. These dimensions are perceived as OC, i.e., characteristics of climate and culture of an organisation. Both Managerial Ethos and Socialisation Process help maintain OC.

Figure II: A Model Showing Relationship between Ethos and OC



## 9.9 SELF-ASSESSMENT TEST

- 1 Distinguish between culture and climate. What difference does this distinction mean to you as a manager.
- 2 What is the influence of leadership style on organisational climate?
- 3 How can traditions and customs be maintained in organisations where change is the order-whether by design or default?

## 9.10 KEY WORDS

**Action-Goal Orientation:** Tendency to think about one's goals in activity terms.

**Atypical Behaviour:** Actions which are not usually displayed by the majority of people in any group.

**Conflict:** The extent to which people oppose and block each other.

**Consideration:** The extent to which stimulation and help is received by an individual from others.

**Control:** The degree to which a check is kept on the behaviour of an individual.

**Encounter:** A stage of socialisation when a person explores the difference between his expectations and reality.

**Equity:** A value of maintaining fairness in receiving a reward in proportion to one's contribution.

**Ethos:** Character and values of an individual or of a group.

**Individual Autonomy:** The extent of freedom from accountability to others.

**Internal Resources:** Awareness of one's intellectual and moral strength.

**Metamorphosis:** A stage of socialisation where adaptation and changes take place.

**Normative Behaviour:** Actions which are usually displayed by majority people in any group.



**OC:** A coined term which refers to perceived characteristics of organisational climate and organisational culture.

**Opportunity:** A value which stands for providing enough scope to people to develop their capacities.

**Organisational Climate:** Enduring qualities of the internal environment of an organisation.

**Organisational Culture:** A relatively uniform perception about a number of features of an organisation which allows distinction of one organisation from others.

**Position Structure:** The extent of direct supervision and formalisation.

**Prearrival:** A stage of socialisation which screens the values, attitudes and expectations of people before joining an organisation.

**Pro-action:** An orientation to take initiative and to do things without being told to do.

**Problem-solving Attitude:** A propensity to face problems rather than avoiding them.

**Progressiveness & Development:** The scope for growth of oneself and others.

**Reward Orientation:** The tendency to provide incentives for higher effort and performance.

**Risk-taking:** The extent of freedom given in an organisation to experiment with new untried ideas.

**Security:** A value which stands for providing economically, physically and emotionally safe environment to employees.

**Social Forces:** The forces in the environment outside an organisation.

**Socialisation:** A process of adaptation through which the people come to understand the values, norms and customs of an organisation.

**System 4:** A type of organisation structure which allows participation and involvement of all groups in all important processes.

**Value:** An enduring belief that a specific mode of conduct is personally and socially preferable to other alternative modes of conduct.

**Work Values:** Degree of worth a person ascribes to the opportunity of work.

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## 9.11 FURTHER READINGS

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