Socio Culture & Environment impacting & shaping the organization

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Culture Overview

- Culture has different connotation and interpretation for different people

- People use term like climate, atmosphere and environment interchangeably to describe culture

- Culture is concerned with certain values that we are trying to inculcate in an organization

Culture Overview

➢ The word got its own origin in Latin language, which meant Cultivation of soil and the same term is used for Cultivation of behavior i.e.

➢ The totality of the man's learned experience, which is socially transmitted or more briefly, behaviors acquired through social learning

➢ Culture consists in patterned way of thinking, feeling and reacting, acquired and transmitted mainly by symbols

What is culture

Culture is *pattern of shared assumption*, invented, discovered or developed by a group as it learn *to cope with its problem of external adoption*, *internal integration*, that has worked well enough to be considered valid and therefore *desirable to be taught* to new members as the *correct way to perceive* and feel in relation to those problem

We can't see or quantify culture

Is there any uniform culture

➢ Most of organization has a dominant culture and numerous set of sub culture

➢ Dominant Culture expresses the core values that are shared by a majority of organization members. It is this macro view that gives an organization its distinct personality

➢ Sub Cultures tend to develop in large organization to reflect common problem, situation or experience that members face

Culture as an iceberg

Practice/Rituals)(Conscious/Visible

Assumptions)(

Belief Values)(Unconscious /Invisible

Organization Culture

➤ Culture in an organization is how organization has learned to deal with environment. Organisation culture represents a system of shared meaning held by its members.

➤ It is a set of important understanding such as norms values attitude and belief shared by organization members which makes a work culture.

➤ It makes the organization unique and different from others

Cultural Paradox

> Culture has to be inferred, it is not written like belief, mission, vision, statement, but it is what actually happens whether consciously or unconsciously. If the action or behavior of the people comprising the organization does not match with the statement then there arises the situation where a person goes in a state of enigma. This is cultural paradox

> There is gap in professed and practiced values

Cultural Paradox

- Not only does new incumbent face the paradox, but even a person already working in the organization can also face it, when he observes practices or action being taken that are contradictory to the values of the organization

- Most often the new joinees faces this paradox, it can be seen when employees enter the organization and exposed to the org. culture

'Values' often have no value

- Understanding is taken for granted

- Understanding differs from person to person

- Understanding differs from culture to culture

- Reality has moved on

Consequences of Culture paradox

➢ Individual interpretation of the culture will result in communication gap and different work styles. It will also influence decision making of the employee in the organization

➢ It will lead to strained relationship as such person will perceive it differently and behave accordingly

➢ It will lead to frustration, anxiety and stress

Consequences of Culture paradox

➢ This also lead to job dissatisfaction

➢ Because of gap individual is not able to correlate with values of other in the organization

➢ If these things exist in considerable number of employees in the organization it is bound to show its effects on the business results

Sustaining the Culture

Some of the forces identified towards maintaining the culture are:

➢ Selection: This attempts to ensure a proper match results in hiring a person who has values essentially consistent with those of the organization

➢ Top Management: the action of the top management through what they say, how they behave have major impact on the culture

Sustaining the Culture

➢ **Heroes**: They create the role model for the employees to follow and everyone will count on them when things are getting tough, people look up to them

➢ **Culture network**: Continuation of culture depends upon the stories, which pass around the people who propagate the culture. These propagators constitute cultural network

Organization Environment

- That surrounds us all:

- Vision/Mission/Values/ Strategies/ Principals/Objectives
- Common Work Practices/norms
- Structures/Internal Integration-functioning/adapting
- Rules/policies/frame work of guidelines
- Climate of group interaction
- Embedded skills
- Habits of thinking, acting, paradigms, share Knowledge
- Metaphors or symbols

Pre—1990 Controlled economy
- Subsistence level
- Isolated
- Insulated

POST—1990 Liberalization of
- Industrial licensing
- FERA liberalization
- MRTP liberalization

PSU disinvestment

Post WTO
- Entrepreneurial freedom
- FDI leading to change in investments
- Multinationals
- Banking sector in competitive arena
- Opening of Insurance sector
- Radical change in capital markets
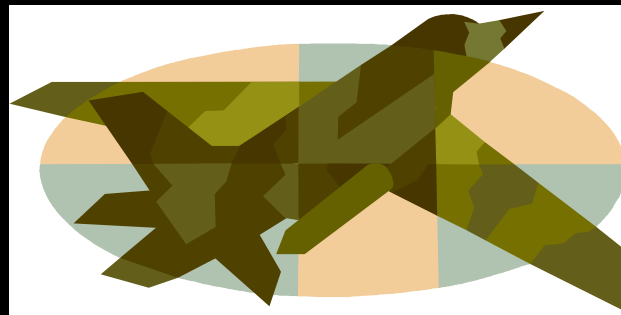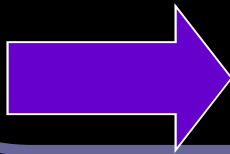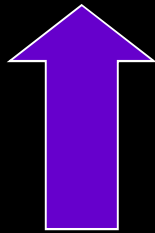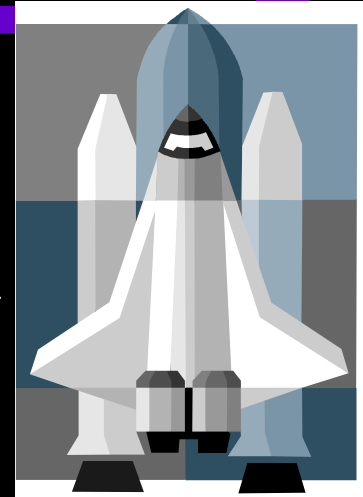- Financial services – a major business
- Economy is market oriented

2010

INDIAN ECONOMY

2010

2000

1990

NEW ECONOMIC ERA

SOCIAL

ECONOMICAL

TECHNOLOGICAL

CHANGES

POLITICAL

INTERNATIONAL

INNOVATINS/ BREAKTHROUGH CUSTOMER NEEDS/ COMPETITORS
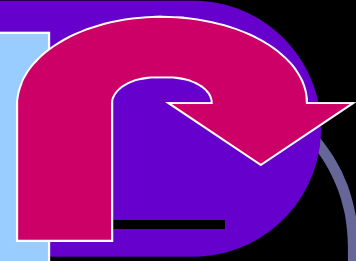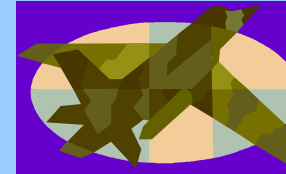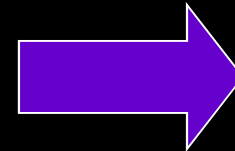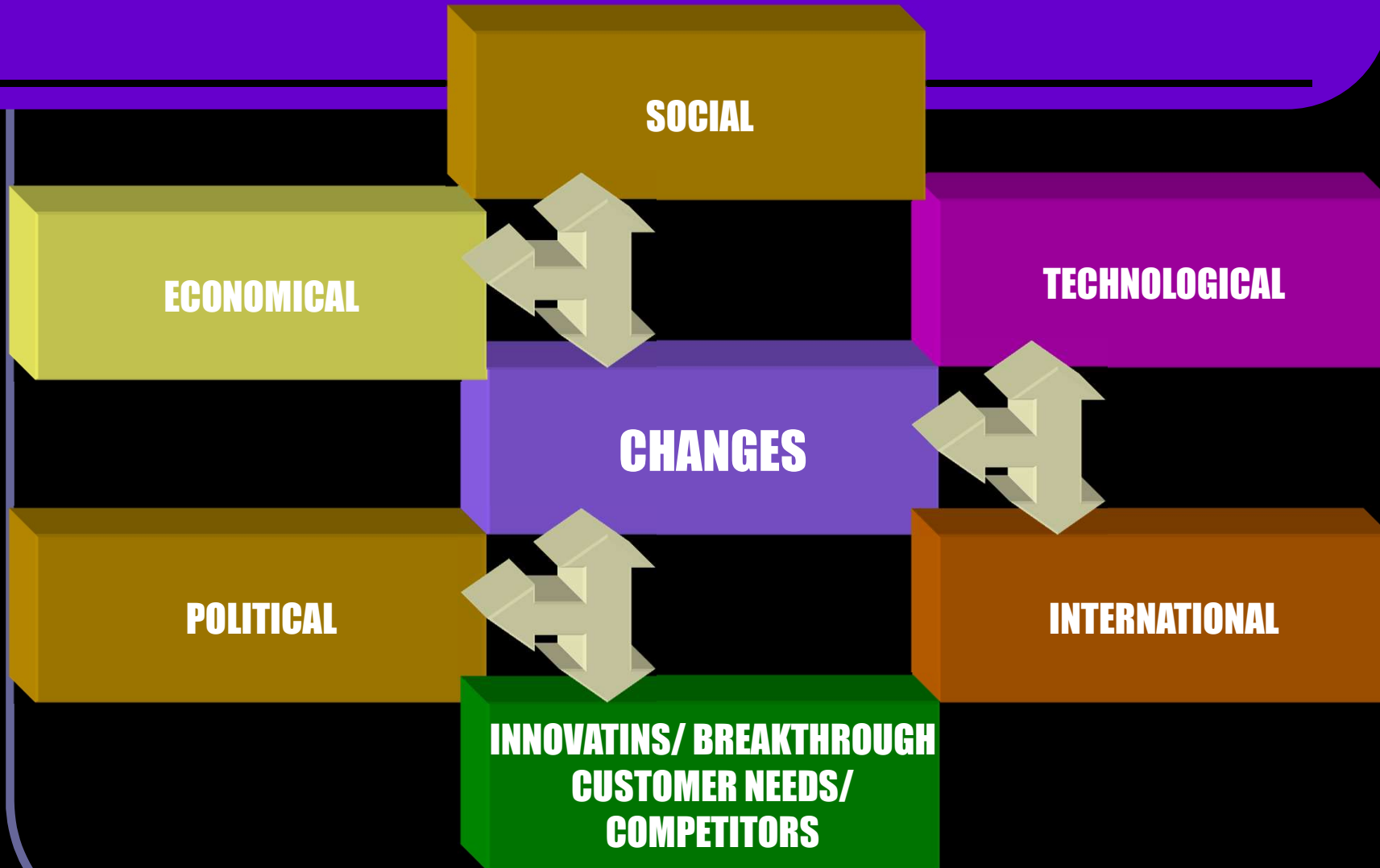
Impact of Environment & Culture

Change Process

HIGH

Societal Behaviour

Organization Behaviour

Group Behaviour

Difficulty Involved

Individual Behaviour

Attitudes

Knowledge

LOW

Position Power

Personal Power

SHORT ⟶ Time Involved ⟶ LONG
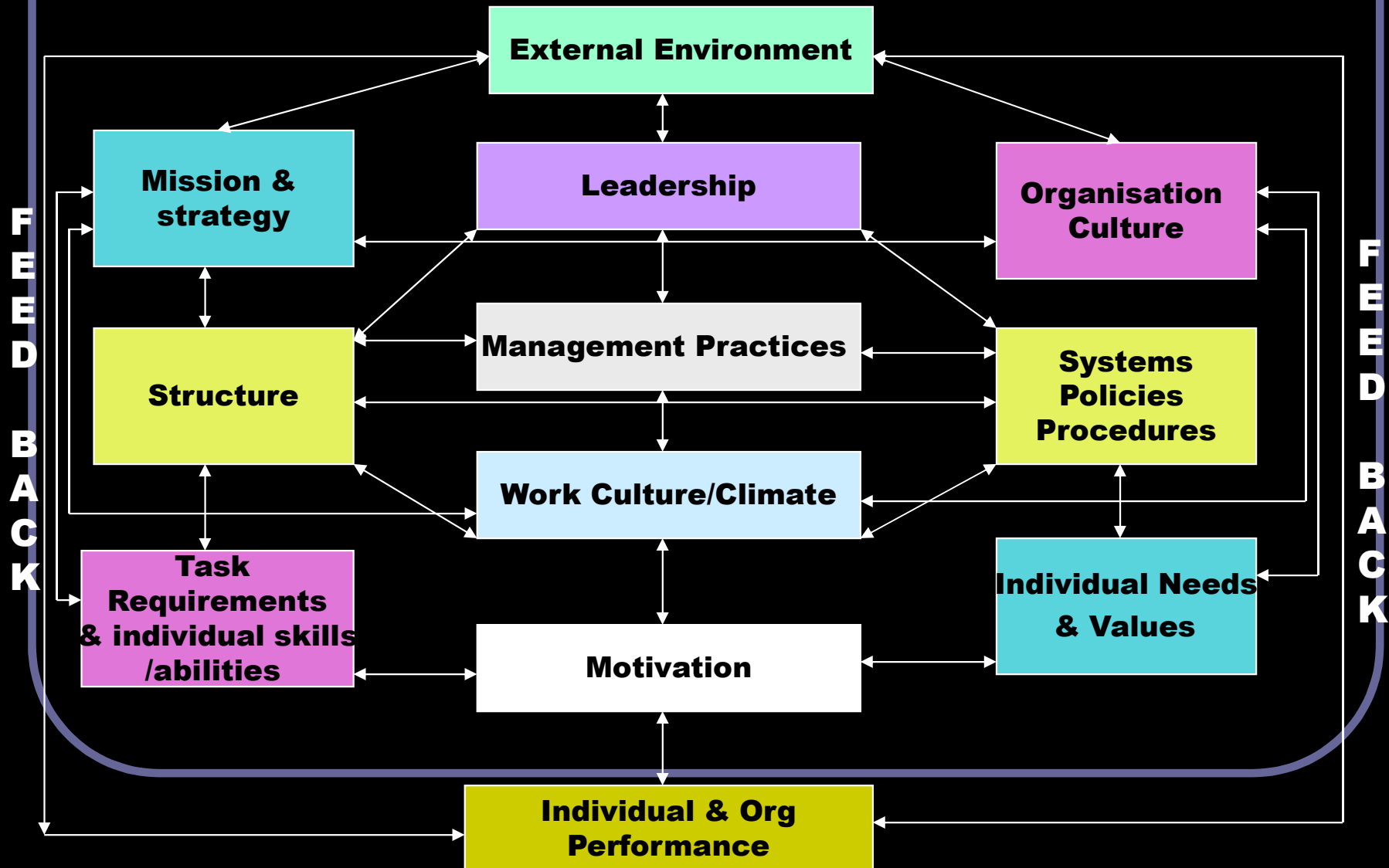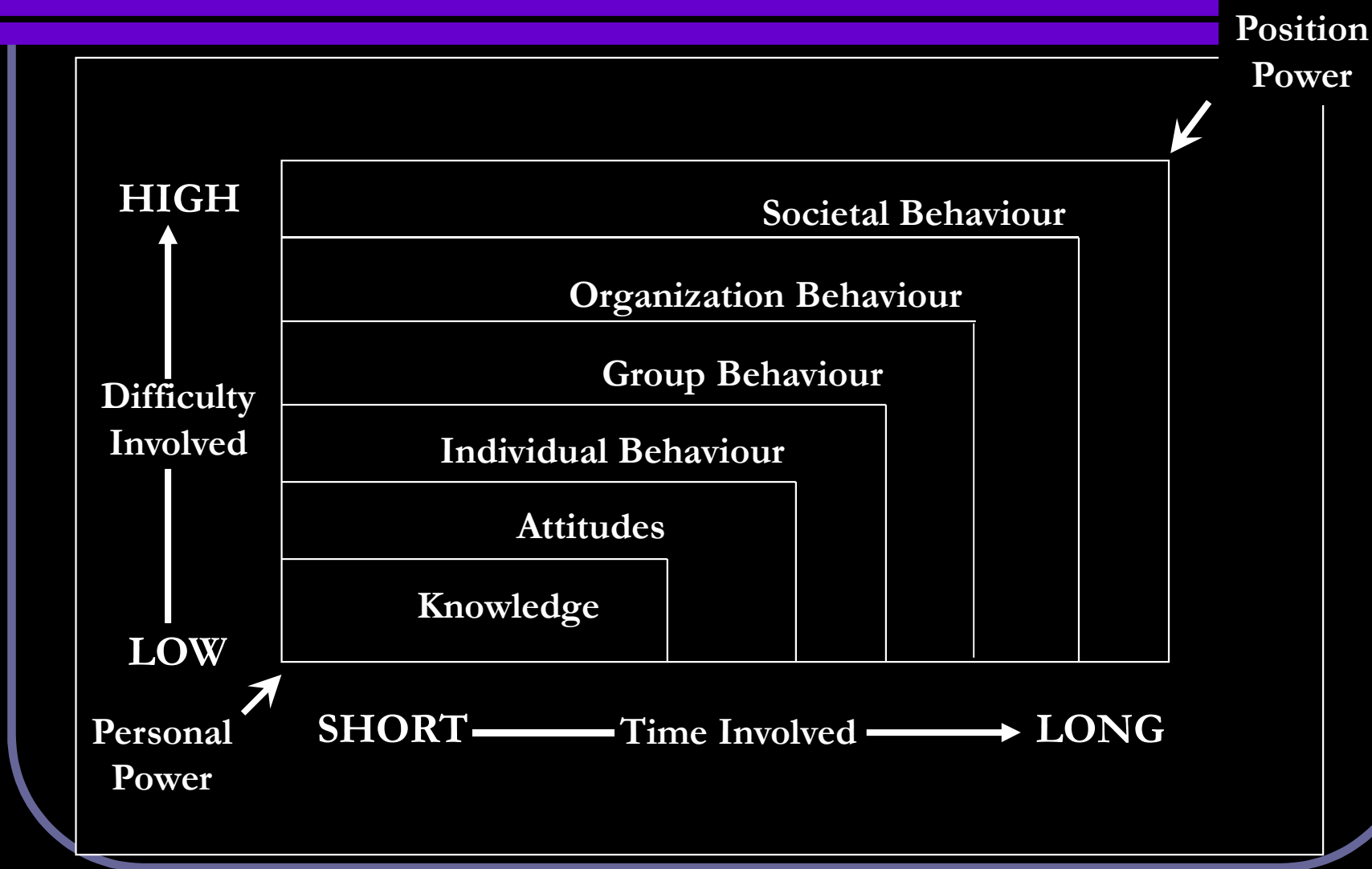
Who Sets Culture

Everyone in an organization can make a significant contribution in sustaining the culture that is called socialization

Thank you very Much