

**Strategic Performance Management**  
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**Lecture - 37**  
**Culture and Performance Management**

So, very good afternoon; Now, we are going to take up another topic that is the role of Culture in Performance Management system and here, we will try to link that how Culture can be linked to Performance management system.

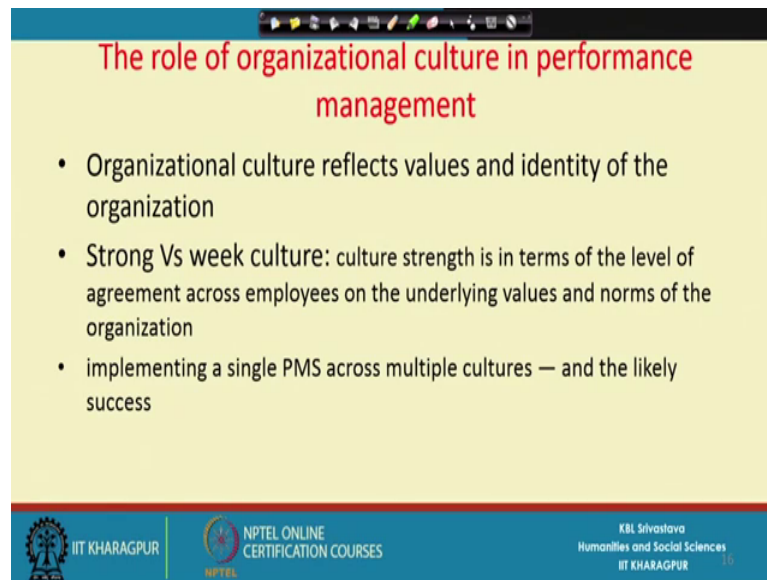
Now, if you look at the role of culture, it is very very important because if you have a good culture and strong culture in organization that supports performance or you can say facilitates performance an effective performance management. But, if the culture is weak; then, it does not support.

So, what we are going to discuss in this lecture is that how we are going to associate culture with performance management. Now, let me give you a little bit idea or a brief description of what culture is. Now, when we are going to define culture in organizational context, it basically it means the norms and values of the organization ok.

Now, if people are going to adhere to these norms and values of the organization, then it is good and if they do not adhere to the values and norms of the organization, then you will not be having a good culture and this culture in the organisation is propagated by the top management in that leadership.

So, they decide what kind of the culture is needed to facilitate effective performance. Now, when we are trying to see that how culture is related with Performance management.

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The role of organizational culture in performance management

- Organizational culture reflects values and identity of the organization
- Strong Vs weak culture: culture strength is in terms of the level of agreement across employees on the underlying values and norms of the organization
- implementing a single PMS across multiple cultures — and the likely success

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We need to look at what is the role of the culture in the performance management system. And as I told you that culture reflects the values and identity of the organization ok. Remember sometimes we the people say no the culture of this organization is very good; what does it mean?

It means that it they are talking about the values, the norms which is represent the culture of the organization and whether people follow those values or norms or not right. Now, if you look at companies will find that either they are going to have a very strong culture or a very weak culture.

So, if you look at the strength of culture, it means that if all the employees of an organization and there to the same values and norms and there is an agreement among them that ok, let us follow it. Then the culture of the strength is going to be high; otherwise it is going to be low right.

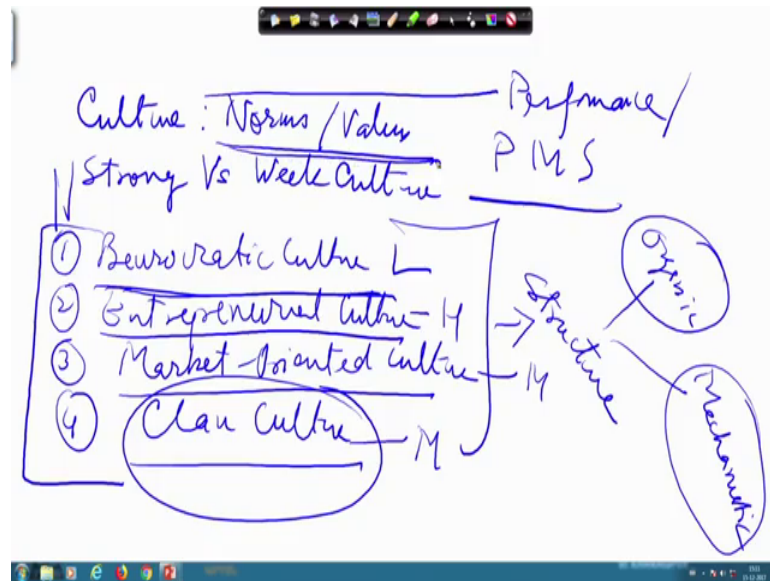
Now, it is very very important to see that what kind of culture will be required for the performance management system right. Similarly, we also need to see that especially those companies which are having operations in different countries.

So, they are having different kind of national culture and organizational culture. So, we also need to look at these say points that how a performance management system is good

or it could be implemented you can say across multiple cultures because organizations are operating in different cultures right.

Now, when we are talking about culture per say, now we are going to discuss some of the issues related to what you call Culture.

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So, when we are going to define so, a Culture of the organization and we say that it represents norms and values of the organization right. So, another thing that we are talking about is Strong versus Weak cultures right.

So, now, if you look at culture; we can have different kind of culture right. One important kind of culture that we find in many organizations is known as Beurocratic Cultures. Then, we also have Entrepreneurial Culture.

Third one is what we call is a Market Culture, Market-Oriented Culture and finally, we have a Clan Culture right. Now, this culture is also related with what you call those structure of the organization right. So, which could be organic in nature or it could be mechanistic in nature right.

So, when we are talking about Entrepreneurial culture are say Market-Oriental culture, this is this could be related with what you call the Organic culture and when we were talking about Beurocratic culture, it could be related with mechanistic cultures right. A Clan culture is a culture where people live like a family right.

However, people in an organization behave like a family member; it means that there is a very strong association among the members of the people. So, when we are going to discuss about culture and we are trying to related with performance we have to see that which culture, what kind of culture would be more important.

So, one typology that we talked about is Strong versus Weak culture and their definition that we looked into; it is the different kind of culture starting with Beurocratic culture which is related with what you call mechanistic structure.

Then, you have a Entrepreneurial culture and Market-Oriented culture which could be related within the organic structure that is more flexible and people try to do everything to see that the organization does well in terms of profit, revenue generation and these kind of things.

Now, if you look at the Clan culture this is very very important. This means that where, there is a very strong association among the members and they all follow the similar norms and values. It means they are agreement among them, among them is very very high. So, when we are talking about culture per say and we are trying to relate it with performance because then, we have to see what kind of culture is going to be good.

So, if you and when you say Beurocratic culture ok; then, it leads to low performance. Entrepreneurial culture, high performance; A Market-Oriented culture, it leads to a moderate performance and this also lead to a moderate performance right. So, that is how culture could be related to performance of the organization.

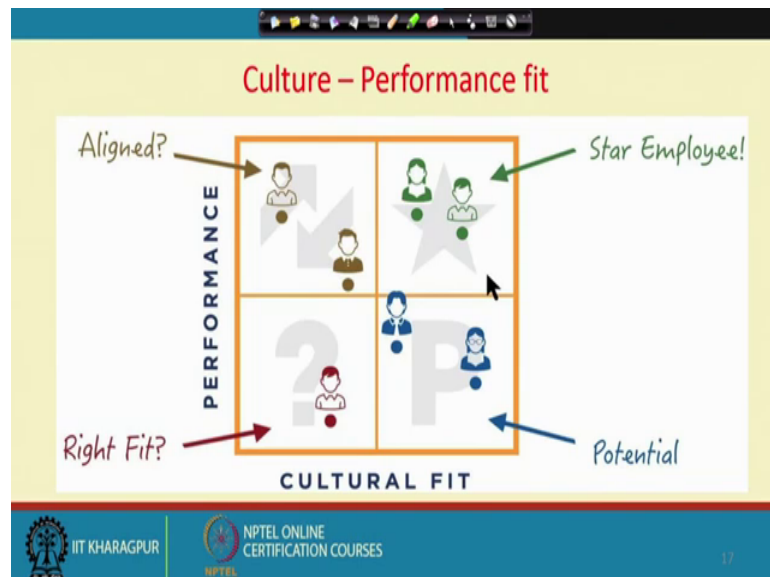
What else we are going to look at is not only performance, but when we are talking about a performance management system. So, the kind of performance management system that we are going to have associated with different kind of culture then you have to say that what kind of culture exists in the organization and whether there is a need to change that culture of the organization to make it more performance instrument right.

So, you have to see that you are going to develop a strong culture where, you see that the performance management system is driven by those norms and values which facilitate an effective performance and people have an agreement among themselves especially relate to the norms and values of the organization right.

So, moving further what we are going to discuss is the role of culture is that when you are going to look at the culture performance relationship, we have to see that whether there is an high agreement or low agreement and that decides the strength of the culture right.

So, remember we talked about 4 different kind of culture and accordingly we try to relative with performance. So, when we are going to design the performance management system. Then, we have to see that what kind of culture will be more appropriate the average.

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Moving further, what we are going to discuss is in this context is that how we achieve a better fit between culture and the performance of the organization right. Now, if you look at this and in one axis you find Performance, on the other axis you find the Culture.

Now, if you look at this if the culture is strong or weak or we are whether the performance you are looking forward to is low or high right. So, you have to see that when we are going to examine the relationship between an Appropriate Fit between the culture and the organization.

So, what are the thing that you are looking forward to right. You need to see that your culture is aligned with the goals and objectives of the organization. It means that you are going to have such a culture which facilitate the effective performance right. At their first

stage, when we are talking about Alignment. Second thing is that when we are talking about the Right Fit, it means you are having such people who follow the cultural norms and values of the organization.

So, they become an insider right. If there is a I mean people do not follow, it means that these is a misfit between the people and the kind of agreement that they are going to have with the norms and values of the organization right. Now, apart from what you call Alignment and then this Right Fit, you also need to see that what kind of culture would be required for employees to perform well right.

So, if there is a better Alignment and people are going to follow the norms and values of the organization; that is what we called Culture. Then, people are going to perform well because it is going to facilitate effective performance ok.

Similarly, you also need to see that how it is related with the potential of the employees because the role of the culture is suppose to see that these potentials come out and for that you need to have a culture of such that like risk taking where you are going to be more and more innovative, you where you allow employees to grow and develop.

So, if these things are available, then you say that yes, you are also going to capitalize and the potential of the employees for effective performance right and that is how we try to achieve a better fit between the Culture and the Performance.

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The slide is titled "Cultural Dimensions, Descriptions, and Performance Management Implications". It features a table with three columns: "Cultural Dimension for PM", "Description", and "Performance Management Preferences implications". The "Performance Orientation (PO)" is circled in the first column. A video inset in the bottom right corner shows a man speaking.

Cultural Dimension for PM	Description	Performance Management Preferences implications
Performance Orientation (PO)	Beliefs regarding the nature of work performance, the appropriate level of performance standards, and the orientation around innovation and performance improvement	<ul style="list-style-type: none"><li>• Emphasizing achievement and rewarding individual merit</li><li>• (high PO) over those that emphasize loyalty and cooperation and reward members based</li><li>• primarily on age and seniority (low PO)/(PM) Implications</li></ul>

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Now, after looking or examining this Fit between the culture and the performance, we have to see what that how different dimensions of culture are going to be related with the performance management ok.

It means what we are going to discuss now, is different dimensions of the culture right and then, what are it's implications for the performance management system.

Now, what is the role of the culture in the organization? The role of the culture in the organization is to see that it drives performance right. So, the first dimension is Performance Orientation ok. It means that people are innovative.

They are motivated enough to perform well in the organization right. Now, if you look at Performance Orientation, what does it mean? It means that people believe that yes, this is what I am going to do; this is the level of performance that I need to achieve right and I am trying to be as much innovative as possible in order to achieve the performance standards right.

So, here we are talking about Performance Orientation. So, if you, if you have this kind of culture in the organisation, what does it mean? What the, what kind of implications it has for performance management? It means that it is going to emphasize and reward individual merit.

Because those who are going to perform well; they need to be rewarded based on their merit or performance. Remember, we talked about pay for performance; where, we say that a merit based pay is going to motivate employees for higher performance right. So, you have to see that those who have high performance orientation ok. They are going be more loyal and committed because you are going to reward them right.

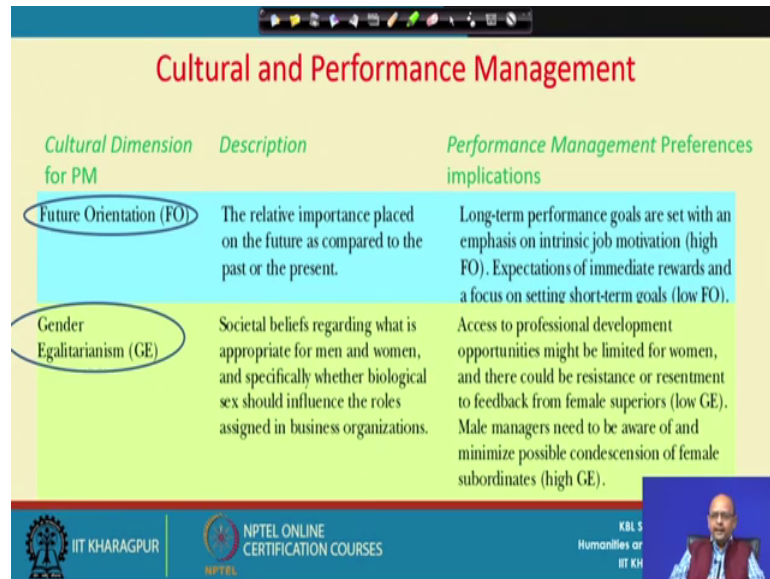
But it would also had certain implications for those who do not have high performance orientation say low performance orientation right. So, the implications will be that yes, if you are not the able to perform you need to maintain the same performance level at least right.

And since, you are going to differentiate between high performance orientation and low performance orientation based on achievement and reward. So, you will find that those who are having high performance orientation, there would be rewarded well and then,

they would be motivated by this. So, the implication here is that you need to create a culture where people are driven for high performance.

So, you need to a novel systems structure, culture and processes and make sure that they aligned well for high performance right.

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Cultural Dimension for PM	Description	Performance Management Preferences implications
Future Orientation (FO)	The relative importance placed on the future as compared to the past or the present.	Long-term performance goals are set with an emphasis on intrinsic job motivation (high FO). Expectations of immediate rewards and a focus on setting short-term goals (low FO).
Gender Egalitarianism (GE)	Societal beliefs regarding what is appropriate for men and women, and specifically whether biological sex should influence the roles assigned in business organizations.	Access to professional development opportunities might be limited for women, and there could be resistance or resentment to feedback from female superiors (low GE). Male managers need to be aware of and minimize possible condescension of female subordinates (high GE).

Now, another orientation that is very very important to the culture is Future thinking that is Future Orientation right. So, maybe in the present you are doing very well, but you also need to emphasize on the future, you are not only concerned about the past or the present, but you are also concerned about the future. So, this dimension of culture has another kind of implications.

It means that you are not only concerned about short term goals, but your expectations or your goals are in terms of long term right. So, it means that you are looking forward to long term performance right and if you are looking for long term performance, it is possible only you are intrinsically motivated not extrinsically motivated right.

So, if you have a low future orientation, it means that you are short you have a short term orientation because your concern is present and you are you believe in getting rewarded immediately and this could be related to extrinsic reward.



But if you are driven by intrinsic motivation; it means that yes, you are not only concerned about the present, but you are also concerned about the future and what kind of achievements or goals you have for the future and how you are going to achieve it.

Another important factor is that this gender Gender Egalitarianism. What does it mean? Now, sometimes, you know that there could be cultural differences in or the belief that men are and women are different ok.

So, they should be assigned different kind of roles in the organization right. So, if this is the belief what kind of implications it will help for performance management right?.

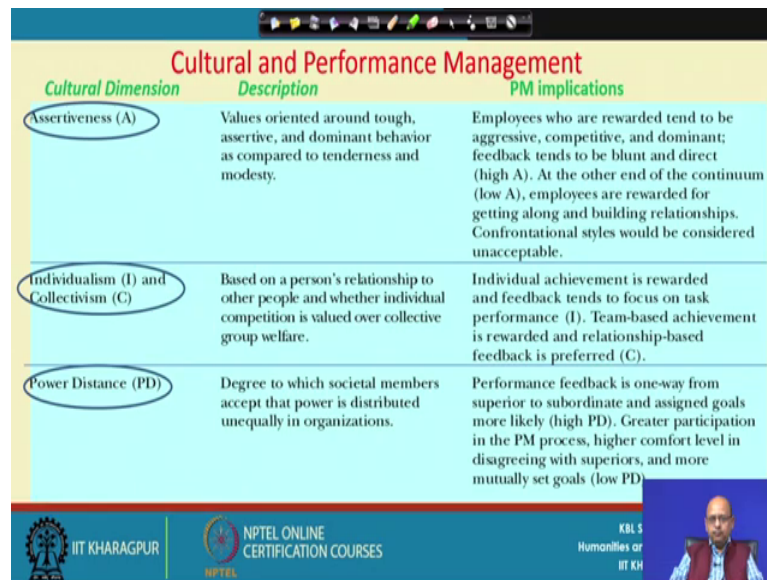
It means you are talking about something which is not good, which is not favourable because you are trying to differentiate based on the gender. So, you should not developed a culture where you are going differentiate between people based on their gender especially the biological sex right. And if the if that happens; then, what happens?.

You are going to differentiate right, you provide less opportunities for professional development to the women right and you also find that if there are resistant and resist resentment of feedback from superior female superiors because if you I mean boss who is or mean then, if she is giving you feedback, then you also resist right.

So, the managers especially the male managers need to be aware about it and see that how they can condense these kind of things. It means they need to minimize these kind of attitude and behaviour.

So, that these kind of problems does not come up. So, if this is the problem related to the culture where you. So, and their social beliefs to differentiate between men an women; then, it is not good for the organization.

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Cultural Dimension	Description	PM implications
Assertiveness (A)	Values oriented around tough, assertive, and dominant behavior as compared to tenderness and modesty.	Employees who are rewarded tend to be aggressive, competitive, and dominant; feedback tends to be blunt and direct (high A). At the other end of the continuum (low A), employees are rewarded for getting along and building relationships. Confrontational styles would be considered unacceptable.
Individualism (I) and Collectivism (C)	Based on a person's relationship to other people and whether individual competition is valued over collective group welfare.	Individual achievement is rewarded and feedback tends to focus on task performance (I). Team-based achievement is rewarded and relationship-based feedback is preferred (C).
Power Distance (PD)	Degree to which societal members accept that power is distributed unequally in organizations.	Performance feedback is one-way from superior to subordinate and assigned goals more likely (high PD). Greater participation in the PM process, higher comfort level in disagreeing with superiors, and more mutually set goals (low PD)

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Then, another important factor is Assertiveness. What does it mean when you say the Assertiveness? Assertiveness means that standing to the point while being polite right. This is also a kind of value where you are trying to be tough and or assertive; it means that you are showing a dominant behaviour compared to being modest or tender.

But at the same time you try to assert to it to ensure that whatever you are saying is good and correct right. But with all the humanity; is not it? Assertiveness does not mean that you are going to be tough.

Tough in the sense that you are going to show it in your behaviour, where it being assertive and not following certain norms and values right.

So, you have to see that when we are talking about Assertiveness, what are its implications for the performance management ok? So, are you going to reward those employees which are aggressive, competitive and dominant? No. So, if that happens then, it is not good.

So, those who are going to be low on Assertiveness, what happens; It means if they are not dominant and competitive and aggressive then we are going to not going to reward them well. So, the relation say that the relationship that you are going to build up, make sure that it is not based on confrontation, but cooperation ok.

Now, when we are looking assertiveness as a dimension of the culture; it means when you see certain thing stick to it, but with all the humility right. It does not mean that you are going to be dominant and competitive; it does not mean being aggressive right that is more important.

Then, another important factor of culture is individualism and collectivism, collectivism these kind of differences you can find in many countries and there has been surveys which identify and try to related with the culture of that particular nation right and that is what we know as Individualism and Collectivism.

Now, if you look at Individualism versus Collectivism, what does it mean right? A Collectivism is what you try to live in the group, you try to collaborate with each other ok, you are less competitive right. Similarly, if we are talking about Individualism, it means that you are orienting yourself only you do not collaborate, but you are competing with other each others right.

So, it depends upon basically it is related to the relationship with other people right; whether we were going to be competitive or not right.

So, basically if you are going to be in group working with the group or the team you are going for being collective or if you are working individually and try to be competitive, it means that you are Individualistic. See, that you can find in the difference is in national culture also.

So, for example, if you look at Indian context you will find that people are more collectives than Individualistic, but gradually we are moving from being Collectives to Individualistic in our approach.

So, the problem is with individual Individualistic approach that you look only for yourself, you look for your owned, your interest, your motivation, your achievement right and you try to get reward and feedback right, but when you are looking at the Collectivism, it means that you are talking about the team based relations, team based achievement, team based orientation, team based relationship right.

Another important factor that has been identified is Power Distance right. Do you maintain these kind of distance in the hierarchy in the organization right. Again, it is

related to the national culture in Indian context, we try to maintain high power distance right.

So, will if you have a high power distance culture then, what happens? The feedback is one way; it means that feedback comes from the supervisor and he maintains this kind of relationship with I mean he maintains distance with his subordinates. Then, there would be less participation right, but if you look at low power distance countries, then what happens?.

There will be a better co-operation, greater participation in the performance management system. You there is a feedback is two way also right. People feel more comfortable while disagreeing with supervisors and setting the roles.

So, you need to see that what is desirable is low power distance. If you are maintaining higher power distance in the hierarchy, then it is not good for the feedback right.

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Cultural Dimension	Description	Performance Management Preferences for PM implications
Humane Orientation (HO)	Degree to which societal members encourage and reward fairness, friendliness, generosity, and support.	There is a great deal of supervisory concern and support in assisting an employee reach personal and professional goals, as well as greater tolerance for mistakes (high HO). Little interest in helping an employee grow or develop with a low threshold of tolerance for mistakes (low HO).
Uncertainty Avoidance (UA)	The extent that societal members seek orderliness, structure, and formalized procedures to govern their daily lives.	The PM process would include extensive documentation and adhere to formal procedures (high UA). Informal feedback and a lack of formal protocol would be the PM norm (low UA).

Another important factor is that you it remember we talked about Performance Orientation right.

Where, you are only concerned about the task and achievement and task performance. In some culture you will find that the orientation is tilted towards what you calls the people another relationship right. So, you try to maintain relationship at all costs; aim at the cost of performance ok.

So, human orientation means that yes, you try to be more social in your relationship and try to see that you have develop friends, networks, relationships, support right with the people right. Now, this is this is what is good, but sometimes what happens, but if you are going to be high on this particular dimension; then, what will happen?

It may not be good for the performance because if you are going to be high on human orientation, then probably you focus or emphasized more on relationship aspect than the task aspect right. But if you are low on human orientation probably you are more focused on task than relationship right.

Another important factor of culture which is related with performance management or has it implications for this is Uncertainty Awareness right. What does it mean when we say Uncertainty Awareness? This is the kind of behaviour.

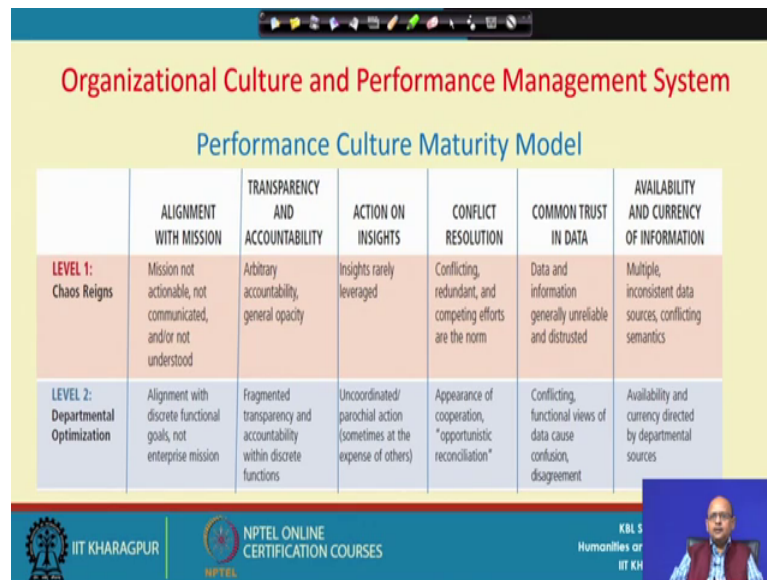
So, the basically the thing is that whether you live in the past or whether you live in the future right. Similarly, what you are looking forward to?

That is whether you want a structure system culture and process in the in place or you do not want a structure system because if you have a structured system process and culture; then, you think that is everything is well described documented well and then, you have to follow it.

But if there is no orderliness, no structure, there is no formal procedures; then, the it would lead to high level of Uncertainty right and it has implications for performance management because you know that performance management requires extensive documentation right. So, you go for documentation, you go for formal processes and systems right that is relate to high Uncertainty Awareness.

But if you are giving informal feedback, then it is relates to what you call low and Certainty Awareness right.

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The slide displays the Performance Culture Maturity Model, which is a 2x7 grid. The columns represent different dimensions of organizational culture, and the rows represent two levels of maturity. The first level, 'Chaos Reigns', is characterized by a lack of alignment, transparency, and trust. The second level, 'Departmental Optimization', shows some progress but still has significant issues.

	ALIGNMENT WITH MISSION	TRANSPARENCY AND ACCOUNTABILITY	ACTION ON INSIGHTS	CONFLICT RESOLUTION	COMMON TRUST IN DATA	AVAILABILITY AND CURRENCY OF INFORMATION
<b>LEVEL 1: Chaos Reigns</b>	Mission not actionable, not communicated, and/or not understood	Arbitrary accountability, general opacity	Insights rarely leveraged	Conflicting, redundant, and competing efforts are the norm	Data and information generally unreliable and distrusted	Multiple, inconsistent data sources, conflicting semantics
<b>LEVEL 2: Departmental Optimization</b>	Alignment with discrete functional goals, not enterprise mission	Fragmented transparency and accountability within discrete functions	Uncoordinated/parochial action (sometimes at the expense of others)	Appearance of cooperation, "opportunistic reconciliation"	Conflicting, functional views of data cause confusion, disagreement	Availability and currency directed by departmental sources

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Now, what we are going to discuss next is a model related to performance culture. So, what kind of performance culture happens right. Now, if you look at this Maturity model, we move from level 1 to level 2 and then 3 to 4.

Now, see what happens at the first level, when you are trying to see that we are going to have a culture which is driven by the performance right. So, at the first levels what happens to start with there is a Chaos, there is Uncertainty ok.

You do not know what is going to happen, what will happen right. So, what you need to do is at the first level ok. You need to see that what needs to be done because at that particular level your goals and achievements are not aligned with each other right; make sure there is no mission goals and objectives right. You do not have any kind of accountability, transparency in the system right.

There is no use of insights; there are lot of conflict between the people right; there is a lack of trust and whatever data that is generated will be the performance is not acceptable right. Similarly, whatever information is there it is not the consistent with each other.

So, at the first level you have what you have when you are talking about performance culture that it is creating a kind of Chaos that is need to be managed well. So, when you move from this stage to the next level that is at the Department level, then we try to

optimize things we try to bring in certain systems and processes which could be supposed to be good right.

So, you try to see that there is some kind of alignment between their functional goals and the mission of the organization right. You try to bring some transparency and take accountability right. Similarly, we want to see that what kind of action plan is required though it may not be very very good right. Then, some kind of co-operation comes out.

It means maybe that depending upon the opportunities, you try to see whether you should cooperate or not cooperate right. Then, you have conflicting views of databases ok; there could be a lot of disagreement right and then, availability and currency directed by department sources.




So, basically you are going to see that how you can achieve the goals and objectives of the department because you are still not aligned your goals and objectives with the organization. So, this at this level you go for Departmental Optimization.

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**Organizational Culture and Performance Management System**

**Performance Culture Maturity Model**

	ALIGNMENT WITH MISSION	TRANSPARENCY AND ACCOUNTABILITY	ACTION ON INSIGHTS	CONFLICT RESOLUTION	COMMON TRUST IN DATA	AVAILABILITY AND CURRENCY OF INFORMATION
<b>LEVEL 3:</b> Performance-Directed Culture Emerging	Actionable mission supported by "top-down" metrics	Limited transparency and accountability; multiple functions collaborate	Ad hoc (informal) action on insights across functions	When identified, conflicts resolved on an impromptu basis	Common data: Provincial views and semantics used to support specific positions	Enterprise availability, uneven currency of information
<b>LEVEL 4:</b> Performance-Directed Culture Realized	Actionable and embraced mission (supported, informed, and reinforced by metrics)	General transparency and accountability accepted as cultural tenets	Closed-loop* processes ensure timely, concerted action	Established and effective mechanisms for resolving conflicts	Data as truth: Common application of data, filters, rules, and semantics	Currency of metrics/data matches rhythm of business

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And in the third level, you try to see that you are going to develop a culture which is driving performance right. So, this is what we know as Performance-Directed Culture Emerging.

And when we are trying to move to this level, where we want to develop a very strong culture; So, if you look at this particular aspect, at this stage you try to see that yes, you

have a your goals and objectives are aligned with each other at least some transparency and accountability is there and you try to see that ok.

What needs to be done; across functions right, you try to resolve your conflicts, the data is accepted acceptable you can say and then, you try to see that how you can make use of the information.

And finally, in the final, when you mature at this level; it means that your culture is aligned with other things and it is really leading to higher performance that is where you are trying to realize the goals and objectives of this.

It means at this level, your goals and objectives are finally, aligned with the goals and objectives of the organization at different levels and then, you have higher level of transparency and accountancy sorry accountability and then you have closed loop.

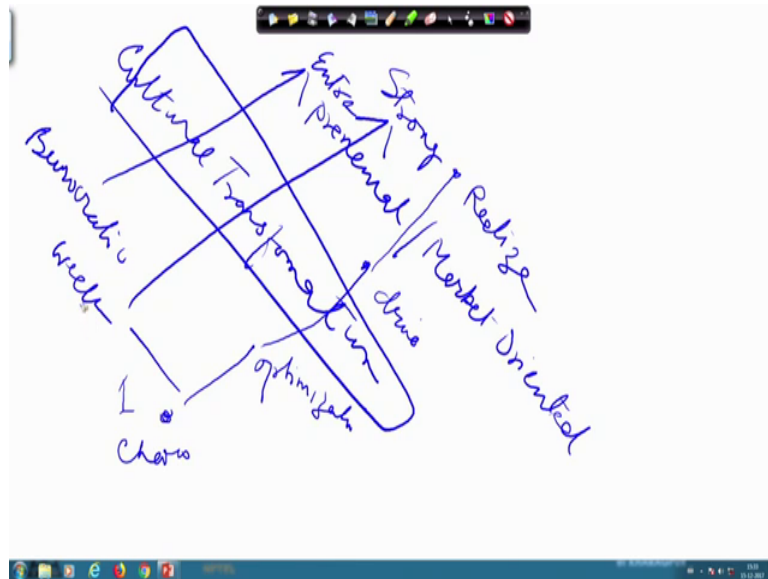
It means that you have systems and processes where you get information and action is taken based on that and then, you have developed and a good mechanism to resolve the conflict and the data and the source of data is acceptable right.

And finally, you see that you are going to measure it and see that how it translates it into business and performance. So, if you look at this Performance Culture Maturity Model.

So, you move from a Chaos and gradually you try to see that you are able to move to a level where you are going to develop a culture which is very very strong and which leads to higher performance right. So, it is something like this. So, it is something like this.



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So, you are here that is the first level which leads to Chaos. Then, you go for optimization at some level; then, at the next level again you move right, you try to drive culture and then, that is where you basically realize it ok.

It means here, what you call that is culture is very weak and here it is the distance of the country is very high. So, you move from a Weak to a Strong culture and this is possible when you say that you are moving from a bureaucratic culture to what you call a more Entrepreneurial culture or a Market-Oriented culture.

Whether you are really concerned with the performance and at this level what happens during this period is what we know as cultural transformation, which is very much required by organizations to perform well.

So, gradually this cultural transformation happens we remove from a Weak to a Strong culture and from a bureaucratic to more Entrepreneurial or a Market-Oriented culture right. Now, after discussing about Performance Culture Maturity Model, we move to the next level that how we are going to build any strong performance culture right.

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So, these are the factors which is very very important right. So, first stage you look at it there is a Leadership Commitment as a part of the strategy make sure the leaders are committed to it and then, there is strategy is cascaded down from Business level to Unit level and then, Team to Individuals level and then, there is a high level of in sorry congruent and consistent across these strategies starting with individual to group to units to the business right.

And then, we also develop your performance management strategy that how you are going to develop, execute and implement the system which is going to really see that the performance of the people is managed at different levels and performance of the organization also is managed.

Then, you at the next level you are going to see that even if people are performing at the highest level or a better level you can say ; then, how it they continue to be motivated to perform at a consistently high level?.

And that is where you are going to adopt a reward and reorganization strategy. So, then you have to see that how they could be intrinsically and extrinsically motivated? What kind of reward system is to be used when it would be financial or non financial reward system?

And then finally, you are going to develop a culture which is going to be more performance oriented right and if you are going to develop a performance oriented culture, you are going to see that how it leads to an effective performance. So, it is very very important to develop a very strong performance culture because that leads to high performance right.

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**Recommendations for practice**

- **Impart a Strong Organizational PM culture:** PMS be directly tied to the organization 's vision, objectives, and goals and support and involvement of top management. Top management should be involved in its development and implementation, and organizational resources
- **Develop an Organizational Theory of Performance:** shared understanding of the type of behaviors, processes, and outcomes that are important and valued by the organization
- **Do Your Homework:** be aware of the cultural differences and sensitivities that may influence PM effectiveness
- **Translate Meaning, Not Just Words:** *meaning* of behaviors, beliefs, or words should be translated to facilitate understanding
- **Hire Local HR person**
- **Use the Same System — But Allow Flexibility**
- **Train All Users and Use Extensive Realistic Job Previews When Hiring**
- **Consider Culture 's Influences on Performance Management Activities**
- **Don 't Blame Everything on Culture**

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Now, these are some of the recommendations for the practice which could be a adapted to see that how culture can lead to better performance.

So, the first point that I have already advocated talked about is having a strong organizational performance culture. It means when you are going to have a performance management system, make sure that it is tied with the vision, objectives and goals of the organization and there is a engagement and involvement of the top management.

Make sure that top management is also involved in the development and implementation and provide all the resources which is required to develop an effective performance management system right. Then, the next is having a theory of performance, it means that the yes, everybody understands that what kind of behaviour processes outcomes are important; starting with the individual to the group and the organization right.

It means everybody is driven by the performance. So, you need to inculcate a culture where everybody in all their actions, processes and outcomes and see that how it could be linked with the performance of the organization right.

Third one is do your homework. What does it mean? See what are the cultural difference is whether people are sensitive to it or not ok? Because of the cultural differences you will remember we talked about a number of dimensions.

So and there could be differences and the culture like when you are talking about uncertainty avoidance, gender differences or say Individualism and Collectivism. So, how these factors are going to influence performance management system of the organization because you need to look into the implications of these kind of things.

So, be aware about the cultural differences see what kind of things you have and from there where do we want to move. For example, if I have a bureaucratic culture, it may not lead to an effective performance management right.

So, you need to move away from a Bureaucratic culture to a more Entrepreneurial culture or Market-Oriented culture right and ultimately try to be a like Clan culture; where, everybody agrees to the norms and values of this organisation.

But in order to go for this you need to understand what kind of culture you have right. So, that you can see that from this kind of culture you need to go for a, for transformation of that culture to see that what kind of culture would be required right.

Then, translate meanings not just words means you need to see that when you are going for transformation to a good culture or strong culture make sure that the behaviours and beliefs are changing ok. It is simply not making certain statements that you are changing, but make sure that in later in spirit everything is happening right.

So, that people understand what needs to be done and how they can go for a change. Another important thing is that hiring local HR person because the local HR person understands the kind of culture that is prevalent among the people right. The national culture the regional culture because that is also influencing the culture of the organization.

Then, though you are going to use the same kind of performance management system across organizations, across units; but allow some flexibility depending upon the culture. So, that you are able to make some kind of accommodation and adjustments to the cultural practices prevalent in that particular region or culture right.

Then, you see that how culture is going to influence performance management activities. Remember we talked about the implications of different type of orientations and relate to the culture and their influence on the performance.

So, if you are driven by task relations or task factor or relationship factor that matters ok; If you are driven by high performance; where, in the distance low means power distance or low power distance that matters.

So, what you need to look at it the see that how culture is going to influence performance management system in terms of its implications for their performance management.

But if things go wrong; do not blame it on the culture because culture is not responsible for bad performance ok. What you need to do is to you need to identify that how the culture can be better aligned so that it facilitates effective performance.

So, culture alone cannot be responsible, you have to see that in addition to culture you also trying to bring other factors like systems, structure and processes and they are all aligned with each other ok. So, that you are able to achieve the goals and objectives of the organization ok.

So, that is all.

Thank you very much.