

Organizational Behavior
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Lecture - 3
Social Systems and Organizational Culture

Good morning students. Today we will continue with chapter three of the session organizational behavior which we started, and we came to know like what is organizational behavior? Then what leads to effectiveness of the organization. Today chapter three we will deal with social systems and organizational culture. Here in this chapter we will mainly try to find out like what is the importance of a social system and why organization is a social system, what we do within a social system, and next we will come to know about the organizational culture various factors involved in organizational culture, how it is related with organizational performance and other things.

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Objectives

- Understanding a Social System
 - Psychological Contract
 - Social Culture, Role, Status
- Understanding Organizational culture
 - Organizational socialization
 - Characteristics of effective socialization
 - Impact of Organizational Culture on Performance and Satisfaction
 - Creating An Ethical Organizational Culture
 - Creating a Customer-Responsive Culture
 - Spirituality and Organizational Culture
 - Influencing culture change
 - Sustaining the culture- Mergers, organizational culture, and cultural leadership



So, the objective of this chapter mainly is understanding the social system, the psychological contract, social culture, role, status, understanding organizational culture, organization socialization, characteristics of effective socialization, impact of organizational culture on performance and satisfaction, creating an ethical organizational culture, creating a customer-responsive culture, spirituality and organizational culture, influencing culture change, sustaining the culture-mergers, organizational culture and cultural leadership. So, this whole lecture will be spread through two hours, and in the

first hour we will cover till the status of the organization, and in the next lecture we will continue with understanding organizational culture and topics thereafter.

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SOCIAL SYSTEMS AND ORGANIZATIONAL CULTURE

•Understanding a social system


A social system is a complex set of human relationships interacting in many ways. Each small group is a subsystem within larger groups that are subsystem within even larger groups.

Two points are important in the complex interactions among people in a social system

(a) The behaviour of any one member can have an impact which is large or small, directly or indirectly on the behaviour of any other as all parts of the system are mutually interdependent.

(b) Any social system engages in exchanges with its environment, receiving input from it and providing output to it.

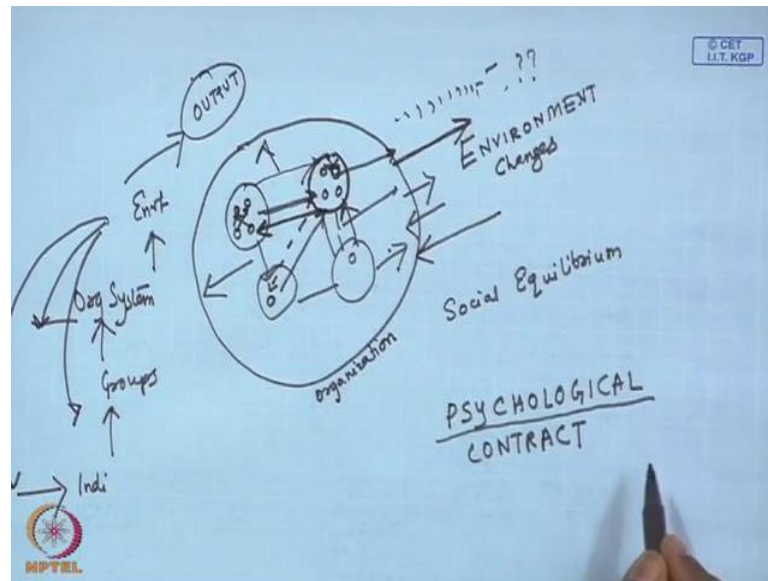
A system is said to be in social equilibrium when its interdependent parts are in dynamic working balance.



So, to start with we will try to understand what is a social system? Social system is nothing but it is a complex set of human relationships which are interacting in many ways. If we come to understand in a social system there are number of people as we enter as people enters the organization it is number of people they come together with their own abilities, personality factor, their value system, their attitudes, their inherent inbuilt ideas about themselves, and the common interact with other people. With these predetermined setups two people come and interact and they exchange their views. As a result what happen is a group formation happens. One person interact with the other person, the second person interacts with the third person.

As a result a small group is formed, and these interaction maybe of various nature. It may be lack of co-operative in nature, it may be conflicting in nature, there can be a power dynamics within this interaction. So, interactions are of various natures, and after that interaction what happens small groups are formed. These groups are again it is a small system it is a sub-system of a larger group. This larger group again is a subsystem of the whole organization.

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So, what happens if you can just see like if you consider this to be the organization, the bigger circle to be the organization; within this organization small groups form. These are called subsystems and what happens these subsystems are also interacting with each other, and within this again there are smaller subsystems which are interacting with each other. This whole interaction this whole pattern of interactions what happens one from the other this effect on this, these as a larger group has an effect on the external environment; external environment has an effect on this subsystem or the system which we call over here as the organization leads to a broad spectrum of behavior and what happens? These relationships can have a direct or indirect these interactions can have direct or indirect effect on the behavior of a single person, this large group can affect the behavior of this person over here. This group can affect directly affect the behavior of person over here; this group can also indirectly affect the behavior a person who is within this group.

So, in social systems what happen? A set of behavior patterns develop which may directly or indirectly affect the behavior of others present within the same system or different subsystem and what happens? Next point is all are mutually interdependent; all subparts of the organization are mutually interdependent each affecting the behavior of the other. Now this whole system is in interaction with the external environment, and as a result what happens? It gives like signals to the external environment, and it also receives input from the external environment. As a result what happens? There is again

dynamic social relationship, the changes in the external environment affects the organization. Organization also sometimes brings certain changes and it sends ripples to the external environment and awareness is generated, interest is generated in the environment about that organization.

And when this whole interaction this whole interaction as you see is maintained in a stable state when there is a balance between this, the signals send the inputs and the throughputs and the outputs; when there is balance between all these things then what we call is a state of social equilibrium. You call it as a state of social equilibrium. When there is a balance between the working balance, between these interactions of the subparts as we mentioned over here then this stage is called social equilibrium. Not this as you understand if you can remember what we discussed in the chapter one of the session is individuals come with their own input; they become members of groups, groups also interact with each other as a result and they interact with organizational system which interacts with the environment.

And as a result environment as a whole has an effect on each of these parts, and as a result what happens an output in the form of human and organizational performance is what is obtained at the end. Now when this is that when this organization is a social system is a big social system what happens? Next important point which occurs over here which is very much connected with this is the concept of psychological contract. Psychological contract you can understand from this, this word itself consists of two subparts; one is psychological and the other is contract. When we are speaking of the word contract it means like there is a mutuality of understanding like one will provide something to the other; it is give and takes out of relationship. You give me certain things, you agree to give me certain things and in return I agree to give you certain things. This is called contract.

Now what happens? When an employee joins an organization the contract that he enters into the organization is of course, you have to sign a bond like rules and regulations that you have to abide by as a result of being in the organization that you sign a bond when you enter and in return of it organization promises you to give certain financial benefits in terms of your salary and other things. That is the usual employment contract that people enter into when the first step into the organization, but when they start staying within the organization and also some expectations which are not generally mentioned at

the time when you are joining, but it is expected from you from the day one is certain it is both way expectation; you also do not mention like I expect this when you join an organization, organization also does not mention that you are expected to do certain things.

These are unwritten unsaid expectations as you may call and these are called psychological contracts means beyond the financial contract that you are having with your organization there is another form of contract which is called the psychological contract which is expected of an employee from the employer like I expect you to do certain things; also in return employee wants certain things from the employer. These are expectations that you join with and these are expectations from you when you join an organization. So, it is an expectation from both the parties the employee side and the employer side. So, we will come to know what is psychological contract? Major work on this area has been done by Guest in 2002. We will have a look into this; what is psychological contract? Psychological contract is the mutual obligation; this word is very important.

Mutual obligation and expectation of the two parties both for employer and the employee from each other, and it is more influential than the formal contract because it provides it leads to your satisfaction within the organization whether you love to be within that organization whether you laugh to work within that organization depends to a great extent on the fulfillment of the psychological contract from the employee to the employee, and whether the employees also loved by the employer or not, whether you become a star performer or not depends to a large extent on the employers expectation from you and you fulfilling that expectation.


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Psychological contract

Psychological contract is 'the perceptions of the two parties, employee and employer, of what their mutual obligations are towards each other'(Guest 2002). The psychological contract looks at the reality of the situation as perceived by the parties, and may be more influential than the formal contract in affecting how employees behave from day to day.

Guest (2002) developed a useful model of the psychological contract. In outline, the model suggests that:

- the extent to which employers adopt people management practices will influence the state of the psychological contract*
- the contract is based on employees' sense of fairness and trust and their belief that the employer is honouring the 'deal' between them*
- where the psychological contract is positive, increased employee commitment and satisfaction will have a positive impact on business performance.*

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So, what you can see is Guest; he defined psychological contract as the perceptions of the two parties employee and employer of what their mutual obligations are towards each other, and it is like it is suggested that it depends a lot on the employer's perception of how to deal with the management. We dealt with effectiveness chapter in the last class in a few point and if you can remember we told much about the changes brought in the adaptively ten other things.

So, it depends to a large extent on the management practices adapted by the organization to make the environment of the organization, the more like where employees can perform well more employee friendly and also from the employees perspective it depends a lot on the justice and fairness given to them within the organization, how you are distributing your reward, who is getting the reward, what you expect, what do you expect too much from us; all these factors small, small factors which shows like whether the organization is just unfair matters a lot to the employees, and when this psychological contract is positive it leads to better commitment and satisfaction on the part of the employees, and it leads to positive business performance.

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The kinds of commitments employers and employees might make to one another are given in the box below:

Employees promise to:	Employers promise to provide:
Work hard	Pay commensurate with performance
Uphold company reputation	Opportunities for training and development
Maintain high levels of attendance and punctuality	Opportunities for promotion
Show loyalty to the organisation	Recognition for innovation or new idea
Work extra hours when required	Feedback on performance
Develop new skills and update old ones	Interesting tasks
Be flexible, for example, by taking on a colleague's work	An attractive benefits package
Be courteous to clients and colleagues	Respectful treatment
Be honest	Reasonable job security
Come up with new ideas	A pleasant and safe working environment



We will now have a look into the different kinds of commitment and if we can see like on the employees promise to work hard, to uphold company reputation, maintain high levels of attendance and punctuality, show loyalty to the organizations, work extra hours when required, develop new skills and update old ones, be flexible by taking on a colleague's work; maybe it is for example, be courteous to clients and colleagues, be honest, come up with new ideas. These are what employers expect of the employee and they promise to do so. Next is employers promise to provide; pay commensurate with performance, opportunities for training and development, opportunities for promotion, recognition for innovation or new idea, feedback on performance, in providing the employees with interesting tasks, and attractive benefits package, respectful treatment, reasonable job security, a pleasant and safe work environment.

Now of all these things which is listed on the right hand side where employers promise to provide; now with the changing time some of these things especially reasonable job security with the changing nature of the job, with the changing demands, this reasonable job security is what may be employers cannot provide and also with the changing nature of the employees this is what they do not want also. As a result the concept of psychological contract has also evolved like it has undergone some change from what we call the traditional concept of psychological contract to the present time when we are dealing the concept of psychological contract and it has undergone some changes.


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Research findings suggest that managers can usefully focus on issues like:

Employability: Although job security cannot be guaranteed, employers can recognise employees' need to build up a 'portfolio' of skills and competencies that will make them more marketable. Employees can be helped to develop occupational and personal skills, become more pro-active and take more responsibility for their own careers.

Careers: Early comments on the likely impact of labour market change suggested that employers were no longer able to provide 'careers' and that this was bound to sour the employment relationship. Research suggests that, while organisations have been de-layering and reducing the number of middle management posts, most employees have in fact adjusted their career expectations downwards. Many will be satisfied if they believe that their employer is handling issues about promotion fairly. They may also benefit from the opportunity to negotiate alternative career options.

Work-life balance: There is an important link between employee feeling that they have got a satisfactory balance between work and the rest of their life, and having a positive psychological contract. Employers need to think through how employees can be helped to achieve such a balance



And now what we deal with mainly is first is very important like employability. So, as job security cannot be guaranteed due to the changing nature of the job changing demands of the situation because we are now in a globalized atmosphere. So, as employers cannot be provide job security parse, what they can look into is developing the employability of the employee, means developing a portfolio of skills, knowledge, competencies, which will make them more marketable. So, it is a focus on human resource development, training new and upgrading your skills so that even if I cannot employ you due to various reasons, but you are well equipped to find any other job in the market place according to your like skill set that you have the competences that you have.

Next is what is called a carrier. Now when you are talking of carrier and the carrier ladder, promotions and what happens is that in organizations due to de-layering, due to flattening of the organization as there are not too many of hierarchies present, the concept of ladder is changing and in a flatten organization what happens is may be promotions cannot be based on if the part of promotion is not very smooth or you do not get that fast promotions because there are not too many hierarchies. So, what employers can look into is like job enrichment and enlargement concepts, and in that case what happens like you have to look into while recruiting employees like what is the need of the employees, focus more on this in the forthcoming chapters when we come to know

like there are different types of employees according to their personality pattern and what is the nature of that employee which is going to suit my organization properly.


If I cannot provide good career ladder as per the expectation if a person has very high expectation and I cannot provide that to the employee then later on may be that person will become very dissatisfied with joining that organization. So, I have to find out what motivates that person, what is what that person is seeking from the organization in terms of career when that person is joining the organization, and this comes under the purview of career development and management. When we were talking about work-life balance it is an important link like people want now to distribute time between their family and their work place, and if the organization allows you to do the thing, the structure of the organization, the policies that are present in the organization allows you to distribute your time properly between and keep a balance between work-life and your family life.

People get more satisfaction from it, and it strengthens the psychological contract, because you as organization is helping the employee to maintain a balance to become a holistic employee a holistic person. So, that is very important and employee is not just an employee; he has or she has other identities also as a family person, as a person of a society member of certain other interest groups. Now the organization which helps the person to balance all these identities to maintain a balance between all these roles, then what happens? The person develops a positive feeling for the organization. As a result psychological contract strengthens.

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The psychological contract may have implications for organisational strategy in a number of areas, for example:

- *Process fairness*
- *Communications*
- *Management style*
- *Managing expectations*
- *Measuring employee attitudes*
- *Managing change*



And for organizational strategy planning, psychological contract may have many implications like one major implication is for the process fairness. This is one of the important issues like it is very important how you are doing your things; what you give as end result is not that much important to the employees, but what is more important is the process you take whether you are fair enough in your judgment or whether you are taking like unfair practices, unfair measures, unfair distribution of rewards, there is favoritism within this organization and not; this is what matters a lot to the employees. So, process fairness is very important. Communications like whether you are you as an organization is communicating to the employees, whether you are taking them into confidence, whether you are treating them as one of very important part of your whole entity, this is important.

Next is management style which means like what is the style that you take. If you remember we discussed about five management styles in the early chapter whether you are authoritative in nature, whether you are like a collegial nature; all these things whether the management is participative in nature or not. These practices helps it sends a signal, it develops a comfort zone for the employees to work within the organization, and if that comfort zone is developed that person develops a positive feeling for the organization. So, management style helps to develop that comfort zone.

Managing expectations like what do you expect from your employees. Are these expectations based on realistic assumption or not? Is it based on like the contextual whether you have served, you are taken care of the contextual factors before you are expecting something from your employee or you set very high expectations from your employee without realizing whether that person is equipped enough to do that things, whether the organization can provide the resources to the employee to do certain things that you expect from that employee. If you see like we discussed like the social system; in the social system every subpart is related to the other subpart and they directly or indirectly affect each other.

So, it is very important to set a realistic assumption about what you realistic expectation, what you expect from your employees. And also from the employees perspective it is also similarly applicable like managing in your expectations from your organizations like if organization A is providing its employees with certain other things it is not always true like organization be where you are working can provide you with the similar things, because these organization has its own goals, it has its own constrains, it has its own environmental challenges with which it can meet certain parts of your expectations, and may not meet may not be equipped enough to meet certain parts of your expectations, and you have to scale your expectations from the organization accordingly if you want to be with that same organization.

Measuring employee attitudes is also important, because psychological contract helps to understand whether that person will be committed to that; it is an important factor for commitment, job satisfaction, job involvement and also leading to behavioral patterns like employee engagement and organizational citizenship behavior. So, these are important factors which are connected to each other from like each of these concepts are connected to each other, and it may lead to major decisions regarding how to change employee attitudes. Managing change like when you want to bring certain changes in the organization people with psychological contracts like has this is the major decision to be taken about what to do with these employees.

These psychological contract may sometimes lead to bring proper changes, greater degree of OCB or which develops from higher degree of psychological contract may lead to certain negative effects also where if you want to down size, if you want to like flatten down sometimes and it is that you cannot move with all the employees that you have and


it needs different shape and structure to the organization to be given, then people with higher degree of psychological contract which may lead to higher organizational citizenship behavior sometimes may be you are like barriers act as barriers to bring in your changes for the organization and accordingly you have to handle issues like how to bring in this changes, because greater psychological contract with organization higher degree sometimes generates a feeling of ownership in the employees sometimes which is expected, but over degree like too much of ownership about the organization sometimes may hinder in the process of bringing organizational changes.

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Cultural diversity

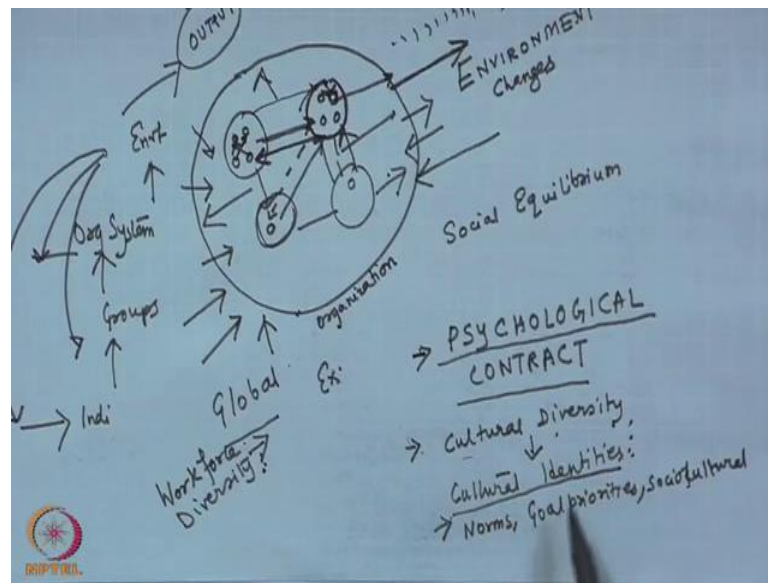
Ely and Thomas considered the demographic variables race ethnicity, sex, social class, religion, nationality, and sexual identity, all of which contribute to cultural identity.

Members of a cultural identity group tend to share certain worldviews (Alderfer and Smith, 1982); norms, values, goal priorities, and socio cultural heritage (Cox, 1993).



With this we move onto the concept of cultural diversity which is another important factor like within when we discussed organization as a social system.

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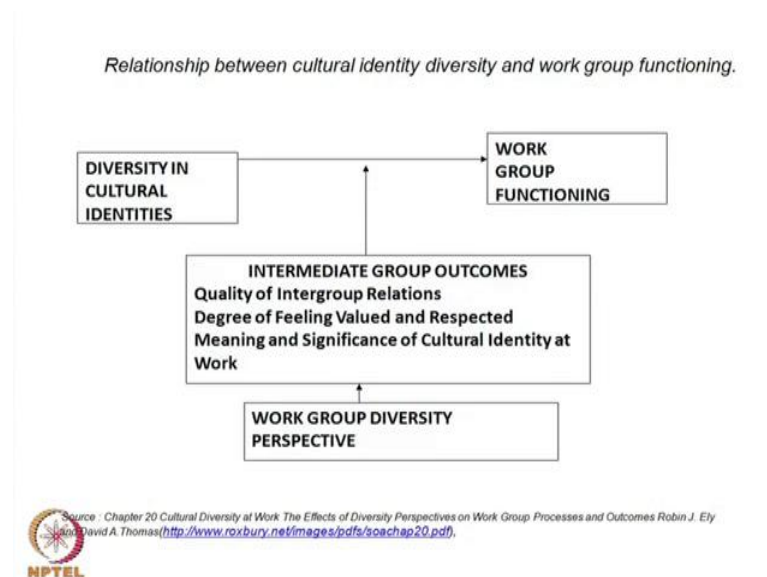


One of the major things was the discussion about psychological contract. Now the next important issue is of course about cultural diversity. Cultural diversity why this is an important issue, why now we are more concerned with this? Because what happens the nature of the organization itself is changing when it is functioning in a global environment; when it functioning in a global environment what happens? We are getting different inputs from different nation means in different nations where we are going to establishing our organizations and what happens national cultures vary, national cultures vary. As a result sets of values, expectation vary. Peoples from different there are peoples from different areas, perspectives, backgrounds, age, anti groups all come and become part of your organization. So, what we call there is workforce diversity. Now there is great work force diversity, and this we cannot ignore.

What we have to try to do is to utilize this work force diversity to channelize it with the organizations performance so that the organization leads to excellence. Now to understand this work force diversity what we have to understand is that there is a cultural diversity between amongst the employees. This cultural diversity is what is diversity is in the different identities. Cultural diversity occurs because there is difference in cultural identities. Now what are these cultural identities is like the people come from different backgrounds like they belong to different social class, gender wise they are different, then physiologically like eye color, hair color, all these things are different, nationality is different.

And as a result they form certain identities of their own which are called cultural identities, and they try to identify with this cultural identity. People of the same cultural identity shared certain world views certain perceived views about like how everything is functioning. These perceptions are called world views based on the cultural identities. Now these world views are certain norms they have their certain norms, goal priorities, etcetera, certain norms goal priority set and social cultural heritage; social cultural heritage which are passed on like from one generation to the other generation sociocultural factors. These helped all these things lead to cultural identities, and people identify to different degrees with these cultural identities.

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If you can see if you can follow over here the diversity in cultural identities leads to work group functioning, and this also is dependent on work group diversity perspective leading to some intermediate group outcomes like quality of intergroup relations, degree of feeling valued and respected, meaning and significance of cultural identity at work. We will try to explain the slide slowly so that you can understand how this whole thing is functioning. Now, cultural identity we have already mentioned like different groups identify different groups based on their backgrounds identify to certain norms, goal priorities and sociocultural expectations.

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perspectives on workgroup's orientation to diversity

Integration-and-Learning Perspective
According to the integration-and-learning perspective on diversity, the insights, skills, and experiences employees have developed as members of various cultural identity groups are potentially valuable resources that the work group can use to rethink its primary tasks and redefine its markets, products, strategies, and business practices in ways that will advance its mission. This perspective links diversity to work processes—the way people do and experience the work—in a manner that makes diversity a resource for learning and adaptive change between diversity and the group's work.



Now when we are talking of workgroup perspectives first is the learning integration and learning perspective. In the integration and learning perspective what the employees do is the inside skills and experiences that the employees have developed as members of various cultural identity groups. These are very valuable resources from them and they use it as a potential; they use it as a resources to rethink the way they look into the world, they redefine their markets, products and strategies and business practices that will advance the mission of the organization, means what happens this perspective the integration and learning perspective it inter links, it links the asset, it looks into workgroup, work force diversity. It is a major asset it is having and utilizes this workforce diversity, links the various perspectives, the various thought processes about coming from different cultures, the good of every culture into its mean mark processes and the organization tries to excel by growing inputs from the good learning from all the culture.

And that it is what it is called integrated and integration and learning perspective, because I am learning from every culture how to look into the world view, how to look in to analyze the problem, how to find the solution to it, how to plan for future; all these different cultures based on their cultural identities, their own worldview are providing the knowledge about it, the different sets of people have different skills also with which they excel and what I do I just make it come to a common place and holistically apply the skills to further gain of the organization .

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Access-and-Legitimacy Perspective


An access-and-legitimacy perspective on diversity is based in a recognition that the organization's markets and constituencies are culturally diverse. It therefore behooves the organization to match that diversity in parts of its own workforce as a way of gaining access to and legitimacy with those markets and constituent groups. Work groups in which this perspective prevails use their diversity only at the margins, to connect with a more diverse market; they do not incorporate the cultural competencies of their diverse workforces into their core functions.



Access-and-legitimacy perspective, an access-and-legitimacy perspective on diversity is based in recognition that organization's markets and constituencies are culturally diverse. So, what it does is it tries to it knows like because the market is culturally diverse. So, what I do is I just have a cultural diversity workforce diversity not because I consider it as the resource important resource which will help me to grow an excel from with it but because keeping this diversity will help me to connect with a diverse market, and what I do not do; I do not incorporate the cultural competencies of that I get from different backgrounds due to workforce diversity into the main system of the organization. I maintain a workforce diversity just to get access into different market setups, because if the market sees like my people are over there. So, some soft corner is developed maybe I get access into that market, but I do not integrate this people into my main system.

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Discrimination-and-Fairness Perspective
The discrimination-and-fairness perspective is characterized by a belief in a culturally diverse workforce as a moral imperative to ensure justice and the fair treatment of all members of society. It focuses diversification efforts on providing equal opportunities in hiring and promotion, suppressing prejudicial attitudes, and eliminating discrimination. A culturally diverse work group, therefore, is meant to be evidence of just and fair treatment of employees. In contrast to the previous two perspectives, in the discrimination-and-fairness perspective there is no instrumental link



Discrimination-and-fairness perspective, it is characterized by a belief in a culturally diverse workforce as a moral imperative to ensure justice and fair treatment to all members of society. So, it is just it is again I want to appear to be a fair organization, I want to appear an equal opportunity organization, I want to pose like that. So, I am just keeping a diverse workforce, I am maintaining a balance, and there is no link with what I want to. I am not integrating this people neither I am utilizing them for getting an access into the market nor I am trying to integrate them into the main system of the organization. I am just keeping this diverse maintaining this diversity, because I want to appear to be a fair and just organization.

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Intermediate Outcomes Mediating Effects of Diversity Perspectives on Group Functioning

<i>Mediators</i>	<i>Integration-and-learning</i>	<i>Access-and-legitimacy</i>	<i>Discrimination-and-fairness</i>
<i>Quality of intergroup relations</i>	<i>Conflict resulting from cultural differences in point of view ;different groups accorded equal power and status; open discussion of differences and conflict</i>	<i>Conflict resulting from differential power and status accorded different races/functions; little open discussion of conflict</i>	<i>Intractable race-related conflict stemming from entrenched, un discussible status and power imbalances; no open discussion of conflict or differences</i>
<i>Feeling valued and respected</i>	<i>All employees feel fully respected and valued for their competence and contributions to the organization</i>	<i>Employees of color question whether they are valued and respected equally; perceive devaluation of functions staffed predominantly by people of color</i>	<i>Employees of color feel disrespected and devalued as members of minority racial/ethnic groups</i>
<i>Significance of own racial identity at work</i>	<i>Source of value for people of color, a resource for learning and teaching; a source of privilege for whites to acknowledge</i>	<i>Source of ambivalence for employees of color; whites not conscious</i>	<i>Source of powerlessness for people of color; source of apprehension for whites</i>
<i>Group functioning</i>	<i>Enhanced by cross-cultural exposure and learning and by work processes designed to facilitate constructive inter group conflict and exploration of diverse views</i>	<i>Enhanced by increased access and legitimacy; inhibited by lack of learning and exchange between racially segregated functions</i>	<i>Inhibited by low morale of employees, lack of cross-cultural learning, and the inability of employees of color to bring all relevant skills and insights to bear on work</i>

Source: Chapter 20 Cultural Diversity at Work The Effects of Diversity Perspectives on Work Group Processes and Outcomes Robin J. Ely and David M. Williams (<http://www.roxbury.net/images/pdfs/soachap20.pdf>).

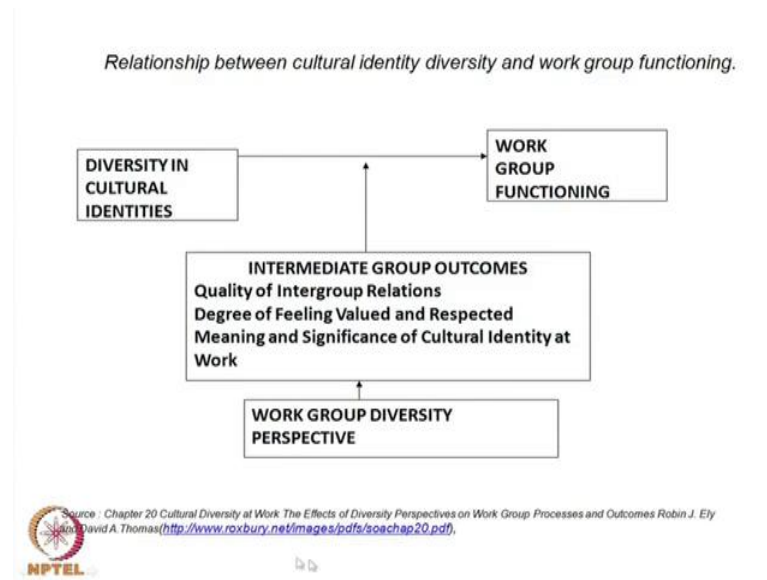
So, if you can see now when we are talking of this perspective like of this intermediate group outcomes. So, these are the intermediate group outcomes like what we call over collect mediators. So, here what happens? Quality of intergroup relations are when I am trying to integrate all the different viewpoints together, conflict appears, conflict is there, you cannot deny that the organization there is no conflict, but what happens? There can be an open discussion possible based on the differences which are there, and they can be integrated; the conflict this can be a functional conflict where we learn from each other and try to integrate those views into the organization.

In access-and-legitimacy perspective what happens the conflict arises mainly due to the power and status accorded to different groups present in the organization, and there is a little open discussion about it. Again discrimination and fairness perspective is it is mainly due to the status and power imbalances, and it is mainly from that how much share and how much importance one group is getting from the organization, and how much importance the other group is not getting. The main issue is regarding this power imbalance, and there is no open discussion sometimes about these conflicts. Being fully valued and respected when we talking of integration and learning all the employees feel they are valued and respected, because they are important contributors to the organization; their competence is valued by the organization.

But in the other two perspectives like they feel disrespected someone feel respected because they get importance in the power dynamics, somebody feel disrespected and devalued, because their competency is not utilized, they are not important because they have something but their used as a means for certain things like either to get market share or the organization wants to appear like a fair organization. So, the employees are not they ends in themselves like they grow the competencies, they are not the end in themselves, but their diversity is used as a means to get an end which is nowhere connected with their competencies and other things.

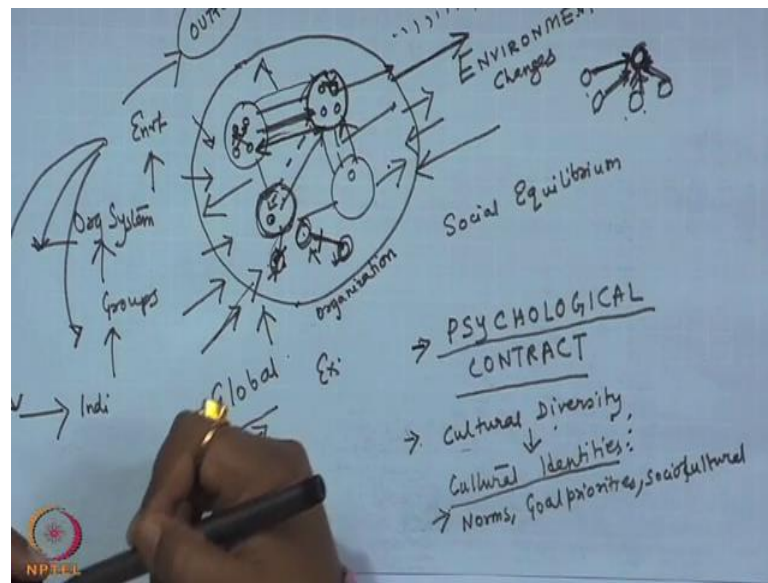
Significance of own racial identity at work, so these are like resource for learning and teaching when you are talking of integration and learning, but it is the source of and while we are talking of access and legitimacy these are the sources of ambivalence for employees of other colors, and it is when you are talking of discrimination means may be it is a source of powerlessness for people of color. Coming to group functioning what happens and while we feel like it is an integration and learning perspective; it is enhanced by the cross-cultural exposure, and people mutually learn from each other. But in other two things while we are discussing access and legitimacy or discrimination and fairness, if you see like group functioning is enhanced by increase in access and legitimacy, or in other case it is inhibited by low morale of the employees like, because these two types of organizations are not able to utilize the skill, the competencies of the employees for like integrating them into the main system of the organization and somewhere they remain so weak link with the main system of the organization.

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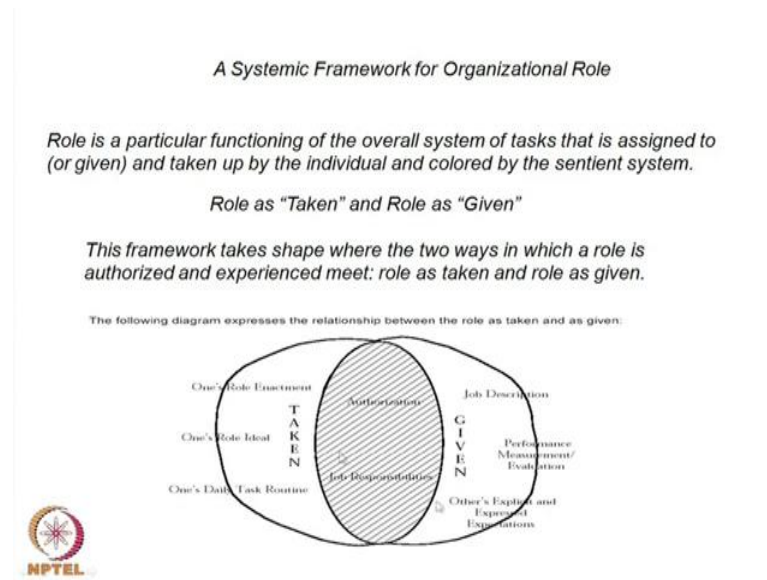
So, these along with different perspective, so diversity in cultural identities with diversity in perspective of like how you view, what is the importance of that you give to this diversity will lead to different group outcomes leading to different types of workgroup functioning, whether you give very high importance to these cultural diversities or you give moderate to low importance on your cultural identities, and what you do with that perspective like whether you want to integrate them into your main system or you are trying to utilize them for some other purpose leads to different types of workgroup function. So, the details about you can just refer to this paper which talks of the details of this cultural identities, diversity and workgroup functioning.

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Now, when we are talking of organizational role what happens when this people enter into the organization they enter and they are a position or post and what is the role? Role is the expectation set by others from you and also you as a part of the things that you have do in the organization. So, the way you join an organization what you do is you join a specific role, and this role is a particular functioning of the overall system of task that is assigned or given to the employee by the organization, and what are the expectations from you as a part of that role that you taking as the expectation from that particular position and also your own expectation from it like what you feel like you can do being in that position. So, it is divided into two parts like role as taken and role as given.

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So, what you can see if you can notice over here is this is a framework like given role is the job description and your authorization given; this is the interaction the juncture of the role as taken and role as given. Given is the job description, performance, measurement evaluation, others explicit and expressed expectations from you. What others expect from that role then job descriptions and performance measurement and evaluation. Role as taken is how you enact that role, what ideal you have about what you want to do from that role, and what is your daily task routine that you have to do as the part of that role that you are taking. As a result juncture of this is authorization, means what you are given to do and what you take up as is the authorization and the responsibilities given to you.

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Task and Sentient System Aspects of Role

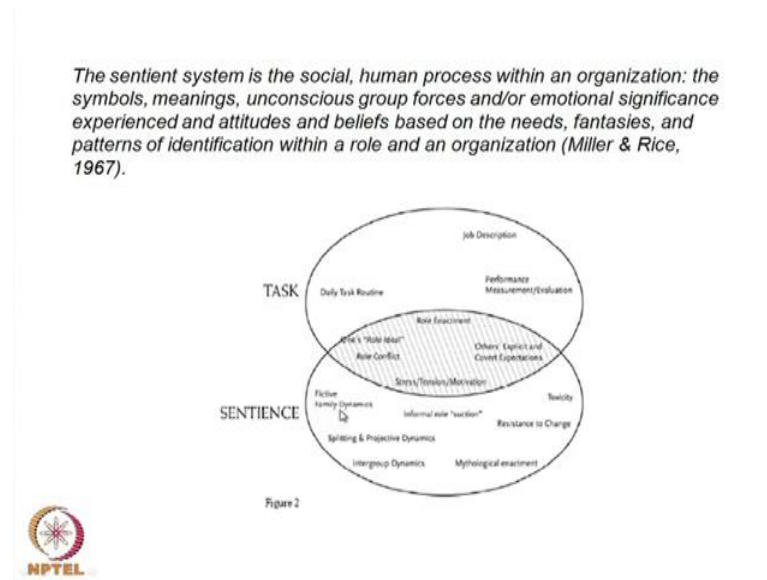
The task system comprises the aspects of role that belong to the structures, procedures, and technologies, which exist independently of individuals within organizations. The system of tasks one consciously assumes is the more easily recognizable part of role since conscious expectations are built in, performance measurement occurs (the role as given), and the individual overtly works the role as taken (this may also be the role for which the organization recognizes an individual as "responsible"). The extent to which one is authorized in these tasks emerges in the formal space between taken and given.



This whole role as you see role has taken and role has given functions within system which is called a sentient system. These act as the task system. This task system consists of the role that belongs to the structure, procedures and technologies which exist independently of individuals within the organization. So, the task system is independent of the organization; it is due to the structure, procedures and technology certain expectations are there from the particular position the role, and it is not based on the individual who is joining that role; that is the called the task system.

And further this part is like the system of task one consciously assumes is more easily recognizable part of role since conscious expectations are built-in, performance measurement occurs and the individuals overtly works the role as taken. So, the extent to which one is authorized in these tasks emerges the formal space between taken and given. This means what? The expectations are more or less known to you; it is based on the task structure that is given and the performance measurement occurs you know like these are called conscious expectations from and you can get to measure it.

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But what happens when there is a sentient system is it is dependent on the social and human processes. This is a very unconscious expectation in having great emotional significance which is based again on the attitudes, believes, needs of the people within the organization. This is not within like defined expectations, but you can sense this expectation from the system, and these are called covert expectations and may lead to certain role conflict, and while you are trying tensions and motivation. So, if we just look into this the task system is the daily task routine, job description, performance measurements, sentience system is your intergroup dynamics, then informal role sanction, resistance to change in all these factors.

And when there is the task the task as you can see is expecting something from you, but the sentience system is giving different key to you, formal and informal expectations and not matching the resources given to you and your feeling what you can do and what you cannot do your the human beings feedback; if these two things are not matching it gives rise to certain conflicts which are called role conflicts and role stress within that individual, and this part the intersection of these two task and the sentience system gives rise to certain stress factor and conflicting roles.

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Productivity in role is linked to how well a role's system of tasks is understood across both the given and taken realms and the ability of the organization to express and understand its underlying sentient system. The resulting framework for understanding organizational role is expressed in Figure 3.

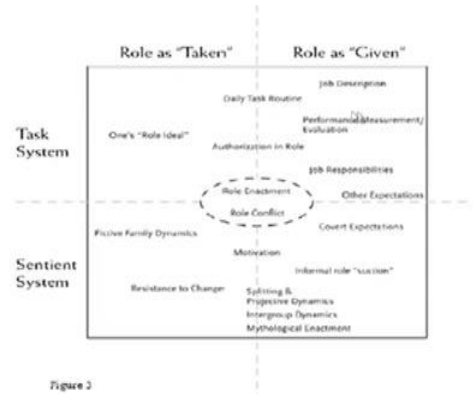


Figure 3



Now the productivity in the role is linked with how this role has taken and role has given and this task system and sentient system are well balanced with each other. So, this is if you see that role enactment and role conflict, how this is getting imbalanced if we role a stick in and role it less the distance, the less the distance between role as taken role as given task system and sentient system the more is the productivity, because people can manage their roles well.

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Status

The Meaning of Status

Status is the social rank of a person in a group. It is a mark of the amount of recognition, honor, esteem, and acceptance given to a person. Within groups, differences in status apparently have been recognized ever since civilization began. Wherever people gather into groups, status distinctions are likely to arise, because they enable people to affirm the different characteristics and abilities of group members.



When you are coming to status this is another important thing when people are interacting in the social dynamics whether everybody is in the same platform or there is a somewhere if like somebody is higher in power structure and somebody is lower in power structure, and this is due to this is called the social rank and which we call by status, and status is the mark of the honor among to recognition esteem and acceptance given to the other person, it depends on this. See supposes this is the person and this person is giving accuse like everybody is trying to look up into this person for certain help, then obviously, this person enjoys the higher social status than this people based on his expertise to meet the needs of these are the people. So, this thing this status is very important.

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There are a variety of symbols of status, depending on what employ-ees feel is important.

For example, in one office the type of wastebasket is a mark of distinc-tion. In another, significant symbols are type of desk and telephones.

In the executive offices, such items of rank as rugs, bookcases, curtains, and pictures on the wall are important.

An-other classic symbol of much significance is a corner office, because those offices are often larger and have windows on two sides.

There may even be distinctions between an office with windows and one with no windows. Outside the office, the truck driver who operates the newest or largest truck has a symbol of status.



And how do he come to know about status is through like through what employees feel important like it could be very minor things like the presence of wastebasket, in the presence of book cases, good pictures in your wall, like whether you are sharing a corner of this, whether there are windows in your room, whether you have a driver for your car; all these small, small things tells you about the status given to you in the organization.


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Facilities at workplace, such as a computer terminal or fax machine ;

Quality and newness of equipment used, such as a new vehicle or tools ;

Type of clothes normally worn, such as a suit ;
Privileges given, such as a club membership or company automobile ;

Job title or organizational level, such as vice president ;
Employees assigned, such as a private secretary; Degree of financial discretion;

 Organizational membership, such as a position on the executive committee are all status symbols.

Like whether you have certain facilities like computers and whether what is the dress that you wear, and what is the title job title that you having in your organization, and what all memberships you are sharing in the organization like you are member of so many position; all these signify status that you have in the organization, and whether you have a secretary or not these are important factors.


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Sources of Status

The sources of status are numerous, but in a typical work situation several sources are easily identified.

Education and job level are two important sources of higher status. A person's abilities, job skills, and type of work also are major sources of status.

Other sources of status are amount of pay, seniority, age, and stock options.



Sources of status could be like education and the job level are two important sources of status; others could be like your ability, job skill and type of work are also sources of

status; other things are your seniority, then the amount of pay that you get and your age and the stock options that you are having. Something some factors which tells you like okay this is what you want for your recognized and that is why you are getting certain better things from the organizations.

So, with this we come to the end of lecture three and what we have covered over here is organization as the social system, what is the social system, why there is a workforce diversity, and how that diversity can be utilized by the employees for their own growth and also buy the organization for its purposes, its excellence and effectiveness in utilizing the good part, learning from them for the different cultures and trying to utilize those things, those competences in their main functioning, or they are just utilized because they are provided as a means to certain ends and whether the workforce diversity is maintained just to appear like just organization or not, and how these affects the functioning.

Obviously, the organization which can utilize this workforce diversity is utilize the competency of the workforce diversity and align it with the main purposes of the organization will be a better performer, because they are getting a huge spectrum of competences fro the human resources, and also they have to keep into mind the physiological contract, the expectations of these different individuals coming from different cultural diversity and try to align with their expectation. So, it is maintaining a workforce diversity is a great challenge as per the organization is concerned maintaining a cultural diversity and utilizing it, developing it and making it grow, and also the organization grow together.

It is a great challenge for the people the management how to keep a balance, so that there is a work life balance, better physiological contract and social equilibrium is there, and also what to expect from the roles, how to set realistic role expectation both for the employees and from the employees perspective, how to give status, what status to be given. These are some good feeling factors that will be given and how this is utilized for the main functioning of the organization.

Thank you.