**Organizational Behaviour**
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**Lecture - 4**
**Social Systems and Organizational Culture (Contd.)**

Welcome back to the second continuing part of the last discussion that we are having on social systems and organizational culture. In the last session we discussed about the social systems, psychological contract, and role, status within the organization. And in this discussion we will continue with the organizational culture. Now, what is organizational culture? Organizational culture is the set of values, norms that the people share within the organization. And which organization, it is also set of values, norms that the organization develops for itself based on what it wants to do, where it wants to go or what are its future planning, and everything. So, the culture the developed by the organization itself is called the organizational culture.

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**Organizational Culture**

*The specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization*

**Strong/weak cultures**
*Strong culture is said to exist where staff respond to stimulus because of their alignment to organizational values. Conversely, there is weak culture where there is little alignment with organizational values and control must be exercised through extensive procedures and bureaucracy*

It is a set of norms, collection of values shared by the people and groups in the organization. And, it tells like how the people within the organization, both as individually and as a group interact with each other, and with the system of the organization as a whole and also, how the organization in vice versa will interact with the people on the groups and with the larger environment.

Based on this like, again this organizational culture can be classified into two types-whether there is a strong culture and whether there is a weak culture. Now when it is a strong culture, when the organizations culture is very strong, its very well defined norms, values, expectations are there, and people align their own values with the value of the organization for the purpose of the better organizational performance, then it is called a strong organizational culture.

But when the organization itself does not have a very well mentioned, well defined norms and values, well stated values, then what happens? The each of these subgroups, as we know like organization is there are different cultural identities, the each of the this subgroups have their own cultures, their own ways of looking at the things which may be sometimes aligned with the organization's purposes, sometimes may not be aligned with organization purposes and may lead to conflicting situations.

So, these type of situation, these type of culture is called a weak culture where the organization itself does not have any predefined culture, predefined norms, values of its own. And, all the subsystems within the organization has their expression of their own cultures and they try to do things in the way they feel it to be done based on their cultural identity. So, and there is little alignment of the organizational culture and values, and control is mainly exercised through like procedural and bureaucracy control.

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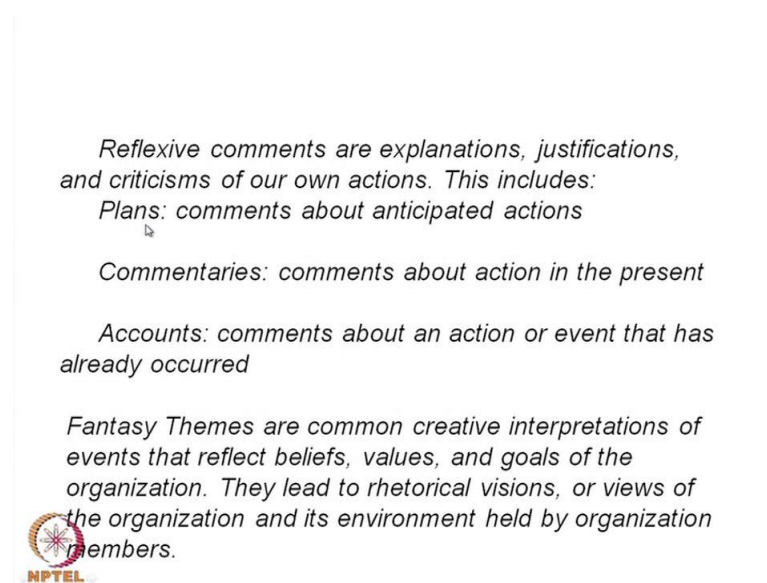So, what are the, like if we are to develop a strong organizational culture, what are the factors that lead to strong organizational culture, how was strong organizational culture

develops is a major part of concern. And for that what is majorly required is of course, we have divided these factors into certain groups. The major contributing factor is of course, a good communication.

And, the types of communication that contributes in creating organizational culture are: first if we can see it is metaphors such as comparing the organization with a machine or to the family, and drawing analogy from each other helps in knowing the employees shared feelings and experiences of the organization. Stories about how to do; interesting stories about what to do, what not to do; have the leaders lead have for the perceived about the organization; these are also helpful in communicating, in cross meeting the values of the organization to the employees.

Rites and ceremonies- these are certain like combination of stories, symbols, and metaphors, into man like certain rituals done in the organization, like rites of passages where employees moves into new roles like rite of abbreviation and enhancement and degradation; or rights of like, in your like improving existing cultures; and rights of integration or conflict reduction where it is a, feeling of membership is generated within the organization, it is a feeling of membership. So, these are different rights performed, rituals performed in the part of the organization. And, these may help to communicate like what the organization expects of its employees.

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Reflexive comments are explanations, justifications, and criticisms of our own actions. This includes:
Plans: comments about anticipated actions

Commentaries: comments about action in the present

Accounts: comments about an action or event that has already occurred

Fantasy Themes are common creative interpretations of events that reflect beliefs, values, and goals of the organization. They lead to rhetorical visions, or views of the organization and its environment held by organization members.

Other important things are of course, like comments- reflexive comments that we call. And, these are like the comments between the formal plans like what you want to do in

future, your comments about what you did things earlier. And, account of those things what you did and comments which like how you are doing thing in the present. And, fantasy also like thinking creatively may, and trying to explain like trying to just telling about your thoughts like how you want to see things in future; and, it reflects the, it is a creative interpretation of the values and goals of the organization.

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Schema

Schemata (plural of schema) are knowledge structures a person forms from past experiences allowing them to respond to similar events more efficiently in the future by guiding the processing of information. Schemata are created through interaction with others and thus inherently involve communication

Stanley G. Harris argues that five categories of in-organization schemata are necessary for organizational culture:

Self-in-organization schemata: a person's concept of themselves within the context of the organization, including their personality, roles, and behavior

Person-in-organization schemata: a person's memories, impressions and expectations of other individuals within the organization

Organization schemata: subset of person schemata, a person's generalized perspective on others as a whole in the organization

Object/concept-in-organization schemata: knowledge an individual has of organization aspects other than other people

Event-in-organization schemata: a person's knowledge of social events within an organization

Next important thing is of course, the schema. The, it is the knowledge structure that the person forms about the organization based on the past experiences. And, it helps to interact with the new situation in a more efficient way. So, schema is found; the idea, the basic knowledge is found through introduction with other people, and communication majorly plays a part over here. The, there are few important schema is listed. And, first is of course, the self in the organization- where it is a person's idea of themselves within the organization- like the, what are the personality patterns; what are the roles required; what is the behaviour expected of them; this is self in organization's schemata.

Next we come to person-in-organization schemata where it is an expectations of the, its person's memories, impressions and expectation of other individuals present within the organizations. So, self in organization schemata is the schemata about one self; person in organization schemata is the person's schemata about others present in the organization. Organization schemata is the third schemata which is present. And, it is general expectation about all others as a whole, present in the organization. So, it is a subset of

the person's schemata; it is a generalized expectation of all others present in the organization.

Then, concept in organization schemata, this is the individuals knowledge about the organizational aspects, all other organizational aspects, other than the other people; means, what is the structure like, what is the design of the organization, what is the organization rules and regulations. The person's knowledge or preconceived knowledge about these things are called organization schemata. Event in organization schemata is a person's knowledge of social events within the organization, what are the social events taking place in the organization.

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Next, after that we come to the elements of culture- means certain things which can be used to describe or influence organizational culture are called the elements of organizational culture. So, the first of the element is paradigm where the organization, it tells about what the organization is; and, what it does; what are the mission, vision etcetera; that is been informed like to the people. So, this is the paradigm.

Next is control system- the processes in place to monitor what is going on. So, when we are talking of like role culture then there be major rulebooks to define more specific is the different expectations from that particular role. Then in a power culture it is based on, because it is based on power of the few, knowledge of a few, then it is based on the person's reliance on individualism.

Next, other elements are reporting lines, hierarchies, and way which work flows through in the business. Next is, when we are talking of power structure, the more important is who makes the decision, how widely spread is the power, like and what is the power, what is the source of that power; these are the major concerns of the power structure.

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Symbols: These include organizational logos and designs, but also extend to symbols of power such as parking spaces and executive washrooms.

Rituals and Routines: Management meetings, board reports and so on may become more habitual than necessary.

Stories and Myths: build up about people and events, and convey a message about what is valued within the organization.

Next important elements are of course, symbols which includes the organizational logos and designs. And, it is also representation of the power in the organization like parking spaces and all these things. Rituals and routines- sometimes sub meetings are done only because it is a routine job. So, these management of meetings, board reports, etcetera, because in certain cases this becomes very like, routine sort of things. Stories and myths is build up about people and events, and convey a message about what is valued in the organization. This is very important; story telling is very important for the organization. And, now there is whole gamut of research going on, on storytelling in organization. How to make people understand what is the expectation of the organization from these employees, how the organization get to know what are the employees expectation from the organization, as we are discussing in psychological contract because everything cannot be well defined if you, in terms; and, it is a very complex form.

So, storytelling is in organization giving examples through which, which will explain facts, which will tell about the expectations- what will happen if we meet the expectations, what will happen if you do not meet the expectations, all these are covered under the heading of storytelling in organization. And, this is a new field of research;

very interesting field of research because it helps us to understand the complex, complexity in the interaction of the complex factors which interact with each other to, for the better performance of the organization.

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Typologies of organizational cultures

Hofstede identified five *dimensions of culture* in his study of national influences:
Power distance
Uncertainty avoidance
Individualism vs. collectivism
Masculinity vs. femininity
Long vs. short term orientation

Next, when we are coming to the typologies of organizational culture- means the different types of organizational culture present. So, there is a whole lot of classification done; classification done by different authors based on different perspectives; different people have suggested what is an organizational culture, and what are the divisions of it, based on the certain research ideas.

Here we will try to consider some, like we can start with Hofstede which is dependent on the national culture classifications; that is a, have the culture of the mission and based on his study of national influences; and, he gave five dimensions of culture that is the power distance and, power distance, uncertainty avoidance, individual versus collectivism, masculinity versus femininity, long versus short term orientation.

So, these what happens, these are mainly important, these type of classification is mainly important for the organization to know the national culture of that particular nation where it is functioning, so that it will, you can work to find out whether your organizational culture is proper match with that organizational culture, whether it is with the national culture, whether your culture is reflecting to certain extent the is in, like it is reflecting as in alignment with the national culture, whether you can fit, whether you can fit it to that culture or not.

*Deal and Kennedy*

*Deal and Kennedy defined organizational culture as the way things get done around here. They measured organizations in respect of:*

*Feedback - quick feedback means an instant response. This could be in monetary terms, but could also be seen in other ways, such as the impact of a great save in a soccer match.*

*Risk - represents the degree of uncertainty in the organization's activities. Using these parameters, they were able to suggest four classifications of organizational culture:*

*The Tough-Guy Macho Culture- Feedback is quick and the rewards are high.*

*The Work Hard/Play Hard Culture- is characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, which strive for high quality customer service. It is often characterized by team meetings, jargon and buzzwords.*

When we are talking of the next classification which is the Deal and Kennedy classification, you know Deal and Kennedy; what they try to do is, they try to classify organizational culture based on two things: what is the nature of the feedback- whether it is very instant in nature or not; and, whether there is a risk factor involved in the, all the degrees of uncertainties in the organizational functioning activities.

And, they classified organizational culture based on these two parameters into four different types, like the Tough-Guy culture to Tough-Guy Macho Culture; then where the feedback is quick and the rewards are high; whether there is the word hard/ play hard culture that is few risks to be taken; and, all with rapid feedback; then it is this type of organization is full of jargon and buzzwords.

*The Bet your Company Culture- where big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to fruition, such as oil prospecting or military aviation.*

*The Process Culture -occurs in organizations where there is little or no feedback. People become bogged down with how things are done not with what is to be achieved. This is often associated with bureaucracies.*

*While it is easy to criticize these cultures for being overly cautious or bogged down in red tape, they do produce consistent results, which is ideal in, for example, public services.*

Next is bet your company culture- where big decisions are taken, but majority, major decisions, results are not known before it is years. And, process culture where there is little or no feedback. So, you see if what happens like each of these cultures may have its positives and negatives; what it so happens like, each culture may suit a specific type of organization. And, like some and it may produce, good ways are like in public services organizations and all these things. So, these type of organization culture may be suitable for those type of organizations.

*Charles Handy*

*Power Culture -which concentrates power among a few. Control radiates from the center like a web. Power Cultures have few rules and little bureaucracy; swift decisions can ensue.*

*Role Culture-people have clearly delegated authorities within a highly defined structure.*

*Task Culture-teams are formed to solve particular problems. Power derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure.*

*A Person Culture exists where all individuals believe themselves superior to the organization. Survival can become difficult for such organizations, since the concept of an organization*

According to Handy there are four types of organizational culture present, like the power culture, role culture, task culture and person culture. If you see, this is based on the concentration, the center of concentration of power. And, in that case, if you find like in power culture it is concentrated on very few people and small group, and it control is radiated from center. When we are talking of role culture, then people have highly defined roles, and delegated authorities, and with there is a defined structure. And, the power is there said, concentration of power is on the role, because the more well defined role it is the better the expectations can be made, and the people can perform in a better way.

When we are talking of task culture then for teams are formed to solve particular problems, and power derives from the expertise of the team members. So, it represents like, it also represents the matrix structure of the organization. A person culture exists when where all individuals believe themselves, a person culture where individuals believe that they are superior to the organization; which is sometimes, sometimes which is not good for the organization because the individuals purpose is given more importance, individuals goal is given more importance than the organization's goal, and survival of the organization comes to be difficult.

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*Edgar Schein*, defines organizational culture as:

*"A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems".*

*At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer - collectively known as artifacts. Included are the facilities, offices, furnishings, visible awards and recognition, the way that its members dress, how each person visibly interacts with each other and with organizational outsiders, and even company slogans, mission statements and other operational creeds.*

Schein Edgar like iceberg type of model for the organization where it tells about like the different layers of the organization- layers which are visible, layers which are not visible, and the upper most layer which is visible like for the organization, for the people from

outside to come and know like what is an organizational culture is called the artifacts present in the organization which is absorbed through the status symbols present, the facilities present, furnishing, visible awards and recognition.

Certain visible facts which tells about, which shows how people interact with each other, how the people addressing these facts- visible interactions, slogans, mission statements, all these things tells us about the, what is the nature of the organization, what is the culture of the organization, these are called artifacts- means things present in the upper just visible upper layer, and people try to guess about the culture by noticing all these factors.

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The next level deals with the professed culture of an organization's members - the values. At this level, local and personal values are widely expressed within the organization. Organizational behavior at this level usually can be studied by interviewing the organization's membership and using questionnaires to gather attitudes about organizational membership.

At the third and deepest level, the organization's tacit assumptions are found. These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Additionally, these are the elements of culture which are often taboo to discuss inside the organization. Many of these 'unspoken rules' exist without the conscious knowledge of the membership.

Next level is of course the organization's values which you cannot absorb directly by noticing facts, thing, when noticing the environment, physical environment of the organization. But, what you can discover, by interviewing people through questionnaires- by asking questions about what are the values, what you prefers, what you want to do, how you see yourself, how you perceive yourself, what you want to be in future, all these are the questions help to understand the next layer below the artifact, the next layer which is called the values of the organization.

And, the next, the deepest layer of the iceberg is of course the, called the tacit assumptions. And, these are unseen part. This is not discovered in everyday cognitive interactions with the organizational members. Then these are called unspoken rules- tacit

assumptions, unspoken rules; and, sometimes these are not to be discussed, sort of facts not to be openly discussed, sort of facts about the organization.

And, it is said these are not cognitively identified also in today's interaction because sometimes there is a tabling, discussing all these facts. So, tacit assumptions are very important, important part. If it is understand, like if there is a alignment of the tacit assumptions and organization values then there will be a strong culture because what I believe in, that is what I practice or what I tell others to do; otherwise there will be difference between what I believe in and what I just tell about myself, what I like show to the world like I am this type of organization; if there is a gap between the tacit assumptions and values then it, you are maybe artifacts will speak about certain culture. But when it comes to like you sensing, you having a feel of the culture in the work place, it may give you a different non verbal queue, so non verbal communications. So, that gap is there; then it will lead to a weak culture.

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*Arthur F Carmazzi*

*The Blame culture- This culture cultivates distrust and fear, people blame each other to avoid being reprimanded or put down, this results in no new ideas or personal initiative because people don't want to risk being wrong.*

*Multi-directional culture -This culture cultivates minimized cross-department communication and cooperation. Loyalty is only to specific groups (departments). Each department becomes a clique and is often critical of other departments which in turn creates lots of gossip. The lack of cooperation and Multi-Direction is manifested in the organization's inefficiency.*

*Live and let live culture -This culture is Complacency, it manifests Mental Stagnation and Low Creativity. People here have little future vision and have given up their passion. There is average cooperation and communication, and things do work, but they do not grow. People have developed their personal relationships and decided who to stay away from, there is not much left to learn.*

Carmazzi, Arthur Carmazzi he tried to classify organization based on different categories. First is of course the blame culture where people try to blame each other; people try to blame each other and cultivates distrust and fear because and it leads to nowhere, because it is no new idea is generated, no new personal initiatives check in because people do not want to take risk over here. So, what happens, because they do not want to be blamed further efforts that they have taken.

Multi-directional culture is- this culture cultivates minimized cross department communication and cooperation. So, if this happens then what happens, each department is critical of the other department. And, that there is a lack of alignment between input of one department and the output of the other department. So, if that is known, link in the system, in the fact like one department may act in controvert with the purpose of the other department, then sometimes it may lead to the organizational inefficiency.

In a live and let live culture then it mentions a sort of stagnation, it mentions a sort of stagnation and lack of creativity; I will go in the way that I am like, and organization is not in a position does not want to, does not like to interpret the signal send by the environment and they do not want to grow. And, there is an average degree of cooperation and communication, but for the average growth is not there. People have developed their personal relationships and decided like to what, decided not to like more contributed organization because they, people here a little future vision and they have lost their passion. So, that this is sort of, ok, just by the day and there is a stagnation as a whole.

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*Brand congruent culture -People in this culture believe in the product or service of the organization, they feel good about what their company is trying to achieve and cooperate to achieve it. People here are passionate and seem to have similar goals in the organisation. They use personal resources to actively solve problems and while they don't always accept the actions of management or others around them, they see their job as important. Most everyone in this culture is operating at the level of Group.*

*Leadership enriched culture- People view the organization as an extension of themselves, they feel good about what they personally achieve through the organization and have exceptional Cooperation. Individual goals are aligned with the goals of the organization and people will do what it takes to make things happen. As a group, the organization is more like family providing personal fulfillment which often transcends ego so people are consistently bringing out the best in each other. In this culture, Leaders do not develop followers, but develop other leaders. Most everyone in this culture is operating at the level of Organization.*

Brand congruent culture is a sort of culture where people identify with the brand name and they have the, they are passionate about the brand and demand to identify with the organizational goal. Then they use personal resources to solve organizational problems and they take interest in the organizational happenings. And, majorly this culture exists in the level of groups.

Leadership enriched culture- then leadership is the major factor which is enriching the culture. People are cooperating with each other. The leader is able to motivate the employees to perform according to organizational goal. But, what is the major motto over here is that leaders are developing not followers, but they are developing leaders who can just take of the bitten from them and functioning in the similar way. So, leadership enriched culture is very important for the growth of the organization.

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*The Organizational Culture Inventory: Culture Clusters*

*Robert A. Cooke, defines culture as the behaviors that members believe are required to fit in and meet expectations within their organization. The Organizational Culture Inventory measures twelve behavioral of norms that are grouped into three general types of cultures:*

*•Constructive Cultures, in which members are encouraged to interact with people and approach tasks in ways that help them meet their higher-order satisfaction needs. The four cultural norms in this cluster are:*
*•Achievement •Self-Actualizing •Humanistic-Encouraging •Affiliative*

*•Passive/Defensive Cultures, in which members believe they must interact with people in ways that will not threaten their own security. The four Passive/Defensive cultural norms are: •Approval •Conventional •Dependent •Avoidance*

*•Aggressive/Defensive Cultures, in which members are expected to approach tasks in forceful ways to protect their status and security The Aggressive/Defensive cultural norms are: •Oppositional •Power •Competitive •Perfectionistic*

Next where we moving to the, how to measure organizational culture- one of the culture measures is by Cooke in which we find there are three, this is called organizational culture inventory which measures twelve behavioural norms; and, it is grouped into three types of cultures like which is called constructive culture, passive defensive culture, and aggressive defensive culture. In constructive culture, what happens? People are motivated, people are encouraged to meet their higher-order satisfaction needs, and these mainly that of achievement, self actualization, then affiliative means, humanistic means. Passive defensive cultures are which members believe that they must interact with others in such way that is not going to threaten their own security. Then these are like conventional, approval, dependent, and avoidance, type of cultures; these, these are.

Then, the third is aggressive type of culture in which members like approach the task in forceful ways to protect their own security, and these are called oppositional cultures, competitive cultures. So, and they are perfectionistic cultures; these are either they want

different organizational members, want different own status and security through this aggressive defensive cultures.

So, what happens is this if we can absorb like constructive culture, passive defensive culture, and aggressive defensive cultures, these may have an effect on the organization's performers. And, this is, as the, if we can notice like, these are different viewpoints, these are different viewpoints through which employees are moving; this is certain believe system by which like, they are trying to approach a problem, they are trying to solve certain issues. Definitely these different types of cultures are going to have effects on the decisions made by the organization and the performance of the organization. And also the satisfaction of the employees within the particular organization, how they interact with each other and what they, what is the outcome of those interactions.

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Entrepreneurial culture is the system of shared values, beliefs and norms of an members of an organization, where creativity is valued, then tolerance of creative people is there, innovation is given importance, and all these things. Like dealing with the market situations, dealing with the uncertainty in the market and competitors threats and expecting organizational members to behave accordingly.

Like, what are the elements? Elements are like people are more empowered to do things, value creation is through creativity, attention to the basic factors are there, then there is the freedom, this you can see like, freedom to grow and fail is a major, like defining may be the defining part of those culture, and more emphasis on the futures, these are the very

key points; we will not like commitment and personal responsibility, all these things, all these things are very important, but freedom to grow and fail is one of the important issues in the entrepreneurial culture.

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**Organizational Socialization**

*Prearrival Stage*
*The period of learning in the socialization process that occurs before a new employee joins the organization*

*Encounter Stage*
*The stage in the socialization process in which a new employee sees what the organization is really like and confronts the possibility that expectations and reality may diverge*

*Metamorphosis Stage*
*The stage in the socialization process in which a new employee changes and adjusts to the work, work group, and organization*

Next, like when you are talking, if you, when discussing organizational culture like culture needs to be transmitted from one employee to the other employer, one from one group to the other group, and the process which is responsible for it is called the organizational socialization process. And, it has three stages- first one is the stage of prearrival stage, and next is the encounter stage, and third is the metamorphosis stage.

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So, organization, if you see the prearrival stage is the stage, it is the period of learning in the socialization process that occurs before a new employee joins the organization. Now, how this happens, like if you want to see, like the organizational socialization starts only after the employee joins the organization, then maybe it is not the correct approach to look into the process of organizational socializing.

Because socializing, this learning starts from the employee side also, before that employee joins the organization, through different searches made by that employee about the organization to find out whether there is alignment between the purpose and the goal of the employee with that of the organization. And, if that is there, it provides a good feeling and provides the platform for the individual to accept the values, norms of the organization after he joins the organization in royalty.

Encounter stage is a stage in the socialization process in which a new employee sees what the organization is really like. And so you may have in the pre-arrival stage many like very flying ideas about the organization, mean over expectations about the organization. But when you come and join the organization, you find like sometimes expectations are not matching because then this is what is reality and what was projected as reality, there is a gap between these two things.

Metamorphosis stage is a stage in the socialization process in which a new employee changes and adjust with the work, work group, and organization. So, this is the very crucial stage in the socialization process. Like, when there is a strong culture in the

organization and the employee, only to the various reasons wants to stay within the organization, then that person has to change, accept, adapt to certain things, certain values of the organization. And, sometimes there could be a conflict between the personal values and the organizational values as expressed, and then this person has to balance between these two things like, what to give the priority to the personal values that person who cherished your life or the organizational values. And then he has to decide for himself like what he is going to do.

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**Entry Socialization Options**

- Formal versus Informal
- Individual versus Collective
- Fixed versus Variable
- Serial versus Random
- Investiture versus Divestiture

Source: Based on J. Van Maanen, "People Processing: Strategies of Organizational Socialization," Organizational Dynamics, Summer 1978, pp. 19–36; and E. H. Schein, Organizational Culture," American Psychologist, February 1990, p. 116.

Based on these stages like, there were different socialization options like whether it is formal or informal in nature; like, whether you do it formally from the organization or you do it informally. Individual versus collective- do you give you socialization individually, one one each individual, or give you socially, or you give it in a like collective way, like you bring a, give socialization in a group situation; exercise is varied, the problems given for socialization varies. So, it depends on the organization's policies how it is being tackled.

Fixed versus variable- whether there is a predefined fixed procedural of socialization on the part of the organization, or you vary it based on your needs and nears, and may be in order to experiments. So these are different factors or the elements of socialization. Whether it is given in a random order or whether it is given serially that is also another concern.

Another major concern is what you want employees to do, or what is your idea with the employees? Like, if you want them to shed away the personal values, their personal likes, dislikes, and preferences of life, and want to get it aligned, and want to learn, want to function the way organization wants you to function; the more get aligned with the organization values, then the process of socialization could be divestiture- means I make you get you read of your personal innovations, personal values and believes, and all these things; and, make you learn the organization's way of speaking and doing things. But if it is investiture then what happens? I like to move forward, I give importance to you as a person, and see it at a growth and development of you as a person, and your values are important to me, and I want or I rather help you to achieve those values in the organization, that process is called investiture.

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**Effective Socialization**

*Effective socialization is defined as the criteria through which the success of the organization's socialization programs and the newcomer's success through the entire socialization process is evaluated*

*Socialization content refers to what is learned during socialization (Chao et al., 1994) or what is being imparted to the newcomer in the organization (Louis, 1980).*

*Fisher (1986) specified four content categories: (1) organizational values, goals, and culture, (2) work group values, norms, and friendships, (3) how to do the job, needed skills and knowledge, and (4) personal change relating to identity, self-image, and motives.*
*Building on previous studies in socialization and related areas (Chao et al., 1994; Feldman, 1981; Fisher, 1986; Louis, 1990; Morrison, 1995; Ostroff and Kozlowski, 1993; Schein, 1980), the content categories utilized to evaluate socialization effectiveness include: (1) task mastery, (2) functioning within the work group, (3) knowledge and acceptance of organization's culture, (4) personal learning, and (5) role clarity.*

Effective socialization, like when you have done your socialization then how do you know, like whether you have done a effective socialization or not; it depends on before we like do you get, based on what are the things that we learn in socialization. Feedback regarding like what is the content, what was expected of you to do, so if you, regarding those things are very important; and these four, there are four, like categories to it. One is the, first is the organizational values- what was it, what was the goal, what was the culture, clearly defined or not; next is work group values, norms, and friendships; then whether it is defined how to do the job, what are the needed skills and knowledge for it; and, what are the personal change relating to the identify, selves, and motives, self image

and motives, these are the four content categories, like; and, you have to get the feedback regarding each of these content categories, like what was important to the new comers or part of the socialization processor, what are the expectations from them.

Building on previous studies in socialization you find over there certain things, wisdoms, like effectiveness socialization will, if you try to evaluate it will find like whether there is a, people have developed a task mastery, then whether they have accepted a knowledge, have developed about the organization's culture, and whether there is a role clarity; then even they have going for some personal learning about the organization and the job they are having to, they are supposed to do, and, whether they are functioning within the work group, all these factors, like mentioned, defines the socialization effectiveness means, whether you have master your tasks properly; what degree of it is required; then whether you have accepted organization's culture, will again define the strong culture and weak culture; what is the personal learning occurring from these things; whether the role clarity is been developed or not, will define the effectiveness of the socialization process.

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**Creating An Ethical Organizational Culture**

Characteristics of Organizations that develop high ethical standards are: high tolerance for risk; low to moderate in aggressiveness and focus on means as well as outcomes.

Managerial Practices promoting an ethical culture are  ; being a visible role model; communicating ethical expectations; providing ethical training; rewarding ethical acts and punishing unethical ones and providing protective mechanisms.

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Creating now, in this whole thing, the whole exercise of organizational socialization, organizational culture, ways of defining culture, one thing is very important is creating an ethical organizational culture. So, it is very important to take a review of the organizational processes which are the management practices which are there for developing culture and give socialization processes, etcetera.

And you have to find that whether the management practices are promoting ethical ways of doing things. And, some of this management practices are having a, whether it is function as a role model, whether you are telling what are the ethical expectations from the employees, whether you are telling, whether you are giving a training on how to be ethical and all, then whether you are rewarding ethical acts or punishing unethical ones, and providing protective mechanism, this is very important from the view point of people viewers.

Like sometimes people out of fear do not report any unethical practices and behaviours that they have noticed within the organization, because they may feel certain threat. And, providing protective mechanism helps to like, make, keep that person at certain ease about the organization believes in most is the ethical situation, the right measures, the wrong measures, the auctioning. Even if I tell about some of the practices which are going a wrong way in the organization, and I do not ram the risk of any glass, so that providing a protective mechanism is very important for people to open up their minds and speak the truth about the practices going on within the organization.

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**Creating a Customer-Responsive Culture**

Key Variables Shaping Customer-Responsive Cultures

•The types of employees hired by the organization

•Low formalization: the freedom to meet customer service requirements

•Empowering employees with decision-making discretion to please the customer

•Good listening skills to understand customer messages

•Role clarity that allows service employees to act as "boundary spanners"

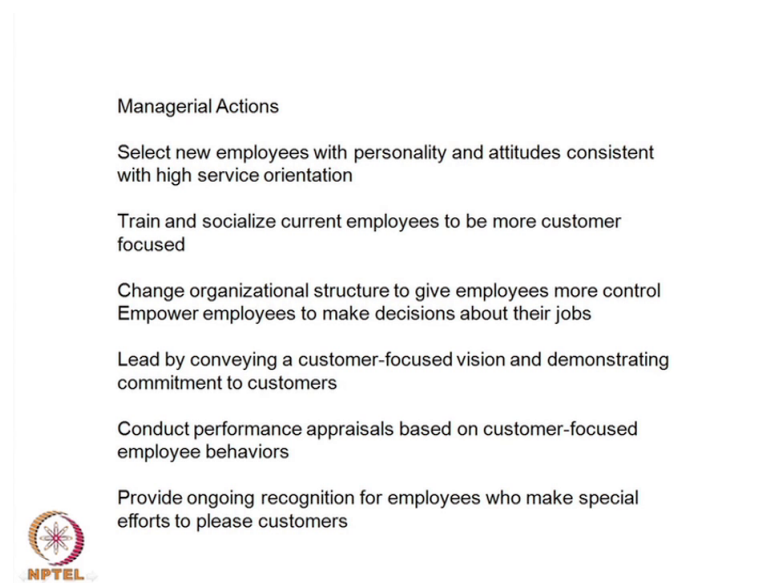•Employees who engage in organizational citizenship behaviors

Next is another important way of looking into culture is creating a customer responsive culture. How it can be done? Is dependent on the types of employees hired by the organization; then there is a low degree of formalization- means like whether there is a freedom to meet customer service requirements; then empowering employees with decision making discretion to please the customer; then good listening skills on the part

of the employees; then role clarity- so that they can act as boundary spanners and get to read the environment, scan the environment; and then employees lead to engaging OCB- means they lock the organization and can go some miles extra for the better functioning of the organization.

But, if you see, again may be with very environment as a whole concept is to, is the concept of ethics is, in order to be customer responsive, in order to develop a customer responsive culture, like what is the degree of importance that we will give to a ethical culture, because sometimes in order to be customer responsive, people may take wrong practices to like, meet the requirements of the customers. So, in those senses like ethics, the ethics is very, the concept of ethics is very intertwined with the concept of the customer responsive; when a customer responsive culture, the process you do it like, it is very important for the ethical practices, along while doing the customer responsive behaviour is very important, and we just cannot in your this part.

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Managerial Actions

Select new employees with personality and attitudes consistent with high service orientation

Train and socialize current employees to be more customer focused

Change organizational structure to give employees more control
Empower employees to make decisions about their jobs

Lead by conveying a customer-focused vision and demonstrating commitment to customers

Conduct performance appraisals based on customer-focused employee behaviors

Provide ongoing recognition for employees who make special efforts to please customers

What are the related managerial actions required is- selection of new employees with personality and attitudes consistent with high service orientation, train and socialize current employees to be more customer focused, change organizational structure to give employees more control, empower employees to make decisions about their jobs, conduct performance appraisals based on customer focused employee behaviours, provide ongoing recognition for employees who make special efforts to please customers.

Now, provide ongoing recognition for employees who make special efforts to please customer is again, and that this point we have to take into consideration like, what way of effort should be rewarded; should, what is the domain in the, where it falls like what special, what do a special effort that the person and the employees take to please the customer; like, what is important to get the business; what is the ultimate focus of the organization, like to get the business any how; or, the way that you take to get the business source; somewhere decisional dilemmas will come and focus on ethics will help to solve this dilemmas.

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Spirituality in organizational culture like workplace spirituality is defined by, it is the recognition given that the recognition of the organization of the fact that employees have their own in our life, and their own value systems, and higher purpose of life, meaningful that they want to get a meaningful work, they want to have a feeling of joy from the organization about in it. And, this can be, if the organization provides this to the, takes care of these human responses and provides this for the employees, then it has to nurture spirituality.

Now, what like caution over here like, people may mix, may try to mistake like religiosity and spirituality. These two are not the similar terms. Spirituality is the higher values nurtured by people, ways of looking into life, aspects of life, your vision about your own life and what you want to do, and it is not the same as religiosity. Religiosity is the mere religious practices that we do, but when it comes to the faith, the believe, the

higher natural values may be, all the religions neglect to some common values, and spirituality tries to discuss about those values are not the religious practices which may vary from religion to religion, so while natural spirituality and organization culture.

So, certain characteristic of course, are strong sense of purpose like what you want to do, what you want to be like, then focus on individual development is very important, trust and openness like unconditional level trust for the employee is very important, employee empowerment is important because high respective because I trust your empowering-that is one of the term like one of the very important things of spiritual workplace.

Then toleration of employee expression- again employees may be given a freedom to express their own mind and the organization culture should be, organization as a whole should be very tolerant to, like accepting with the open mind what the employees are expressing. So, tolerance, trust, and empowerment law, these empathy, these are very important points, important factors of spirituality, developing spirituality, maintenance spirituality, in the organization, natural spirituality in the organization.

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**Organizational culture and change**

Cummings & Worley (2005, p. 491 – 492) give the following six guidelines for cultural change, these changes are in line with the eight distinct stages mentioned by Kotter (1995, p. 2)3:

1. Formulate a clear strategic vision (stage 1,2 & 3 of Kotter, 1995, p. 2)

2. Display Top-management commitment (stage 4 of Kotter, 1995, p. 2)

3. Model culture change at the highest level (stage 5 of Kotter, 1995, p. 2)

4. Modify the organization to support organizational change

5. Select and socialize newcomers and terminate deviants (stage 7 & 8 of Kotter, 1995, p. 2)

6. Develop ethical and legal sensitivity

When we are talking of organizational culture and change then we get to know like changing of organizational culture is sometimes necessary while you are trying to make a change in your business or you are making a shift in all these things. So, what is required is formulating a vision, strategic vision like what you want to do, and display as because culture mainly talks of organization efficient; it should be top driven; the top people
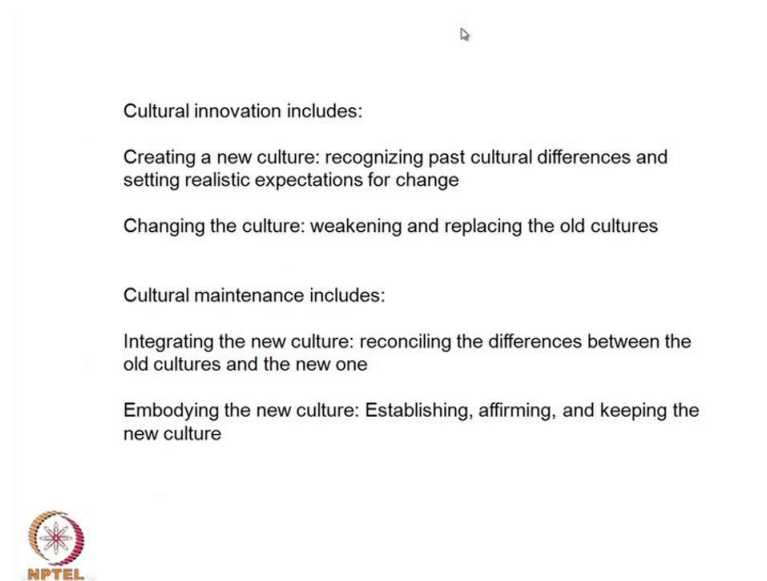
should start believing in it, working on it, and will committed to the goal of changing the culture.

Then, it should be, this exercise should be done in the highest level in the organization. And, here the organization should support the change is required, and what happens? After the organization changes, you will have to socialize the new comers on the new cultural set up and the new culture. And, they have to terminate the deviants and develop ethical and legal sensitivity.

So, these are major concerns when there are organizational culture, and changes are major issues in situations, where merges acquisitions, things happen. And, different cultures come together. Some culture accept the major culture, minor culture. And, then if develop the new company with new face develops a new culture of it is own which could be a reflection of, mix of both the cultures, or you find one culture getting a major representation, other culture is not getting so much of representation

Whatever is the situations, the people who are left behind in the organization and who, whom you do not, whom you do not part from the organization, they have to be socialized again to this new system in the organization to this new culture, so that they taken accept those culture and they can feel comfortable within that cultural set up and try to work with the organization.

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Cultural innovation includes:

Creating a new culture: recognizing past cultural differences and setting realistic expectations for change

Changing the culture: weakening and replacing the old cultures

Cultural maintenance includes:

Integrating the new culture: reconciling the differences between the old cultures and the new one

Embodying the new culture: Establishing, affirming, and keeping the new culture

Cultural innovation then includes like recognizing past cultural differences and setting expectations for change; changing the culture by replacing the old culture, and so it is very important task to review whether their culture is still functioning, whether it is effective, whether it is leading to performance or not. Having a culture and sitting like complacent is not going to help you. In reality the constant, check constant one, monitoring is required. Whether this culture is well it is very time viewer that is required; at the present way of functioning, present business that venturing the culture is facilitating that or not.

And maintaining culture includes like integrating the new culture. The work of integration and learning is very important. Where there is, if there is a difference between the old culture and new culture, integrating and reviews in the difference gap is very important. And, establishing the new culture like affirming it and keeping new culture in space like getting it in grand; and, getting the new culture in grand also is very important for cultural innovation. And, if these can be done, this will lead to better performance for the organization.

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Questions

- Define organizational culture. Critically evaluate the different typologies of organizational culture.
- Define social system. How the psychological contract affects the social system of organization?
- What is Cultural diversity? Explain with suitable examples the relationship between cultural identity diversity and work group functioning.
- What is Role and Role perception? Describe a systematic framework for organizational role highlighting the effect of role conflict and role ambiguity on organizational performance.

Questions following it like, define organizational culture. Critically evaluate the different typologies. Define social system. How the psychological contract affects the social system? What is cultural diversity? Explain with suitable examples the relationship between cultural identity diversity and work group functioning. What is role and role

perception? Describe a systematic framework for organizational role highlighting the effect of role conflict and role ambiguity on organizational performance.

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- What are status symbols? What is the significance of status for OB?
- What is Organizational socialization? State the different perspectives on organizational socialization with special reference to a multilevel process model of organizational socialization.
- What is the role of learning in organizational socialization-explain with examples and a suitable model.
- Critically evaluate the role of individual in the organizational socialization process.
- State with reasons if it is possible to change culture? If yes, how?
- 

What are status symbols? What is the significance of status? What is organizational socialization? State the different perspectives on organizational socialization. What is the role of learning in organizational socialization? It is very important to know the role of learning in the socialization process. Critically evaluate the role of individual in the organizational socialization process, so and state if it is possible to change culture? If yes, then how?

So, these questions are some complex questions given, where you have to apply your thought process, maybe you have to move backward for the, between all the three chapters that we have learnt, to find answers to these questions. There is no straight forward answer. You have to think and just draw your examples from the real life practices- done in the, for the companies and try to relate it with these things. And, try to find out, give reflective answers to these questions. And, if you can do it, then you can understand like the importance of organization as a social system and more, so the role of culture for the performance of the organization.

Thank you.