THE INVISIBLE: YET THE DEEP-ROOTED PART OF ORGANISATION.

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ABSTRACT:

Organization culture is an element of the organization which is uniquely different from each other. It is an essential part of the organization from which an organization cannot be separated. In the 20th century most of the organizations realized the mistake of ignoring this element (Culture) which if changed and deep-rooted can result in positive growth of an organization which can sustain in any environment. This paper is an effort to understand the ongoing research in the area of organization culture. It is a literary work of some pre written researches. It explores the understanding of the organization culture that is prevailing today, its relations with other factors and characteristics of good culture. The researcher makes an effort to explore the presence of values which acts as a basis of organizational culture based on the pre-written literatures.

Keywords: Organization, Organizational Culture, Values.

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DEDICATION

This paper is dedicated to the Revered Founder Chancellor of Sri Sathya Sai Institute of Higher Learning, Bhagwan Sri Sathya Sai Baba.

INTRODUCTION

From the time when man started living in societies he had discovered that culture has become an important part of any civilization. Every civilization has a unique culture which might have been very similar but never an exact copy of each other. The sustenance of the civilization depended on the value that is being followed by its members. The higher the value followed, higher was its time of existence. The moment the values are existent in the civilization, the civilization perishes.In this information era, the organization is formed *by people, for the people and of the people* and hence it becomes a kind of *democratic civilization*. It also has culture as a part which makes it unique and different from each other.Modern academicians and executives, who try to understand the organization and its elements of success, realized that organizational culture also plays major role in it. In this competitive modern world, "values to succeed" should be the center focused foundation in every organization. In fact organizational culture becomes a risky unique element, which the executives must understand before taking any endeavors further. Any management student can understand from the studies that he/she undertakes that 'the culture forms an important factor in many of the management fields'. The organizational culture builds a strong foundation for Total Quality Management, Knowledge Management, Mergers and Acquisition and also Change Management. The executives have understood that, just by managing the culture, a great deal of the organization's values, ethical issues and other problems will be solved.

This realization has led the researchers to research in the area of organization culture. Researchers have introduced many theories and identified many relationships that inter-relates with the organization and its other factors.

GENERALDEFINITIONS ABOUT ORGANIZATIONAL CULTURE

The organizational culture is defined by **Edgar Schein**, a professor of MIT Sloan school of management, as"A pattern of shared basic assumptions that the group learned as it solved its

problems of external adaption and internal integration, that has worked well enough to be consider as valid and therefore taught to new members as the correct way you perceive,think and feel in relation to those problems."

Organizational culture includes the underline values, the artifacts, logos, the beliefs and everything that gives every organization an unique identity. The organizational culture is that which is present but may not visible to an outsider as it is always but an individual who is part of the organisation can feel it, however may not be able to explain them.

In 1990 a research done by **Hofstede, Neuijen, Ohayv, & Sanders,**(1990)and the findings of the research was that environment of the individual and the organization will have an effect on the organization culture but can't have an major impact on the organization. The values of the leaders were integrated into the organization they built. The individual values have an impact but still some elements remain unique in organization.

Another study done by**Gordon & Tomaso**(1992) reveals that a dynamic industry needs a culture that supports adaptability than stability.

Many researchers have formulated many themes. Three themes were developed by **Sun**,(2008) for the other researchers to understand better. The three themes identified are that,

- Culture is the right way to do things in an organization.
- The strategy and the culture are complementary to each other.
- Culture has its presence in the organization in many levels visible and invisible as well.

Gostick & Elton,(2012) had come to a conclusion from their research on 25 companies that the top companies had highly profitable culture. The profitable culture was having the distinctiveness from others that it was having 3 E's:- Employee engagement, Enabled (supporting productivity and performance) and energized (A greater sense of well-being and drive to work).

RELATIONSHIP WITH OTHER FACTORS

An analysis of a research concludes that innovation in the form of new products, where the process can be developed only in an organizational culture which gives importance to creativity and also helps in transforming the ideas to benefits to customers(Edwards, Kumar, & Ranjan, 2002). This innovation in culture leads to success but the philosophy of innovation should be in action and not just in papers to represent.

This philosophy can be put into action by the elements of culture that should be provided to the people or the employees. The elements of culture are,

1.   Adequate resources,

2.   Adequate funding,

3.   Supportive management,

4.   Technically competent teams,

5.   Strategic direction and

6.   Non-constraint environment.

(Kenny & Reedy, 2006) .

Aydin & Ceylan,(2009) research findings were, that an organisation's effectiveness can be increased by creating a better organisational culture.

A leader is one who leads his people not from the front but by becoming one among them.To create a good culture, the role of a leader is very essential. The leader should understand the attitude of his subordinates. The leader should reward the right conduct and punish in case of any deviations from the right conduct.

Easy, complete and heirachical communication among the leader and the people should exist.These were some of the guidelines for a leader to create a good culture by **Mohelska & Sokolovab,**(2015).

CHARACTERISTICS OF A GOOD CULTURE

In a good organization, the behavior that is expected from employees should be reinforced with rewards. But an organization with good organizational culture, the rewards provided will be

genuine and sincere and it will have the right and requiredpositive effect on the employees.(Milne, 2007).

In a research done by Singh,(2009) it was observed that a strong mix of conserving culture with appropriatre amount of mechanistic,indigenious and compeitive culture.

Based on Udai Pareek's organisation culture survey tools, has made it possible for most of the Indian companies to achieve the integrated goals of internal integration and external adaptions.

The management and the maangers need to create a culture with more autonomy for better innovation and with the freedom and choiceof effective decision making.It is proved by many researchers that a good culture will have its roots deeply ingrained with values.

VALUES AS THE FOUNDATION OF GOOD CULTURE

The competition toughens as the number of the players' increases, at the same time the chances of winning are slim and the players need to be unique and competitive to win the game. When the times are tough some choose the easy way out, which is the immoral path, they succeed for a short while but in the long run they perish with no one to remember them. But the ones who choose to take the tough step to stay and battle with and move forward in the dharmic or the moral path, they may not succeed in the short run but the will be victories in the long run. This is the same scenario in the modern corporate world.

The organization which has a very strong base on good values may lose in short opportunities but will succeed in the long term.

This fact is understood by many academicians for many models developed on organization culture that imbibes values as an important element in them.

In the onion model developed by **Greet Hofstede**,core values form the inner most circle of the organization.(Waisfisz).

Edgar Schein's iceberg organizational culture model has values in the two out of the three levels of the iceberg organizational culture model. Values form the second level in the model. It talks about the values which are visible in the organization like Openness,Code of conduct as specified by top management. The assumed values form the assumptions which are third level in

the model. It is the invisible but profound element of value of the organization such as not bribing any officials for any permit by any employee.(Doorgachum-Boodhoo, 2013).

In the OCTAPACE model developed by T V Rao, popularly used for measuring organizational culture, values take the high priority and based on the values, the culture of the oraganisation is analyzed. TV Rao has taken eight values

1.   Openness,

2.   Confrontationof problems by employees,

3.   Trust among employees,

4.   Authenticity in the work done,

5.   Pro-activeness in decisions taken,

6.   Autonomy to its employees,

7.   Collaboration among employees and

8.   Experimentation in work process and product by employees.

In a research done by **Nelson & Gardent**, (2011),it was found that, though imbibed values form an important element of organisation, when ignored leads them to failure in the long run.They feel that the values should not be just as a statement in vision and mission, but should be implemented in the daily practices of their employees. They also felt that values in conflict with their words and action will not only break the organisational culture but will also leave an impact in the morale of the employees.

In an article written by **Patel**,(2015), he has analysed top 10 companies and their culture. All the cultures have an unique core value, yet similar to each other as the underlining values are one and the same. For example companies like Zappos give much importance to its core values and make explicit to its employees, Southwest airlines employees have values that propogates to spread love and care amongst employees, as wellas towards the organsiation and to prioritize the customer needs first, Google acknowledge its employees value and cares to all their needs, REI has their culture as value centered on stewardship.

India has been a land of values.Its Scriptures,Epics and Ancient texts propogates the importance to adhere to the values which serve the higher cause of well-being of mankind.

In a study done by **Kumar & Rao**,(1996) they have explored the teachings on value based management as given in ancient text,Arthashastra.In arthashastra it is mentioned that a king or a leader should be given lessons which is filled with values,for the organisation culture which is to be built on the foundation of the values of the leader.

Kautilya has also given a good deal of importance to values, of not just the leaders but also the members. It is in one of the findings of the research says that the employees also should have values which are congruent to the values of the organisation.A point to be noted from the arthashastra is that, it mentions that "A right behaviour which is congruent with the organisation's values should be rewarded to reinforce the behaviour."

CONCLUSION

As it is mentioned in the earlier sections of the paper, Organizational Culture plays a crucial role in any organization. Their importances are yet to be realized fully, the researches done on it are still in its initial stages. In this era of scams, any organization should have the awarenessabout the management, and its cultural practiceswhich takes its foundationas the values which will not just survive but will help in succeeding gloriously.

A leader plays an important role in the culture of an organization and his values in the form of action will be revered by his followers. The leaders of this current era should be taught the importance of the values as mention inArthashastra.

A good organization, which has its culture based on the values revealed in the ancient text of India, will always be ethical and hence by following the path of Dharma, it will achieve success in the long term.

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