

AN IDEATIONAL MODEL OF ORGANISATIONAL CULTURE: WITH VALUES OF THE LEADER AS THE FOUNDATION

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Abstract

The researchers were explored the concept to understand how it affects the organization. They have developed many models to explain it to others. One fact all the researchers have found is that values followed in the organization forms the main part of it. This is a literary paper wherein different concept and teachings of Bhagawan Sri Sathya Sai Baba are explored. These teachings of Bhagawan Sri Sathya Sai Baba and the OCTAPACE model are used by the researcher to develop an ideational model. The model created is based on a foundation of values of the Leaders.

Keywords: Organisational culture, OCTAPACE model, Values, Ideational model

Dedication: This paper is dedicated to the revered former chancellor Bhagawan Sri Sathya Sai Baba.

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Introduction

The industrial revolution has led to the rise of many companies and many new industries. The companies were maximizing the wealth of the shareholders and serving the customer to fulfill their needs. But today, the world is leading to darkness for the leaders who are trusted by the stakeholders to serve their needs are pursuing their selfish needs and abandoning their duty towards the stakeholders. This has led to many scams like Enron, Sathyam etc. The organizational culture is setting in many organizations wherein the employees are encouraged to pursue their goals in unethical ways, the end matters and not the means.

But the consciousness is rising among the men and women today, they are no longer silent to unethical. As customers, they started going for companies with a social consciousness and not just any company providing services economically. This also has led companies to take the game of competition to the level of “a company with consciousness”. To create a such a company the change should be created internally and for this they need to create a company culture on a strong foundation. A strong foundation can be given only by values which are true through ages.

Literature Review

Many pioneer researchers have proved that values form the inner most and the most important element of the organisation culture. This information has made many curious researchers to find out more about values and the organisation culture. Hence in this recent times when it seems the values are at decline many researchers have done researches based on this relationship.

An article written by Sinclair, (1993) is about the research aspect that organizational culture can form the solution to all the problems of unethical behavior. The researcher has done a literature survey and has developed two approaches to face this unethical ways in the organization.

The approach to create the unitary culture.-The mission, goal, philosophy everything should not be just about economic goals but everything should have the values as the centre. In this approach the ethical behaviour by the employees is achieved by adhering to the clearly defined bottom line.

The sub-cultural approach:-It supports the researchers that tell that behind the attractive organisational culture there are subcultural which create the unethical behaviour in the employees. The managers need to understand this subculture more clearly.

The western thought has long dominant the way the organization function but the right way to do business has been deteriorating .alarmed by this two researchers has tried to find a solution to it by looking into the ancient Indian texts. Sivakumar &Rao,(1996) their article finds guidelines to the right way of doing business from the ancient text of Kautilyaarthashastra. They find from the text that the organizational philosophy guides the leaders' ideas and his leadership to make a spiritual guided organizational culture. They compare the leader of the organization to the king of a kingdom as mentioned in the arthashastra. They infer from the arthashastra that the primary goal of a leader is to fulfil the philosophy of the organization,which should be so made that it will help in the betterment of the whole world.Again in 2009, they published a paper in which they collect from many of the scriptures namelyArthashastra, Shanthi parva, Manusmriti, Viduraniti, Valmiki Ramayana. The first step for organization is to have core values defined loud and clear. The next important step that an organization should do is to hire a employee who are having values congruence with the core values.

A group of researchers has come up with some steps for the process of major transformation in company as well in the culture.The steps are as follows:-

- a)Human resources the most important ingredient should be not be never ignored or overlooked
- b) To do a value due diligence-
 - i. The assessment of current corporate values
 - ii. The development of new values
 - iii. The change program implementation
- c) The leadership and the management should the new corporate values in to their daily day practices.
- d) Theemployees should be provided with the skills and knowledge to follow the new values.
- e) The systems and rules must be in favour of the new corporatevalues

(Tipping et al., 2004)

According to Nelson & Gardent, (2011) organization's vision mission and the imbibed values are the important element to be taken care but have received the least importance in terms of the leaders attention. The leaders tend to care more for strategies, operations and structure but values can build or destroy the organization. They feel that all the employees should be aware of their company's mission vision and the values and integrate them into their daily work life and take them as a support to take effective decisions. They point out to the fact that the organization with positive values in practice have strong culture can maintain and nurture a positive and ethical culture. They also stress the point that instead of building a organization which have values conflicting in action and word will break the organizational culture as well as the morale of the employees. They suggest the methods of review workshops to review the belief and the practiced values in the organization. They also suggest that the value statement should be a "living document" and build a strong culture by the stories of the leader and the staff action oriented towards the organizational values.

An author named Silverstein, (2013) writes about the Enron case in which the top management easily fooled its stakeholders and under the table did malpractices and accumulated wealth for themselves. The ones who were lost were many who put in their everything believing in the sleepy company which rises to become the seventh largest corporation. The Author feels that it is not the punishment but the clear cut mission and code of conduct upon which the board members and the top management can rely on when a dilemma to go for short term or long term is faced. The company should not just satisfy the shareholders but also the stakeholders of the company also interest should be taken care. He move on to emphasis that the values should be stressed in the structure and also the punishment should be specified for the egregious acts. He writes that a company which is having a culture with values only can sustain in the long run. A meaningful cultured company will implore all its employees to go through the righteous path. And the writer quotes Richard Rudden, managing partner at Target Rock Advisors in New York State "Ethics and integrity are at the core of sustainable long term success".

The proper needed for the values in an organisational culture is discussed in a section of the book "Sai Baba ,s Mahavakya on Leadership". The book is primarily on leadership but in the third chapter the author gives a glimpse of organisation which are following one of the highest value,

Selflessness i.e thinking about others progress rather than on your own. He tells that Esprit de corps is the way culture is address in the armed force which is one of the best example of a organisation which works trialessly for the comfort of others instead of oneself. This culture is of the belief that “no sacrifice is big enough to uphold its (organisation) honour and good name.” The author contributes the Japanese victory in World War II towards the organisational culture maintained in the army and in the nation as whole the Culture of Samurai and the spirit of bushido is practiced. In this culture the Japanese warriors are trained to rise above their self-interest and practise bushido i.e lives a life of warrior. The Japanese warriors considered dying by slashing one-self rather than getting captured as prisoner of war and betray ones country. This trsits of self-lessness again was the reason the Japanese was able to come out of their nuclear bomb effect become “number one”. The author also writes that armed all over the world gave an example of this culture of sacrifice. In British Commonwealth Army,a potential Army officer is designated as a gentleman for they believe that “What you think, so you become”. He has also given Indian army credo also. The credo of Indian army is:

- The safety, honour and welfare of the nation came first
- The honour, welfare and the comfort of the men you command come next
- Your own ease ,comfort ,and safety comes last

From this it can be clearly seen that the organisation like Army is able to achieve because of this underline principle of selflessness as their core value of their organisational culture. (Chibber, 2016) (Pg 42-54)

Theoretical background

An ideational model means a model created by a researcher but it has not got validity for the model has not been tested. The model is still in the form of an idea.It can be a consolidation of many models done before together with the understanding of the researcher.

The teachings that are included in developing the model are the concepts of the acronym of MANAGER and the Mahavakhya of Bhagawan Sri Sathya Sai Baba and the OCTAPACE model is explained here.

MANAGER as given by Bhagawan Sri Sathya Sai Baba

Bhagawan Sri Sathya Sai baba has always insisted the importance of the leaders who are rooted in the values of the Indian culture. He has given an acronym MANAGER, wherein he explores the values a good manager should possess.

M-Mind of man: - He says that action lead us to sorrow and joy. The thoughts are responsible for the deeds which are done. A human being should have thoughts with human qualities like truth, love, patience, sacrifice, and compassion. The most important thing to have is unity in thought, word, and deed. The harmony in thought, word and deed in a man makes him trustworthy and credible and hence he becomes an excellent leader.

A-Awareness of Atma: - Awareness of Atma stands for the manger having a complete knowledge about the Atma. He should believe himself to be part of the whole. He should understand that apart can't progress unless and until the whole to progress together. This will make a manager work hard for the organisation but not at the cost of other organisation. Not only for the organisation, will he think about the progress of the whole nation and the whole.

N-Nature of nation: - Nature of the nation stands for the culture of each nation. A manager should understand that each nation as their own nature and other can't imitate it. If an organisation wants to set up their branch in another country, it needs to understand the nature of that country. India has a nature of Sathya and Dharma and all the managers should lead by living an example of integrity and morality.

G-Guidelines to Goodness: - Guidelines to goodness stands for the inner prompting, the voice of conscience. A manager should always follow his inner conscience. Before taking any decisions a manager ought to evaluate between good and bad, right and wrong of any decisions. The manager should always go for the right and the good path even if it brings in losses for the losses are for a short run and in the long run only the goodness prevails.

E-Enquiry into Ethos: - Enquiry into ethos means that in a dilemma for the manger he should search the answers in the ancient wisdom. Ethos is about the ancient people who have lived a

noble life and ideal life. Morality and integrity were part of them and these values always guided them. A manager should keep his ideals as such people who have led an ideal life and noble life.

R-role of rules: - Role of rules means that following all the rules in the right spirit. Rules are set to make sure that the system works with the least problems, fair and square treatment for every individual. The rules should be followed without manipulation, violating, or breaking any rules. Any organisation following rules will be considered as a trustworthy and credible organisation. This will create a brand loyalty for the organisation(Sai, 2012).

Mahavakhya on Leadership as given by Bhagawan Sri Sathya Sai Baba

Bhagawan Sri Sathya Sai Baba has given four phrases to represent the required character of a leader. The four phrases are:

To BE: This phrase represents the character of the Leader. A leader should have integrity of thought, word and deed. A good follower will follow only a leader of exceptional character.

To DO: This phrase represents the action undertaken by the leader. The character of a leader is projected through his actions. The “TO be” which is internal to the leader become known to the organisation.

To SEE: This phrase represents that for making a better organisation, the leader needs to understand the conditions and the environment prevailing in the Nation as well as the industry to make better strategies.

To TELL: This phrase represents what the leader wants to communicate to his followers. It also includes what the leader expects from his followers. He can become a personal example which the followers can take in as model to be represented. He can “Walk the Talk”.(Chibber, 2016)

OCTAPACE Model

It is model developed by T V Rao and Udai Pareek. In this model the organizational culture is the portrayed as the combination of eight important values relevant for institution building. OCTAPACE stands for the acronym of Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration, Experimentation. It also stands for (octa) eight and (pace) steps to create ethos which is the most important element of culture. It also becomes the eight steps that need to be taken to create functional ethos.

Openness-It is the element where people can express their spontaneous feelings and reaction. It can also mean the open office and transparency in the information passing. It also means that the people never get disheartened even if their ideas are not taken into consideration.

Confrontation-it is the element where in the people are ready to forego their individual goals for the larger goal like organization, society and the nation. It also means courageously facing the problem and solving it instead of running away.

Trust-It is the element of culture when one is ready to believe each other and act on the bases of the word and not searching for ulterior motive. There is no need of control measures. It also means to maintain the confidentiality of information that is passed on with trust.

Authenticity-It is the element of the culture which means that there is congruence between one's word and the deeds. It is to deliver the promises made.

Pro-action-It is the element of culture where in the person is encouraged to take initiation and to take action to prevent the mistakes. Employees are encouraged to pre-plan their task.

Autonomy-It is the element where in each person is given the power to make their own decision and given the power to give advice to the management.

Collaboration-It is the element where in people work together asking and giving help to each other. There is team spirit. Even if there is disagreement it is solved and together everyone move forward for goal fulfilment.

Experimentation-It is the element wherein the people are allowed to try out new ways and bring forward innovative ideas. It represents the risk -taking ability of an organization. (Rao, 2014) (Pareek, 2002)

The Ideational model



Figure 1: THE IDEATIONAL MODEL

An organisation needs to build its value system based on the values of its own national culture. The national culture will have the values which will come intrinsically to its members. In this study, the researcher has made an attempt to create a model with the assistance of the already established concept and from the teachings of Bhagawan Sri Sathya Sai Baba. The model created has six levels in it. The six levels of the ideational model are as follows:-

- First level:- The leader's value system

- Second level:-The objective of the leader
- Third level:-Employees value congruence with organisational value
- Fourth level:- The HINDU value system created by the members of the organisation
- Fifth level:- OCTAPACE culture get created on its own because of the HINDU value system in place
- Sixth level:- The value chain members also have the same value system

The leader's value will give him the strength and the will to achieve his objectives and goals of life. To achieve his goal of life he will try to achieve wealth by creating an organization which will run with the values its foundation. The leader needs to select those employees who have values which are congruence with the organizational values. And the employees along with the leader consciously make effort to create the intrinsic value system of HINDU and this leads to the automatic creation of the OCTAPACE extrinsic values leading to an entrepreneurial culture. For such an organization to perform better the value chain members should also exhibit the undercurrent value system of the organization of Sathya, Dharma, Shanthi, Prema and Ahimsa. It is said foundation of the organization is built on the core values which becomes the part of the organizational culture. The founder's value will mostly become the core value of the organizational culture. The values which are practiced by the leaders will become the established values of the organization. Hence in this ideational model also the foundation is built on the leader's value system.

The ideational model has six levels.

Leader's value system

The innermost level of the model is the leader's value system. The leader's value system should be based on Bhagawan Sri Sathya Sai Baba's Mahavakhya.

To BE: - Bhagawan Sri Sathya Sai Baba always taught that an individual's character is important. It includes the "M" and "A" of Manager i.e. Mind of man and Awareness of Atma. If a man develops these two elements in him then he can become a man of exceptional character. He will not indulge in wrong activities he will know that his wrong doing will affect someone else who also has the same Atma as his. At the same time he will be ready to work

hard to maximize the stakeholders' wealth through the path of dharma as he is liable to give them the Artha which they are earning through Dharmic investment.

To DO:-The next component of Mahavakya is that "to DO".. If he preaches something and acts something else then the followers will manipulate and they too will fail to have harmony in thought, word and deed and the ones who have the harmony will live the organisation. The acronym of manager, G and R will be followed in this element of Mahavakya. A leader when he comprehends both the right and wrong and good and bad of every decisions to be taken and chooses the "sheryas" or the goodness over the "preyas" the momentary pleasure, which is choosing a greater good for the long term rather than choosing the high profits for the short term jeopardizing the future, this will inspire the followers to shadow his personal example.

To SEE: - The Leaders should have all the information required to make a decision, then only the way will be able to effectively make an efficient decisions. In this element the manager Acronym N, A, E can be applied. The leader should know the culture of the nation in which he is setting up his business. If the business is going to launch a product then the product should be socially accepted. The marketing and Advertisements of the product should be in accordance with the culture of the country. Most importantly, the core value of the organisation should have congruence with the national value of the country if it is not present then it is better not to choose that country for expansion. The leader should be proficient with the knowledge given in "Itihasa" or the knowledge given by the ancient seers the ancients have recorded the act of many noble and righteous leaders which can become a reference to any future leader when they have ethical dilemma. The Bhagavad Gita can become the code of conduct for any leader to attain a great success in his ventures.

To TELL:-"To Tell" has reflections of the "to BE and to DO" elements. The leader can communicate the best way by just becoming personal example. The leader should lead by being a good manager and can implement in his life the entire seven facets MANAGER.

Leader's objectives and goals of life

The next level of the ideational model is the objectives and the goals of life of the leader. In our ancient scriptures gives four purushastras -DHARMA, ARTHA, KAMA, MOKSHA.

Dharma: A being sticking on its nature or qualities is called Dharma. A human being should stick on to morality and truth to follow the path of Dharma or righteousness.

Artha: - It is the wealth or money.

Kama: - It is desire of a person.

Moksha: - It is the end of life or the principle of the soul going back to the universal consciences.

Bhagawan Sri Sathya Sai Baba says that a man should have the objective to earn Artha through Dharma and have Kama for Moksha. This means that a leader should earn wealth and money through the path of morality and truth and he should have desire for moksha or liberation.(Sai, 2012)

Employee's values congruence with Organizational values

The third level of the model is Employee's value congruence with Organizational values. Employees form a major part of the organization. The working of the organization is depended on the vitreous of the employees. (Sivakumar & Rao, 2009)

The Leader should select such employees who have their value congruence with the value of the organization. The employees like the leader should believe in Sathya,Dharma, Shanti, Prema and Ahimsa. The employees should have the core competencies as the morality and integrity. They should believe in earning wealththrough righteous deeds. The employees even if the knowledge and skill is less also they can contribute to productivity to the organization for they believe in Dharma. So, according to Dharma an individual should do his best for the progress of the organization this will make them attain knowledge to attain higher productivity.

HINDU value system

The fourth level of the ideational model is for the leader and the members to create a culture which also takes care of social progress. Bhagawan Si Sathya Sai Baba has given HINDU as the Acronym for the five facets guidelines to progress.

The five facets of HINDU:-

H-History:-The facet “H” indicates that the history of the culture of the place should be known. In an organisation, there will be times of hardship and difficulties through the organisation would have survived through which the organisation and its members would have become strong. Some members would have shown exceptional courage and heroic act which helped the organisation to survive the crisis. These stories can inspire the current employees.

I-Individuality: - The facet “I” indicates the uniqueness of person. The organisation should give importance to its employees. Every employee is unique with unique qualities, skill and knowledge. It is not the productivity of an individual employee but the individual himself should be valued. The employee should not be just a head count but the most valuable asset of the organisation.

N-Nationality: - The facet “N” indicates the national spirit. A responsible citizen of any nation should have feeling of patriotism in their heart towards their nation. An organisation has a responsibility to foster and nurture this feeling of devotion towards one’s nation. In Ancient scriptures of India, the motherland is one of the five mothers whom any individual needs to revere and feel pride to be born in the great nation of Bharat. The organisation needs to instill the culture of patriotism in the hearts of employees.

Divinity: - The facet “D” stands for recognizing divinity. The leader should have a devotion to the all-pervading God, without whom the world ceases to exist. The employees also should comprehend the concept of divinity. If both the leader and employees are able to understand the divinity then the trust and appreciation towards each other increases as they will understand themselves to be the children of the divine. When the leader as well as the employees are constantly reminded of the divinity they will not indulge in malpractices and immoral behaviour

as they will become more aware of the presence of a greater force. The organisation should instill in them “Daiva Preethi, Paapa Beethi, Sangha Neethi” i.e. love for God, fear of sin and morality in society.

U-Unity: - The last facet is “U” which stands for unity. The organisation should foster unity. An individual however talent can always attain lessor than a group. In a team, members can depend on each other’s strength and will be able to tap the untapped energy, attain synergy i.e. more than the sum of the individual contribution. When unity is fostered, even in the times of crisis of the organisation all the members will standby and face the crisis together.

The HINDU value system is having as their base, the basic of all values which is the Sathya, Dharma, Shanthi, Prema and Ahimsa.

Entrepreneurial culture

The HINDU value system forms the intrinsic values and it can be seem as the extrinsic values in the form of OCTAPACE values. By following the HINDU value system along with the value system of the leader, automatically the OCTAPACE culture is created in the organisation.

O-Openness: - An organisation who believes in unity will be free and open to any ideas. The employees are valued and hence their ideas are welcome and complete information flow due to belief that everyone is same in front of the divine.

C-Confrontation: - The employees will feel brave and face the challenges in front of him for he knows that even if he fails his comrades are there for him. An employee feels that he can face any problem because the divine force behind him is bigger than the problem ahead.

T-Trust: - The employees trust each other more when unity is fostered. All the individual will be respected for “what he is” as his individuality is nurtured.

A-Autonomy: - The employees are given autonomy as the organisation believes in the individuality and an employee will be all the information available to him as there is openness in the system, so she can make betterdecisions.

Pro-activeness:- The leader and the employees are working for the betterment of the society and the nation because of this they will be able to identify a need faster than any selfish organisation. Hence they will be proactive.

C-Collaboration: - The employees believe in unity and divinity which will allow only constructive conflicts but destructive conflicts will cease to exist in the company.

E-Experimentation: - Importance is given to employees' creativity and it is nurtured leading to employees trying experimenting to find solution for the problems faced by the nation.

In this way, it is seen that OCTAPACE values are created and hence entrepreneurial culture is created in an organization.

Value system of value chain members' congruence with organizational values

In this modern era, organizations are no longer competing with companies but the whole value chain is competing with each other. An organization needs to have a close relationship with its value chain members. The organisation is just the part of the whole. An organisation which follows the ideational model should choose its suppliers, wholesalers, retailers and customers, who have a similar value system like the value system of the organisation.

The values like Sathya, dharma, Shanthi, Prema and Ahimsa must be followed by the value chain members. In case of incongruence of the values, conflict can arise this may not be resolved.

Conclusion

The researcher felt that all the organisation needs to create a culture which is embedded in values which can lead to the world becoming a better place to live for in this world most men and women are working in some or the other organisation, if the organisation propagates the values the individuals themselves will follow that in their personal life as well. Every individual is good within circumstances make him bad so when the circumstances spread goodness the individual can easily follow values. A good culture leads to the employees feeling delighted to come to work and this into leading to higher productivity. The leaders able to make better strategy because the employees are actively contributing the information they are aware of. New concepts like Total Quality management, knowledge management are easily implemented. This is possible because the employees are open to new ideas is waiting for new ways to improve the productivity.

There will be higher market share because of the brand name created with the value system of truth and morality. Many new products will be created because creativity is fostering in the organisation. These are some of the benefits, there are many more.

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