

# Organisational culture

## Concept of organisational culture

the concept of organisational culture has been derived from anthropology where it is defined in so many ways and therefore, includes a variety of factors. at the early stage of study of an additional culture in the field of organisational behaviour. The same situation exist and each researcher/author define culture in his own way. However, over the period of time, some consensus emerged in the form of organisational culture is a system of shared meaning.

According to O'Reilly “organisational culture is a set of the assumptions, beliefs, value and norms that are shared by organisation's member.”

The culture of an organisation is a set of characteristics that are commonly shared by people in the organisation. Search characteristics may be in the form of assumptions, beliefs, values and norms which are known as abstract element of culture or external oriented characteristics like product, building, dresses etc . Which are known as material element of culture.

The culture of an organisation can be tried into three levels based on their visibility and how closely they are attached in the organisation.

Artefacts and behaviours are the first level which are the most visible component of organisational culture. They include the physical layout of the workplace and observable behaviour of organisational employees.

Values come at the second level which are less visible than artefacts and behaviour but they can be seen as they influence observable behaviour of the employees.

Assumption and beliefs are the third these cannot be see but de are so well ingrained in the employees that they come quite naturally because that is the way a organisation things.

There are seven primary characteristics that aggregately capture the essence of an organisation's culture. These characteristics are as follows:

1. **Innovation and risk taking.** -innovation and risk taking characteristics you know the degree to which organisational employees are encouraged to be

innovate and risk taking. Innovation and risk taking go together as every innovation involves risk because of uncertainty of its outcome. since risk and return are positively related and organisation that goes for innovation becomes Pioneer in the field and reaps the associated benefits. Innovation and risk taking image from the organisations culture.

2. **Attention to detail**- attention to detail characteristic denotes the extent to which and organisations employ are expected to exhibit precision, analysis and attention to detail. Different organisation put different degree of emphasis on precision and detail at workplace.
3. **Outcome orientation**- outcome orientation characteristics denotes the degree to which an organisation focuses on result or outcomes rather than on techniques and processes used in achieving those results or outcomes. It may be mentioned that techniques and processes that an organisation uses contributes significantly to achieve results or outcomes.
4. **People orientation**- people orientation characteristics denotes the degree to which management decisions take into consideration the effect of outcomes on people of organisation. Some organisation are people oriented as they focuses more on creating better work environment for their employees. Other have opposite tendency, treating their employees no better than machine.
5. **Team orientation**- team orientation characteristics denotes the degree to which various organisational activities are organised on team bases rather than on individual basis. Organisation that put emphasis on team tend to do better because of synergic effect in teamwork due to complementary skills of team members than those which put emphasis on individual work.
6. **Aggressiveness**- aggressiveness characteristic denotes the extent to which people in an organisation are aggressive and competitive rather than easy going. organisation that adopt aggressive and competitive approach tend to dominate in the market.
7. **Stability**- stability characteristics denotes the extent to which organisation emphasis maintaining status quo rather than change. While some organisation believe that constant change and innovation are key to their growth. Other are most focused on making themselves and their operations stable. Some organisation which believe and practice constant change and

innovation tend to do better in terms of growth than those which believes and practice stability.

### **Impact of organisational culture**

Though such behaviour real processes may have different dimension they ultimately create impact on objective setting, work ethic, motivational pattern and organisational processes.

1. **Objective setting**-culture molds peoples and people are the basic building block of the organisation. therefore it must reflect at least in part the object of its member, particularly those who are the key decision makers. Thus, for one organisation the objective may be profit maximization, but the same objective maybe unworthy, mean and it for other organisation.
2. **Work ethics**-ethics related to to conformity to the principles of human conduct. According to common usage, moral, good, right, honest etc . Are more or less used as synonyms to ethical act. Work ethic in an organisation is derived from its culture. Thus, organisational culture determines the ethical standards for the organisation as a whole and its individual members.
3. **Motivation pattern**-culture and tracks to develop in each person a motivational pattern. Culture determines the way people approach their jobs and even life and general. If organisational culture is geared towards achievement people will find it quite motivating and put there outmost energies for the work. NH absence high achievement oriented people develop frustration and desert the organisation. Therefore organisational culture should be achievement oriented
4. **Organisational processes**-various organisational processes like planning, decision making, controlling etc. are determined by the organisational culture because these processes are carried out by the people in the organisation.