

L–20: Development of Organisational Culture for Sustainable Development



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Lesson –20

Development of Organisational Culture for Sustainable Development

Learning Outcome: At the end of this lesson, you will be able to plan for the developing a good organisation culture for sustainable development

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1.0 INTRODUCTION

For sustainable development of the profession and society, there are several factors that contribute to it, many of which have been discussed in the lessons that you must have studied thus far. One more important factor contributing to the organisational culture is that the culture at your workplace decides the way you interact with your employees. This culture of the place where you work controls the way you behave with your colleagues, your superiors, your subordinates, as well as with people outside the organisation. Organisation culture refers to a group of values. Therefore, *‘the beliefs, ideologies, principles and value systems that an organisation adopts in its policies and working can be defined as the organisational culture’*. Therefore, in this lesson you will see some of the aspects related to the organisation that influence the sustainable development of any organisation.

2.0 ORGANISATIONAL CULTURE AND ITS IMPORTANCE

Every organisation is known for its culture. Defining the values and goals, indicates the organisational culture. The organisational culture impacts everything as how your organisation is perceived by the society and media, because it affects both the internal and external identity of the corporate body as well as every employee from the lowest to the highest level, working within it. This also means how the society perceives you as an individual employee.

A good and strong organisation culture also increases loyalty among the employees. You will not only contribute to your organisation’s culture, but also, promote it and live it internally and externally, if the core values of your organisation match with your good core values. In such a case, you and your colleagues will be advocates of your organisation culture. The organisation culture cultivates a sense of belonging and commitment towards the organisation and develops a sense of unity at the workplace. ‘How do you achieve this? One way is to recognize good work. A culture that celebrates individual and team successes, that gives credit when it is due, is a culture that offers a sense of accomplishment’ (Moseley, 2019). A good organisational structure will always be ready to adopt changes.

Example 1

Two classic examples of a *good academic organisation culture* are Gujarat Technological University (GTU) and Maharashtra State Board of Technical Education (MSBTE) in the Western region in India. In 2012 GTU implemented the *Gujarat model of the Competency-focused Outcome based Curriculum* across the whole state in around 130 institutions. In 2017 MSBTE implemented the *Maharashtra model of the Competency-focused Outcome*

based Curriculum across the whole state in around 350 institutions. This happened when others (and perhaps in the world) never thought of adopting such innovative experiments on such a massive scale in one go. For further details you may visit their respective websites provided in the bibliography.

Organisation culture builds the **brand identity** of the organisation. The more your clients understand and identify with your brand, the more they'll want to take service from you. Your clients would like to feel connected with your brand because it is your culture that will forge this bond.

The strength of any educational institute is the faculty. Firstly, it is you as an individual teacher who has to excel in a particular area as professional in your organisation. Suppose your colleagues also excel in that area, then you as team can build a *brand identity* as a cohesive group. This is a brand value that you have built and this could initiate a healthy competition. Then it may happen that it will trigger the formation of more such constructive cohesive groups because of you and your colleagues, thereby creating a brand image of your organisation when seen by the society. Your institute will also start to excel to come up to the brand value level as your cohesive group. This will naturally build a brand image of your institute in the society which will not only benefit your institute, but also you as an individual.

Example 2

ISRO, DRDO, RBI are some examples of *brand identity* in the government sector. In the private sector, the TATAs, L & T, Infosys and WIPROs are some examples. IIMs is another example of one such group of institutions that have a *brand identity* of an *educational organisation*. Although the MBA programme curricula of various institutes in the country are similar to that of the IIMs, still the topmost priority of many MBA aspirants seek admission in the IIMs due to their brand identity.

3.0 INDICATORS OF GOOD ORGANISATIONAL CULTURE

Organisational culture is also about living the organisation's **core values** (Moseley, 2019). Therefore, if the organisation values and your values are similar, then your *espoused values* will be matching with your good values. However, if the company's core values doesn't match your own, then the your so-called 'core values' that you profess, become meaningless buzzwords, and other colleagues who work with you also know about it.

The *core values* of companies play a great role in image building of the organisation and of the employees as well. A good organisation structure will reverberate across all aspects of your work and your organisation's mandate. For example, if your organisation is not honest

in its dealings as perceived by the society, it can also leave a question mark indirectly about your truthfulness as an employee as well.

Example 3

Companies like 'TATAs' and the 'Eicher' of India are some examples of having some good core values. Their organisational culture have vowed that they will never give any bribe, let alone even talk about it. Therefore, all 'TATA employees always work with their head held high'. When the Taj Hotel in Mumbai was attacked by terrorists, every employee and their families and all concerned were suitably compensated by the TATA group as reported by the media.

4.0 PRINCIPLES TO BUILD GOOD ORGANISATIONAL CULTURE

There could be several principles to develop a good organisational culture. Some of them are discussed over here.

a) **Link behaviours to organisation's mandate especially the critical ones**

Employees will ignore from an organisational culture when the message is unrelated to day-to-day work. Therefore, convert the message which is understandable to them and also inform them of the benefits and the pitfalls that need to be avoided. Secondly, identify a few critical behaviours that are likely to have a maximum impact when implemented.

b) **Choose change agents who are capable, sincere and can deliver the results**

Change agents or leaders who are well informed about the mandate of the organisation and sincere should be given the opportunity to lead and train other employees and build a good organisational culture. The leader should be able to demonstrate the results of the efforts when building the organisation culture as quickly as possible, otherwise the employees would disengage and become cynical.

c) **If any new cultural direction is being introduced, it should be aligned as much as possible with the existing one (CONWAY, 2019)**

The current culture of any organisation cannot be changed suddenly for a new one. Based on the cultural situations, all the concerned people in the organisation have to be oriented regarding new ones which need to be adopted.

d) **Use modern technology to build organisational culture.**

Research has shown that the use of the modern-day digital technology platforms and social media play great role in changing the attitudes, behaviours and mind sets as far as organisational culture is concerned. Therefore, maximum use of these need to be strategized.

ACTIVITY 1

List at least five attributes that best describe your organization's culture. Spend a few minutes thinking why each of those attributes are valuable to your people and the clients.

5.0 SUMMARY

In this lesson you have seen that an organisation culture with the right values will go a long way for sustainable development not only of the organisation, but it will also positively help every employee and other stakeholders who are connected to the organisation directly and indirectly. The positive indicators and the principles of building a good organisation structure have also been discussed.

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