

Organisational Culture :-

1. What is organisational culture? Explain its importance!

A) Meaning:-

To understand the meaning of organisational culture,

The meaning of culture must be understood.

Organisational culture represents the collective mindset, values, beliefs and customs that defines how an individual within an organisation to interact and operate. It serves as the foundation for organisational identity. It implicitly influences employee engagement, decision-making process and overall performance.

B) Definition:-

According to Deal and Kennedy, "culture is a system of informal rules that spell out how people have to behave most of the time."

C) Importance:-

1. Cultural Dynamics:-

Culture is not static but evolves over time. Through interactions, experiences, leadership actions and responses to external influences. It reflects the organisation's history, values and the collective experience of its members.

2. Organisational Identity:-

Culture defines the unique identity & personality of an organisation, differentiating it from others in the same industry or sector.

3. Q Role of Leadership:-

Leaders play a crucial role in shaping and sustaining culture through their actions, decisions and communication. They serve as cultural champions and role models, influencing the behaviour and attitudes of employees.

4. Influence on behaviour:-

Culture dictates how individuals and groups behave within the organisation. It shapes attitudes towards work, customer services, team work, innovation and risk taking.

5. Components of culture :-

Core components of organisational culture

includes

- i. Values :- Fundamental beliefs that guide behavior and decision making.
- ii. Beliefs :- Assumptions and perceptions shared among members.
- iii. Norms :- Unwritten rules or expectations governing behavior.
- iv. Symbols :- Artifact and rituals represent and reinforce cultural values.

2. Explain the factors influence the organisational Behaviour?

- A) "culture is the set of important understandings that members of a community share common." It consists of a basic set of values, ideas, perceptions, preferences, concept

of morality, conduct etc.

Definition :- "The organisational culture is a system of shared beliefs and attitudes that develop within an organisation and guides the behaviour of its members."

Factors influencing :-

1. Individual working with the Organisation:-
the employee in their own way contribute to the culture of the work place. The attitudes, mentalities, interest perception even the thought process of the employees effect the organisation culture.

Ex:- organisation with majority of young staff ^{encourage} healthy competition at the work place and the employees are always on the toes to perform better than the fellow workers.

2. Nature of the Business:-

It also effects the culture of the organisation

Ex:- Stock broker Industries, Banking industry, financial services are all depended on external factors like demand and supply, earning per share and so on.

3. Organisational goals and objectives:-

The strategies and procedures designed to achieve the targets of the organisation also contribute to its culture. Individuals working with government organisations adhere to set guidelines but don't follow a procedure of feed back to forming its culture.

4. Management style:-

There are certain organisations where the management allows the employees to take their own decisions and let them participate in strategy making. In such a

culture, employees get attached to their management and look forward to a long-term association with the organisation.

5. Employee diversity and backgrounds

The diversity of employees including their

backgrounds, experiences, skills and perspectives, enriches organisational culture by bringing to change points and approaches to problem solving and innovation.

6. Communication strategies

Communication strategies also effect the culture

of organisation. The strategies like how information is communicated, transparency in decision making and assessability of leadership contribute to trust and alignment with cultural values.

3. Explain the difference between organisational culture and organisational climate?

A) Organisational culture:-

Organisational culture refers to the underlying values, beliefs, norms and behaviours that define the organisation's identity and guide how individuals within the organisation interact and make decisions.

Organisational Climate:-

Organisational climate refers to the immediate perception and attitudes of employees towards the work environment at a particular point in time. It reflects employees' experiences, feelings and perceptions about aspects such as leadership, communication,

team work, and job satisfaction. The following are the difference:			
No.	Basis of difference	Organizational culture	Organizational climate
1.	Concept	<p>Organization culture reflects the atmosphere of the organization which has evolved over a no. of years.</p> <p>It takes years for organisations to have top culture and climate is generally reflected for shorter periods</p>	<p>organisation culture climate reflects current atmosphere of the organisation in which the employees work. It provides opportunities to perform jobs according to the skills and reward system serves as motivators for employees (functional and non-functional)</p>
2.	Evolution	<p>organisation culture evolves over years. An organisation earns goodwill and reputation through its culture.</p> <p>it gives a feel of the organisation itself</p>	<p>organisation climate evolves according to needs of the organisation to adapt to the internal and external environment.</p> <p>It gives a feel of current atmosphere of the organisation.</p>
	Manipulation	<p>organisation culture can't be easily manipulated and changed as it takes years to develop organisational culture, changes are introduced only if felt absolutely necessary.</p> <p>members have to change their behaviour according to organisation culture.</p>	<p>organisation climate can be manipulated and changed according to the needs of the environment (Internal & External).</p> <p>It can change according to behaviour of its employees.</p>

Focus:-

Organization culture is defined within the values & norms of the organisation.

organisation climate focuses on current work practices of the organisation.

5. perspective:-

Organisation culture is a broader framework that determines its culture. It is short term perspective that defines its date to date functioning.

organisation climate is short-term perspective that defines its day-to-day functioning. organisation climate defines employees feelings about what the organisation and organisation culture defines. what the organisation is as perceived by those who deal with the organisation.

Q. What is organizational effectiveness? Explain the indicators for achieving organizational effectiveness?

A) organizational effectiveness:-

organizational effectiveness reflects how effectively an organization can discharge its obligations with respect to all of its constituents in its internal and external environment i.e., shareholders, employees, customers, suppliers, government agencies and the general public.

According to Amitai Etzioni, "Effectiveness may be defined as the degree to which an organisation realizes its goals."

Indicators of organizational effectiveness:-

Organizational effectiveness refers to the extent to which an organisation achieves its goal and objectives while maximizing the efficient use of resources.

- of organizational effectiveness vary depending on the nature of the organization, its goals, and stakeholders' expectations. Here are some common indicators used to assess organizational effectiveness.
1. Goal Achievement :-
The extent to which the organization meets its strategic objectives including financial targets, market share, growth targets, and operational milestones.
 2. Financial performance :-
Key financial metrics such as profitability, return on investment (ROI), revenue growth, cost management, and financial stability.
 3. Customer Satisfaction :-
Measures of customer satisfaction, loyalty, retention rates, and customer feedback ratings regarding products, services, and overall experience.
 4. Employee Satisfaction and Engagement :-
Employee satisfaction surveys, turnover rates, retention rates, and levels of employee engagement and commitment to the organization's mission and values.
 5. Operational Efficiency :-
Efficiency metrics such as productivity levels, operational costs, resource utilization (e.g., labor, materials), and process improvement initiatives.
 6. Innovation and Adaptability :-
The organization's ability to innovate, adapt to changing market conditions, introduce new products or services, and respond to technological advancements and industry trends.
 7. Quality and performance standards :-
Adherence to quality standards, certifications, regulatory compliance, and performance benchmarks in operational processes.

and services delivery.

8. Leadership and Governance :-
Effectiveness of leadership in setting strategic direction, decision-making, governance practices, ethical standards, and transparency in operations.

9. Stakeholder Relations :-
Relationships with stakeholders including investors, suppliers, partners, regulatory bodies, and the community. Measures may include stakeholder satisfaction, partnership, and corporate social responsibility initiatives.

10. Organizational culture :-
Assessment of organizational culture, values alignment, employee morale, teamwork, and the extent to which the culture supports organizational goals and employee well-being.

11. Adaptability to change :-
Ability to change manage and adapt to organizational change, including change management practices, resilience, and agility in responding to external and internal disruptions.

12. Long-term sustainability :-
Measures related to sustainability practices, environmental impact, corporate citizenship, and long-term viability of the organization business model.

Achieving organizational effectiveness :-

Achieving organizational effectiveness requires a comprehensive approach that aligns strategic goals, utilizes resources effectively, fosters a positive organizational culture, and adapts to changing environments. Here are key strategies to achieve organizational effectiveness:

1. Set clear goals and objectives:-

Establish specific, measurable, achievable, relevant and time-bound (SMART) goals that align with the

organization's mission and vision. Communicate these goals effectively across the organization.

2. Strategic Planning:-

Develop a strategic plan that outlines priorities, strategies, and action plans to achieve organizational goals. Ensure alignment between strategic initiative and day-to-day operations.

3. Resource Allocation:-

Allocate resources effectively to support strategic priorities and maximize efficiency. Monitor resource utilization and adjust allocations as needed to optimize performance.

4. Performance Management:-

Implement performance management systems that set clear expectations, monitor progress, provide regular feedback, and recognize achievements. Link individual and team performance to organizational goals.

5. Leadership and Governance:-

Foster strong leadership at all levels of the organization. Develop leaders who inspire and motivate teams, promote a positive organizational culture and ensure ethical decision-making and accountability.

6. Employee Engagement:-

Invest in initiatives that enhance employee engagement, satisfaction, and commitment. Encourage open communication, provide opportunities for professional growth and development, and recognize employee contributions.

7. Continuous Improvement:-

Foster a culture of continuous improvement and innovation. Encourage employees to identify inefficiencies, propose solutions, and implement best practices to enhance processes and outcomes.

8. Stakeholder management :-
Build and maintain positive relationships with stakeholders, including customers, suppliers, partners, investors and the community, understanding their needs and expectations to deliver value and build trust.

9. Adaptability to change :-

Develop organizational agility to respond effectively to external changes and market dynamics. Embrace change management practices that facilitate smooth transitions and minimize disruption.

10. Measurement and Evaluation :-

Establish key performance indicators (KPIs) and metrics to assess progress toward organizational goals. Regularly evaluate performance, analyze data, and use insights to make informed decisions and adjustments.