Analysing Threats and Setbacks of Organization Culture

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Abstract
An organization is nothing but a common platform where individuals from different backgrounds come together and work as a collective unit to achieve certain objectives and targets. The word organization derived from the Greek work "organon" is a set up where people join hands to earn a living for themselves as well as earn profits for the company. An organization consists of individuals with different specializations, educational qualifications and work experiences all working towards a common goal. Here the people are termed as employees. The employees are the major assets of an organization and contribute effectively in its successful functioning. It is essential for the employees to be loyal towards their organization and strive hard in furthering its brand image. An organization can't survive if the employees are not at all serious about it and treat their work as a burden. The employees must enjoy whatever they do for them to deliver their level best.
Keywords: Analysing Threats, Setbacks , Organization Culture

1.0 INTRODUCTION

The attitude, traits and behavioral patterns which govern the way an individual interacts with others is termed as culture. Culture is something which one inherits from his ancestors and it helps in distinguishing one individual from the other. Every human being has certain personality traits which help them stand apart from the crowd. No two individuals behave in a similar way. In the same way organizations have certain values, policies, rules and guidelines which help them create an image of their own. Organization culture refers to the beliefs and principles of a particular organization. The culture followed by the organization has a deep impact on the employees and their relationship amongst themselves. Every organization has a unique culture making it different from the other and giving it a sense of direction. It is essential for the employees to understand the culture of their workplace to adjust well.

Organization A: In organization A, the employees are not at all disciplined and are least bothered about the rules and regulations. They reach their office at their own sweet time and spend their maximum time gossiping and loitering around.

Organization B: This organization follows employee friendly policies and it is mandatory for all to adhere to them. It is important for the employees to reach their workplace on time and no one is allowed to unnecessarily roam around or spread rumours. Which organization do you feel would perform better? Obviously organization B. The employees follow a certain culture in organization B making it more successful than organization A. No two organizations can have the same culture. The values or policies of a non-profit organization would be different from that of a profit making entity or employees working in a restaurant would follow a different culture as compared to those associated with education industry or a manufacturing industry. Broadly there are two types of organization culture:

Strong Organization Culture: Strong organizational culture refers to a situation where the employees adjust well, respect the organization's policies and adhere to the guidelines. In such a culture people enjoy working and take every assignment as a new learning and try to gain as much as they can. They accept their roles and responsibilities willingly.

Weak Organization Culture: In such a culture individuals accept their responsibilities out of fear of superiors and harsh policies. The employees in such a situation do things out of compulsion. They just treat their organization as a mere source of earning money and never get attached to it.

2.0 TYPES OF ORGANIZATION CULTURE

The practices, principles, policies and values of an organization form its culture. The culture of an organization decides the way employees behave amongst themselves as well as the people outside the organization.

Normative Culture: In such a culture, the norms and procedures of the organization are predefined and the rules and regulations are set as per the existing guidelines. The employees behave in an ideal way and strictly adhere to the policies of the organization. No employee dares to break the rules and sticks to the already laid policies.

Pragmatic Culture: In a pragmatic culture, more emphasis is placed on the clients and the external parties. Customer satisfaction is the main motive of the employees in a pragmatic culture. Such organizations treat their clients as Gods and do not follow any set rules. Every employee strives hard to satisfy his clients to expect maximum business from their side.

Academy Culture: Organizations following academy culture hire skilled individuals. The roles and responsibilities are delegated according to the back ground, educational qualification and work experience of the employees. Organizations following academy culture are very particular about training the existing employees. They ensure that various training programmes are being conducted at the workplace to hone the skills of the employees. The management makes sincere efforts to upgrade the knowledge of the employees to improve their professional competence. The employees in an academy culture stick to the organization for a longer duration and also grow within it. Educational institutions, universities, hospitals practice such a culture.

Baseball team Culture: A baseball team culture considers the employees as the most treasured possession of the organization. The employees are the true assets of the organization who have a major role in its successful functioning. In such a culture, the individuals always have an upper edge and they do not bother much about their organization. Advertising agencies, event management companies, financial institutions follow such a culture.

Club Culture: Organizations following a club culture are very particular about the employees they recruit. The individuals are hired as per their specialization, educational qualification and interests. Each one does what he is best at. The high potential employees are promoted suitably and appraisals are a regular feature of such a culture.

Fortress Culture: There are certain organizations where the employees are not very sure about their career and longevity. Such organizations follow fortress culture. The employees are terminated if the organization is not performing well. Individuals suffer the most when the organization is at a loss. Stock broking industries follow such a culture.

Tough Guy Culture: In a tough guy culture, feedbacks are essential. The performance of the employees is reviewed from time to time and their work is thoroughly monitored. Team managers are appointed to discuss queries with the team members and guide them whenever required. The employees are under constant watch in such a culture.

Bet your company Culture: Organizations which follow bet your company culture take decisions which involve a huge amount of risk and the consequences are also unforeseen. The principles and policies of such an organization are formulated to address sensitive issues and it takes time to get the results.

Process Culture: As the name suggests the employees in such a culture adhere to the processes and procedures of the organization. Feedbacks and performance reviews do not matter much in such organizations. The employees abide by the rules and regulations and work according to the ideologies of the workplace. All government organizations follow such a culture.

2.1 Importance of Organization Culture

A common platform where individuals work in unison to earn profits as well as a livelihood for themselves is called an organization. A place where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization.

▪ The culture decides the way employees interact at their workplace. A healthy culture encourages the employees to stay motivated and loyal towards the management.

- The culture of the workplace also goes a long way in promoting healthy competition at the workplace. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform.

- Every organization must have set guidelines for the employees to work accordingly. The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace. Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines.

- No two organizations can have the same work culture. It is the culture of an organization which makes it distinct from others. The work culture goes a long way in creating the brand image of the organization. The work culture gives an identity to the organization. In other words, an organization is known by its culture.

- The organization culture brings all the employees on a common platform. The employees must be treated equally and no one should feel neglected or left out at the workplace. It is essential for the employees to adjust well in the organization culture for them to deliver their level best.

- The work culture unites the employees who are otherwise from different back grounds, families and have varied attitudes and mentalities. The culture gives the employees a sense of unity at the workplace.
    Certain organizations follow a culture where all the employees irrespective of their designations have to step into the office on time. Such a culture encourages the employees to be punctual which eventually benefits them in the long run. It is the culture of the organization which makes the individuals a successful professional.

- Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired time frame as per the set guidelines. Implementation of policies is never a problem in organizations where people follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work.

- The work culture promotes healthy relationship amongst the employees. No one treats work as a burden and moulds himself according to the culture.

- It is the culture of the organization which extracts the best out of each team member. In a culture where management is very particular about the reporting system, the employees however busy they are would send their reports by end of the day. No one has to force anyone to work. The culture develops a habit in the individuals which makes them successful at the workplace.

2.2 Factors Affecting Organization Culture
    Culture represents the beliefs, ideologies, policies, practices of an organization. It gives the employees a sense of direction and also controls the way they behave with each other. The work culture brings all the employees on a common platform and unites them at the workplace. There are several factors which affect the organization culture:

- The first and the foremost factor affecting culture is the individual working with the organization. The employees in their own way contribute to the culture of the workplace. The attitudes, mentalities, interests, perception and even the thought process of the employees affect the organization culture. Example – Organizations which hire individuals from army or defence background tend to follow a strict culture where all the employees abide by the set guidelines and policies. The employees are hardly late to work. It is the mindset of the employees which forms the culture of the place. Organizations with majority of youngsters encourage healthy

competition at the workplace and employees are always on the toes to perform better than the fellow workers.

- The sex of the employee also affects the organization culture. Organizations where male employees dominate the female counterparts follow a culture where late sitting is a normal feature. The male employees are more aggressive than the females who instead would be caring and softhearted.

- The nature of the business also affects the culture of the organization. Stock broking industries, financial services, banking industry are all dependent on external factors like demand and supply, market cap, earning per share and so on. When the market crashes, these industries have no other option than to terminate the employees and eventually affect the culture of the place. Market fluctuations lead to unrest, tensions and severely demotivate the individuals. The management also feels helpless when circumstances can be controlled by none. Individuals are unsure about their career as well as growth in such organizations.

- The culture of the organization is also affected by its goals and objectives. The strategies and procedures designed to achieve the targets of the organization also contribute to its culture. Individuals working with government organizations adhere to the set guidelines but do not follow a procedure of feedback thus forming its culture. Fast paced industries like advertising, event management companies expect the employees to be attentive, aggressive and hyper active.

- The clients and the external parties to some extent also affect the work culture of the place. Organizations catering to UK and US Clients have no other option but to work in shifts to match their timings, thus forming the culture.

- The management and its style of handling the employees also affect the culture of the workplace. There are certain organizations 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 organization. The management must respect the employees to avoid a culture where the employees just work for money and nothing else. They treat the organization as a mere source of earning money and look for a change in a short span of time.

2.3 Changing Organizational Culture

A common set up where individuals from different back grounds, educational qualifications, interests and perception come together and use their skills to earn revenue is called an organization. The successful functioning of an organization depends on the effort put by each employee. Each individual has to contribute his level best to accomplish the tasks within the desired time frame. Every organization has a unique style of working which is often called its culture. The beliefs, policies, principles, ideologies of an organization form its culture. The culture of the organization is nothing but the outcome of the interaction among the employees working for quite some time. The behaviour of the individual with his fellow workers as well as external parties forms the culture. The management style of dealing with the employees in its own way also contributes to the culture of the organization. Employees working for a considerable amount of time in any particular organization tend to make certain rules and follow some policies as per their convenience and mutual understanding. Such policies and procedures practised by the employees for a long time to make the workplace a happier place forms the culture. The culture often gives the employees a sense of direction at the workplace.

Organization culture however can never be constant. It changes with time. Organization A was a well-known event management firm. Tom, Sandra, Peter and Jack represented the management. All the four were in their mid-thirties and thus emphasized on hiring young talent. No wonders this organization followed a youth culture. The employees were aggressive, on their toes and eager to do something innovative always. The organization followed a macho culture where the employees performing

exceptionally well were appreciated and rewarded suitably. Appraisals and promotions came in no time and feedbacks were quick. The management also encouraged in formal get-togethers, dinners to bring the employees closer and increase the comfort level.

After proving their mettle for quite some years, Tom, Sandra and Peter decided to move on for better opportunities. Tim, Maria, Sara all in their fifties stepped into their shoes and took the charge along with Jack, the only member left from the previous team. They did not somehow approve the previous style of working. They brought their own people from their previous organizations and thus caused problems for the existing employees. The management strongly supported punctuality and did not quite promote parties; get-togethers at workplace. There were no feedbacks or rewards. The employees lacked enthusiasm and never bothered to do something innovative. A change in the management changed the entire style of working. Reasons for changes in work culture

A new management, a new team leader, a new boss brings a change in the organization culture. A new employee but obvious would have new ideas, concepts and try his level best to implement them. He would want the employees to work according to him. His style of working, behaviour and ideologies would definitely bring a change in the work culture.

Financial loss, bankruptcy, market fluctuations also lead to change in the work culture of the organization. When an organization runs into losses, it fails to give rewards and appraisals to the employees as it used to give earlier.

Acquiring new clients might cause a change in the work culture. The employees might have to bring about a change in their style of working to meet the expectations of the new clients. The employees on their own might realize that they need to bring a change in their attitude, perception and style of working to achieve the targets at a much faster rate. Such self-realization also changes the work culture.

2.4 Adjusting to Changing Organization Culture

The work culture represents the ideologies, principles, policies and beliefs of the organization. The individual's style of working, his behaviour and ways of interaction also contribute to the culture of the organization. There are several reasons which lead to a change in the organization culture. Change in management, poor financial conditions, revisions in goals and targets bring a change in the culture of the organization. Accepting changes in the work culture is the toughest thing to do for an employee. Not all employees can happily adapt to organizational changes.

Employees need time to come up with a new culture. Miracles can't happen overnight and habits do not change all of a sudden. The employees must spend some time to understand and adjust to the new culture. One should work with an open mind and willingly accept things. Don't always crib as it leads to no solution. The employees must try their level best to accept the changes with a smile and work accordingly. One should never be in a rush. The management must also give time to the employees for them to gel with the new culture. Don't pressurize anyone to accept changes all of a sudden.

The employees must design new strategies, new plan of actions and policies to meet the new challenges. Try to find out the exact reasons for the change. The ideas which were successful earlier might now fall out of place. One should not be adamant. Sit with your team leader, discuss all possible options and try to implement something which would work best in the new culture and benefit you as well as your organization.

An employee must change his behaviour and thought process as per the culture. It is essential to be flexible. Being adaptable at the workplace always pays in the long run. Remember everything happens for the best. One should always try to look at the positive aspects of life rather than cribbing on things which are beyond anyone's control. Janet worked with an organization of repute. Her organization followed a culture where the employees never reached office on time. There were no strict rules and regulations for the employees. Janet found her work culture very comfortable as there was no pressure on her to reach work on time. Very soon her organization hired someone from its competitor to take charge of the organization. He made several changes in the work culture, the first and the foremost being fixed timings for all the emloyees. Everyone irrespective of the designation had to reach office on time. All the employees had to adhere to the guidelines and policies of the organization.

Condition A: Janet found it very difficult to adjust to the new culture. She could not accept the sudden change in the work culture, cribbed amongst her fellow workers and found her work as a burden.

Condition B: Janet happily accepted the change and tried her level best to adjust to it.She was intelligent enough to understand that after all the change was for the benefit of the organization. She got up little early every day and reached office on time. She gave her best every day and won the appreciation of her superiors as well as the management.

3.0 ROLE OF EMPLOYEES IN ORGANIZATION CULTURE

A place where individuals from different backgrounds, religions, communities come together on a common platform to work towards a predefined goal is called an organization. Every organization has set of principles and policies mandatory for all the employees to follow. The beliefs, ideologies and practices of an organization form its culture which gives a sense of direction to the employees. The work culture goes a long way in creating the brand image of the organization and making it distinct from its competitors. The employees are the true assets of an organization. They are the ones who contribute effectively towards the successful functioning of an organization. They strive hard to deliver their level best and achieve the assigned targets within the stipulated time frame. The employees play an important role in deciding the culture of the workplace. Their behaviour, attitude and interest at the workplace form the culture.

Organization A: The employees are least bothered about the policies of the organization and attend work just to sustain their job. For them the workplace is nothing but a mere source of earning money. In such a scenario, people seldom get attached to their organization and thus move on in a very short span of time.

Organization B: In organization B, employees are particular about the rules and regulations of the organization and adhere to the set guidelines. The individuals focus on their work and look forward to achieving it well ahead of the deadlines. People stay away from unnecessary gossips and prefer sitting at their workstations rather than loitering around.

Organization C: Organization C is a male oriented organization where male employees dominate their female counterparts. Frequent late sitting is a regular feature of the organization culture. Employees prefer staying back late to finish off their pending work. No organization expects its employees to stay back; it is the employee who according to his own convenience adjusts the timings and makes it the culture of the workplace.

In all the above situations it is the style of working and the behaviour of the employees which form the culture of the workplace. The thought processes and assumptions of the members of the organization contribute to its culture. A motivated and a satisfied employee would promote a healthy culture at the workplace as compared to a demotivated employee. There are certain organizations where the employees willingly accept challenges and learn something new each day. The roles and responsibilities are delegated as per the interest and specialization of the employees and thus each one tries hard to perform better than the fellow workers. Such organizations follow a strong culture as employees are serious about their work and abide by the policies. However, there are certain organizations where things need to be imposed on the employees. They somehow have to be forced by the management to perform their duties. Team leaders have to be appointed to monitor their performance and make them work. In such cases organization follow a weak culture.

Some organizations have aggressive employees who promote healthy competition at the workplace. Such organizations follow a culture where every individual tries hard to win the appreciation of the management. Recognition hungry employees encourage a positive culture at the workplace as compared to organizations where people have nothing innovative to do. Constant disputes, disagreements, leg pulling lead to a negative ambience at the workplace. Employees find it difficult to concentrate in such a culture and look for a change.

4.0 COMMUNICATION AND RELATIONSHIP FOR A HEALTHY ORGANIZATION CULTURE

The ideologies, principles, rules and policies of an organization form its culture. The ways the employees interact amongst themselves and with others outside the organization contribute to the culture of the workplace. The culture gives an identity to the organization and makes it distinct from others. Communication and relationship play an important role in a healthy organization culture. Effective communication is essential for a positive culture at the workplace. Transparency in communication is

mandatory at all levels for better understanding of work and better bonding among individuals. Culture is simply the result of the interaction amongst the employees working for a considerable period of time in the organization. A better employee relation promotes a positive culture whereas conflicts and disagreements spoil the ambience and spread negativity all around at the workplace. Communication plays an important role in increasing the comfort factor amongst the employees and eventually a healthy culture at the workplace.

- The communication between the top management and the employee needs to be effective for better work culture. The management must clearly pass on necessary information to all the employees so that they know what they actually are supposed to do at the workplace. The employees must be very clear with their key responsibility areas for them to deliver their level best. The roles and responsibilities must be delegated as per specialization, educational qualification and area of interest.

- The employees should have the liberty to share their ideas and concepts on an open forum to come to an innovative solution benefitting all. It is essential to come to an alternative acceptable to one and all for a healthy culture at the workplace. Discussions are important before implementing any new idea.

- The consistent performers must have a say in the strategy making. Such activities go a long way in motivating the employees and creating a culture where employees stick to the organization for a long time.

- Morning meetings are essential to effectively communicate the agenda of the day to one and all. Every employee should be treated equally and no one should feel neglected or left out at the workplace. Quick feedbacks are important.

- The employees must develop the habit of using planners and organizers to avoid forgetting critical issues.

- More emphasis should be laid on written communication as compared to verbal communication as no one can ever back out in cases of written communication.

- Emails are an important way of communication at the workplace. All the employees who ought to be a part of the communication should be kept in the loop. The emails should be self-explanatory and provide common information to all.

- The superiors must be accessible to all the members and lend a sympathetic ear in cases of queries.

- Effective communication plays an important role in increasing the morale of the employees.

5.0 CONCLUSION
5.1 Setbacks of Organization Culture

A common platform where individuals from different backgrounds, mentalities, educational qualifications, interests and attitudes come together to work towards a goal as well as earn bread and butter for themselves is called an organization. Every organization has a unique style of working often called its culture.

Culture – The ideologies, beliefs and policies of an organization form its culture. It is essential for the employees to adjust well in the culture of the organization for them to deliver their level best. However, it has been observed that in certain cases the employees might find themselves in trouble whenever there is a change in the work culture. The work culture instead of giving the employees a sense of direction might become a burden for them. The first and the foremost problem which arises out of a set work culture is adjustment.

5.1.1   Setbacks of an organization culture

The culture of an organization is not formed in a single day. A culture is the cumulative outcome of the interaction amongst the employees and their behavioural patterns at the workplace. A culture is formed when individuals follow certain values and adhere to guidelines over a considerable period of time. Problems arise when new employees step into the shoes of the existing ones and take charge. They bring new ideas, new plan of actions and new concepts along with them and thus cause problems for the existing employees. They tend to hire their own people and eventually side–line the current employees.

Adjustment problems arise when new joinees find it difficult to adjust to the prevailing work culture. They find it difficult to concentrate and tend to lose interest in work. For them the work becomes a burden and they simply attend office to earn money. They never get attached to their workplace.

Culture in certain cases can also become a liability to an organization. Strict policies and harsh rules can sometimes create problems for the employees and they find it difficult to stick to the organization for a long time. Retaining the employee becomes a nightmare in cases of weak cultures. The policies must be employee friendly and benefit one and all. An organization where male employees dominate the female counterparts follow a culture where late sitting is a regular feature. Male individuals might find this kind of culture extremely comfortable but a female employee would not be able to adjust well in such a culture. The youngsters would have a problem in organizations where the older generation decides the policies and forms the culture.

An individual working in any particular culture for quite some time would develop certain habits and mindset. It is not easy to get rid of a habit all of sudden. Difficulties arise whenever employees wish to move on for better opportunities. The new organization might not promise them the same facilities and comforts which their previous organization offered. The incentive plan in this organization might not be as lucrative as it was in the previous organization. *Example:* Janet worked with an organization where the employees had the liberty to reach office as per their convenience. Her current organization followed a strict culture where the management was particular about the work timings, hence causing problems for Janet as she was used to flexible timings.

An employee finds it difficult to implement new ideas and concepts in a culture which has been practiced for several years. For him the culture becomes a limitation, where he has to work as per the set guidelines and predefined policies.

One should always remember that no culture is more important than employees. They are the true assets of an organization. The work culture should never bind the employees to do something innovative.

5.2 Threats to Organization Culture

Organization culture reflects the working conditions, behaviour of employees, their thought processes, beliefs and so on. Organization culture in a layman's language is often called as work culture and plays an essential role in extracting the best out of employees. Work culture needs to be healthy for employees not only to enjoy their work but also deliver their level best and develop a feeling of loyalty and attachment towards their respective organizations.

Negative attitude and ego are in fact two biggest threats to organization culture. Individuals who find it difficult to look at the brighter sides of life often crib and complain and spoil the entire work culture. They themselves hardly work and on top of it also influence others. Problems are in fact everywhere. Can you name one organization where there is absolutely no tension or stress? Believe me, you would find peculiar characters in every organization. You just need to know how to deal with them. How many organizations would you change? Employees who think that fighting is the only solution to solve issues are sadly mistaken and in fact pose a major threat to organization culture. Remember, strikes, unions, mass bunking not only spoil the organization culture but also bring a bad name to the organization. Develop a positive attitude and learn to ignore things if you really want your organization to do well and outshine its competitors.

There is no place of ego at workplace. Employees who carry their ego to work find it difficult to adjust with their fellow workers eventually affecting the work culture. In today's business scenario, people expect you to drop "Sir", "Maam" or "Boss" attached to a name in both written as well as verbal communication. Corporate culture gives you the liberty to address individuals by their first names only

irrespective of position and age. Now, there are some individuals who would really not appreciate their juniors calling them by their names. You need to understand that there is nothing which is more important than your work and output. No individual would like to work in an environment where juniors are not treated with respect and care. Would you ever like to leave an organization where all employees are treated as one? Ask yourself.

Favouritism is another big threat to work culture. Problems arise the moment you start giving special treatments to few employees. Do not favour someone just because he/she is your friend or you like the other person. Such behaviour is absolutely unacceptable and unethical. Favouritism not only spoils the work culture but also demotivates those who genuinely want to work and carve a niche for themselves. Employees who work hard need to be motivated and appreciated irrespective of their position in the hierarchy.

Lack of communication among employees is another major problem faced by organizations. Employees need to communicate with each other to discuss work, various issues and also reach to innovative solutions. Employees need to work as a single unit for better results. Bosses need to communicate effectively with their team members. Do not always expect your secretary to pass on information to your subordinates on your behalf. Let employees feel special. Treat them as indispensable resources of the organization.

Individuals taking their organizations for granted also spoil the work culture. You need to genuinely feel for your organization. A feeling of loyalty is essential. Don't work for anyone else but for yourself and obviously your organization. Things would never improve unless and until employees take pride in representing their respective organizations.

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