

DYNAMICS OF WORK CULTURE

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Abstract :

Organizations are collections of interacting and interrelated human and non-human resources working towards a common goal or set of goals within a framework of structured relationships. Work culture has recently emerged as one of the key areas of research in organizational behaviour. The organizational behaviour is concerned with all aspects of how organizations influence the behaviour of individuals and how individuals are in turn influence organizations.

INTRODUCTION :

Organizations are collections of interacting and interrelated human and non-human resources working towards a common goal or set of goals within a framework of structured relationships. Work culture has recently emerged as one of the key areas of research in organizational behaviour. The organizational behaviour is concerned with all aspects of how organizations influence the behaviour of individuals and how individuals are in turn influence organizations. The question is always posed that in spite of human resources, trained manpower, technical feasibility, why our work system is so inefficient and unproductive when compared to some of the developed countries. The type of work culture that exists in within the industry influences the employee. Organizational work culture has potential influence on production, satisfaction, absenteeism, motivation, turnover and overall prosperity of the business. The impact of work culture on productivity, profits and organizational effectiveness has, in recent years, drawn the attention of top management. Work culture is unique in each organization like fingerprints and snow-flakes. Each has its own culture, traditions and methods of action.

LITERATURE REVIEW: -

Industrialization today is experiencing a profound pressure to reform and improve the organizational culture where employees will be treated as human capital. To bring up a congenial atmosphere in the industries, it is essential to understand the effects of work culture on work motivation environment. Therefore, effective management of human resource is a prerequisite for any industries.

Culture is a continuous process it comes from past, adjust itself with present and prepares for future. Culture is the integrated system of learned behaviour patterns.

Shared beliefs, values norms and tradition are characteristics of the members of a particular group. It is a collective mental programming of the people in an environment and it is purely social, without even slightest element of biological inheritance. Culture consists of complex patterns explicit and implicit of and for learnt and shared behaviour acquired and transmitted by symbols.

“Sinha (1990) defines “work culture as the totality of the various levels of interacting forces around the focal concern of work”. Work culture means work related activities in the framework of norms and values regarding work.

Work Culture in this context would include: -

- ❖ Work related activities
- ❖ The cognitions, the affect and the values attached to them
- ❖ The normative structure within
- ❖ A setting

Work Culture is clearly a complex subject and one will need to explore in some detail. It refers to the totality of knowledge in an organization or society. Work culture is assumed to play a decisive role in the development of a unique corporate identity that in turn provides organizations with the opportunity to leverage it to achieve strategic leadership. Work culture has a strong bearing on the character and persona of an organization.

Work culture has been defined by Walton (1979) as ‘the combination of attitudes, relationships, developed capabilities, habits and other behavioral patterns that characterize by dynamics of the organization’.

According to some scholars, work culture is the social interlocking mechanism upon which the enterprise can function effectively. Through this, organizations will be in a position to establish better psychological contact with the employees. This, in turn, could lead organizations to higher level of performance.

Peters and Waterman (1982) had stamped the casual association between culture and performance. They agreed that superior firm performance is possible only when a company moves from a pure technical and rationalist approach towards a more adaptive and humanistic approach.

SIGNIFICANCE OF WORK CULTURE: -

For variety of reasons, organizations may not have a proper and inspiring work culture. Unhealthy work culture breeds conflict, effects on morale of the workmen and results in loss of production. No doubt, such organizations incur losses and its workmen lead a frustrated life. A number of studies have been carried out to show the different facts of the work culture, which have a great impact on industrial harmony and development. On the other hand healthy work culture motivates, improves morale and satisfaction of the employees. Prosperous organization having positive work culture attracts the best talent and such an organization automatically touches to the new heights of development.

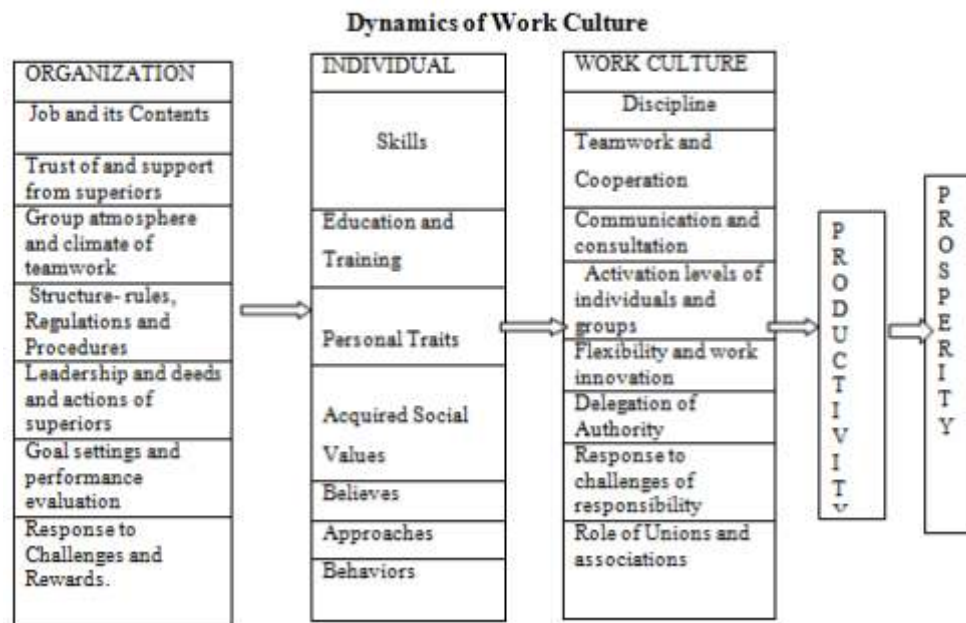
Globalization of economy has made a sea change in the business environment not only in India but also all over the world. Globalization has brought a new set of challenges and issues that organizations today have to deal with, in order to remain competitive and become successful. In the changeable scenario, optimizing human and intellectual resources is the major challenge for all organizations. The world is becoming smaller and flatter primary to the new market expansion and opportunities for multinationals. Because of liberalization, globalization and changing technology, the challenges of the organizations are becoming more complex for the want of latest technology, infrastructure facilities and strong work force. The problem becomes more severe when management needs to manage workforce of diverse in characters.

DYNAMICS OF WORK CULTURE: -

Every society or organization has its own objectives or goals. To attain those goals what the procedure we follow is the work culture of that society or organization. In case of an individual, he has to depend upon his potentials or talent to achieve his objectives. But the organization has to depend upon its work culture to attain its objectives. In other words, we can say that the effectiveness and extent of attainment depend upon the work culture of the organization. Hence, productivity and efficiency are the outcome of the work culture. Customers’ high expectations, escalating environmental pressures and ever increasing competitive atmosphere are a few of many challenges that business organizations are facing today. In such intimidating contexts, work culture, in any organization, assumes great importance as a pivot for attaining competitive advantage.

Work culture refers to work life and work systems. It includes work habits, work standards, behaviour of the individual towards each other and their attitude towards the organization’s public image. Workmen acting individually or through their groups create work atmosphere, which in turn is influenced by their values and perceptions about their organizations.

Therefore, work culture characterizes the dynamics of human relationships of an organization, and quite logically, is the result of the interaction of the work ethos of the various structural, hierarchical and professional groups with the organizational climate.



♦ Based on the literature review and author’s observations, some elements of work culture important in the Indian context are given below: -

- ♦ Discipline
- ♦ Teamwork and Cooperation
- ♦ Communication and Consultation
- ♦ Delegation of authority
- ♦ Activation levels of individuals and groups
- ♦ Flexibility and work innovation
- ♦ Response to challenges of responsibility
- ♦ Identity and a sense of belonging
- ♦ Role of unions and associations.

The interaction of the above elements of work culture with the constituents in the organizations produces the prevalent work culture with its various attributes. The management can make suitable changes, amendments and improvements to create the new work culture that will foster the both productive environment and employee’s satisfaction. This is the dynamics of work culture that explained in the above figure.

FOOTSTEPS TO DEVELOP A CONDUCIVE CLIMATE: -

The moulding of a new work culture will have to focus on the following important steps.

- ♦ Creation of loyalty and discipline at all hierarchical levels.
- ♦ Promotion of cooperative teamwork
- ♦ Motivation to improve the activation levels of all employees
- ♦ Make the employees more responsive to the challenges and responsibilities.

The three-action key namely, organization structure, leadership and work innovation is very important in this regard discussed in brief.

ORGANIZATIONAL STRUCTURE: -

Organizational structure includes the chain of command and rules, regulations and procedures of the organizations as well as decision-making, delegation of authority and levels of operational discretion in the context of organizational objectives. Just a formalization of structure getting out circulars, rules and policies on every detail is not adequate but believing in that rules and policies framed and implementing

them is more necessary.

PARTICIPATIVE LEADERSHIP: -

Building Leadership and Management capabilities among the workers develops synergic work culture and their relationships that facilitate to strong culture and high performance is the centrality of leadership role. Mendonca and Kanungo (1990) pointed out the typical aspects of the Indian way of management wherein decision process was centralized, allowing less scope for employees to be updated about different aspects of management. Leadership and Motivation are closely related.

Leadership is an art that inspires people to work with zeal and order. A leader understands the needs and aspirations of the workers and is able to create an environment conducive to work and accomplish the set of objectives. The ability to lead and the willingness to follow are based on leadership style. The days of the defensive, authoritarian and conservative managers are gone. An effective leadership designs the system, which takes into account the expectations of the workers, their varying motives, types of rewards, communication and interaction and also situational factors. Effective managers take the workers into confidence while determining the goals and designing the climate of performance. This is nothing but a *“PARTICIPATIVE LEADERSHIP”*.

JOB ENRICHMENT (WORK INNOVATION): -

Job enrichment or work innovation is one of the factors of motivation to employees useful for not only in improving the performance but also the human satisfaction, increasing knowledge and skills and the ability of decision making too. Work innovation is accepted as a tool for improving work culture in industrialized West, by Japanese and few Indian companies. This progressive trend must be taken forward for timesaving benefits and reinforcements of job enrichment.

CONCLUDING REMARKS: -

Work culture can have potential effects on employee motivation and behaviour, so it has long been effect on outcomes such as productivity, performance, commitment, self-confidence and ethical behaviour. At the end, it can be concluded that the development of positive work culture is the most vital issue that must be tackled if the Indian organized sector wants to reverse the current trend of erosion of productivity, lack of innovations and the rising cost of end products. (Ganguly 1987).

In the last few years far reaching changes have taken place in the Indian business environment. The slow responses to India’s regulatory policies, international pressure and rapid progress of China, Japan, South Korea and Taiwan have compelled the policy makers to try out a new paradigm of economic management. Therefore, the concept of Work culture and Human Resource Development has acquired significance in the present world. It is required to make the people of the country self-sufficient and well skilled by exploring their potential. As nations move forward in time, they are recognized by the investments they have made in their human resources.

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