

Chapter – 7

Work Culture

Organization culture

Culture may be defined as the interactive aggregate of common characteristics which influences a human group response to its environment. Culture determines the identity of a human group in the same way as that of personality determines the identity of individual. Culture is an important variable when we compare different societies. Organization develop their own unique culture which diff. them from other organization within the same industry.

Importance of organization culture

1. Culture builds brand identity

Another way to characterize culture is to think of it as your brand's personality. Culture is what makes your brand unique and gives it that special edge. It puts your company's soul on display and tells the world who you are as a brand.

The more your audience understands and identifies with your brand, the more they'll want to buy from you. Your customers want to feel a connection with your brand, and it's your culture that will forge this bond.

When you define culture, you're also defining your company's values and goals. These will contribute to your company's mission and show your employees and the public what is most important to the brand.

2. Culture increases loyalty among employees

Your employees shouldn't dread coming to work. They should enjoy coming to the office and value the work that they do. Companies with a strong culture have employees who like the challenges of their job, get along well with their co-workers and enjoy the atmosphere of the workplace.

Culture gives employees a driving goal and purpose for what they do. It connects your leadership team with the rest of the employees and binds them with a set of shared beliefs. Your employees want to feel like they are contributing to something larger than themselves.

3. Culture attracts and retains talent

While skillsets and experience are important when hiring new members for your organization, you also need to hire for culture fit. An employee's skills may get them in the door, but your culture is what will keep them there. Hiring an employee is an investment, and you want to make sure you invest in the right people. By ensuring each individual you hire fits well with the company culture, you make it more likely they will stay with your company long term and contribute more to the success of the organization.

4. Culture makes advocates out of employees

So how do you find the right people to hire? Start by leveraging those engaged employees already working for you. LinkedIn finds companies can expand their talent pool by 10 times by recruiting through their employees' networks.

It's true that good talent knows other good talent. And when your employees are happy with their work, they are more likely to share with others. They'll spread the word about their positive experience with your company, and you'll soon gain a strong reputation.

Encourage and motivate your employees to speak positively on your brand's behalf. Not only will they help you find the right people to hire, but they can also help you bring in more customers.

Components of organizational culture

1. Values:

Values are the beliefs in what is good for the organization and what should or ought, to happen. The 'value set' of an organization may only be recognized at top level, or it may be shared throughout the business, in which case the organization could be described as value-driven. The stronger the values, the more they will influence behaviour. This does not depend upon their having been articulated.

Implicit values that are deeply embedded in the culture of the organization and are reinforced by the behaviour of the management can be highly influential, while espoused values that are idealistic and are not expressed in the managerial behaviour may have little or no effect. Some of the most typical areas in which values can be expressed, implicitly, or explicitly are: performance, competence, competitiveness and teamwork.

2. Norms:

Norms are the unwritten rules of behaviour, the 'rules of the game' that provide informal guidelines on how to behave. Norms tell people what they are supposed to be doing, saying, believing and even wearing. They are never expressed in writing—if they were, they would be policies or procedures.

They are passed on by the word of mouth or behaviour and can be enforced by the reactions of the people if they are violated. They can exert very powerful influence on the behaviour because of these reactions—people are controlled by the way others react to them. Norms can be very well illustrated by the prevailing work ethics, e.g., 'work hard, play hard', 'come in early, stay late', 'look busy at all times' or 'look relaxed at all times'.

3. Artefacts:

Artefacts are the visible and tangible aspects of an organization that people hear, say or feel. Artefacts can include such things as the working environment, the tone and language used in letters and memoranda, the manner in which people address each other at meetings or over the telephone, the welcome (or lack of welcome) given to the visitors and the way in which receptionists deal with outside calls. Artefacts can be very revealing.

Importance of attitude

The importance of attitudes is as follows:

1. When you have the right attitude, you can never be disabled in life, no matter how many bumps you encounter on your journey.
2. With the right attitude everything can change, make things how you want them to be.
3. It is your attitude in life that would determine if you would succeed or fail.
4. With the right attitude, we may not be able to change everyone or their opinions, even though we may consider them vague, but we certainly can change ours.
5. In life, our living is determined not so much by what life brings to us, but by the attitude we bring to life; not so much by what happens to us as by the way our mind looks at what happens.
6. With the right attitude in life, you will develop lots of reasons why you should succeed than reasons why you should fail.
7. A wise man once said - " Attitudes are based on assumptions. In order to change attitudes one must first change one's assumptions. I believe he's right.
8. Our attitude is an expression of our values, beliefs and expectations in life.
9. Your attitude towards life that will determine life's attitude towards you. Life plays no favorites, contrary to many people's believe.

By all means, take charge of your attitude. Don't let someone else choose it for you. You create beauty with your attitude, your behaviors, and your actions. It's all up to you.

Importance of values

1. Values are the foremost thing which makes a company:

Nowadays, the companies are not only mere business entities, but they are more than that. Now companies breathe, live by focusing on many brands at a time. The companies are tapping large part of the market, changing the demands and building altogether different environment to work in. Above all, the tapping, changing and the coordinating of the things is done through the behavior which the employees carry within an organization.

2. It promotes a cooperating environment in the company:

The company is known by the employees who work in it. If the employees leave the company one by one, the company will not work and may come to an end. So, this is the behavior of the employees which promotes a good and cooperating environment in an organization. If the behavior of the employees is not good, the work environment of the company will be affected. So, for maintaining the peaceful environment in company, workplace values are needed.

3. Promotes positivity among the employees:

If the employees will not adhere to good behavior in an organization, it will ultimately affect the work and the output. So, in order to promote happiness and positivity among employees, good values are expected within an organization.

4. Enhances the interpersonal behavior:

Interpersonal behavior means the communicating behavior among the employees within an organization. If there will be no rules and code of conduct for the employees to follow and the employees are unwilling to talk to one another, then it promotes negativity within the organization. If employees make faces talking to each other, then it surely would affect the work environment. So, to keep the environment work friendly, it is essential to follow the conduct within the workplace.

5. To prevent chaos within the organization:

No values in the workplace, no ethics in the workplace to follow, no codes of conduct, and then how can peace and friendly atmosphere be expected? This is not at all possible. So, in order to make it possible, the first and the foremost thing is to let employees adhere to the values. Else there would be only chaos and no work within the organization. To avoid all those, the values are important for workplaces.

6. To let an employee work for a common goal:

The company is run by the employees, indeed, more than the directors. The directors of the company are the figurative or say nominal heads while the functions are carried on by the employees within. In order to make all the employees work towards the common goal, it is essential to have set of values to be followed by them, otherwise every employee would want to do on his own and no one would work for a common goal. So, in order to make employees work towards a common goal, it is essential to follow the workplace values and ethics at work.

7. To maintain discipline within the organization:

Discipline is the father of success. If you are disciplined in your work, you are going on the right track, but if you are not disciplined you are astray from your path. So, if you want to achieve the goals you have desired, it is important to work with values within the company. If you will have no values within, you will fail to be disciplined as the values are one guiding force or you may say a restriction for doing wrong or going on the wrong path. So, to prevent going on the wrong track, it is important to have workplace values within the organization.

8. Values set the tone for the company's culture:

The culture of the company is decided by the values it's employees follow. It tells what is your organization on the whole. It is important that the people within the organization adhere to the values set by the company. If by chance any outsider enters the organization and sees no order, but only hustle and bustle; the impression it will make will be very bad; both for the company as well as the employees working inside. So, the values are an essential part of any workplace.

9. Values within the workplace attracts more employees:

The values are something which attract more employees. This is because if the company will follow proper values, it will establish a good work culture and if the work culture is satisfying then ultimately more employees would want to work within the organization. So, in order to attract more skilled employees within the company, it is essential for every workplace to follow the proper code of conduct and the values.

10. Helps in the growth of the company:

The values form a good work culture. If there will be no values, no rules to follow, no one would want to work unless the environment is work friendly. So, the more valuable work environment is, more it will be good for the growth of the company itself.

Importance of behavior

At work, ethical behavior is the legal and moral code guiding employee behavior. Being a professional requires more than wearing a nice suit. It requires ethical behavior that drives

interactions with other employees, customers and leadership. It also guides how someone performs her job. Ethical behavior guides whether someone will perform minor infractions if she feels no one is watching. Business leaders need to set clear guidelines for ethical behavior in the workplace and to consistently train employees on working according to those expectations.

Define Ethical Behavior

Professionalism and ethics in the workplace are the guiding principles that an individual or the company has established. Generally, a company sets forth a minimum standard of ethics and expectations, even though there are employees who may have a higher personal set of ethics. Those who don't follow the ethics rules at work are subject to disciplinary action, possibly even firing.

As with all ethics guidelines, these rules at work consider what is best for all involved. That includes the employer, the employee, co-workers and the public. An employee handbook may list specific behavior expectations but many components of ethics are guided by a person's moral code. For example, an employer may not expressly state that one employee should not take credit for a project if he had nothing to do with it. This generally follows a person's moral compass, though it may become a rule if a problem permeates among employees.

Importance of Ethical Behavior

Ethical behavior in the workplace is important for many reasons. People and customers feel safe when working with a company if they know people are following morally sound guidelines. It builds the reputation of the business and doing "clean business" or keeping "customers as a priority."

Many professionals won't remain in business if the public doesn't feel that the person or the company operates ethically. Banks, financial representatives, lawyers all must follow high ethical standards. Any company taking credit card information needs to maintain strict privacy and information protection policies to get consumer confidence.

Ethics guidelines also set the tone for how companies deal with conflict. When customers complain or if a co-worker accuses another of wrong-doing, an ethical company can go to its employee handbook and follow established fair procedures to get a resolution.

Examples of Professional Behavior

There are many examples of ethical communication in the workplace. Most trustworthy and ethical behavior starts with money management. You want people in the organization who handle money and financial transactions to do so ethically. An employee skimming a quarter out of the cash register is not acting ethically, or lawfully.

Ethical communication in the workplace is another area that staff needs to be clearly trained on. An employee who is upset with a client or co-worker is not supposed to break confidentiality and spread or forward an email or gossip. Employees will follow the lead of managers if there is no set standard. If the boss comes in and makes fun of a customer or another employee, the staff will think this is okay. Ethical standards must be met to prevent potential bullying and discrimination, which leads to high turnover, high anxiety and low productivity.

Ethics extends beyond issues of right or wrong. A conscientious employee is concerned about doing his job to the best of his ability. This employee won't close the store two minutes early; she will stay 10 minutes late, if someone needs help. Employees who have high ethical standards are proactive to help solve problems with co-workers or customers. They don't pass the buck or point fingers at others; they take responsibility. Although these traits are not wholly indicative of someone's ethics, they do serve as baseline indicators for employers.

Individual Level of Analysis

Organizational behavior, at this level of analysis massively draws upon psychology, engineering, and medicine. At the individual level of analysis, organizational behavior includes the study of learning, perception, creativity, motivation, and personality.

In addition, it also includes the study of turnover, task performance and evaluation, coordinated behavior, deviant work behavior, ethics, and cognition.

For example – Ram joins a company as an intern and is very open to learning new things but as time passes and he gets promoted his attitude towards his interns becomes rude. This is a fine example of individual level of analysis.

Group Level of Analysis

Organizational behavior, at this level of analysis, draws upon the sociological and socio-psychological discipline. At the group level of analysis, organizational behavior includes the study of group gesture, intra-group and intergroup dispute and attachment.

It is further extended to the study of leadership, power, norms, interpersonal communication, networks, and roles.

An example of this level of analysis – Board of directors of company X decide to give bonus to their workers as they have really worked hard on a certain project.

Professional ethics

Professional ethics encompass the rules that a person has to follow in their professional life. The rules tell the employees about what they should do and not do at the workplace. For example, some people willingly talk about others' personal life or in other words gossip habitually. This may not be interfering with their personal ethics. However, in a work environment, the same thing can be very offending and also it is against the work ethics. Almost all companies have strict rules against gossip, and it is one of the work ethics to respect another person's personal space. It is called privacy under work ethics.

Some of the professional ethics a person has to maintain are as follows:

- ❖ Give value in return to your business or customers
- ❖ You should have respect for all employees whether they are local or global
- ❖ Delivering your work on time and with quality
- ❖ Always maintain honesty in all your business transactions and communication
- ❖ Always display team work and cooperation in the office
- ❖ Show respect to all your superiors and subordinates

- ❖ Respect the employers need for privacy and therefore, may withhold important information whether you are employed with the company and even after leaving your job
- ❖ Treat others like you like to be treated
- ❖ Never use foul language, insult or demean any of your colleagues
- ❖ Respect all races, religion, caste, sex and color
- ❖ Never discuss the employer's faults with business clients
- ❖ Never tarnish the image of the company you work for when you are in or out of the office