To Identify the Most Common Type of Organization Culture Prevalent in the Educational Institutes of N.C.R Region and Its Impact on the Morale of the People Working in the Institutes

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Abstract

"**Organizational culture** is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling." **Ravasi and Schultz**. **It can be said that the organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders** and it also decides the level to which employees identify themselves with the organization. It is the organization culture that via values and rituals keep the employees integrated and intacted. It can be said that organizational culture functions much like the human immune system that prevents viruses and bacteria from taking hold and damaging the body. The culture decides the way employees interact at their workplace. **A healthy culture encourages the employees to stay motivated and loyal towards the management of an organization.**

The culture of the workplace also goes a long way in promoting healthy competition at the workplace. The culture of an organization represents certain predefined policies guiding the employees and giving them a sense of direction. The work culture goes on creating the brand image of the organization. The organization culture gives an identity to the organization. The organization culture brings all the employees on a common platform. The work culture unites the employees from different back grounds, families and from varied attitudes and mentalities.

The work culture promotes healthy relationship amongst the employees. With the organization   culture work is no more considered as a burden and employees mold according to the organization culture if it is favourable enough in terms of providing motivation keeping their high morale. The morale is the degree of enthusiasm and willingness with which the members of a group work to perform their assignments and it indicates attitudes of workers towards their jobs, superiors and environment. The basic objective of this paper is to study various types of organization cultures prevalent in the educational institutes (graduate level) of N.C.R region and identify the most common organization culture and its impact on the morale of people working in them.

Introduction and literature review

"Organizational culture defines a jointly shared description of an organization from within." — Bruce Perron

"Organizational culture is the sum of values and rituals which serve as 'glue' to integrate the members of the organization." — Richard Perrin.

Ravasi and Schultz has written that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. Also, it is organizational culture that may affect how much employees identify with an organization.

Schein (1992), Deal and Kennedy (2000), and Kotter (1992) advocated the idea that organizations often have very differing cultures as well as subcultures. Although a company may have its "own unique culture", in larger organizations there are sometimes co-existing or conflicting subcultures because each subculture is linked to a different management team. Organizational culture is shaped by and overlaps with other cultures — especially the broader culture of the societies in which it operates. This observation highlights that there are challenges that global organizations face in establishing and maintaining a unified culture when operating in the context of multiple national, regional and local cultures. The **practices, principles, policies and values of an organization form its culture. It can be said that culture of an organization decides the way employees behave amongst themselves as well as the people outside the organization.**

Below are the various types of organization cultures prevalent in today's world.

1. **Normative Culture:** In this kind of culture, the norms and procedures of the organization are predefined and the rules and regulations are set as per the existing guidelines. The are expected to behave in an ideal way and strictly adhere to the policies of the organization. No employee ever dares to break the rules and sticks only to the already laid policies.
2. **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 this culture. Such organizations treat their clients as Gods and do not follow any set rules. Every employee tries hard to satisfy his clients to expect maximum business from them.
3. **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. In academy culture management is very particular about training the existing employees. They ensure that various training programmes are being conducted at the workplace to uphold 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.
4. **Baseball team Culture:** In baseball team culture the employees are regarded 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.
5. **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.
6. **Fortress Culture:** 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.
7. **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.
8. **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.
9. **Process Culture:** 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.   "**Morale**" is a French word meaning "condition with respect to discipline and confidence pride, fixing of purpose, faith in the course fought for". It has been defined in many ways but all definitions revolve around the attitude towards work for the accomplishment of organizational goals. **Thus, morale is intimately connected with the organization. If the morale of employees/ workers is high, not only the production/ output is increased and maintained but the workers feel satisfied and contented. William Spriegal** has defined morale as the co-operative attitude or mental health of a number of people who are related to each other on some basis. According to **Alexandar H. Leighton** morale is the capacity of a group of people to pull together persistently in pursuit of some common purpose. **We can say the morale is the degree of enthusiasm and willingness with which the members of a group work to perform their assignments.** Thus, **morale is an indicator of attitudes of workers towards their jobs, superiors and environment.** It is the sum total of employee's attitudes, feelings and sentiments towards these variables. Morale is a bye-product of motivation and group relationships in the organization. It is a mental process which once starts permeating in the entire group creating a mood which results in the formation of common attitude.

Nature of Morale:

Generally, the term 'morale' is used to explain an overall 'climate' prevailing among the members of a group. It has to be qualified with the degree, as high morale or low morale in this way it is relative concept and we can refer to the levels of morale. Thus, morale is the level of enthusiasm and willingness with which the members contribute their efforts towards the organization objectives. If the enthusiasm and willingness to work of a group is high, we could say that morale is high and vice versa. Morale is dynamic in nature. Managers cannot establish high morale once and then forget about it. High morale needs to be created and maintained by continuous efforts. **Morale shows the attitudes of the workers. High morale represents an attitude of satisfaction with desire to continue in and willingness to strive for the objectives of the group**. Morale is an individual and group phenomenon. In the latter case, high morale is reflected in good group work and team spirit. Under conditions of high morale workers have few grievances, frustrations and complaints as they are clear about the objectives- individual and organizational, and their relationship with others in the organization.

Significance of Morale:
High morale exists when employee attitudes are favourable towards their work, their company and their fellow workers- favourable to the total situation of the group and to the attainment of its goals. Low morale exists when attitudes inhibit the willingness and

ability of organization to attain the company objectives, so morale of employees should be high to achieve the organizational goals efficiently and effectively. A high morale diminishes labor turnover, wastes and disharmony.

Employees with high morale like their jobs and co-operate fully with the management towards the achievement of objectives of the organization. It results from job satisfaction and creates job enthusiasm. High morale is indeed a manifestation of the employee's strength, dependability, pride confidence and devotion. All these qualities of mind and character taken together build high morale among the employees.

Morale of employees must be kept high to attain the following effects:
(i) Willing cooperation towards goals of the organization.
(ii) Loyalty to the organization and its leadership
(iii) Good discipline or voluntary conformance to rules and regulations.
(iv) High degree of employee's interest in his work and organization.
(v) Pride in the organization.
(vi) Reduction of rates of absenteeism and labor turnover.

Low morale represents the presence of mental unrest. The mental unrest not only restricts performance but also leads to ill health of the employees. Low morale exists when doubt and suspicion are common and when employees are depressed and discouraged i.e. there is a lot of mental tension.

Such a situation will have the following results on the organisation:
(i) High rates of absenteeism and labor turnover.
(ii) Much complaints and grievances.
(iii) Frustration among the employees.
(iv) Friction among the employees.
(v) Feeling of opposition towards leadership to the organization.
(vi) Lack of discipline.

The effects of low morale may be very fatal to the organization as industrial relations will tend to deteriorate.

<u>**Symptoms of low morale:**</u>

1. Tardiness,
2. Lack of positive feelings towards job
3. Lack of pride in work
4. High rate of absenteeism
5. High rate of turnover
6. Bad/disturbed mood
7. Poor inter-personal relationship
8. Poor or lack of group cohesiveness
9. Increase in employee indiscipline
10. Bad industrial relations Strikes and sabotages
11.Increasing accidents
12. Increasing wastages and spoilages
13. Decline in the quality of performance.

Research Methodology

In this research paper the sample size of respondents has been taken as 60 in nos. A well designed questionnaire is prepared using primary data available on internet, journals and books, given by various researchers. An attempt is made to identify the most common organization culture prevailing in the **graduate level educational institutes of N.C.R region and determine the impact of that organization culture on the morale of scholars working in the educational institutes.** Through questionnaire several structured questions are asked from the individual scholars relating to the organization culture at their work place and degree of morale (high or low). Experienced by them. **After a detailed analysis of both primary and secondary data collected, results and conclusions are drawn with the help of tables and charts. Enumerators and online questionnaires were used to collect data for this research paper.**
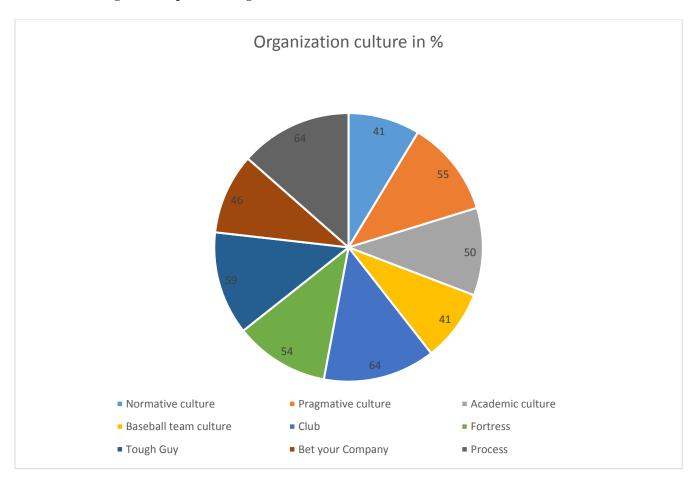
Tables and Charts

Table 1.1

S. No.	Charac. of org. cul.	Preferred yes in percentage	Rank Allotted
1	Norms and procedures are predefined and rules and regulations are set as per the existing guidelines(normative)	41	7
2	Students satisfaction the main motive of the org. and do not follow any set rules. (pragmative)	55	3
3	Roles and responsibilities are delegated according to the back ground, educational qual and work experience of employees. (academic)	50	5
4	Employees are considered as the most treasured possession of the organization (BB team)	41	7
5	Org. is very particular about hiring employees, they are hired as per their specialization, edu. qual and interests. Each one does what he is best at. (club)	64	1
6	People are not sure about their career and longevity. They are terminated when org. does not func well.(Fortress)	54	4
7	Performance of the employees reviewed from time to time and their work is thoroughly monitored (tough guy)	59	2
8	Organization takes decisions which involve huge amount of risk and consequences are un foreseen (Bet your company)	46	6
9	Employees adhere to the processes and procedures of the org. feedbacks not matter much. people follow the ideologies at workplace. (process)	64	1
	Characteristics shown by employees (morale factors)	Preferred as yes in %	Rank Allotted
10	They purposely contribute to the goals of the org. (high morale)	68	2
11	They feel pride in working at the org. (high morale)	50	7

12	They have often frictions with the colleagues or management (low morale)	52	6
13	They often oppose the leadership towards org.(low)	27	8
14	Often have the lack of positive feeling towards the job assigned in the org.(low)	64	3
15	Often absent when org need assistance(low)	5	8
16	Often feel frustrated by working in organization(low)	59	4
17	They maintain good discipline and voluntary conform to the rules and regulations of the org.(high)	96	1
18	They ever complain or indulge in any sort of grievances. (low)	55	5

Table 1.2 showing the most prevalent organization culture in %

% of high or low morale factors or symptoms above 60%

- purposely contribute to org. goal (high morale)
- Often have lack of positive feeling(low Morale)
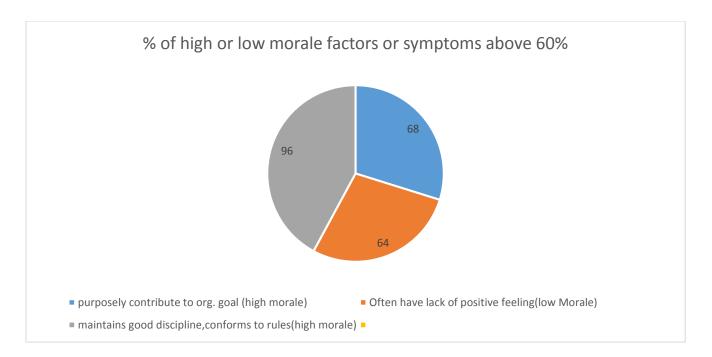- maintains good discipline,conforms to rules(high morale)

Table 1.3 Morale factors (High or low) above 60 %

Analysis

It can be seen from tables 1.1 and 1.**2 club type** of organization culture is prevalent most commonly in the institutes of NCR region i.e. **64%** where Org. is very particular about hiring employees, and are hired as per their specialization, educational. qual and interests. Each one does what he is best at. The **process organization** culture is equally prevalent i.e. **64%** where employees adhere to the processes and procedures of the organization. feedbacks does not matter much. People follow the ideologies at workplace. The **tough guy culture holds 59%** and stands second most common organization culture where the performance of the employees are reviewed from time to time and their work is thoroughly monitored The **pragmative organization culture accounts to 55%** and holds **third** position being the most common organization culture where students satisfaction is the main motive of the organization and organization do not follow any set rules. The fourth most common organization culture is **fortress organization culture about 54%** where people are not sure about their careers and longevity. They are terminated when organization does not function well. The **fifth position i.e. 50% is held by the academic culture** where the roles and responsibilities are delegated according to the back ground, educational qualification and work experience of employees. **The sixth most common organization culture i.e. 46% is Bet your company culture** where the organization takes decisions which involve huge amount of risk and consequences are un foreseen. The **seventh common organization culture i.e. 41% is Baseball culture** where the employees are considered as the most treasured possession of the organization **and also normative organization culture (41**%) where Norms and procedures are predefined and rules and regulations are set as per the existing guidelines. Similarly, the people interviewed (**96 %) showed the high morale** symptom (morale factor) by maintaining good discipline and voluntary conforming to the rules and regulations of the organization. Also, about **68%** responded as that they purposely contribute to the goals of the organization revealing **high morale**. On the **contrary 64%** responded as that they often have the lack of positive feeling towards the job assigned in the organization revealing a **low morale** in them. About **59%** often felt frustrated by working in organization again pointing to their **low morale** status. They complain or indulge in some sorts of grievances i.e. **55% again** revealing **low morale** in them. Further **52% said** that they have often frictions with the colleagues or management predicting **their low morale**. About **50% feel** pride in working at the organization indicating **their high morale**. Finally, **27%** responded that they often oppose the leadership towards organization again leading to **their low morale** in the organization.

Result

1.   It is very evident from table 1.1-1.3 the Club and Process organization culture is the most common organization culture existent in the NCR (graduate level) educational institutes.
2.   Normative and Baseball team organization is the least common organization culture in the NCR region.
3.   Scholars working in the institutes maintain good discipline and conforms to rules and regulations of the organization indicating high morale (about 96%).
4.   About 68% of the scholars purposely and willfully contribute to the goals of the organization indicating high morale.
5.   About 64% scholars however often have a lack of positive feeling towards the tasks assigned to them in the organization indicating low morale. (table 1.3)

Conclusion

 The most common organization culture existent in NCR (graduate level) Educational institutes are the Club and process culture. In the Club culture Organization is very particular about hiring employees, they are hired as per their specialization, educational, qualifications and interests. Each one doing what they are best at. In Process culture the employees adhere to the processes and procedures of the org., feedbacks do not matter much and the scholars follow ideologies at the workplace. **The process and club culture** have **a positive impact on the morale of the scholars** as **the number of high morale factors (2 in numbers i.e. purposely contributing to the organizational goals and maintaining good discipline and conforming to the set rules and regulations of the organization**) lying **above 60% exceeds the low morale factors (1 in number i.e. lack of positive feeling regarding the tasks assigned to the scholars**) (**table 1.3)** lying above 60% or in simple words the number of high morale factors lying above 60% are more then low morale factors lying above 60% (in ratio 2:1) so we can conclude there is high morale existent with the scholars teaching at graduate level due to the club and process culture in the NCR region .

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