

# Organizational Culture and Climate

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Achieving and maintaining quality of product and customer satisfaction are two most important factors of successful organization. To achieve these twin objectives, an organization has to marshal various resources, plan its use over a period of time and produce a product or service, which meets the consumer needs, desire and aspirations. For an entrepreneur, the most important and difficult task is to manage human resource. The task becomes more pronounced if the employees are from different geographical areas having different culture. In such situations, manager should evolve a technique where a strong organizational culture is established. Culture is invisible power of any organization. When thinking and actions of employees are institutionalized, an organizational culture is deemed to have taken birth. It guides the employees. Edgar Schein defined culture as **“A pattern of basic assumptions invented, discovered or developed by given group as it learns to cope with its problems of external adoption and internal integration worked well enough to be considered valuable and therefore, to be taught to new members as a correct way to perceive, think and feel, in relation to those problems.”** Wagner III and Hollenbeck have defined organizational culture as **“the shared attitude and perceptions in an organization that are based on a set of fundamental norms and values and help members understand the organization.”** Organizational culture is not inborn. It has to be invented and later developed over a period of time. It enables employees to perform within the framework of the organization’s culture. Environment plays a dominant role in developing the culture and so does demographic factors. That is why we generally refer to Japanese culture or Indian culture. It is therefore environment specific in nature. On examination it reveals that the organization’s culture is informal in nature and relates to shared way of living. It is a common binding factor in the organization. Organization culture help develop professionalism among its employees. Value system is the corner stone of the organization culture. It promotes standardization in various systems and sub-systems, which reduce role conflict to a great extent. Once the culture is developed, it virtually becomes a people’s organization from a functional point of view that promotes risk-taking among managerial cadre and generates novel ideas. It promotes communication that improves productivity and job satisfaction. India is a multi-

religious, multi-lingual multi-cultural society. Organization culture promotes equality and work culture. The corporate culture **“consists of norms, values and unwritten rules of conduct of an organization as well as management styles, priorities, belief and interpersonal behaviours that prevail. Together they create climate that influences how well people communicate, plan and make decisions”**<sup>1</sup>

Organizational culture originates from the founders of the organization based on value system held by them. It is further passed on, down the line. Organizational culture is also a function of the nature of work and goals of the organization. It is visible from the organizational structure. Centralized command and control, strict hierarchy and fixed communication are indicative of formal culture with little freedom of action and with scant attention to innovation and creativity. While decentralized work culture will promote autonomy that will lead to greater job satisfaction. Peters and Waterman state, “Without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies. Moreover, the stronger the culture and more it was directed towards the market place, the less need was there for policy manuals, organization charts and detailed procedures and rules. In these companies, people, way down the line know what they are supposed to do in most situations because the handful of guiding values is crystal clear.”<sup>2</sup>

## FUNCTIONS OF ORGANIZATIONAL CULTURE

- (a) **It gives members an organizational identity.** Sharing norms, values and perceptions gives people a sense of togetherness that helps promote a feeling of common purpose. Culture provides shared pattern of cognitive perceptions or understanding about the values or beliefs held by the organization. This enables the organizational members how to think and behave as expected of them.
- (b) **It facilitates collective commitment.** The common purpose that grows out of shared culture tends to elicit strong commitment from all those who accept the culture as their own. It provides shared – pattern of feelings to the organizational members to make them know what they are expected to value and feel.
- (c) **It promotes systems stability.** By encouraging a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of an organization. It enhances social stability by holding the organizational members together by providing them appropriate standards for which the members should stand for.
- (d) **It shapes behaviour by helping members make sense of their surroundings.** An organization culture serves as a source of shared meaning that explains why things occur the way they do. Organizational culture is not fully visible but felt. At less visible level culture reflects the value shared by organizational members.
- (e) **It provides a boundary:** Culture creates distinction between one organization and the other. Such boundary – defining helps identify members and non-members of the organization. Culture facilitates the generation of commitment to something larger than one’s individual self-interest. It serves as a control mechanism that guides and shapes the attitude and behaviour of organizational members.
- (f) It helps organizational members stick to conformity and expected mode of behaviour. Culture ensures that everyone thinks and behaves in a prescribed manner.

## MANAGING ORGANIZATIONAL CULTURE

Once the culture is formed, it is the duty of the organization to enrich it. Management of organizational culture is explained below in Figure 20.1.

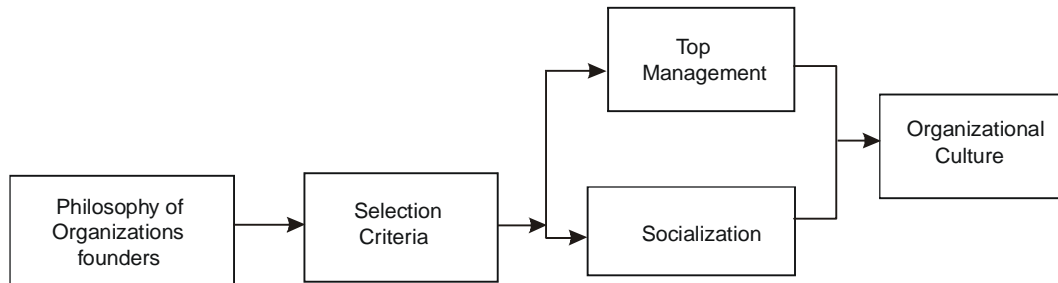


Fig. 20.1. Management of Organizational culture

- (a) **Philosophy of Organization's Founders:** Culture is valuable for the organization because it enhances organizational commitment. It guides employees towards right direction. Culture is also marked by dysfunctional aspect as well when shared values conflict with the aspects of organizational effectiveness. Such situations take place in dynamic organizational environment where organization do not change with changed environmental factors. Early traditions are the basis of culture in the organization. The vision of founders and various functions of the organization create culture. The ideology and customs are bedrock of any organizational culture. The mission and vision of founder members, hard work, competitive spirit and the way of life is important as it establishes cultural value of any organization. The vision of Ratanji Tata has created a Tata culture. Luthans has suggested following two steps in creation of culture.

1. A single person (founder) has an idea for a new enterprise.
2. The founder brings in one or more other key people and creates a core group that shares a common vision with the founder. That is, all in the core group believe that the idea is good one, is workable, is worth running some risk for.

## LEVELS OF CULTURE

According to Edgar Schein, there are three levels of culture, these are discussed in the succeeding paragraphs.

- (a) **Observable artifacts of culture:** These are the symbols of culture in the physical and social work environment. These are visible and most accessible. They include *organizational heroes*. As mentioned earlier, organizational culture originates from the top management and their leadership styles. These leaders become the role model. Employees would like to copy their behaviour, work ethics and represent what an organization stands for. **Modelled behaviour** is a powerful tool and organization should continuously learn. They should re-inforce organizational value system. **Rites and rituals** are recurring activities that are used at special times to influence the behaviour and understanding of organizational members. For

- example taking out **Colours** when oath ceremony is underway in the defence services. Colours remind soldiers of the excellent work done by their predecessors and the sacrifices they have made. Presentations of certificates and convocation ceremony in the university. **Rituals are systems of rites** like departmental song, colours, and company picnic or retirement dinners. “**Cultural symbols** are an object, act, or event that serves to transmit cultural meaning”. Corporate uniform, tie, buttons etc are the examples. **Saga is a heroic account of accomplishments.** Sagas are important because they are being used to tell new members the real mission of the organization, how the organization operates, and how individual can fit into the organizational settings. A saga of valour and sacrifices in the regimental history is a good example of organizational culture. It communicates organizational culture. Certain dress logo can reflect its value and orientation. Many people wear buttons on the uniform suggesting that they are members of golf club or rotary club thus reflecting a sense of value. Some of the material artifacts are reserve parking, air conditioned office, luxury automobiles given to senior members of the organization. These carry with it the value system prevailing in an organization.
- (b) **Shared values.** In earlier chapter we have studied two types of values, i.e. terminal values that reflects end state of existence and instrumental values. Instrumental values are means to achieve terminal values. Being hard working (instrumental value) may lead to achieve solace (Terminal value). Shared value resides at the very heart of the organizational culture. It helps turn routine activities into valuable, important actions, tie the corporation to important value of society, that may provide a very distinctive source of competitive advantage. Employees should be taken into confidence and good work done by them should be recognized so that other workers are motivated to work harder for the organization. Values should be linked with work. A person should feel that he is producing an umbrella that keeps health of the society. He is not merely working for material gain but for good of society. Organizations should therefore develop a “**dominant and coherent set of shared values**” so that individual behaves in a graduated manner in line with the organizational philosophy.
- (c) **Common Assumptions.** Common assumptions are fallout of shared value system and observable artifacts of culture. Employees, over a period of time form within themselves a common culture. In Bajaj Automobiles, everybody comes in time to the plant. Punctuality is therefore a common assumption that is embedded in their organizational culture. In Maruti Udhog, safety is accorded a high priority. Workers health and safety in plant therefore is assumed a common assumption. The cultural artifacts develop cohesiveness that leads to operational productivity. Indians believes in truth and non-violence. Therefore it is a common assumption of our national culture.

## MANAGEMENT PHILOSOPHY

Every organization exists for fulfillment of social objective whatever it may be. Automobile industry is there to fulfill the social need of transportation (movement). Organization therefore should spell out their mission and objectives. This will reflect the management philosophy of the organization. It is necessary because 1) it establishes boundaries of

operations for each member. 2) It provides the way that situations can be effectively handled and 3) it provides unity of thoughts and known path towards success. Management philosophy should be documented. To promote management philosophy / corporate culture following actions are recommended:

1. Slogan should be prominently displayed indicating organizational mission.
2. Policies, rules, procedures, regulations should be made known to all employees.
3. Recognition of heroes.
4. Belief that rituals and ceremonies would be observed for unity of employees.
5. Informal set of behaviours.
6. Sharing of information and free flow of communication.
7. Adherence to all social, religious norms.
8. Reaching beyond organizational boundaries to dependants of employees and other connected organizations, which can directly/indirectly assist parent organization.
9. Belief in value system and adherence to business ethics.
10. Faith that workers hand would be held in difficult situation.

### **Myths**

Unproven and often unstated beliefs that are accepted by employees. For example 'Safe plant is an efficient plant'. 'Safety over rides every other process in nuclear power plant.' In spite of that there are plants where accidents have taken place. Therefore 'safety is a myth'.

### **Sub-culture**

There is typical and unique dominant culture within each organization. There is usually a sub-culture within a particular group or department with its own pattern of values and philosophy that is not inconsistent with the values of the larger culture of the organization itself.<sup>3</sup> In an organization, finance department may have its own sub-culture that may be part of larger culture of the organization. It is typical of R and D departments to have its own sub-culture in which every individual enjoys a comparatively greater freedom of action. These sub-cultures co-exist with and enhance the overall organizational culture. This is especially true in functionally structured organizations.

### **Counter Culture**

Countercultures have a pattern of values and beliefs that sharply contracts the dominant social norms, values and behaviour patterns. This counterculture tends to emerge when individuals or group strongly feel that the existing organizational culture is too rigid and does not support their creativity or the style of operation. Countercultures are distinctly visible in the organizations that have been merged or acquisitioned. In Balco, there is an original culture when it was a government undertaking. Counterculture has probably emerged after it has been privatized. Both type of culture are coexisting in the organization. In relation to dominant organizational culture, the counterculture groups usually engage in three types of dissent. 1) Direct opposition to organization's dominant values. 2) Opposition to the dominant culture's power base. 3) Oppositions to the methods of interaction with dominate culture. (Yinger, J.M.)

### Top Management

Organizational culture is an important aspect of organization success. Once the organizational culture is established, it is the duty of managers to ensure that all workers respect the organizational culture and run the organization as per its philosophy. It is the duty of the management to lay down organizational mission, which is achievable. Too much of ambitious mission is likely to fail resulting in low morale of the employees. It is therefore important that managers play a significant role in keeping values, behaviors and opinions of the organizational members under control and guide them appropriately. Leaders should pay continuous attention to maintaining the established standards and send clear signals to all the members as to what is expected of them. Some of the important points are as under:

- (a) **Selection.** Standardized procedure should be used to hire right people for right job. Experts should interview the candidates and try to screen out those whose value system does not conflict with that of the organization. Additionally, the selection process provide to the applicants, information about the organizational culture. Should they do not match, the applicants should be given freedom to join other organization. It is important that organizations lay down detailed process of selection criteria and selects a team who can employ right people for right jobs. Personality – job fit must be carefully worked out without any bias. People who are qualified and experienced must be appointed ignoring those with pull and push. The vision, mission, and policy of a sound organization must not be bypassed while selecting the people for work performance. People who do not have core values of an organization must not be appointed because one day they might destroy the very foundation of value system in an organization. Once this happens the whole organization is likely to collapse and suffer losses. In India some of the public sector undertakings have survived because of correct selection process not heeding to political pulls and pushes. While others have discredited because they have fallen pray to whims and fancies of people who have destroyed cultural and value system.
- (b) **Socialization.** Employees should be properly inducted in the organization. Organization policy should lay down procedure in this respect. Individual employee should be briefed on the organization structure, his department and the immediate superior to whom he is to report. On the job training would go a long way for the growth of an employee. Induction also involves lying down career path for managerial cadre. Training and development programmes, promotional cadres should be planned on a regular basis so that an appropriate message is passed on to the employees. As stated earlier it is the duty of the senior managers to ensure that organizational culture is enriched by their way of handling things under stress and strain where emotions have to be controlled and canalized in the desired direction. It is here that the employees receive a positive signal of the level of organizational culture. Less productive workers should be encouraged and not treated as second-class citizens of the organization. Good managers are able to support and reinforce existing organizational culture by being strong role models and by handling situation that may result deviation with skill and diplomacy.

Newly recruited employees are put through adaptation process called socialization. Socialization starts once an individual is selected. A proper brief of the organization is sent to him at his home. Individual or group of individuals are received at railway, bus stations or at air terminus. They are taken around to various departments and introduced to key appointments. They are later put through the culture of an organization through intensive training program. Special attention is paid to each of the individuals who are put through all the activities of the organization. The aim being to make him aware of the problems and difficulties envisaged. The importance of doing a minor job and its contribution towards a 'whole' job is also an important consideration. The training programme is scheduled in such a fashion that 'on the job training' is given to an individual along with making him aware of organizational culture. The organizational culture is maintained not only in work functions but also in dining, dressing and other developmental activities. Employees on their part prove their commitment with the organization. In case employees fail to adapt to the organization's culture are called 'non conformist' and are further put through an intensive training programme as under.

- (i) **Pre-arrival Stage:** The values, attitudes, personality and learning aptitude is assessed to drive the individual towards organizational culture. It is diagnosis stage, which identifies, in an individual the possibilities of socialization (adaptation) of the organization's culture. Psychologists and behavioral scientists are invited to smoothen individual values to suit the organizational requirement.
- (ii) **Encounter Stage:** It is an induction stage where a recruit joins an organization and is put through the job. He compares his expectations and image that he has formed with the organizational set up. If the expectations are far from reality, they are expected to learn and follow organizational value system. Those who modify and learn are taken into the mainstream of the organization. Those who resist have to quit the organization being misfit.
- (iii) **Metamorphosis Stage:** It is a consolidation stage where individual learn the values, norms, culture of the organization. They are made to familiarize with various individuals, and adapt to various prevailing organizational systems and processes. It is voluntary process where an individual is put under a facilitator for learning process. Individual masters skills required for job performance, he adopts new role and adjust himself to changed life style. This becomes a stepping-stone to be an effective member of the team. It is "refreeze stage" of change process.

In the defense services socialization has a great importance where leaders are born and made. Socialization is called 'regimentation'. An individual officer is required to follow daily routine that soldiers follow. In initial stages he has to go through the duties and responsibilities of a soldier by physically doing it. An officer even has to eat the food prepared for troops, share the same barracks for sleep. The aim of the exercise is to make him aware of the criticality and knowing each function from grass route level. This also enables his troops to understand him and his commitment towards them in exercise of command. This type of induction has paid rich dividends.

An officer is taken into the fold of the regiment who sacrifices for cause when time comes and obtains willing obedience and ultimate sacrifice of his subordinates. They live like a family for whole life (duration of service). This exercise continues for about six month to a year. During this period an officers masters skills of handling solders, he knows regimental customs and traditions. He commits himself to the regiment he serves and becomes part of the organization that cannot be detached. Organizational commitment, and commitment to troops you command is total. In Chetwood hall at Indian Military Academy from where the commission is sought, there exist and advice to officer cadets **“Welfare and dignity of my country comes first always and every time, welfare and dignity of troops I command comes second always and every time. Welfare of self comes last always and every time.”** That is the socialization (regimentation) all about.

- (c) Following additional points contribute to enrich the organizational culture
- (i) Carryout job analysis periodically
  - (ii) Encourage an individual in public for good work done
  - (iii) Define clearly the job requirements
  - (iv) Celebrate festivals that employees greatly value
  - (v) Publicize stories, encourage hero worship
  - (vi) Organize social functions
  - (vii) Ensure quality decisions
  - (viii) Show concern to all employees
  - (ix) Encourage innovative ideas and reward them
  - (x) Lay down promotion policy; create a healthy and competitive work environment
  - (xi) Ensure quality of work life

## ORGANIZATIONAL CLIMATE

According to Bowditch and Buono<sup>4</sup> **“Organizational culture is with the nature of belief and expectations about organizational life, while climate is an indicator of whether those beliefs and expectations are being fulfilled.”** Employees in the organization keep studying the management philosophy and various actions they take to deal with organizational factors that are of a routine nature. These include the following:

- (a) Selection Process of the employees.
- (b) Leadership style and approach to solve problems of the employees.
- (c) Wage administration.
- (d) Attitude to implement change and incorporate latest technology.
- (e) Job description.
- (f) Organizational structure and frequency to modify the same based on need.
- (g) Performance evaluation.
- (h) Promotion policy and its implementation.
- (i) Efforts involved in promoting creativity and innovations.
- (j) Availability of resources for research and development.
- (k) Organizational values and promotion of culture.



Richard M. Hodgetts<sup>5</sup> has classified organizational climate into two factors as under:

(a) **Overt Factors**

- Hierarchy
- Goals of the organization
- Financial resources
- Skills and abilities of employees
- Technological state of the organization
- Performance standards adopted
- Efficiency measurement

(b) **Covert Factors**

- Values
- Attitude
- Norms
- Feelings
- Interaction
- Supportiveness
- Satisfaction

Overt factors can be measured and fair assessment can therefore be made about the intentions of the management and efforts they are putting in to build an appropriate organizational climate. While on the other hand covert factors can not be quantified being of subjective nature. To measure the level of organizational climate a questionnaire is prepared and feedback is obtained from the employees on the five points scale

- |                         |          |
|-------------------------|----------|
| (a) Strongly agree      | 5 points |
| (b) Moderately disagree | 4 points |
| (c) Neutral             | 3 points |
| (d) Moderately disagree | 2 points |
| (e) Strongly disagree   | 1 points |

Likert<sup>6</sup> has carried out studies on organizational climate by isolating six different variables namely decision making, leadership style, motivation, goal setting, communication and control. Each variable was then evaluated on four dimensions. Each of the dimensions can then be studied on the five-point scale enumerated above. Based on the inputs so received on the specific study of a particular variable an appropriate conclusion of the prevailing organizational climate can be drawn. Suitable remedial measures then can be initiated to modify the climate to desired level.

## SUMMARY

Achieving required quality of product and managing customer satisfaction are important factors in running a growth oriented organization. While all the resources can be managed, it is difficult to manage human resource especially when globalisation is the order of the day in all facet of our life. Therefore culture plays a decisive role in running of an organization smoothly. Culture is an invisible power of any organization. When the thinking and actions of employees are institutionalized, an organizational culture is deemed to

have been formed. Organizational culture is a pattern of basic assumptions invented or discovered by the people of the organization. Organization culture deemed to have been born when people have learned to cope up with problems of external adoption of various systems, processes and technology. Organizational culture is required to be passed on to new members as correct way of thinking, perceiving and behaving. Organizational culture is not inborn, it has to be invented over a period of time and nurtured by all members of the organization. The corporate culture consist of values, norms, unwritten rules of conduct and the the style of governance. Following are functions of organizational culture: (a) It gives members an organizational identity. (b) It facilitates collective commitment. (c) It promotes systems stability. (d) It shapes behaviour by helping members make sense of their surrounding. (e) organizational culture help develop professionalism among its employees.

Edgar Schein who has carried out indepth study on the subject has identified three levels of culture. They are observable artifacts of culture and include organizational heroes, rites and rituals, dress and logo. These are organizational symbols of culture in the physical and social work enviornment. They are visible and most accessible. Second is shared values and the third level of culture is common assumptions that actually fall out of shared value system. Myth may also be considered as one of the cultural aspect as the indians are having faith in these type of happenings. Every organizarion has a dominant culture and and each of the group of workers or department may have its sub-culture.It is the responsibility of the management to evolve, initiate and promote its own philosophy. It is necessary because 1) it establishes boundaries of operations for each member. 2) It provides the way that situations can be effectively handled and 3) it provides unity of thoughts and known path towards success. Management must pay proper attention to selection and socialization of employees. While carrying out social adaptation activity a newly recruited indivisual passes through pre-arrival stage, encounter stage and metamorphasis stage.

“Organizational culture is with the nature of belief and expectations about organizational life, while climate is an indicator of whether those beliefs and expectations are being fulfilled”. Richard M. Hodgetts has classssified organizational climate into two factors. 1) overt factors which can be analysed. 2) covert factors that can not be analysed being subjective in nature. Likert has carried out studies on organizational climate by isolating six different variables namely decision making, leadership style, motivation, goal setting communication and control. Each variable was then evaluated on four diamensions. Each of the dimensions can then be studied on the five-point scale as explained in text of the chapter.

## TEXT QUESTIONS

- Q. 1 Define organizational culture. How does it differ from social culture?
- Q. 2 Organizational culture generally reflects the belief and ideologies of the founder. Do you agree with the above statement? Give reasons.
- Q. 3 As a manager of an organization having 400 employees, how will you promote organizational culture?
- Q. 4 What are various levels of culture? Explain in details.
- Q. 5 What are various functions of organizational culture? Give examples.

- Q. 6 How do subculture and counter cultures within the dominant organizational culture exist? Should the management tolerate the counterculture? If so, give your views.
- Q. 7 Briefly explain two factors of organizational climate. Visit an organization in your neighborhood and carry out detailed study of organization climate it possesses.

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## Case

### ESPRIT DE CORPORTE (*Economic Times dated 14 March 2006*)

The Indian army can teach corporations a things or two about managing their most important resource : human beings. Nikhil Menon finds out what makes the Indian army probably the best – run organization in the country

If you thought that the size of your company presented a mammoth HR management challenge, you might want to think again. In comparison, the Indian army, consisting of over a million men, equipment and infrastructure should be an operational and logistic nightmare. But it isn't. In fact, the army is known for being an institution in a class of its own. Compare it with an organization – any organization - and admittedly the similarities are many. There are hierarchies and functions, leaders and followers, teams, meetings and strategy sessions, very high emphasis on 'delivering the goods' and above all, a sense of organizational social responsibility that makes it our most reliable asset during times of crisis. Perhaps the only differentiator between the armed forces and corporations, then, is the **raison d'être**. The objective of the armed forces is task orientation instead of profit-orientation. The attitude is to do 'whatever-it-takes'. "The army's rules and procedures are rigid," admits (ret'd.) Maj Gen. Satur. adding, "But the rules in the corporate world are bent at the drop of a hat".

However, it's neither possible to run an organization in the same way as the army nor can companies put employees through the same grueling degree of training and spit-and-polish regimentation. However, here are a few things to be learnt by every corporation

that wants to create a battle-ready organization that runs smoothly on the back of a loyal and motivated workforce.

**Finesse under fire:** Soldiers learn to maintain their mental calm and respond instinctively to extreme provocation. “It is a very high pressure job,” says Col. Mathew Abraham, HR head, Oberoi Flight and Airport Services, adding, “We ask from them the supreme sacrifice: their lives. But their training and the institutional culture of the army ensures that their physical standards, mentally robustness and professional competence see them through even the biggest crises.” Abraham, who has seen the best of both worlds, says that the army’s high standards ensure that only the fittest get in at the entry level. The filtering that is subsequently done ensures that it is only the best that make it into the forces and are eligible for higher office.

#### **Lesson to be learnt**

Recruiting a candidate is extremely crucial. You have to be sure he/she can handle duress, and actually relish it to an extent.

#### **Take charge**

“I sometimes see people grumbling and saying, ‘why should I do it? It’s not my job,’” says Abraham. The military’s way to get things done is to put your back into the task until it gets done. Sometimes people are not keen to take risks, lest their plans backfire. The support of one’s superiors and the knowledge that mistakes are all right as long as they lead to further learning can do wonders for anybody. When in the armed forces, split-second decisions have to be taken and risks are inevitable. “Remember that those under your command are constantly watching you,” says Col CPS Waraich, GM-Personnel, Admin and HR, Supermax. “You have to take your role seriously and keep your own conduct above reproach. You cannot afford to wash your hands off a problem,” he adds.

#### **Lesson to be learnt**

Responsibilities shouldn’t prevent you from going out of your way to do something that needs to be done. Also, put your people in the job that best suit them. If you have an energetic young executive on your hands, give him a position that best utilizes his energy. Don’t forbid mistakes, it only encourages quick-fixes and shoddy work.

#### **Learning lasts a lifetime**

The army is a staunch believer in continuous training and learning. It begins with the military training administered at the beginning of a candidate’s entry into the armed forces, then regimental training and then examinations and further regimental training and then examinations and further training at the time of entry into higher levels of authority. Officers are routinely sent for refresher courses and higher studies to improve their skills and knowledge. The Indian army today sends some of its people to the IIMs and other institutes for six-month management courses. Says Col S. Khare, a consultant with an Indian MNC, “There is need – based skill enrichment. Training is not a one-time affair.... Like you see in organizations or even the civil services. Soldiers receive training even for retirement.”

#### **Lesson to be learnt**

Specialization and continuous practice is the key. People wonder what the army does

during peace time. The answer is, train harder, improve learning to ensure that people and equipment don't fail when the hour of reckoning comes.

### **Take pride in your regiment**

"The feeling of ownership comes naturally in the army," says Col. Waraish, "You have to create a situation where a person is proud of his company and his battalion." The awe-inspiring image that the army has built up over decades, creates a feeling of belonging that is intensely powerful. Sports and other competitive events build pride in one's own regiment. Officers and their men also intermingle freely at parties, during celebrations, and in the camp. The communication between a CO (commanding officer) and a soldier takes place on a very personal level too. Adds Col. Waraich, "For the first year or so, officers are told to be seen and not heard. This ensures that they observe and understand their environment and comrades closely before they become mature enough to form opinions about them."

Maj. Gen Satur says, "Any jawan has the right to approach the general and get his grievances dealt with. It doesn't work like that in the corporate world. If I don't like your face, I just might remove you and bring someone else in!"

### **Lesson to be learnt**

Reinforce pride in the organization through fair and equal treatment. It is important for the administration to reach every person, instead of the other way round. Only then would he or she want to work with you.

Organisations have always borrowed heavily from the military's strategies and management models. But somehow they haven't been able to attain the same level of discipline that is so essential for the military to function and deliver beyond all expectations. "Perhaps the difference is that the army corporatise the individual, while civilian organization individualise the corporation," theorises Col Khare. Add to that a scenario where different strata and echelons of employees rarely interact with each other and watertight responsibilities that confine individuals to a series of tasks instead of aligning them with the eventual all-important objective, and you begin to see why companies are still entrenched in their old ways, while the army marches on towards dizzying heights of organizational excellence.

## **QUESTIONS BY THE AUTHOR**

- Q. 1 Draw a sketch of organizational culture of the Army.
- Q. 2 How will you design and implement training and development in your organization.
- Q. 3 In Army interpersonal communication has been the key for developing awareness. How will you promote the same in your organization.
- Q. 4 Visit one of the Army units in your neighborhood and write an essay on regimentation.