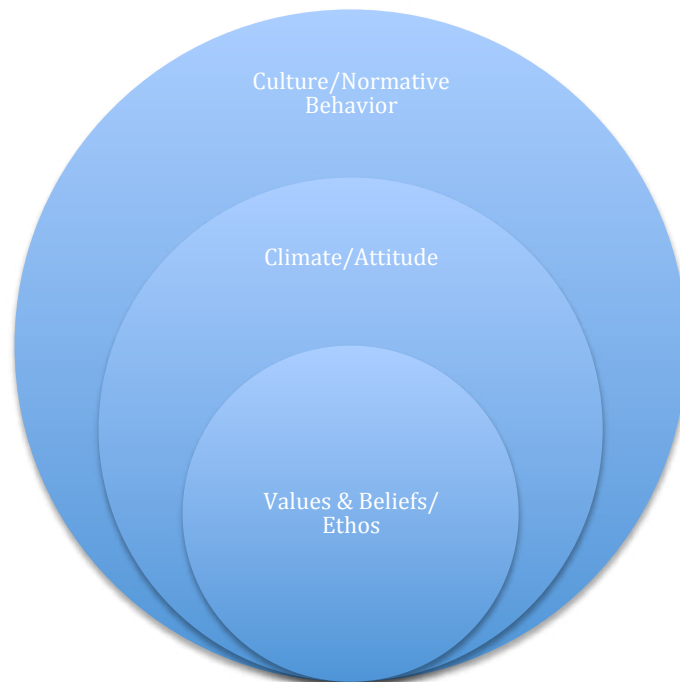


## ORGANIZATIONAL CULTURE AND CLIMATE

The various terms used in the context of organizational culture include: values, ethics, beliefs, ethos, culture and climate. Ethics refers to the normative, to what is socially desirable. Values, beliefs and norms are interrelated. Interactions between beliefs and values result in attitude formation (attitude= beliefs + values), which then produces norms. Values and beliefs are the core of an individual's self, while attitudes are the next layer followed by norms of behavior. When all these get institutionalized or are assimilated and integrated, social phenomena are formed.

These can be seen as multi-level cultural concept.

- The core (first level) consists of values, which gives a distinct identity to a group. This is the ethos of the group.
- At the second level is the Climate that is perceived as the attributes of an organization and its sub systems as reflected in the way it deals and treats its members, associated groups and issues
- The third concept is Culture-the cumulative beliefs, values and assumptions as reflected in artifacts, rituals etc.

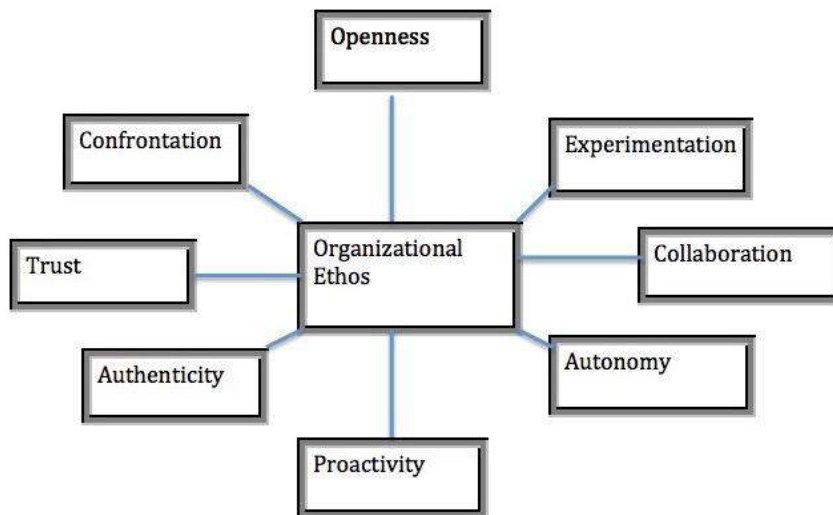


## ORGANISATIONAL ETHOS

Ethos can be defined as the underlying spirit or character of an entity or groups and is made of its beliefs, customs and practices. At the base of ethos are the core values. The eight important values relevant to an organization are:

1. Openness
2. Confrontation
3. Trust
4. Authenticity
5. Proactivity
6. Autonomy
7. Collaboration
8. Experimentation

In addition to being an acronym for these values OCTAPACE is a term indicating the 8 (Octa) steps (Pace) needed to create a functional ethos.



## FACTORS INFLUENCING CLIMATE AND CULTURE

Organizational climate can be defined as the perceived attributes of an organization and its sub - systems as reflected in the way an organization deals with its members, groups, and issues. The emphasis is on perceived attributes and the working of sub -systems. One conceptual framework of climate emphasizes motivational linkages. There are six motives for organizational climate are as such:

- Achievement: This motive is characterized by a concern for excellence, competition against standards set by others or by oneself, the setting of challenging goals for oneself and persistence in trying alternative path to one's goals.
- Influence: This motive is characterized by a concern for making an impact on others, a desire to make people to do what one thinks is right and an urge to change situations and develop people.
- Control: This is characterized by a concern for orderliness, a desire to be and stay informed, an urge to monitor events and to take corrective action when needed and a need to display personal power.
- Extension: this is characterized by a concern for others, an interest in superordinate goals, an urge to be relevant and useful to large groups including society as a whole.

- Dependency: This is characterized by a desire for the assistance of others in developing oneself, a need to check with significant others (those who are more knowledgeable or have higher status, experts, close associates and so on), a tendency to submit ideas or proposals for approval and an urge to maintain a relationship based on the other person's approval.
- Affiliation: This is characterized by a concern for establishing and maintaining close personal relationships, an emphasis on friendship and tendency to express one's emotions.

Lawrence James and Allan Jones have classified the factors that influence organizational climate into five major components:

1. Organizational context:- mission, goals, and objectives, function etc.
2. Organizational structure:- size, degree of centralization and operating procedures.
3. Leadership process:- leadership styles, communication, decision making and related processes.
4. Physical environment:- employee safety, environmental stresses and physical space characteristics.
5. Organizational values and norms:- conformity, loyalty, impersonality and reciprocity.