



ROLE OF LEADERSHIP IN BUILDING STRONG CULTURES:

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In addition to whatever the design attributes may be, most High Performance Organizations are characterized by a few critical cultural attribute. They are:

1. Strong, radical leaders: many of the organizations have been laid by individuals who refuse to be denied fulfilment of their sense of purpose or mission. Based on years of experience these leaders develop a vision of what might be. They choose an organizational setting to pursue this vision. Most of these leaders elect strong feelings of love and hate from those they work with. But most everyone agrees with the leaders' mission and finds it easy to overlook their idiosyncrasies because of the protest of sharing in their dreams.
2. A clear vision of what needs to be done: this vision sometimes arises out of crisis that must be handled in order to save the business. But most of the time the vision of the true high performer comes from a mission statement that articulates the vision of the leaders and others to the organization. Mission statements are still greatly misunderstood by many. Contrary, the real effectiveness of missions is not in the product (i.e., piece of paper or booklet), but in the process.
3. A culture that meshes a strong concern for results with a strong concern for the individual. Organisational groups spend much time seemingly on a diversionary path from better results. They spend much time, money, and attention to give a clear signal that the needs of the employees are important to organizational consideration. There are constant reminders about importance of people. The employee dedication and loyalty that come out are more than worth the investment. One thing that the author has observed about these cultures; is that those who are in there is no question about their payoff. To those who have never been in one, there is no answer that will satisfy their scepticism.
4. New work designs are pioneered: in general, the high performers, they follow the

principle of socio-technical system design. Work role are expanded and optimized, delegation is practiced to an astonishing degree, and information is directly send to the point of action. In these new designs work teams replace isolated individual specialists to complete a project, team coordinators replace managers on factory shifts, multifunctional specialist network support their members, rewards are based on actual contribution rather than position or seniority

5. The leadership is open to learn from others: The leaders of organizations very often are extremely open and responsive of new ideas from any source. They spend a higher percentage of time than their peer attending for formal training courses. They also go out of their way to know what's going on at the lab bench, on the shop floor, or in the field. While doing this, the leaders never lose sight of their vision. In fact, it is the absolute commitment to the vision that motivates them to uncover any conceivable factor that might prevent from reaching their dreams. When this attitude becomes a norm in the organization employees at all level focus on finding out what is breaking down in the system and fixing it.
6. Challenge the impossible: in each case, these organizations approach situations deemed impossible and invent a way to break through them. This one of the crucial differences between High Performance Organizations and others. These cultural attributes fit neatly, or are congruent, with the design characteristics of living systems described. In the organizational performance Model, high performance is the usual result of such a fit between design elements and cultural attributes.

Critical Factors affecting Cultural Change

There is a general belief that there are a few basic fundamentals that often spell difference in creating high performance. Those who pay attention to the basic invariably win their competitive battles. Those ignore these fundamentals usually end up paying dearly for their oversight. These fundamentals are called the critical issues for managing cultural change. They may not appear to the profound (neither is blocking and tackling), but in authors experience he has experienced that they represent the difference between high performance and frustration.

Develop a true commitment to the change: the leaders must be committed to lead the change effort. It is very rare that all key leaders in the organization will have identical points of views on what needs to be changed and why change is needed. Concerns, disagreements, and false expectations of the change efforts, if not resolved early will surface again during the course

of implementing change. The leaders aren't only the one who needs to lead, support, or implement change. A communication plan is needed to discuss the change efforts with all those who will be affected by it.

There is another important point relating to commitment i.e., effectively managing employee expectations of the change effort. Very often to share a common vision, managers inadvertently lead others to believe that "heaven on earth" is right around the corner. When things do not progress according to these expectations, a certain cynicism creeps into the system. Management has gone back on its word is a phrase that is often heard. Countering this phenomenon requires clearly spelling out what is meant and what is not meant by organizational vision. It also requires sharing the uncertainties when they exist. Clear examples and rough timetables may be used in calibrating everyone's expectations.

Develop high performance skills: As companies produce better results, we often assume that they are easier to manage. But unfortunately this is not the case. Changes in organization design usually result in new roles for employees.

Dedicate sufficient resource to manage cultural change: The change effort represents new tasks that have to be managed and carried out. It follows logically that the key individuals have responsibility to manage the change in culture. Thus line and staff resources must be available to do the needed work. Tasks may have to be shifted to allow key individuals to spend time moving the old culture to level of high performance.

Overcome old habits: Most people are used to narrowly defined jobs. Their habits may be hard to change. This does not necessarily mean they prefer old way of doing things. It simply means they are more comfortable with familiar arrangements. Habits change when the system clearly signals it is important to do so. The key signals everyone watches are pays, promotion.

In the Research paper with the title, "The Use of Organizational Culture and Structure to Guide Strategic Behaviour: An Information Processing Perspective" written by John W. O'Neill in 'The Journal of Behavioral and Applied Management' in winter/spring 2001 volume 2 issue no. 2 PP 131-149, the author says that this article presents a descriptive model explaining the roles and relationships of organizational culture and organizational structure in guiding employee behavior toward strategic objectives. Using an information processing view, we propose that organizational culture and structure direct the behavior of employees through the reduction of uncertainty. Furthermore, he proposed that differing levels of both cultural and structural influences are implemented in different organizational types based on

the level of skill, originality, and training required of the tasks being performed by members of the organization, and based on the geographical dispersion of the employees themselves. He presents the concept of the “Cosmopolis,” which is an organization rich in both cultural and structural elements. Implications for both research and managerial practice are discussed. The author concludes that, this article has presented a general model in an attempt to explain the relationship between organizational culture and organizational structure in managing information such that employees take consistent and effective action toward the achievement of strategic goals. In doing so, the author presented different organizational types with variations in levels of culture and structure based on task simplicity/complexity and geographical dispersion of employees. In other words, the author hypothesized that, differing levels of both cultural and structural influences are implemented in different organizational types based on the level of skill, originality, and training required of the tasks being performed by members of the organization, and based on the geographical dispersion of the employees themselves. Future research needs to empirically examine the proposed relationships within the model, especially as organizations undergo changes in information requirements. In addition, it needs to be assessed whether organizations that have structural and cultural elements that are congruent with the types as proposed in the model outperform those in which there is a mismatch in the levels of structure and culture.

In the Research paper with the title “A Review Paper on Organizational Culture and Organizational Performance” by Davoud Nikbinin in the ‘International Journal of Business and Social Science’ in December 2010, volume 1 issue no. 3 PP 26-46, the author says that the review paper focuses on the definition and measurement of organizational culture and sheds light on the important studies on the topic. According to him, the research also studies the culture-performance literature. This review paper also sheds the light on the definition, conceptualization, and measurement of organizational performance. The review paper has also examined a number of studies that linked the relationship between organizational culture and the organizational performance. This review paper helps to analyze the performance of overall organization culture, which helps to achieve the goals and objectives. The author concludes that, the review paper has also showed a number of studies that linked the relationship between organizational culture and organizational performance. The review paper studies all the important aspects of the organization and helps to identify the performance of the organizational culture. Many researchers have found a positive relationship between the corporate culture and performance. This article shares that managers

have realized that, any organization also has its own corporate culture. Moreover, social anthropologists are now as fascinated by corporate cultures as they once were by head-hunting tribes.

In the Research paper with the title “On Studying Organizational Cultures”, author-Andrew in journal ‘Pettigrew Administrative Science Quarterly, Vol. 24, No. 4’, says that, this paper is representative of my long-term research interests in the longitudinal procession study of organizations; a perspective I feel is neglected. The longitudinal procession approach to the study of organizations recognizes that, an organization or any other social system may profitably be explored as a continuing system with a past, a present, and a future. He suggests that, the sound theory must therefore, take into account the history and the future of a system and relate them to the present. What are advocated here are not mere methodological niceties, they have a fundamental impact on the kinds of research problems that, become open for investigation, the possibilities of making certain kinds of conceptual developments, and the choice of language systems with which these concepts are expressed.

This paper offers a brief and necessarily speculative look at some of the concepts and processes associated with the creation of organizational cultures and, therefore, with the birth of organizations. Although no strong reference will be made to the data here, the frame of reference chosen for the paper has been influenced by the empirical study of a private British boarding school. The school was founded by an individual with a strong and quite idiosyncratic personality who had a definite vision of what kind of organizational structures, mechanisms, people, and processes could realize his vision. The author concludes that, overall purpose of this paper has been to highlight in the language of social process some of the more cultural and expressive aspects of organizational life by introducing and illustrating some concepts widely used in sociology and anthropology, but which have not yet been integrated into the theoretical language of organizational behavior. The substantive problem used here to provide a focus for these concepts has been how are organizational cultures created? The problem has been approached through the concepts of symbol, language, ideology, belief, ritual, and myth. These concepts have been defined and some of their functions and analytical interconnections and overlaps distinguished. Attention has been drawn to their value not only in understanding the creation of new cultures, but also in unraveling the related processes by which entrepreneurs give energy, purpose, and commitment to the organizations they are bringing into being.

In the research paper with the title, “A Multiple Layer Model of Market-Oriented Organizational Culture” Author-Christian Homburg and Christian Pflesser in ‘Journal of Marketing Research’ volume 37 issue No. 4 published in November 2000 PP 449-462, say that, the author’s previous research addressing market orientation from a cultural perspective typically has used behavioral measures of this construct. Drawing on literature from the field of organizational theory and marketing, the authors developed a multilayer model of market-oriented organizational culture. They draw an explicit distinction among values that support market orientation, norms for market orientation, artifacts indicating high and low market orientation, and market-oriented behaviors. On the basis of qualitative research and a subsequent survey, the authors developed scales for measuring the different layers of market-oriented culture and analyze relationships among the different components of market-oriented culture. Findings indicate that, artifacts play a crucial role in determining behavior within organizations. Results also indicate that, a market oriented culture influences financial performance indirectly through market performance and that this relationship is stronger in highly dynamic markets. The author concludes that, the key objective of the study was to develop and empirically test a multilayer model of market oriented organizational culture. Author says that, his research has implications for research and managerial practice alike. We first discuss these two areas and then discuss future avenues for research. Scale can be used by managers for measuring the degree of market orientation of their firms' culture. As this instrument makes a distinction among different layers of culture, it is adequate for identifying possible inconsistencies among the different layers of culture. Finally, our research provides managers guidance on the wording of a company philosophy. We have identified a set of values that fosters the development of corresponding norms and thus influences market-oriented behaviors. Managers should take these values into consideration when formulating a company philosophy or writing a mission statement.

In the Research paper with the title “Bringing corporate culture to the bottom line” author-Darnel. R. Denison in magazine ‘Journal of Political Economy, volume–58’ states that, in this article he has done a detailed survey and collected performance data for 34 corporations in detail. He says that, this study shows that, organization that has participative corporate culture and has well organized workplace have better performance records than those that do not. According to author, the impact of corporate culture on the design of management of organization is a constant theme in contemporary writing in the American business. He says that, by using the survey data as a cultural managerial style standard and

poor financial ratio as indicator of performance, this research compares the data collected for 34 large American firms in order to study the relationship between the corporate culture and performance. The data which is presented in above article gives hard evidence that, the culture and behavior aspects of organization are intimately linked, both in terms of short term performance and long term survival too. Author has concluded that, this article shows that, the culture and behavior characteristics of an organization have a measurable effect on companies' performance and operations. Organization with a good and participative culture not only perform better than those without such a culture, but also provides the margin of difference that widens over the time and gives the possible cause and effect relationship between culture and performance. This research allows for the better and best comparison between organization on their culture characteristics, management practices and key precepts. A proper practice of organizational culture in an organization has ultimately lead to increase in performance and direct the effort and efficiency of organization as well as employs in achieving goals and objectives of the organization to larger extent.

In the Research paper with the title “Organizational culture: can it be the source of sustained competitive advantage”, Author Jay B. Barmy in the journal ‘The Academy of Management Review’ vol. 11 issue no. 3 published in July 1986 PP 656-665, says that, firm culture or organizational culture is one of the key factor which leads to success of every organization. The article gives the description that, the firms that do not have the required culture cannot engage in activities that will modify their culture and generate suitable superior financial performance. The author says that, firms which have a culture with mandatory characteristics can acquire continued larger financial performance from their culture and this can lead to achieving their goals and objectives more effectively and efficiently. This article provides the detailed specification and relation among attributes such as: Culture and performance, Culture and

sustained superior financial performance, Economic profit from organizational culture, normative implication culture research and so on. Author has concluded that, the article gives the description that, the firm culture can be a source of great and sustainable source of competitive advantage. It gives a description about the high and sustained and superior performance of the firms like IBM, Hewlett Packard, Proctor & Gamble, and Mc Donald's. He believes that it may be partly a reflection of their organizational culture. The author describes and tells about the fact that, the firm with the valuable, rare and imperfectly unitable culture should nurture their culture, and the firm without valuable, rare and

imperfectly unitable culture cannot expect their culture to be the source of sustained competitive advantage. For such efforts are typically unusable and thus at best he suggests that, all firms must look elsewhere if they are able to find ways to generate expected sustained and stable superior financial performance.

Objective of paper: To suggest the different measures for enhancing the influence of Organization culture on the performance of the company.

Table 5.3 – Table showing Critical Evaluation of “Organisational Goals” in 2014 &15

Descriptive Statistics								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Organisational Goals-2014	300	4.0	1.0	5.0	2.650	.0791	1.3701	1.877
Organisational Goals-2015	300	4.0	1.0	5.0	2.707	.0806	1.3954	1.947
Valid N (listwise)	300							

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of differences between Organisational Goals-2014 and Organisational Goals-2015 equals 0.	Related-Samples Wilcoxon Signed Rank Test	.005	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

As a result of the test, the significance level difference between scores of 2014 & 2015 was .005. Hence it was established that there is a difference between the organisational goals scores of 2014 & 2015. The mean value of the organisational goals score has gone up from 2.65 to 2.70 indicating a positive increase in the 2 years. Post discussion with the managers & employees, it was understood that there was a new appraisal system that was introduced & brought in clarity on the goals & objectives. Top management also shared the organisational objectives every year via road shows.

4. Critical Evaluation of “Group Cohesiveness” in 2014 &15:

The researcher calculated the cumulative scores of items under group cohesiveness & tested them using the Wilcoxon Signed Rank Test. The test results were as follows:

Table 5.4 – Table showing Critical Evaluation of “Group Cohesiveness”in 2014 &15

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Group Cohesiveness_2014	300	4.0	1.0	5.0	2.493	.0740	1.2814	1.642
Group Cohesiveness_2015	300	4.0	1.0	5.0	2.667	.0769	1.3322	1.775
Valid N (listwise)	300							

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of differences between Group Cohesiveness_2014 and Group Cohesiveness_2015 equals 0.	Related-Samples Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

As a result of the test, the significance level difference between scores of 2014 & 2015 was .000. Hence it was established that there is a difference between the group cohesiveness scores of 2014 & 2015. The mean value of the group cohesiveness score has gone up from 2.49 to 2.66 indicating a positive increase in the 2 years. Post discussion with the managers & employees, it was understood that there was a new appraisal system that was introduced & brought in clarity on the goals & objectives. Top management also shared the organisational objectives every year via roadshows.

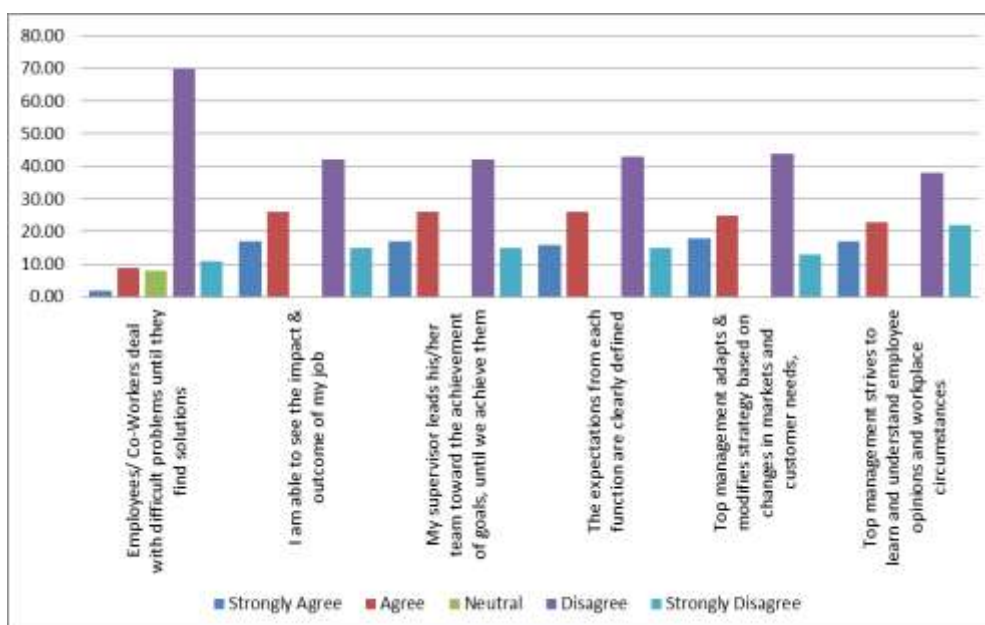
5. Critical Evaluation of “People Management” in 2014 &15:

The researcher calculated the cumulative scores of items under people management & tested them using the Wilcoxon Signed Rank Test. The test results were as follows:

Table No. 4.1.9 –Table showing manager’s views on “Organisational Goals” (2014)

Sr. No	Particular	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total
		Res	%	Res	%	Res	%	Res	%	Res	%	
1	Employees/ Co-Workers deal with difficult problems until they find solutions	2	2.00	9	9.00	8	8.00	70	70.00	11	11.00	100
2	I am able to see the impact & outcome of my job	17	17.00	26	26.00	0	0.00	42	42.00	15	15.00	100
3	My supervisor leads his/her team toward the achievement of goals, until we achieve them	17	17.00	26	26.00	0	0.00	42	42.00	15	15.00	100
4	The expectations from each function are clearly defined	16	16.00	26	26.00	0	0.00	43	43.00	15	15.00	100
5	Top management adapts & modifies strategy based on changes in markets and customer needs,	18	18.00	25	25.00	0	0.00	44	44.00	13	13.00	100
6	Top management strives to learn and understand employee opinions and workplace circumstances	17	17.00	23	23.00	0	0.00	38	38.00	22	22.00	100

Graphical Representation No. 4.1.9: Graph showing manager’s views on “Organisational Goals” (2014)



Description

The questionnaire assessed whether Employees/ Co-Workers deal with difficult problems until they find solutions. The response shows that out of total sampled managers 2% of the managers strongly agree and 9% agree to the same. 8% of the managers are neutral about the same. 70% of the managers disagree whereas 10% of managers strongly disagree with the same.

The questionnaire assessed whether employees are able to see the outcome & impact of their job. 17% of the managers strongly agree to same whereas 26% managers agree. 42% of the managers disagree whereas 15% of the managers strongly disagree with the same.

The responses pertaining to the question on whether the employees feel that their supervisor leads their team towards the achievement of goals, the responses showed that 17% of the managers strongly agree and 26% of the managers agree to the same. 42% of the managers disagree and 15% of the managers strongly disagree with the statement.

The questionnaire assessed whether the expectations from each function are clearly defined. The responses show that 16% of the managers strongly agree and 26% of the managers agree to the same. 43% of the managers disagree & 15% of the managers strongly disagree that the expectations from each function are clearly defined.

The questionnaire assessed whether managers feel that the top management adapts & modifies strategy based on changes in markets and customer needs. The responses show that 18% of the managers strongly agree and 25% of the managers agree to the same. 44% & 13% managers disagree & strongly disagree respectively with the statement.

The questionnaire assessed whether the employees feel that top management strives to learn and understand employee opinions and workplace circumstances. The responses show that 17% of the managers strongly agree and 23% of the managers agree to the same. 38% of the managers disagree & 22% of the managers strongly disagree with the statement.

Results related to manager's views on "Group Cohesiveness"

To assess manager's viewson "Group Cohesiveness" in the organization, a set of 7 questions were administered. The questions administered checked various aspects of group cohesivenessviz., whether Employees/ Co-Workers cooperate with relevant departments and outside partners, whether Employees/ Co-Workers encourage and help each other to develop and whether they listen attentively to different opinions and try to understand each other. The questionnaire also assesses whether Employees/ Co-Workers work together to achieve project goals, are able to learn from their coworkers, whether they enjoy working with their coworkers and whether they are comfortable with the workplace relationships.

The managers were requested to respond to each of the question by choosing amongst the options best suited from the following scale:

5 – Strongly Agree

4 – Agree

3 – Neutral

2 – Disagree

1 – Strongly Disagree

Managers could also choose an option of saying "Do Not Know".

Based on the responses obtained from the managers, following are the findings on the manager's opinion about group cohesiveness:

- A high percentage (67% - sum of Strongly Disagree & Disagree) of managers disagree that Employees/ Co-Workers cooperate with relevant departments and outside partners. Managers shared that each department is working towards achieving their respective goals & does not empathise with the issues of other departments.
- The questionnaire assessed whether Employees/ Co-Workers encourage and help each other to develop. The responses on this were divided. 50% (sum of strongly agree & agree) of the managers agreed where as 50% (sum of strongly disagree & disagree) of the managers disagreed to the statement. Managers shared that they did support each other.

The overall climate of the organization was friendly & coworkers had good informal relations but conflicts arose where there were shared goals.

- A high percentage (70% - sum of Strongly Disagree & Disagree) of employees disagree that the Employees/ Co-Workers listen attentively to different opinions and try to understand each other. Managers shared that employees restricted themselves to their own opinions & were not sensitive to the issues of other departments. Managers felt that inter departmental conflicts arose frequently. From discussions with the employees, the researcher could observe that there is a tendency for inter-departmental people to shift blame on each other. Internal customer centricity was very low.
- The questionnaire assessed whether Employees/ Co-Workers work together to achieve project goals. A high percentage (75% - sum of Strongly Disagree & Disagree) of managers disagree to the statement. Managers shared that though each individual is working towards their individual KPIs, inter as well as intra departmental project groups are unable to work cohesively. Managers shared that they prefer to work together as a team, but find it difficult to do so. There is a lot of internal coordination amongst teams, but the expectations from each other needs to be clarified much more.
- The questionnaire assessed whether the employees learn from their co-workers. A high percentage (66% - sum of Strongly Disagree & Disagree) of managers disagree to the statement. Managers were not very convinced that there are many learning opportunities whilst working with each other.
- A high percentage (57% - sum of strongly disagree & disagree) of managers disagree that they enjoy working with their co-workers. Moderate percentage (43% - sum of strongly agree & agree) of managers agree that they help each other. They also mentioned that they were aware and they believed that in order to succeed, team work is one of the most important factors. According to them, interdepartmental conflicts were high.
- A high percentage (84% - sum of strongly disagree & disagree) of managers disagree that they are comfortable with workplace relationships. Managers shared that though the informal relationships amongst co-workers are smooth; there are a lot of work related conflicts. Each department works towards their individual goals and are not sensitive to expectations of other departments. Contrary to the above, all the employees feel that they do their best to cooperate with relevant departments and outside partners.

Overall observations on employee's views on "Group Cohesiveness" suggests that the organizational climate & informal workplace relationships are comfortable for employees. They find it easy to connect with other employees, work together and learn from each other, but employees find it very difficult to collaborate with each other on achieving goals together. Discussions with the employees also brought out the fact that employees are aware of individual goals but they are not clear on goals or projects where the interdependency is high. There is a tendency to blame each other for project failures or delay in completion of tasks or projects.

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