

ORGANISATIONAL CULTURE

Organisational culture is an idea in the field of organisational studies and management which describes the psychology, attitudes, experiences, beliefs and values, both personal and cultural, of an organisation. It can also be defined as the specific collection of values and norms that are shared by people and groups in an organisation and that control the way they interact with each other and with stakeholders outside the organisation.

'Culture' can be defined as a shared set of values, beliefs, thoughts, behaviors, and habits which creates an experience that is felt, seen and unseen.

The culture of an organisation can be further expanded as beliefs and ideas about what kinds of goals and objectives, the members of an organisation should pursue. It also covers the ideas about the appropriate kinds or standards of behavior organisational members should use to achieve these goals as objectives as determined earlier. These values in turn help determine the organisational norms, guidelines or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organisational members towards one another.

These values, beliefs, thoughts, and behaviors are communicated through vision statements, policies, logos, office design, wages, benefits, and the treatment of staff. As people agree to work for this organization, they go through interviews, orientation, and training to conform and adjust to this culture.

J.R.D. Tata is a example of culture creation. His supportive - consultative role, his belief on professionalism and assumption that only honesty and fair dealings have made special kind of Tata culture which transformed Tata group of industries into Tata empire in industry.

According to Robbins,

“Organization culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations.”

According to Elliott Jacques,

“An organisational culture is the customary or traditional ways of thinking and doing things, which are shared to a greater or lesser extent by all members of the organisation, which new members must learn and at least partially accept in order to be accepted into the service of the firm.”

Role of culture

The role of culture in an organization is to

1. Specify the goals and objectives of the organization
2. Specify the relations that exists in the organization
3. Specify what qualities are valued within organization such as loyalty, confidentiality, hardworking etc.
4. Specify the wider context within which the organization operates.

BASIC ELEMENTS OF CULTURE

According to Schein there are three basic elements of organisational culture:

1. **Artifacts:** It is the first level of organisational culture. It is observable symbols and signs of the organisations. It includes visible parts of organisation e.g., structures, processes etc.
2. **Espoused Values:** These are the reasons (e.g., strategies, goals, philosophies) given by an organisation for the way things are done. It is the second level of organisational culture.
3. **Basic Assumptions:** Basic assumptions are the beliefs that are taken for granted by the members of an organisation. These are ultimate source of values and action that include: unconscious, perceptions, taken for-granted beliefs, thoughts, feelings etc. It is the third level of organisational culture.

CORE VALUES

Organisational culture may be distinguished with respect to their core basic values. Core values are the primary or dominant values that are accepted throughout the organisation. The dominant values determine the dominant culture of an organisation. Thus, the dominant culture reflects the core values that are shared by most of the members of the organisation. According to Martin there are four such core basic values:

1. Sensitivity to needs of customers and employees
2. Freedom to initiate new ideas
3. Willingness to tolerate new risks
4. Openness to communication options

TYPES OF ORGANISATIONAL CULTURE

There are different types of organisational culture in the corporate world. This depends on the way of working, strategy formulated by an organisation, and also its core values.

1. **Clan Culture:** This type of culture is visible in those organizations which are very friendly place to work where people share a lot of themselves. It is like an extended family.
2. **Hierarchy Culture:** This type of culture is visible in those organisations which are much formalized structured place to work. Procedures govern what people do.
3. **Adhocracy Culture:** This type of culture is visible in those organisations which are dynamic entrepreneurial and creative places to work. People stick their necks out and take risks.

4. **Market Culture:** This type of culture is visible in those organisations which are results oriented organisations whose major concern is with getting the job done. People are competitive and goal-oriented.

Some organisations may have strong culture whereas others may have weak culture. In organisations having strong cultures, core values are intensely held and widely shared. In weak cultures managerial styles may be more person-centered. Strong cultures lead to more behavioural consistency and less employee turnover. Strong cultures may also serve as substitute of formalization.

CREATING ORGANIZATIONAL CULTURE

An organisation's current customs, traditions and general way of doing things are largely due to what it has done before and the degree of success it has had with those endeavours. The original source of an organisation's culture usually reflects the vision or mission of the organisation's founders. Because the founders had the original idea, they also may have biases on how to carry out the idea. Their focus might be on aggressiveness or it might be on treating employees as family. The small size of newest organisations helps the founders instill their vision in all organisational members. Organisational cultures can develop in a number of different ways.

These steps are explained below:

1. **A single person (founder) has an idea for a new enterprise:** Some organisational cultures may be the direct, or at least, indirect, result of actions taken by the founders. The founders of an organisation traditionally have a major impact on that organisation's early culture. They have a vision of what the organisation should be.
2. **Founders' creation of a core group:** The founder brings in one or more other key people and creates a core group that shares a common vision with the founder. Founders only hire and keep employees who think and feel the way they do. These employees who form the core group believe that the idea is a good one, is worth the investment of time, money and energy. Sometimes founders create weak cultures, and if the organisation is to survive, a new top manager must be installed who will sow the seeds for the necessary strong culture
3. **Indoctrinate and Socialize:** The founding core group begins to act in concert to create an organisation by raising funds, obtaining patents, incorporating, locating land, building infrastructure and so on. The core group indoctrinate and socialize employees to their way of thinking and feeling.
4. **Build a Common History:** The founders' own behaviour acts as a role model that encourages employees to identify with them and thereby internalize their beliefs, values, and assumptions. At this point, others are brought into the organisation, and a common history begins to be built. When the organisation succeeds, the founder's vision becomes seen as a primary determinant of that success. At this point, the founders' entire personalities become embedded in the culture of the organisation. Most of today's successful organisations follow the vision of their founders.

SUSTAINING ORGANIZATIONAL CULTURE

Once a culture is in place, there are practices within the organisation that act to maintain it by giving employees a set of similar experiences. Sustaining a culture depends on three forces. These forces are explained below:

1. **Top Management:** Top management have an important role to play in sustaining the organisation's culture. It is the top management who establish norms that filter down through the organisation. It is they through their conduct both implicit and explicit that shows what is desirable. They do this through pay raises, promotions and other rewards.
2. **Selection:** The goal of the selection process is to identify and hire individuals who could make the organisation successful through their services. Therefore, candidates who believe in the values of the organisation have to be selected. Thus, the selection process attempts to ensure a proper match in the hiring of people who have values essentially consistent with those of the organisation or at least a good portion of those values cherished by the organisation. In this way, the selection process sustains an organisation's culture by selecting those individuals who will fit into the organisation's core values.
3. **Socialization:** Socialization is the process that adapts employees to the organisation's culture. Organisation wants to help new employees adapt to its culture. The adaptation is done through the process of "socialization". Socialization is made up of three stages:
 - a) **The Pre-Arrival Stage:** This stage encompasses all the learning that occurs before a new member joins the organisation. The socialization process covers both the work to be done and the organisation. The pre-arrival stage is the period of learning in the socialization process that occurs before a new employee joins the organisation. For example, when students join a business school to pursue their MBA degree, they are socialized to have attitudes and behaviors that business firms want. This is so because their success depends on the degree to which the students have correctly anticipated the expectations and desires of those in the business school.
 - b) **Encounter Stage:** In this stage of the socialization process, the new employee sees what the organisation is really like and confronts the possibility that expectations and reality may diverge. If expectations prove to have been more or less accurate, the encounter stage merely provides a reaffirmation of the perceptions gained during the pre-arrival stage. Those employees who fail to learn the essential or pivotal role behaviours risk being labelled as "rebels" and face the risk of expulsion. This further contributes to sustaining the culture.
 - c) **Metamorphosis Stage:** Metamorphosis stage is that stage in which a new employee changes and adjusts to the job, work group and organisation. In this stage,

relatively long-lasting changes take place. The employee masters the skills required for performing his or her job, successfully performs his or her new roles, and makes the adjustments to his or her work group's values and norms. The metamorphosis stage completes the socialization process. The new employee internalizes the norms of the organisation and his work group and understands and accepts the norms of the organisation and his work group. The success of this stage will have a positive impact on the new employee's productivity and his commitment to the organisation.

CHANGING ORGANISATIONAL CULTURE

Sometimes an organization determines that its culture has to be changed. For example, the current environmental context has undergone drastic change and either the organization must adapt to these new conditions or it may not survive.

NECESSITY OF CULTURAL CHANGE

1. When culture of an organisation does not fit a changing environment.
2. If the industry is extremely competitive and changes rapidly.
3. If the company is mediocre or worse.
4. If the organisation is about to become a very large one or smaller and growing rapidly.
5. The organisation has merged or acquired a new company.
6. Change in the composition of workforce.
7. Impact of information technology especially internet demands. (e.g. team work, caring for customers, downsizing etc.)

GUIDELINES/PROCESS FOR CHANGING ORGANISATIONAL CULTURE:

Following are the guidelines for changing organisational culture.

1. Assess the current culture.
2. Set realistic goals that impact the bottom line.
3. Recruit outside personnel with industry experience, so that they are able to interact well with the organizational personnel.
4. Make changes from the top down, so that a consistent message is delivered from all management team members.
5. Include employees in the culture change process, especially when making changes in rules and processes.
6. Take out all trappings that remind the personnel of the previous culture.

7. Expect to have some problems and find people who would rather move than change with the culture and, if possible, take these losses early.\
8. Move quickly and decisively to build momentum and to defuse resistance to the new culture.
9. Stay the course by being persistent.

WAYS TO CHANGE ORGANISATIONAL CULTURE

If organisations are to consciously create and manage their cultures, they must be able to take their employees into consideration. There are problems that managers face when they go about the business of changing organisational culture. Changing organisational culture takes patience, vigilance, and a focus on changing the parts of an organisational culture that managers can control. There are two ways to change organizational culture

1. **Behaviours:** One way of changing a corporate culture is to use Behavioural addition or behavioral substitution to establish new patterns of behaviour among employees.
 - a) **Behavioural Addition:** Behavioural Addition is the process of having managers and employees perform new behaviours that are central to and symbolic of the new organisational culture that a company wants to create.
 - b) **Behavioural Substitution:** Behavioural substitution is the process of having managers and employees perform new behaviours central to the “new” organisational culture in place of behaviours that used to be central to the “old” organisational culture.
2. **Visible Artifacts:** Another way in which managers can begin to change corporate culture is to change visible artifacts of their old culture. Visible artifacts are visible signs of an organisation’s culture, such as office design and layout, company dress codes, and company benefits and perks like stock options, personal parking spaces, etc., It also includes change in organisational process and structures. These need to change keeping the new corporate culture in mind.

FACTORS AFFECTING ORGANIZATIONAL CULTURE

Internal Factors: internal factors are that organizations control them

1. **Leadership:** Organizational culture is outlined at the highest level of an organization and then communicated, supported, and enforced throughout every other level. Therefore, leadership is a big internal factor that drives culture. A poor leader can have a detrimental impact on company culture. A bad leader who disregards the rules and behaves as they please set a terrible precedent and gives permission for other employees to behave the same way. Leaders should lead their teams by example and set the standard for expected

behavior. In addition, they should be comfortable to course correct employees who stray from the path of desired behavior and performance.

2. **Employees:** People are a huge internal factor that impact organizational culture. Every individual has a unique set of personality traits, backgrounds and experiences. While organizations cannot fully control individuals and the way they act, they can use guidelines and mandated expectations to help guide the behavior of their employees. A mission statement, code of ethics, and policies and procedures guidelines are among a large number of documents and standards organizations use to help foster and direct their employees.
3. **Nature of the Business:** Each industry has differing focuses that help to shape their organizational culture. An accounting firm will have different standards and expectations than an art gallery. While certain ethical concerns may be universal, the nuances within each industry will look different. These differences will help to shape the culture within organizations.
4. **Capability & Support:** Training and development is a big part of a successful organization. The best way for a company to support their employees is to provide them with the support and training necessary to complete their job functions. Employees who are supported and have the capabilities to complete their job are generally happier and more satisfied with their company. By hiring qualified candidates and continuing to support their education and training, organizations can have a positive impact on their culture.
5. **Resources & Technology:** Providing employees with the necessary resources to complete their job is a non-negotiable for a successful company. When organizations are unable or refuse to provide their employees with necessary resources, they are met with disgruntled and frustrated employees. A lack of resources has a negative impact on company culture and can create an unsatisfactory work environment. By providing resources, organizations can better support their employees to complete their jobs more efficiently.

EXTERNAL FACTORS

there are a number of external factors at play which do not allow organizations to have complete control over every piece.

1. **Political Factors:** There are a variety of ways in which politics can influence organizational culture. On a large scale, government creates laws and regulations that may change the way an organization operates. Even if the organization may disagree with a law, they are still legally obligated to abide by it. On a smaller scale, relationship politics may also influence culture. Competing against other organizations for clients or market share can be political in nature and influence the way an organization chooses to operate. Politics on a small or a large scale can change company goals and objectives and the way they choose to work towards them.

2. **Economic Factors:** The economy plays a role in our everyday lives. How much money we make, how much money we spend, wants and needs, competitive pricing, etc. are all factors in financial decisions we make on a daily basis. Organizations are also heavily influenced by economic factors. A market crash or a recession will directly impact the sales of an organization. When people are no longer able to afford a product or choose to spend their money elsewhere, companies are directly impacted. On the other hand, companies are affected when the economy is good and people are able to spend or invest more money. Adapting to the changes in the economy and being able to adjust organizational strategies to accommodate for them, is essential to company survival.
3. **Industry Factors:** In every industry, there are a number of competitors. The actions competitors take may influence the decisions made within an organization. Being able to adjust company culture to adapt to your competition is necessary to ensure company longevity. Other industry factors include updated industry standards and safety requirements that change over time. Ensuring compliance with industry standards requires adjusting company objectives to realign the business.
4. **Social Factors:** Public opinion and societal expectations are large external factors that force companies to reevaluate how they operate. If the public has a negative perception of an organization, it could have a detrimental impact on the company's bottom line. Society has high expectations for organizations to be socially responsible. Social responsibility incorporates a wide variety of topics including community outreach, diversity promotion, sustainability, and high ethical standards. Each of these topics need to be incorporated into a company's culture in order to be successful. With the scrutiny of the public and instant access to information through technology, companies are well monitored by society.
5. **Technology Factors:** Technology is a huge part of today's workforce. It is constantly updating and changing, making it challenging at times for companies and their employees to keep up. Technology is an important external factor of organizational behavior. It has dramatically changed how companies do business over the years and it continues to make waves with every new technology innovation. Incorporating technology into the organizational culture of every organization is important to develop and maintain a successful, state of the art company.

MANAGING MISBEHAVIOR AT WORK

When thinking of ways that a workplace can become successful, things such as office structure, departmental training, and office cohesiveness come to mind. One thing that can be overlooked is office culture, which deals with employee behaviors and misbehaviors.

Employee morale, productivity and customer service levels are at their highest when employees work effectively as a team and practice basic tenets of civility and respect for each other. This, unfortunately, is not always the case when employees display inappropriate and disruptive behaviors. Behavior that is not consistent with basic collegial and professional expectations can

result in significant negative consequences to the organization and its people and can increase an organization's potential legal liability.

Misbehavior can generally be defined as “behaving in the workplace in a way that is inappropriate or wrong.”

There are various concepts used by researchers to define Employee Misbehaviour such as Organisational Misbehaviour, Dysfunctional Behaviour, Anti-Social Behaviour, Organisational Aggression, Employee Deviance.

Vardi and Weiner (1996),

“Organisational Misbehaviour is any intentional action by members of the organisations that violates core organisational and / or societal norms.”

According to Griffin, O’Leary-Kelly, & Collins (1998),

“Dysfunctional behaviour is any motivated behavior by an employee that has negative consequences for an individual within the organization, a group of individuals within the organization, and / or the organization itself”

Hollinger and Clark (1992),

“unauthorized acts by employees which are intended to be detrimental to the formal organization”.
Forms of Employee Misbehaviour

WORKPLACE AGGRESSION

Workplace aggression is a specific type of aggression which occurs in the workplace. Workplace aggression can include a wide range of behaviors, ranging from verbal acts (e.g., insulting someone or spreading rumors) to physical attacks (e.g., punching or slapping).

Workplace aggression can decrease the ability of a person to do their job well, lead to physical declines in health and mental health problems, and can also change the way a person behaves at their home and in public. If someone is experiencing aggression at work, it may result in an increase in missed days (absence from work) and some may decide to leave their positions.

A defining feature of aggression is the intent or motivation to harm. For a behavior to be considered an aggressive act, the individual committing the behavior must intend harm. In other words, if they inflict harm on another without that specific intent, it is not considered aggression.

Workplace aggression is defined as

"any act of aggression, physical assault, threatening or coercive behavior that causes physical or emotional harm in a work setting."

Workplace violence (WPV) is defined as

“Violence, usually in the form of physical abuse or threat, that creates a risk to the health and safety of an employee or multiple employees.”

CLASSIFICATION

1. As per the range of behaviors, researchers have developed schemes of classification for workplace aggression. Neuman and Baron (1998) offer these three dimensions that encompass the range of workplace aggression:
 - a. **Expressions of hostility:** behaviors that are primarily verbal or symbolic in nature
 - b. **Obstructionism:** behaviors intended to hinder an employee from performing their job or the organization from accomplishing its objectives
 - c. **Overt aggression:** violent acts
2. **Classification system based on the aggressor's relationship to the victim**
 - a. **Criminal intent (Type I):** this type of aggression occurs when the aggressor has no relationship to the victim or organization.
 - b. **Customer/client (Type II):** the aggressor has a relationship with the organization and aggresses while they are being served as a customer.
 - c. **Worker on worker (Type III):** both the aggressor and the victim are employees in the same organization. Often, the aggressor is a supervisor, and the victim is a subordinate.
 - d. **Personal relationship (Type IV):** the aggressor has a relationship with an employee at an organization, but not the organization itself. This category includes victims who are assaulted by a domestic partner while at work.
3. Aggression and violence in the workplace can be **covert or overt**. Covert behavior can occur when the attacker participates in activities they want to disguise from the target so the target does not know about the aggressive intentions or behavior. With overt behavior the perpetrator does not disguise or hide their intentions and are open.
 - a. **Covert aggression** includes actions that are verbal, passive, and indirect
 - b. **Overt aggression** includes actions that are physical, active, and direct

PREDICTORS OF WORKPLACE AGRESSION AND VOILENCE

1. **Length of time spent on the job:** The more time someone spends at work, the more likely they are to report violence and aggression. Long hours can cause frustration and fatigue that can lead to aggression and violence. The more hours you spend at work the greater your chance also of being a victim.
2. **Gender:** Males are more likely to be involved in aggression against manager. Males are also more likely to be involved in aggression in the presence of other males.
3. **Age:** If you are aged 40 or older you are less likely to be involved in workplace aggression and violence. This is compared to younger employees.
4. **Alcohol consumption:** The more alcohol you consume the more likely are you to commit an act of workplace aggression or violence.
5. **Perception:** Perception that rules at an organization are not fair. This can also trigger violence or aggression against management. If a group feels the rules are fair and the treatment of workers is respectful, the incidents of workplace aggression and violence are less than a negative perception of these factors.
6. **Job security and termination:** can trigger extreme forms of workplace aggression and violence. We see accounts of a person going back to a place of employment and killing people. This can come after the person was let go from the company. A perception of impending termination and job insecurity can be predictors of workplace violence and aggression.
7. **Supervision and surveillance:** at the workplace are factors related to workplace aggression and violence against managers. The more monitoring and the greater the number of methods used to do employee surveillance, the greater the amount of workplace violence and aggression. When there is aggression against a supervisor, this can be tied to the control over performance in the workplace.

SEXUAL HARASSMENT

Sexual harassment includes a wide range of behaviors, from glances and rude jokes, to demeaning comments based on gender stereotypes, to sexual assault and other acts of physical violence. Although the legal definition varies by country, it is understood to refer to unwelcome and unreasonable sex-related conduct.

The Equal Employment Opportunity Commission guidelines define sexual harassment as the following

“Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual’s employment, unreasonably interferes with an individual’s work performance, or creates an intimidating, hostile, or offensive work environment.”

According to **Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013** [Click here](#)

Sexual Harassment includes anyone or more of the following unwelcome acts or behaviour (whether directly or by implication), namely:

1. Physical contact or advances;
2. A demand or request for sexual favours;
3. Making sexually coloured remarks;
4. Showing pornography;
5. Any other unwelcome physical, verbal or non-verbal conduct of a sexual nature

Very often situations that start off innocently end up in inappropriate and unprofessional behaviours. It is important to remember that workplace sexual harassment is **sexual, unwelcome** and the experience is **subjective**. It is the **impact** and not the intent that matters and it almost always occurs in a **matrix of power**.

It is possible that a woman may experience a single instance of sexual harassment or a series of incidents over a period of time. It is important also to remember that each case is unique and should be examined in its own context and according to the surrounding circumstances as a whole.

FORMS OF WORKPLACE SEXUAL HARASSMENT

Generally, workplace sexual harassment refers to two common forms of inappropriate behaviour:

1. **Quid Pro Quo (literally ‘this for that’):** Demanding sexual favours
 - Implied or explicit promise of preferential/detrimental treatment in employment
 - Implied or express threat about her present or future employment status\
2. **Hostile Work Environment**
 - Creating a hostile, intimidating or an offensive work environment
 - Humiliating treatment likely to affect health or safety

Some examples of behaviour that constitute sexual harassment at the workplace:

1. Making sexually suggestive remarks.
2. Serious or repeated offensive remarks, such as teasing related to a person’s body or appearance.
3. Offensive comments or jokes.
4. Inappropriate questions, suggestions or remarks about a person’s sex life.
5. Displaying sexist or other offensive pictures, posters, mms, sms, whatsapp, or e-mails.
6. Intimidation, threats, blackmail around sexual favours.
7. Unwelcome social invitations, with sexual overtones commonly understood as flirting.
8. Unwelcome sexual advances which may or may not be accompanied by promises or threats, explicit or implicit.
9. Physical contact such as touching or pinching.

10. Caressing, kissing or fondling someone against her will (could be considered assault).
11. Invasion of personal space (getting too close for no reason, brushing against or cornering someone).
12. Persistently asking someone out, despite being turned down.
13. Stalking an individual.
14. Abuse of authority or power to threaten a person's job or undermine her performance against sexual favours.
15. Falsely accusing and undermining a person behind closed doors for sexual favours.
16. Controlling a person's reputation by rumor-mongering about her private life.

Impact of Sexual Harassment

PROFESSIONAL	PERSONAL
Decreased work performance	Depression
Increased absenteeism, loss of pay	Anxiety, panic attacks
Loss of promotional opportunities	Traumatic stress, Sleeplessness
Becoming publicly sexualized	Shame, guilt, self-blame
Subjected to gossip and scrutiny at work	Difficulty in concentrating, Headaches, Fatigue
Job and career consequences	Loss of confidence, motivation and self-esteem,
Defamation, Being ostracized	Withdrawal and isolation
Having to relocate	Feeling angry or violent towards the respondent
Weakened support network	Overall loss of trust in people

<https://wol.iza.org/articles/sexual-harassment-in-workplace/long>

PREVENTIVE MEASURES TO CURB SEXUAL HARASSMENT

Change in attitude of people is a basic requirement for implementing any law in the society for women. This implementation of laws leads to protection against undesired sexual behavior. The prevention of sexual harassment should be done at all level of employees and it should be checked that the women employees get a positive environment. We recommend the following steps that need to be taken for preventing sexual harassment at workplace.

1. There should be well set up complaint channel which is in direct communication with the women employee. The women should not feel obscure in complaining about the problems she is facing during employment at the workplace. The complaint committee should take all such kind of complaint very seriously and appropriate action must be taken within reasonable time.
2. Women workers should not fear in talking about any harassment related to sex and it is their duty to immediately bring in notice to the complaint committee about any such act.
3. It is the duty of the complaint committee to keep every complaint confidential.

4. Every organisation should conduct sexual harassment awareness training for both the male and female employees. This mutual learning will help in creating an atmosphere of hostility and employees will feel comfortable. This training should also include the impacts of sexual harassment on women.
5. A commitment is required from all the levels of the organisation for the positive implementation of the policies and procedures made against sexual harassment.
6. Every employee should understand that it is his legal duty to provide every women employee a sense of security in workplace.
7. He should understand that any kind of harassment on his women employee will result in detrimental effects on her health, confidence and her potential at work which also results in her leaving the job.
8. Women should be motivated against sexual harassment and they should be asked to complaint about it if they think that it is harming them in any manner and they should make them realize that their complaints will not be subjected to ridicule or any kind of threat.
9. The employer should always be under a fear of any kind of monetary or reputational harm which can occur if such a kind of activity happens in his company. We also think that there is a need of formulating a separate anti-sexual harassment policy dealing particularly with this issue.
10. The committee should never be biased in dealing with certain individuals of the organisation. For example, if the accused is a senior executive or partner he should not be excused just for the sake of his position and strict action should be taken against him.

SUBSTANCE ABUSE IN WORKPLACE

Substance abuse, also known as drug abuse, is the use of a drug in amounts or by methods which are harmful to the individual or others in the workplace.

The fact that some people use substances such as alcohol or illicit drugs, or that some people misuse prescription drugs is not new. The awareness that the use and abuse of substances may affect the workplace just as the workplace may affect how a person uses substances is, however, increasing in acceptance. Many aspects of the workplace require alertness, and accurate and quick reflexes. An impairment to these qualities can cause incidents, and interfere with the accuracy and efficiency of work.

Substance use is often thought of as an addiction or dependence, but use can be anywhere on the spectrum or scale from recreational to frequent to problematic. As a result, there are varying impacts on lives and work. The Centre for Addiction and Mental Health use the following “4 C’s” to describe addiction:

- craving
- loss of control of amount or frequency of use
- compulsion to use
- use despite consequences

EFFECTS OF SUBSTANCE ABUSE

1. Effects on Individual:

- a. any impact on a person's judgment, alertness, perception, motor coordination or emotional state that also impacts working safely or safety sensitive decisions
- b. after-effects of substance use (hangover, withdrawal) affecting job performance
- c. illness, attention and concentration
- d. illegal activities at work including selling illicit drugs to other employees,

2. Effects on organization

- a. Safety issues (fatalities, incidents, etc.)
- b. Absenteeism/sick leave/turnover
- c. Loss of production, and
- d. Workplace violence and harassment.
- e. lower morale and physical well-being of worker and co-workers
- f. increased likelihood of having trouble with co-workers/supervisors

CYBER SLACKING

Cyber slacking IS A term used to describe the use of office computers or internet facility for personal work by an employee. The employees use the facilities in search of games, browsing the social media or shopping online, and thus avoid their actual work.

Additionally, employees with smartphones in the workplace may engage in the same type of behavior along with sending personal text messages or checking personal email on work time.

in a survey, it was found that

- a. 64% of employees admitted that they use office internet for their personal work
- b. 37% of workers surf the internet continuously, even though they don't need it
- c. Cyberslacking counts for 30-40% of productivity loss
- d. 21-31% of 800 employees surveyed admitted to sending confidential information of the organization like financial or product data, to other people by email. This is the most terrible thing in a competitive business world.

WAYS TO CONTROL CYBERSLACKING

there are a variety of ways to handle cyber slacking within an organization:

1. **Passive Monitoring:** Tools can be employed to monitor the internet activity of users. Reports can then give an accurate picture of what sites an employee has visited and how much time the employee spent browsing. This method is not really ideal because while it is adequate to tackle an employee's time wasting it can be too late for other security related

issues, such as a malicious site infecting the victim's computer with malware. By the time the administrator gets to review the report and discovers one of the employees has been visiting sites known to infect visitors with malware, the infection would likely have already happened and had ample time to spread.

2. **Active Monitoring:** More advanced tools will not only monitor and record user activity but take action depending on the monitored data. Some advanced tools also allow for classification of web sites as this would allow an administrator to really tweak the system for optimum effect. Website Classification coupled with scheduling can also help maintain employee morale which could be negatively affected when implementing such measures.

Setting up policies that would always block malicious sites but allow access to news, social networking and gaming sites during the employees' break would secure the business against security threats, prevent cyber slacking yet still allow employees to access work unrelated sites during their free time.

3. **Proactive Monitoring:** Proactive monitoring would be the next step after active monitoring. Such a system would not only monitor but also take action depending on what it encounters. The system would scan downloaded files for any viruses, block certain types of files as well as drop connections that are not allowed – for example, instant messaging with people outside the company. Advanced systems can also detect attacks being transmitted through the networks and proactively stop them.

One thing to always keep in mind is that even when using advanced systems such as proactive monitoring it is still important to keep an eye on reports. No system is infallible and users are generally resourceful and sometimes manage to find workarounds or visit sites that are not yet correctly categorized. Keeping an eye on the logs would make sure the Administrator identifies these instances and takes prompt corrective action.

STRATEGIES TO PREVENT WORKPLACE MISBEHAVIOUR

It is very important for authorities in organisations to see that no person indulge in Misbehaviour and there is a healthy working climate in the organisations. The following strategies have to be taken in order to prevent Misbehaviour:

1. **Top Managers and Leaders should lead by Example:** It is very important that the top managers and leaders should lead from the front. They should guide the employees and tell what is expected of them. The employees should be briefed about importance of good behaviour. Leaders can take active interest in inculcating necessary values to the employees. For example- The leaders of Tata Consultancy Services, Infosys, are leading from the front and the same is reflected in the performance of the company.
2. **Creation of an Ethical Climate:** Employees should get a feeling that organisations are giving a lot of importance to proper conduct of the employee. Creating an ethical climate shall essentially help to reduce workplace behaviours.

3. **Develop a company-wide policy:** There should be a policy taken by the company emphasizing zero tolerance towards workplace misbehaviours. All the employees should ensure that there is harmony maintained in the workplace.
4. **Train Managers and employees:** Managers and employees should be given training on identifying and reporting appropriate workplace behaviours. If an employee is found to misbehave, the manager can talk to the person privately and warn about the consequences to be faced by the victim in case of an ignorance.
5. **Develop a Crisis Plan:** The organization should have a crisis plan in order to respond to misbehaviours. The top management should take necessary steps in developing a crisis plan so that each and every employee will come to know what is to be done when a major problem happens in the organisation.
6. **Be nice to employees:** It is very important for managers and leaders to be nice to their employees. Manager should take adequate care in addressing the needs of the employees and also encourage employees to let them know about the difficulties that they face in the organization
7. **Provide Industrial Counselling:** Industrial Counselling is a psychological health care intervention in the workplace which helps the employee to meet a professional counsellor to discuss about the difficulties in work. The employee is also given a supportive and a confidential atmosphere to discuss about the problems with them counsellor. The counsellor will help the employee to deal with the work related and behavioural problems.

ORGANISATIONAL DEVELOPMENT

Organisational Development (OD) comprises of a special set of organisational change methods. It is a planned, systematic process of organisational change based on behavioral science research and theory. The goal of OD is to create adaptive organisations capable of transforming and reinvesting themselves so as to remain effective. OD draws from psychology, sociology and anthropology. It is based on many well established principles regarding the behavior of individuals and groups in the organisations.

According to Koontz

“OD is a systematic integrated and planned approach to improve the effectiveness of the enterprise. It is designed to solve problems that adversely affect the operational efficiency at all levels”.

French and Bell

“OD is a systematic approach to organizational improvement, that applies behavioral science theory and research in order to increase individual and organizational well-being and effectiveness”

CHARACTERISTICS OF ORGANISATION DEVELOPMENT:

1. OD is a systematic approach to the planned change. It is structured style of diagnosing organizational problems and opportunities and then applying expertise to them.
2. OD is grounded in solid research and theory. It involves the application of our knowledge of behavioral science to the challenge that the organizations face.
3. OD lays stress on changing the behaviour of people.
4. OD recognizes the reciprocal relationship between individuals and organizations. It acknowledges that for organizations to change, individuals must change.
5. OD is goal oriented. It is a process that seeks to improve both individual and organizational well-being and effectiveness.
6. OD is designed to solve problems.

ORGANISATION DEVELOPMENT VALUES:

Organisation development constitutes various people, professionals, technocrats, researchers, managers and a host of other employees working in the organisation contributing to the accomplishment of organisational objectives. They behave differently. Authority and power, conflicts, control takes backseat during OD process.

The following are the values in OD efforts:

1. **Respect People:** People are responsible for creating opportunities for growth. They must, therefore, be treated with respect and dignified manners.
2. **Confidence and Support:** Organisations are made up of people and they are to be believed and supported in order to have effective organisation. The healthy environment prevails when people are trusted and taken into confidence and a necessary support is extended to them as and when needed.
3. **Confrontation:** Any conflict on any issue should not be suppressed. It should be dealt with openness. Suppression leads to dampening of morale. Identifying the problem and its causes, discussing it openly and finding out feasible solution leads to boosting up morale of the employees and creating good environment.
4. **Employee Participation:** The participation of employees who will be affected by the OD should be sought in decision-making.
5. **Expression:** Human beings differ in experience, maturity, ideas, opinions, and outlook. The organisation is at the receiving end. It gains from the differences in quality, ideas, opinions and experiences of its people. Human beings are social animals; they have feelings, emotions, anger and sentiments etc. They should be allowed to express their feelings and sentiments. This will result in building up high morale and the people will be motivated towards hard work ultimately resulting in increased efficiency.
6. **Seeking Cooperation:** Managers should learn to seek cooperation from each of the employees working under him in his department. This will develop in creating the atmosphere of cooperation leading to organisational effectiveness and willingness to accept change in the event of organisation development process.

ORGANIZATION DEVELOPMENT INTERVENTIONS

1. **Survey feedback:** The intervention provides data and information to the managers. Information on Attitudes of employees about wage level, and structure, hours of work, working conditions and relations are collected and the results are supplied to the top executive teams. They analyse the data, find out the problem, evaluate the results and develop the means to correct the problems identified. The team are formed with the employees at all levels in the organization hierarchy i.e, from the rank and file to the top level.

2. **Process Consultation:** The purpose of process consultation is for an outside OD consultant to assist the management, “to perceive, under-stand and act upon process events within the organization. The consultant observes the processes such as communication patterns, decision making and leadership styles, methods of cooperation and conflict resolution among members and groups and acts as a guide or a coach who advises on how these processes can be improved.

In general, all OD efforts are designed to bring changes in the conceptual environment of an organization as well as the outlook of organizational members. Each member begins to see himself as a resource to others and is willing to lend his support to his colleagues when such support is needed. The conceptual environment brings about open and free expression of feelings, emotions and perceptions. It also helps members to develop interpersonal competence including communication skills and an insight into themselves and others.

3. **Grid organisational development** is based on Blake and Mouton’s model of leadership called the managerial Grid. Their model depicts two prevailing concerns found in all organisations- concern for productivity and concern for people. Some managers are high in concern for productivity but low in concern for people; others are high in concern for people but low in concern for productivity. In grid OD, change agents use a questionnaire to determine the existing styles of managers, help them to re-examine their own styles and work towards maximum effectiveness.

4. Role Playing

Role playing may be described as a technique of creating a life situation, usually one involving conflict between people, and then having persons in group play the parts or roles of specific personalities. In industry, it is used primarily as a technique of or modifying attitudes and interpersonal skills. For instance, two trainees may play the roles of a superior and a subordinate to discuss the latter’s grievances.

The purpose of role playing is to aid trainees to understand certain business problems and to enable observers to evaluate reactions to them. Role-playing is generally used for human relations and sales training. This technique makes trainees self-conscious and imaginative and analytical of their own behaviour.

5. Sensitivity Training

The purpose of sensitivity training sessions or T-groups (T for training) is to change the behaviour of people through unstructured group interaction. Members (ten to fifteen individuals) are brought

together in a free and open environment, away from work places, in which participants discuss themselves freely, aided by a facilitator. No formal agenda is provided.

The objectives of the T-groups are

- To provide the participants with increased awareness of their own behaviour
- How others perceive the, greater sensitivity to the behaviour of others
- Increased understanding of group processes.

6. Management by Objectives (MBO)

Peter Drucker the eminent management Guru in 1959 has first propagated the philosophy since then it has become a movement. MBO is a process by which managers at different levels and their subordinates work together in identifying goals and establishing objectives consistent with Organizational goals and attaining them.

- Management by objectives (MBO) is a technique designed to increase the precision of the planning process at the organisational level.
- Reduce the gap between employee and organisational goals.
- MBO encourages performance appraisal through a process of shared goal setting and evaluation.

7.Organizational Redesign: The organisation's structure may be changed to make it more efficient by redefining the flow of authority. There are call also be changes in functional responsibility, such as a move from product to matrix organisational structure. Organisational structure often reflects the personal desires, needs, and values of the chief executive. Changing structure, therefore, may create resistance and concern because people are worried about their power or status, or how the change will affect their work groups.

8. Job Enrichment: Job enrichment implies deliberate upgrading of the responsibility, scope and challenge in work. Job enrichment is a motivational technique which emphasizes the need for challenging and interesting work. It suggests that jobs be redesigned, so that intrinsic satisfaction is derived from doing the job. In its best application, it leads to a vertically enhanced job by adding functions from other organisational levels, making it contain more variety and challenge and offer autonomy and pride to employee. The job holder is given a measure of discretion in making operational decisions concerning his job. In this sense, he gains a feeling of higher status influence and power.

9. Team Building: Team building is a process of diagnosing and improving the effectiveness of a work group with particular attention to work procedures and inter-personal relationship smith in it, especially the role of the leader in relation to other group members.

Both the group's task procedures and its human interactions are the subjects of study in team building. The basic assumption of team building is that increasing the effectiveness of teams will improve the organization's overall effectiveness. Both the group's task procedures and its human

interactions are the subjects of study in team building. The basic assumption of team building is that increasing the effectiveness of teams will improve the organization's overall effectiveness.

APPRECIATIVE INQUIRY (AI)

Appreciative Inquiry (AI) is a fully affirmative and inquiry-based process for change and transformation developed by David Cooperrider and his colleagues at Case Western Reserve University from 1980-1986.

Appreciative Inquiry (AI) is a strengths-based, positive approach to leadership development and organizational change.

AI can be used by individuals, teams, organizations, or at the societal level; in each case, it helps people move toward a shared vision for the future by engaging others in strategic innovation.

Teams and organizations use AI to understand best practices, develop strategic plans, shift culture, and create forward momentum on large-scale initiatives.

Instead of asking "What are the root causes of failure or defect?", we ask "What are our root causes of success?" Evidences suggest that questions and dialogues about strengths, successes, values, hopes and dreams are themselves transformational.

The Five Core Principles of Appreciative Inquiry

1. **The Constructionist Principle:** Organisations are human constructions. What we believe to be true will affect the way we act and the way we approach change. Thus, the way we know is fateful.
2. **The Simultaneity Principle:** Change begins the moment we ask questions. The very first questions asked set the stage for what is "found" and what is "discovered". This data becomes the stories out of which the future is conceived, discussed, and constructed.
3. **The Poetic Principle:** Like a good poem, the organisation's past, present, and future are endless sources of learning, inspiration, and interpretation. We can choose what to inquire and learn from.
4. **The Anticipatory Principle:** Our behaviour in the present is influenced by the future we anticipate. The more positive and hopeful the image of the future, the more positive the present-day action.
5. **The Positive Principle:** The more positive the questions used to guide a change process, the longer lasting and effective the change.

The 5-D Cycle of Appreciative Inquiry

The 5-D Cycle can be used to guide a conversation, a large group meeting, or a whole-system change effort. It can serve as a framework for personal development or coaching, partnership or

alliance building, and large-scale community or organisation development. Whatever the purpose, the 5-D Cycle serves as the foundation on which change is built.

1. Definition: During the Definition phase, we choose the topics of inquiry that become the organisation's agenda for learning and innovation. The questions ask must be affirmative and focused on topics valuable to the people involved and directed at topics, concerns, and issues central to the success of the organisation.

The following are examples of how deficit issues can be reframed into affirmative topics:

Deficit Issues	Affirmative Topics
Customer dissatisfaction	Customer delight
Debilitating bureaucracy	Inspiring democracy
Sexual harassment	Exceptional cross-gender partnerships in the workplace
Cross-functional conflict	Cooperation without boundary
Low morale	High motivation
High Turnover	Magnetic connection
Grievance reduction	Enthusiastic engagement and positive energy
Lost luggage	Exceptional customer arrival experience

2. Discovery: The Discovery phase is an extensive and collaborative search for "the best of what is" by focusing on times of organisational excellence. Discovery involves meaningful conversations among many or all members of an organisation including external stakeholders, "best in class" benchmark organisations, and members of the organisation's local community. A key result of this process is a rich description of the organisation's positive core - it's tangible and intangible strengths, capabilities, resources, and assets.

3. Dream: The Dream phase is an energising exploration of "what might be" by expanding on "the best of what is." It is a time for people to collectively explore their hopes and dreams for the kind of organisation and world they want to work and live in. The outputs of the Dream phase include creative images of the future and "macro" possibility statements.

4. Design: The Design phase is about co-constructing the "grounded" vision of the future created in the Dream phase. Design activities include detailed description of the social and technical infrastructures for the organisation that will bring the future alive. Key outputs of this phase are "micro" possibility statements that articulate the organisation's dream for each of the organisation's ongoing activities.

5. Destiny/Delivery: The Destiny phase focuses specifically on personal commitments, organisational commitments, and paths forward for innovating "what will be." The result of Destiny is generally an array of changes to the organisation's social and technical infrastructure in areas as diverse as management practices, HR processes, measurement and evaluation systems, customer service systems, work processes, structures, and technologies. At the end of the Destiny phase, many organisations begin the Appreciative Inquiry 5-D Cycle anew.

