



## Managerial approach as a factor of influence, impacting employee's perception of Organizational Culture

### KEYWORDS

Managerial approach, Organizational Culture, Cultural values, Octapace

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### ABSTRACT

*The business landscape is constantly changing with new demands and challenges which companies need to adopt in order to meet the volatile economic conditions. Understanding the demands of today's market and to strike a balance between the demands of the market and the expectations of the workforce today, Industries strive to introspect on the cultural values they possess and realign the values to provide a transparent, empowering, innovation driven culture. While from a managements perspective, the cultural realignment attracts the prime focus, the actual effectiveness of how this gets translated into actions on the ground. There are various aspects of Managerial approach that influences employee's perception of the organizational culture and the authors have listed those aspects of Managerial approach and also propose a framework on how the managerial approach impacts the employees experiences the values promoted at large by the organization. The author's attempts to give some of the guidelines organizations should take note of while attempting to value driven organization.*

### Introduction:

The business landscape is constantly changing with new challenges and demands which companies need to adopt in order to meet the ever changing economic conditions. "Change or Perish: The Future is Guaranteed to No One" an article published in the Human Capital Expertise, Australia by Stephen Long (2014) emphasizes on the same virtue. There is a paradigm shift in work styles, economic conditions, technology, corporate structures, global communications, lifestyles and environmental responsibilities are the byproducts of this era which are continuously changing at high rates.

Organizations perish when they fail to meet these demands and expectancy's of the employees in adapting to innovative solution in the changing realm of organization culture. Organizations need to recognize the ways of providing cost effective outputs, linked with the speed of demands pertaining to innovative solutions and accomplishing an uncompromising attitude towards quality in order to meet and exceed its customer's expectation. When these two archetypes are accomplished the organization aligns itself with the global market and it is ready to manage its workforce in achieving its goals.

Understanding the demands of today's market and to strike a balance between the demands of the market and the expectations of the workforce today, Industries strive to introspect on the cultural values they possess and realign the values to provide a transparent, empowering, innovation driven culture. While from a managements perspective, the cultural realignment attracts the prime focus, the actual effectiveness of how this gets translated into actions on the ground depends on how the change management is handled in bringing about an attitudinal change in the Manager's, who are the front facing management team for the larger workforce in an organization. This requires enormous effort from the managements end, orienting the Management staff of the cultural values it needs to promote and to own as an organization. The depth of understanding the Manager's may require of the meaning and impact that each of the Value propositions the organization needs to adapt to.

In reality, at a macro level the employee understands the cultural values the organization is promoting, but fails to experience the values in action as primarily his association with

the organization is driven by the experiences he gets through his day to day interactions with his Manager's he reports to. It's all the Manager's approach which primarily drives the employees experiences and it's popularly noted that "Employees don't leave the organization, they leave their Managers".

### Aspects of Managerial approach which influences employee's perception of the organizational culture:

The authors with their experiences working with the industry, have listed below the aspects of Managerial approach which influences employees perception about the organization and its cultural values.

**Respect for Employees:** While this is a perceived value by the employee, at the basics, the basic courtesies should be followed in treating an subordinate. Valuing individual contributions to the business, listening to employees views and giving an environment of level playing field without any discrimination.

**Fairness:** Treating the employee fairly, handling career growth without bias, consistency in applying policies concerning employees without any favoritism.

**Feedback:** Giving useful and constructive feedback, adequacy of feedback on performance, recognition of good work at appropriate time and being fair and objective oriented while evaluating.

**Support for growth:** Being actively interested in the employees professional development and advancement, encouraging and supporting learning, providing alternatives to align to individuals aspirations.

**Creating work life balance:** The manager to an reasonable extent understand the personal demands of the employees and support in creating a work life balance, should recognize the strengths and weaknesses of the employees and help the employees in overcoming those weaknesses.

**Teamwork:** Collaboration should be adequately supported, equality in work distribution, and providing encouragement to be a team player and in recognizing team work.

**Freedom of personal expression and diversity:** The employee should feel that his manager is approachable and he is open to new thoughts and ideas, should be open to understand the difficulties in the job and should encourage the

bad news to reach him first. The employees' health and safety to be treated with prime importance.

**Mission and Purpose:**The employees to be adequately informed about the purpose of his work and how it impacts the larger ecosystem and the employee should be supported with adequate resources to perform his duty.

**Professional Approach:**The corporate environment is a professional environment and the Manager should play a role model for this subordinates, by the way he conducts himself, the way he dresses, should stand up for his employees and admit when its his fault rather than skirting responsibility.

**Competencies:**His technical competencies should be exhibited to inspire his subordinates, should be innovation oriented, his delegation skills, coordinationskills, problem solving skills. The Go getting attitude he possesses.

**Virtues and Values:**The emotional maturity the manager possesses, conducting himself with integrity, weighing facts rather than opinions.

A modification the approach the manager has in any of the above listed aspects will have an impact of how the employee experiences and understands the value framework the organization provides for him to work.

### The Organizational culture - Managerial approach framework:

The authors proposes a framework on how the managerial approach impacts the employees experiences the values promoted at large by the organization, and for this the authors have adopted the Octopace model by UdaiPareek, which is a representative model of the cultural values adopted by many of the organizations today. These values are openness, confrontation, trust, authenticity, proaction, autonomy, collaboration and experimentation.

**OPENNESS** - Openness can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness. Openness is in both directions, receiving and giving. Both these may relate to ideas (including suggestions), feedback (including criticism), and feelings.

**CONFRONTATION** - Confrontation can be defined as facing rather than shying away from problems. It also implies deeper analysis of interpersonal problems. All this involves taking up challenges.

**TRUST** - Trust is not used in the moral sense. It is reflected in maintaining the confidentiality of information shared by others, and in not misusing it.

**AUTHENTICITY** - Authenticity is the congruence between what one feels, says and does. It is reflected in owning up one's mistakes, and in unreserved sharing of feelings.

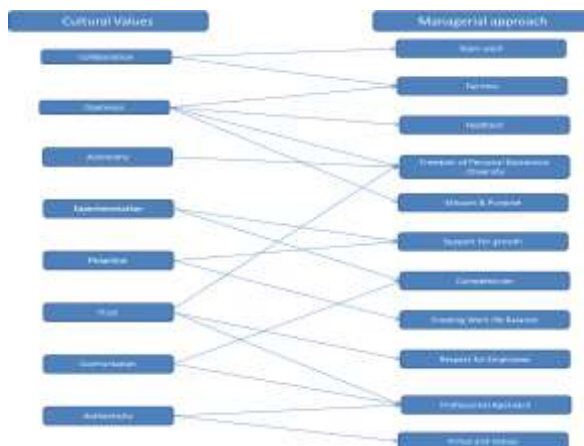
**PROACTION** - Proaction means taking the initiative, preplanning and taking preventive action, and calculating the payoffs of an alternative course before taking action.

**AUTONOMY** - Autonomy is using and giving freedom to plan and act in one's own sphere. It means respecting and encouraging individual and role autonomy.

**COLLABORATION** - Collaboration is giving help to, and asking for help from, others. It means working together (individuals and groups) to solve problems and team spirit.

**EXPERIMENTING** - Experimenting means using and encouraging innovative approaches to solve problems; using feedback for improving, taking a fresh look at things, and encouraging creativity.

Framework giving details of how cultural values in the organization is exhibited through the various aspects of Managerial approach, which gives the employee an experience of the Organizational culture:



### Conclusion:

The phase at which business moves today poses a big challenge to the business managers to sustain and grow with the competition; it calls for highly committed workforce and higher level of drive to deliver results to the customers. The business manager's while they have to fulfill their primary objective of delivering to the market, making an edge of the competitor, will also have to sustain the cultural integrity of the organization, which is a big challenge. Organizations while they strive to bring in cultural change should take care of certain aspects of how the value dissemination happens down the line in the organization. The following are some of the guidelines organizations should take note of while attempting to value driven organization.

- Practice what you preach, The senior management should not compromise on the laid down cultural values and should attempt to exhibit their commitment to abide to the cultural values of the organization.
- Creating adequate awareness of the cultural values of the organization should be created to all the employees of the organization, truly to the depth of understanding what each of the values mean and how they should be practiced.
- The Managerial team is the front facing team of the management and they stand as ambassadors of the management to the workforce. This team should be put through rigorous training on the Value system in the company and should be thoroughly oriented to how this is going to impact the business of the organization.
- Clear evaluation methodologies / survey process should be evolved to measure employee's perception of how he experiences the cultural values of the organization and this should be done on a fixed periodicity to evaluate practices against benchmark practices.
- The approach should be incentivized with some schemes which will further drive in bringing in practices aligned to the values of the organization, like promoting innovation and reporting violations in policies.
- Best practices' sharing by Manger's whose team are showing higher satisfaction levels with respect to the managerial approach envisaged by the Manager. There can also be a scheme for rewarding better managers to set in the spirit of competition to align their practices to the cultural values of the organization.

Though the fact remains that better Managerial approach is an ideal approach to focus on to bring in effectiveness in the organization. This can be better achieved through focused intervention and proper direction from the senior Management team.

## REFERENCE

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