

Organisational Culture and Climate



**Discipline Courses-I
Semester-I**

**Paper : Organization Behaviour
Unit-V**

Lesson: Organisational Culture and Climate

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1. Learning Outcomes:

After you have read this lesson, you should be able to:

- understand the meaning and features of organisational culture and climate ;
- identify the various dimensions of organisational culture;
- differentiate organisational culture from organisational climate;
- explain how the culture is formed;
- identify the important factors affecting the organisational culture;
- know the factors that affect the organisational climate.

2. Introduction:

Figure 1: Organisational Work Environment



An organisation is said to have personalities just like human beings, that gives the organization a unique identity. It may be perceived as the organization's work environment as shown in the figure above. It represents the core belief and way of conducting itself. It is often referred to as organisational culture and climate. Cultures are formed over a period of time. Once formed, it is maintained and believed to have its impact on organisation's effectiveness. Many successful companies are found to have different cultures, which makes it imperative to study the concept of organizational climate and culture, and its impact on the organization behaviour.

Culture defines certain dimensions of value that are closely associated with each other and are inter-dependent. In the early 1980's, organisational culture became a very important concern in the study of organisational behaviour. Since then, culture has been considered as a key to organisation's achievement. It is believed that the effective management of organization climate and culture paves the way for success. After many researches, many concepts related to the analysis of organisational culture were developed and it took the place of one of the most important areas in the field of organisational behaviour. While organizational culture represents the value system that is passed on by the senior employees in the organization to their juniors, organizational climate represents the culture's quantified notion in the form of work environment that influences employee behaviour.

3. Organisation Culture

Organisational culture is the perceived internal environment that influences employee behaviour and is reflected in their workings. The organizational culture, also referred to as corporate culture, represents the attitudes and values shared by largely all employees of an organisation. It is something that differentiates one organisation from another. It

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defines the rules, procedures, methods, traditions and customs that have been adopted and followed over a long period of time and has got more or less crystallized.

"Organisational culture is a belief system shared by an organisation's members."
-J. C. Spender

"Organisational culture is a set of shared, enduring beliefs communicated through a variety of symbolic media creating meaning in people's work lives."
-Kouzes, Caldwell and Posner

Organisational culture is based on a set of values which give a clear idea about the actions or behaviours that are acceptable and unacceptable on the part of employees of an organisation.

Value Addition 1: Video

Why is Corporate Culture Important?

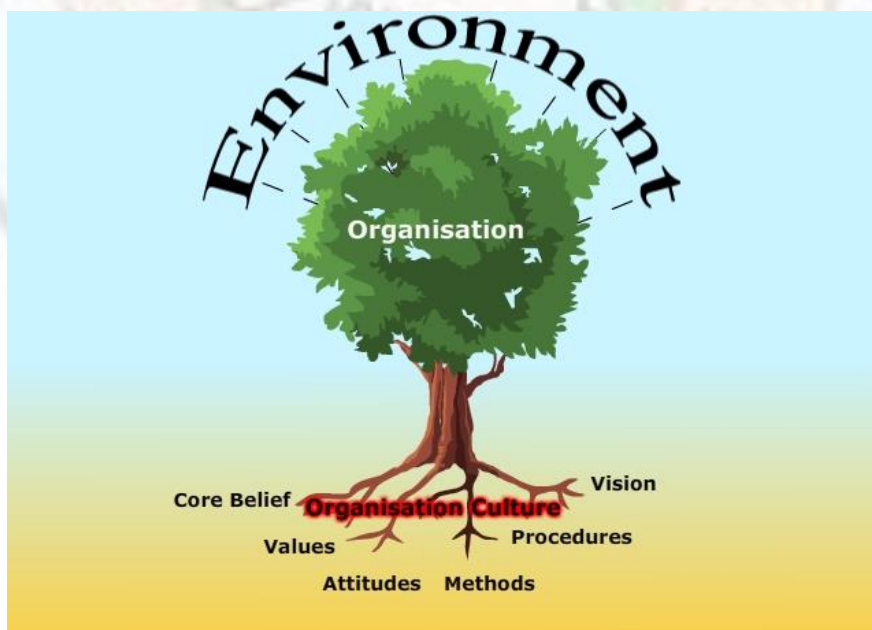
Click on the link below to watch a video to know what the corporate culture is and why does it matter.

- List the components that make up an organization's culture.
- List the different definitions given to describe organization's culture.
- Describe the analogy of corporate culture with an iceberg, as contained in the video.

Source: www.youtube.com/watch?v=Rd0kf3wd120

The figure below describes how the interface of the organization with its environment over a period of time helps it form certain core beliefs, values, attitudes, methods, procedures, and the organization's vision in the process of constantly juggling with the environmental forces to survive. Such parameters could be collectively termed as organization's culture.

Figure 2: Organisation Culture



So, it may be said that organizational culture is manifested in the manner an organization conducts its affairs, treats its employees, deals with its clientele, and other stakeholders. It also portrays the amount of autonomy and freedom given to employees

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in doing their tasks; style of leadership and management; flow of information through different levels in the organization; and the exchange of communication across the organization. It has a direct effect on the productivity of the employees. The quantity and quality of production is affected, the customer relationships and satisfaction is affected, and the employee morale and commitment towards the organization is affected by organization's culture.

Value Addition2: Did You Know?

Elements of Organizational Culture

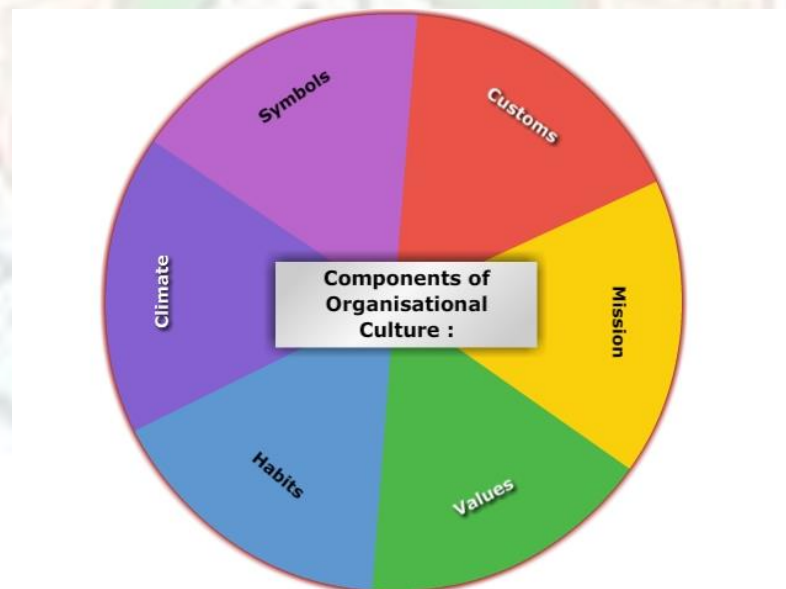
Click on the link below to view an interactive diagram and read about the five elements that together describe the organizational culture.

Source: <http://www.dsperformancegroup.com/?submit=MO1>

After analysing the above definitions, the following components of organisational culture can be highlighted:

1. Customs – The traditions followed by an organization over a period of time in relation to its dealings with employees or customers, makes its culture.
2. Mission – The organization's ultimate mission gets reflected in the formation of rules and procedures, in the way of conducting business, and is therefore a part of its culture.
3. Values – The values that the organization upholds, no matter what the consequences, describes the culture of the organization. They govern the day to day functioning of the organization in a consistent manner.

Figure 3: Important Aspects of Organisation Culture



4. Habits – The functional habits and the code of conduct in the organization in attending meetings and working in the organization makes up the organization's culture. When a new employee joins the organization, he observes the habits of existing employees that are reflected in their behaviour in arriving and leaving the organization daily, in being punctual for meetings, in being serious about meeting targets etc. and infers the organization's culture from such observations.

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5. Climate – The organizational climate is a subset of organizational culture. The day to day work environment is the climate, while the stable work environment that represents the working of an organization in the long run is its culture.
6. Symbols –The trademark, logo, a lucky mascot, or an organization’s character like Pillsbury’s doughboy, Amul’s girl, Ronald McDonald in Mcdonald etc. They represent the organization’s philosophy of business.

The organizational culture is required so that the employees of an organization can commonly identify themselves with the organization, can work in a unified direction with a common philosophy and vision and are able to justify their behaviours and decisions on the basis of precedents.

Value Addition3: Did You Know?

Organizational Culture Paradigm

Click on the link below to know what constitutes the culture of an organization. The site describes 6 overlapping elements that make up the culture web of any corporate. It also describes the importance of the study of organizational culture in times of organizational change.

Source: http://www.mindtools.com/pages/article/newSTR_90.htm

3.1 Features of Organisational Culture

After going through the above discussion, following points may be described as the characteristics of organizational culture.

1. The culture of an organization is manifested in its way of doing business, manner of recruiting, selecting, rewarding and promoting, in its beliefs, values and vision.
2. It is the people of the organization who embrace and shape the culture of an organization.
3. The culture of an organization is not one person’s contribution. It is rather the result of interaction and interdependence of the people in the organization. It is therefore the shared vision of the people of the organization.
4. Culture of an organization does not get build in a day or two. It takes along while to establish the manner of doing work, making decisions, and evolving general work norms in an organization that is seen as its culture.
5. The culture of an organization influence the behaviour of its employees and brings consistency in organizational behaviour.
6. Once developed, culture is difficult to change. It gets passed on by the older employees in the organization to the younger or newer employees like a legacy.
7. A change in organization culture requires a change in people’s behaviour, which is consciously brought about if required.
8. The culture of an organization may be good or bad. It may also be strong or weak. A strong organizational culture is difficult to change. If an organization has a good strong culture, it is likely to influence greater group performance and productivity in the organization. Group cohesiveness in such organizations will be high and employee turnover will be low.
9. Largely same over a number of years, yet culture is not static. It is dynamic and to remain successful, leaders must understand the importance of organizational culture the need to transform it when mandated by environment.

Value Addition 4: Example

HP- Organizational Culture

‘The HP way’ is new type of corporate culture which have been developed by two founders for the first time. HP always rejected the concept of ‘hire and fire’, which

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meant to select many employees for one big order and then fire them once the order gets over. Instead, the company offered its employees 'almost perfect job security'. Even in 1974, when the U.S. economy was facing crisis and many people were not able to find job, HP dismissed a four-day workweek, which was an exclusive measure in corporate America. HP trusted in the 'individual's own motivation to work' and treated their employees as family members.

HP workers were paid additional premiums by participating in the company with stock options (now known as profit sharing) when HP was successful. These measures served to identify the employees with their work and to encourage them. Moreover, HP culture also provided extensive employment benefits such as scholarships for the employee's children.

At the end of the 1950s, the company's objectives changed, which were to serve as directives for 'all decision-making by HP people', since the company had grown even larger. Those objectives are still valid today with some changes. They cover areas as follows: 'Profit, Customers, Fields of Interest, Growth, Our People, Management, and Citizenship'. Teamwork plays a very important role in achieving objectives of the organisation.

Nowadays, HP's strategies comprises of 'Management by Objectives', 'Management by Wandering around', meaning informal communication among the member within the company, and 'Total Quality Control' which aspires to produce highly qualified products and efficient output.

The HP culture is considered as a model for corporate culture in many countries. The roots and strong base of many successive companies are located in HP, e.g. Steve Wozniak, who worked at HP and later co-founded Apple. This has led to the formation of a new corporate culture in Silicon Valley and many companies have tried to copy the culture of HP and adopted measures such as stock options, innovative work rules, teamwork, and profit sharing.

Questions:

1. Describe the corporate culture referred by 'The HP Way'.
2. Do you think that the size of an organization affects its culture?

Source: http://www.silicon-valley-story.de/sv/hp_way.html

3.2 Factors affecting Organisational Culture

Just as culture of a family serves as the power house for an individual, employees of an organisation also get influenced by the organisational culture. It shapes their behaviour and actions.

There are various internal and external factors that affect the culture of an organization. While top management, individuals working in the organization, extent of socialization in the organisation, goals & objectives of the organization and management and leadership styles may be called as the internal influencing factors; the nature of business, the clients and the other external parties, technology, size, and environment are the external factors affecting the organizational culture.

Top management conducts the business and manages the activities of the organisation on the basis of organization's philosophy. The corporate mission and objectives forms the attitude of the top management. Their attitude gets reflected in rules and policies that they frame, systems and procedures that they develop from time to time. Over a period of time, it is seen as organization's culture.

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When a new employee is recruited in the organisation and is inducted and oriented with the organization, he/she is made aware of the organizational culture. Every new recruit in the organisation has his own set of personal values, beliefs and attitudes; which are learnt and acquired from their environment and the previously served organizations. Initially they try to match their culture with the organisation's culture. They might have to struggle, if the organisation's culture and employees' culture are in conflict. Later, however, they adapt to and adopt the organizational culture to become a part and parcel of the organisation or disengage themselves with the organization, if are not able to adopt the new culture.

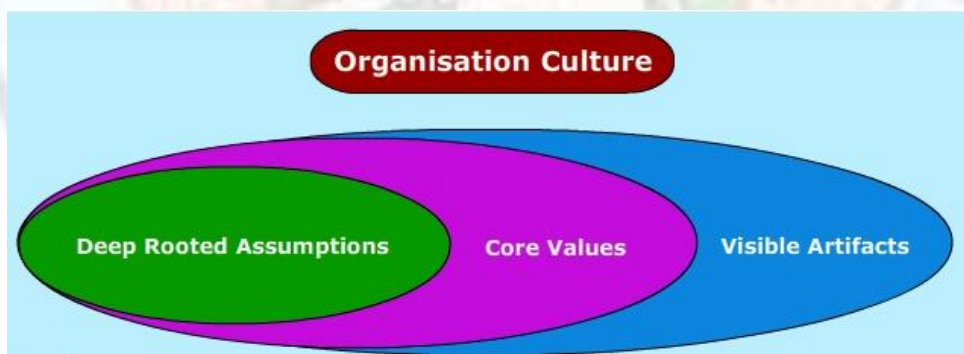
The nature of certain businesses is stable, while those of others is highly fluctuating or unstable. For example, in a speculative business, with constant changes taking place in the external environment, it may be difficult to have consistency in employee behaviour. Differences in strategies followed in different times and varying basis of decision making may not let a culture get strongly built. Similarly, changes in the demands and preferences of the customers, highly customized needs of the clients, rapid technological obsolescence in the industry and small size of the organization with constant change in ownership, may lead to a weak culture of the organization.

Value Addition 5: Surf and Learn

Visible and Hidden Aspects of Organizational Culture

There are two levels of organizational culture. One is visible in the behaviour of the employees and the other is invisible. These visible traits in the form of rituals and ceremonies, symbols and slogans, and stories are collectively known as artifacts. The hidden aspect of the organizational culture has a bearing with the deep rooted assumptions and the values that get built around those assumptions.

The employees in the organization learn the so called organizational culture, i.e. its assumptions and values through the visible artifacts. When there is a need to change the culture, the assumptions undergo a change, correspondingly the values undergo a change and resultantly the behaviour, symbols and stories get changed bringing in the new culture.



Click on the link below to know more on the visible and invisible aspects of organizational culture.

Source: <http://www.practical-management.com/Organization-Development/Organization-Culture.html>

3.3 Formation of Organization Culture

Culture is that trait which is essentially learnt. Whatever applies to the learning process, applies to culture too. Culture of any organisation is confronting with two major challenges that are:-

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1. External adjustment and survival - This challenge basically defines that every organisation will have to make a position in the market and deal with its external environment. External adjustment and survival involve addressing following issues:
 - Mission and strategy – To spell out the main mission of the organisation.
 - Goals – To set definite goals to be achieved and set the strategies to achieve the goals and in turn the mission.
 - Means – To define the organisational structure and reward system to help employees achieve the goals.
 - Measurement – To develop a criterion to check and determine how well and efficiently teams and individuals are working to achieve their goals and objectives.

Once these are documented clearly and are followed in practice, it develops the culture of the organization.

2. Internal Integration - Internal integration refers to harmonizing the working conditions, methods, and processes in the organisation for the employees to have healthy interaction and relationships amongst each other. The issues related to internal integration that need to be resolved are:
 - Language and conceptions – To identify the most effective method of communication to facilitate flow of communication between employees.
 - Group and team behaviour – To define a criteria and eligibility for membership in groups and teams.
 - Power and status – To define the roles, power and status of members in a group.
 - Reward and punishment – To decide about the reward strategy for encouraging desirable behaviours of the employees, and for discouraging undesirable behaviours.

Organisational culture develops when members or employees share common knowledge, opinions, views and assumptions; they discover new ways of changing or adjusting issues of external adaptation and internal integration.

Value Addition 6: Video
ORGANISATIONAL CULTURE
Click on the link below to watch the video on difference between organisation culture and organisation climate.
Source: http://www.youtube.com/watch?v=hXdmaBlijD0

3.4 Process of Change of Organizational Culture

Though the basic foundation of organisational culture remains same over a long period, yet the organisational culture keeps is a dynamic concept and it gradually changes. It is referred to as a dynamic process as the organization adapts to the constantly changing external environment, and integrates the ever progressive ideology, views, assumptions and opinions of employees. It needs to remain in tune with the current environment. To be in sync with the changing business environment, the organization's culture must also change. The culture of the organization must be relevant for the growth and development of the organisation, so whenever it is required in the interest of the organization, the culture is transformed.

To bring about the desirable and suitable change in the culture, at first, the formal and informal leaders should sit together to focus at the current disturbing issues, establish requirements for change, set objectives of the change, develop conviction in the concept of change, formulate strategy to bring the change and put it open to discussion. They

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should believe in and accept the new culture themselves and then begin to convince the followers to adopt it. The employees embrace the new culture and behaviour by following their leaders. Formal training and management development programs may be organized to make the employees imbibe new culture in their attitudes, the reward system may be revised and recognised to reinforce newly learnt behaviour and lastly, new symbols, rituals and stories are built so that new employees may learn from them.

Value Addition 7: Image

Changing Organizational Culture

Click on the link below to see 5 parts of the organizational wheel described as leadership, decision making and structure people, work processes and systems and the organizational culture. The image depicts that the organizational culture affects and is affected by the other 4 components of the organizational wheel. In order to bring about a change in the culture, the other four parts of the wheel must be changed.

Source: http://3.bp.blogspot.com/-w_st0d6x9yU/TdyeeU_rwiI/AAAAAAAAAC0/yLnaAkJaHpk/s1600/CULTURAL%20BCHANG E%20BCHART%20B2.png

4. Organisation Climate

Organisational climate is generally associated with job performance, job satisfaction and morale of employees. Climate is a commonly experienced phenomenon and often referred to by many expressions such as atmosphere, surrounding, environment and culture etc.

Organisational climate is also one of the very important specialities to be considered in studying and analysing an organisation because it has a deep influence on the viewpoint, well being and outlook of employees, management and other stakeholders in the organisation. It influences the total performance too. It does affect the behaviour of people in following ways:

- Defining the stimuli that confront the individual.
- Placing restrictions on the individual's freedom of choice.
- Providing source of reward and punishment.

Organisational climate provides a useful stage for understanding characteristics of organisation such as stability, creativity and innovation, communication, and effectiveness etc.

Organisational climate may be defined in the following manner:

Organizational climate refers to the internal environment that emerges from the values, norms, and beliefs of the organisation and influences the employees' behaviour in an organization. Organizational climate also refers to a set of circumstances that are prevalent in the present scene and gives an organization a unique identity and helps it to distinguish it from another organization(s). And this in turn influences the behaviour of employees in the organisation.

Organisational climate may be described as the perception of the employees of the organization and other people about an organisation and its functioning. It tends to attract and retain employees in the organization if it is perceived to be healthy, or tends to deter people to join or make them quit their jobs, if perceived unhealthy.

Value Addition 8: Did You Know?

Different Perspectives in Defining Organizational Climate

Different viewpoints have evolved over time in defining organizational climate. Click

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on the link below to read various definitions of the term that describe organizational climate as:

- An attitude of members of organization in perceiving their environment,
- An influential aspect to the effectiveness of the organization,
- A stable characteristic of an organization overtime,
- A set of features that provide an identity to an organization
- A set of traits that differentiates one organization from the other.

Source: <http://professormattjohnson.blogspot.in/2012/05/chapter-two-organizational-climate.html>

4.1 Factors influencing Organisational Climate

Organisational climate gets influenced by certain elements that already exist in an organisation. Lawrence James and Allan Jones identified the following factors that affect the organizational climate, in their opinion:

- Organisational culture**- The belief and vision of the organization, the methods and procedures that it has followed over the past periods builds the organizational climate. The manner in which the human and the non human resources are put to use, affect the organizational climate. When they are utilized effectively, organizational climate is said to be conducive to organizational growth. The rules, regulations and policies that govern the utilization of these resources have an influence on the organizational climate. The reaction of employees to the management philosophy and their adaptation to changes in the policies from time to time creates the organizational climate. When they accept and adapt to changes introduced by the management without undue resistance, the climate is said to be sound and favourable. Such situations reflect matching of employees' goals with the ideals of the organization.
- Structure** - This is another factor that affect organisational climate. Structure refers to the formal relationships and distribution of authority and responsibility throughout the organization. A decentralized structure of authority and responsibility in the organization will create a kind of organizational climate that is very different from the one in a centralized structure. The superior-subordinate relationships, the autonomy to work and take decisions, the access of organizational resources, and the accountability for tasks performed shall vary in accordance with the centralized or decentralized structure of organization, thereby impacting the organizational climate.
- Process** - The processes of communication, leadership, motivation and decision making are very vital for an organisation to function. The organizational objectives are accomplished through such processes. These processes govern the interaction and relationships between the superiors and subordinates in the organization. The manner in which these processes take place influences the climate of the organization. For example, in the leader-follower relationship in leadership process, it is leader's choice whether to allow subordinates in decision making, or to participate in the process of performance appraisal. The organizational climate gets described accordingly.
- Physical Environment** - Besides the internal factors of organizational culture, its structure and processes; the organisational climate also gets affected by the external factors such as size and location of the building in which an employee works, the size of the city, weather of the place, etc. If the organizational climate is favourable, an employee works efficiently and

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effectively to achieve organisational goals. Thus, physical environment plays a very important role for employees to work effectively in an organisation, and includes clean working conditions, office decor, size, space and absence of noise. On other hand, unhygienic conditions in the organization, distraction from the movement of employees, poor layout of facilities and equipment, inappropriate temperature, etc. will affect the organizational climate adversely.

Value Addition 9: Surf and Learn

Factors of Organizational Climate that influence Learning in Organizations.

Click on the link below to see an image that describes the fact that learning can largely be affected in organizations through its culture and climate. This is for the reason that while employees' personality and circumstances are largely uncontrollable by the organizations, it is the culture and climate of organization that lies in its controllable domain and that can be modified to make learning happen.

Source: <http://www.leeds.ac.uk/educol/documents/166479.htm>

4.2 Organisational Culture v/s Organisational Climate

The terms organization culture and organization climate are interrelated. They are similar as both of them deal with overall work atmosphere of an organisation, the social context in the organisations, and both have an influence on employees' behaviour in an organisation.

However, the two concepts are different in the following ways:

While organisational culture derives its roots from the disciplines of anthropology and sociology, organisational climate is based on psychology. From the perspective of Anthropology, the physical artifacts like symbols and stories are studied to study culture; from the Sociological perspective, the group interactions are studied to study culture; and from the psychological perspective, the the individual behaviour and factors influencing it are studied to study the organizational climate.

While organisational culture refers to the past historical manner of conducting business over the years, organisation climate refers to current situations, interactions and linkages among the team members and their performance. Organisational culture evolves over years and cannot be changed in short period of time, however, organizational climate can be altered by altering the environment in the organization in short term.

Organisational culture is based on values and norms, which makes people decide what is acceptable and what is not acceptable. On the other hand, organisational climate is related to the current situation and atmosphere of the organisation. While organizational culture refers to the values upheld since a long time in the past, that provide a logical reasoning about the current behaviour of employees in an organization, climate refers to more recent reward and support system to organizational behaviour and perceptions about the organization's environment. In other words, if culture represents the deep rooted values commonly shared by the majority of employees in an organization, such values get reflected in their behaviour, and this observable behaviour is described as organizational climate.

It is the organizational culture that determines the organizational climate and the other aspects like organizational belief, values, philosophy and not the other way round.

Value Addition 10: Video

Organizational Culture and Climate

Difference between Organization Culture and Climate

Click on the link below to watch a video on how organizational culture is different from the organizational climate. List the points of difference that you could comprehend and discuss with your peers.

Source: <http://www.youtube.com/watch?v=hXdmaBlijD0>

Summary:

- An organisation culture gives the organization a unique identity that distinguishes it from other organizations.
- An organisation's culture has been considered as a key to organisation's achievement.
- The organizational culture, also referred to as corporate culture, represents the attitudes and values shared by largely all employees of an organisation.
- Organisational culture is based on a set of values which give a clear idea about the actions that are acceptable and unacceptable from the employees of an organisation.
- The components of organizational culture are: customs, mission, values, habits, climate and symbols.
- Organizational culture is required so that the employees of an organization can commonly identify themselves with the organization, can work in a unified direction with a common philosophy and vision and are able to justify their behaviours and decisions on the basis of precedents.
- Organizational culture is dynamic and leaders transform it when mandated by environment.
- The internal factors that affect the organization culture are: top management, individuals working in the organization, extent of socialization in the organisation, goals & objectives of the organization and management and leadership styles.
- The external factors that affect the organization culture are: the nature of business, the clients and the other external parties, technology, size, and environment.
- Organization culture gets formed out of the processes of surviving by adjusting to external environment and integration of internal dimensions.
- A series of sequential steps are followed to bring about a change in the organization culture.
- Organizational climate may be referred to the internal environment that emerges from the values, norms, and beliefs of the organisation and influences the employees' behaviour in an organization.
- Organizational culture, its structure, its processes, and the physical environment forms the climate of the organization.
- While organisational culture refers to the past historical manner of conducting business over the years, organisation climate refers to current situations, interactions and linkages among the team members and their performance.

Exercises:

A. Objective Type Questions

1. Which of the following statements describe an organisational culture better?
 - a. Attitudes, norms, beliefs, values, philosophies and assumptions that hold the organisation together and are shared by its employees.
 - b. Internal environment that emerges from the values, norms, and beliefs of the organisation and influences the employees' behaviour in an organization.
 - c. Organization culture gets formed out of the processes of surviving by adjusting to internal environment.
 - d. Organization culture refers to current situations, interactions and linkages among the team members and their performance.

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2. Fill in the blanks:
 - a. _____ is the perceived internal environment that influences employee behaviour and is reflected in their workings.
 - b. A set of features that provide an identity to an organization is known as _____.
 - c. The organizational culture represents the attitudes and values shared by largely all employees of an organisation also referred as _____.
 - d. _____ are the tradition followed by an organization over a period of time in relation to its dealings with employees or customers, makes its culture.
3. Which of the following is not a component of organizational culture?
 - a. customs
 - b. values
 - c. mission
 - d. team orientation
4. Organisational climate is based on the _____ of members.
 - a. Perceptions
 - b. Loyalty
 - c. Commitment
 - d. Cohesion

B. Short Questions:

1. What do you mean by organisation culture and what are its features?
2. How do employees learn organisational culture?
3. How does a leader creates and manages organisational culture?
4. Explain the important factors affecting the organisational culture?
5. Define organisation climate and also explain the factors affecting climate of the organisations.
6. Describe briefly the different components of organisation culture.

C. Long Questions:

1. Explain the difference between organisation culture and organisation climate.
2. Do you think all academic institutions have different culture? Describe the culture of an educational institution as against the corporate culture.
4. You have recently been appointed as general manager in a company. After a couple of weeks of joining, you find that the company is in a need of bringing a cultural change. What factors will you analyse to make the changes and how will you bring about the change?
5. Explain the factors that influence the climate of an organization.

Answers to objective type questions:

1. a
2. a- Organizational culture
b- Organisational climate
c- Corporate culture
d- Customs
3. Team orientations
4. Perceptions

Glossary:

- **Anthropology:** It is the scientific study of people, society, and culture.
- **Decentralized:** It refers to an organizational structure to distribute authority among different levels of management across all the departments of organisation, rather than conserving authority at the top level alone.

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- **Leadership:** It is a process of shared influence in which one person guides and supports others towards the accomplishment of a common task.
- **Motivation:** It is a psychological feature that arises in a human being to act towards a desired goal and obtain, controls, and sustains certain goal-directed behaviours.
- **Psychology:** It is the scientific study of the human mind and the reason's for people's behaviour.
- **Stimulus:** It is something which encourages activity in people or things.

References:

1. Work Cited:

- Organization Theory and Behaviour by V S P Rao and P S Narayan
- Organisational Behaviour by K .Aswathappa
- Organisational Behaviour by P. Subha Rao

2.Suggested Readings:

- Organisation Behaviour by Pradeep kumar and K.S Thakur
- Organisational Behaviour by Dr. Neeraj Kumar

3. Web links:

- Visit the link <https://new.edu/resources/organizational-culture--5> to know more about organization culture.
- Visit the link <http://www.nhorizons.ca/en-change-culture-change.asp> to read about the importance of undersatnding organizatiobal culture in order to succeed.
- Visit the link <http://www.markumgroup.com/what-is-organizational-culture--why-does-it-matter.html> to read about why organizational culture matters.
- Visit the link <http://professormattjohnson.blogspot.in/2012/05/chapter-two-organizational-climate.html> to know more on the impact of organizational climate on productivity and effectiveness of organizations.
- Visit the link <http://www.sciencedirect.com/science/article/pii/S0925753500000138> to read more on the interrelatedness and overlapping aspect of organizational culture and climate.
- Visit the link <http://www.slideshare.net/Knight1040/organizational-culture-9608857> to see a presentation on organizational culture.
- Visit the link <http://www.athivia.com/college/r-orgculturechange.htm> to know the the process of change of culture in an organization.
- Visit the link <http://professormattjohnson.blogspot.in/2012/05/chapter-two-organizational-climate.html> to read more about the difference between organizational culture and climate.