

Preface

It was just a decade back when still we could think in terms of some amount of stability and permanence in our lives, things did not appear to change very frequently. In short, things were moving at a easy pace. We use to hear of fast paced life in America and European countries, we thought of how it would be like. Here we stand in times when we are not very much behind the west, infact, marching at the same pace in some fronts. While the change has been technologically driven, same pace has not been kept in enhancing our understanding about human resource issues in organisations. Infact, a lot desires to be done. Invigorating research is the need of the day to understand the complex issues posed to organisations, that are more human than technical. The present research is a small effort in understanding one of the most important issue i.e. organization culture, which is becoming more and more relevant with the pressure on organisations to become globally competitive and with mergers and take-overs becoming very much a reality.

According to Schein (1985) "Organization Culture plays a very vital role in internal integration and external adaptation efforts on an organization." He suggests that the functions of culture differ by growth stages of organisations. During the birth and early growth of organisations, for example, the founder or family dominates the organisation and culture functions to hold the organisation together, emphasise socialisation, and develop commitment. Organisational midlife is characterised by the spawning of subcultures and loss of key goals, values, and assumptions. Organisational maturity brings cultural constraint on innovation with an emphasis on preservation of the past.

Organisation Culture, therefore, is like the live-wire which infuses life in the organisation and keeps it productive and effective. In Indian perspective, where productivity of labour cannot be boasted about, it is very important for the management to probe the reasons of the same. With the changes taking place rapidly, managements today are under unprecedented pressure to become productive and effective.

In the changing times the role of Social Work is become more important with its integrative approach in looking at the issues. Social Work epistemology encompasses preventive, curative as well as developmental perspectives. From organisational and management viewpoint it helps in preventing breakdown in organisational functioning, curing the inherent weaknesses that plague it and developing the human resources of the organisation. Social Work professionals play a very vital role of a catalyst in the inculcation of values and formation of basic assumptions that form the core of organisation culture. Social Work professionals working as human resource experts and personnel managers guide and nurture the employees right from recruitment, induction to their advancement in the organisation. They act as enabler, expert, guide or therapist and help the individuals to solve their problems and function to their full potential. Social Work eyes the *Laissez-faire doctrine* and believes in proactive intervention and resolution of disputes, problems.

Organisation Culture perpetuates and reproduces itself through the socialisation of new members entering the group. The socialisation process really begins with recruitment and selection in that the organisation is likely to look for new members who already have the "right" set of assumptions, beliefs and values. If the organisation can find such pre-socialised members, it needs to do less formal socialisation. More typically, however, new members do not "know the ropes" well enough to be able to take and enact their organisational roles and thus they need to be trained and "accultured" (Feldman : 1988; Ritti and Funkhouser : 1987; Schein : 1968, 1978; Van Mannen : 1976, 1977). The socialisation process establishes the first impressions about the culture of the organisation and in that sense the Social Work professionals play a very-very important role in the induction of new entrant to the culture of the organisation.

This study is significant because organisation culture to a great extent is a reason for the growth and success of an organisation. Although it is not the only reason, but a strong one

enough to tilt the balance. Lots of studies have concluded that organisations with strong culture greatly enhance the productivity and effectiveness of the organisation.

A systematic and scientific approach to keep organisations profitable and productive is required. Indian industries awakened to this realisation not a long time back. But many organisations have made concerted efforts by using various techniques, management theories and work place innovations. The present study aims at diagnosing the organisation culture that exists in textile and pharmaceutical industries and the effect it has on productivity, industrial relations, organisation effectiveness and leadership. Today productivity, industrial relations, organisation effectiveness and leadership, all play a very major role in determining the profitability and growth of an organisation. Studies have shown that a strong culture does have impact on these variables. But more research needs to be done in this area. It is important not only to study the type of culture that encourages productivity, good industrial relations and effectiveness but it is also important to know what types of culture restrain them. An effort has been made in this study to analyse the correlation between organisation culture and other variables, which will emphasise the importance of organisation culture and thus will help the organisations to take initiative to analyse and revamp their culture to remain competitive.