CONCEPTUAL FRAMEWORK OF ORGANIZATIONAL CULTURE: ROLE OF MANAGER IN DEVELOPING WORKPLACE COOPERATION

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ABSTRACT
The paper highlights the sociological and psychological aspects of Organizational Culture which is influenced by Organization Level, Individual Level, Departmental Level/Internal Environment and External Environment. This paper reflects the dynamics of individualistic behavior and collective behavior and draws relevance in a working scenario to exhibit Organizational Culture. The research proposes role of manager at different levels in the Organization to develop Organization Culture. It also proposes a conceptual framework of Organizational Culture which has been derived to show the behavior dynamics pertaining to which manager takes up different roles to build Workplace Cooperation.

KEYWORDS: Organizational Culture, Workplace Cooperation.

INTRODUCTION

Few aspects of organizational behavior has been greatly influenced by its sociological and psychological nature and used for understanding Organizational Culture. It was dominated by various researchers in mid 50s when psychologists showed a micro aspect; by 80s the view point shifted to various theories and inference was drawn from these behavioral and situational aspects. Soon in 90s scholars realized that too much of attention was paid to behavioral aspects than organizational. Thus, the paradigm shifted to Organizational aspects which required the collaboration of sociological, psychological and organizational scholars developing a multidisciplinary field (Porter, 1996; Schien, 1996). This perhaps gave rise to the concept of Organizational Culture.

The concept of culture has been centered to anthropology and researchers have defined it in distinguished manner. Since then it has been incurring importance in the field of organization which is an outcome of performance shown by the employees/person while working in coordination with one another. Therefore, it has been defined as Culture that is expressed and transmitted through artifacts, stories, myths and symbols (Martin, 1982; Siehl and Martin, 1981; Wilkins, 1980; Pettigrew, 1979) which is prevailed in different people working in an organization. Often people seem to carry different behavior depending on the situations. This makes it important to understand managerial role, work disparities, work cooperation among individuals. Although, workplace cooperation is manifested in member's willingness to work with each other it becomes necessary to know the aspects that are affecting the behavior pattern of individuals. Some researchers believe behavior as a function of person and environment (Lewin, 1935) and some believes that either personal characteristic (perception, values and beliefs) or situational characteristics (time, circumstances) influences the behavior pattern. We examine different parameters influencing the behavior pattern and best practices adopted by various companies to practice workplace cooperation.

The parameters considered in the research are values and beliefs, perception, self efficacy and collective efficacy.

Role of Manager

Manager seems to be an epicenter, acting as an interface between employees and organization. It is not a standalone field but has its own support network such as peers, subordinates. The person who reaches at this stage attains something on the career progression path. But the thing that makes him an efficient leader differentiates him from others. He has to play different roles at the workplace to makes it collegial for employees to work with one another under his disseminated leadership. Sometimes, manager seems to be a powerful entity, efficient communicator, and team Player.

Manager as Powerful Entity

He acts as a disciplinarian to maintain the norms which is to be followed by the employees. An entity with command of authority, an entrepreneur that focuses on activates for organization's performance, it basically follows the downward influence which is persuade by pressures, inspirational appeals, legitimacy, consultation. Some tactics are usually more effective than other depending on the type of person. This has been revealed by XY Theory (Douglas McGregor, 1957) where he proposed two theories which reflect the distinct behavior of individual that is either composed of behavioral characteristics defined in Theory X or Theory Y and according to which the behavior of manager is required to be modulated to control the subordinates.

Influential Communicator

All managers, to some degree require communicating with their peers, subordinates and thus make them familiar to organization's mission, vision, values and objectives. The good communicator has clarity of information and motivates its employees to follow the preset norms to meet overall objective. Manager is not only confined to internal communication but also act as a spokesperson when he represents the organization to outsider.

Team Player

One cannot build a great team without great players. As the saying is "You can lose with good players, but cannot win without them." As mentioned earlier manager is not a standalone figure, it requires the chunk of people to follow him and work in coordination and cooperation with one another. He provides his support and means for cognitive thinking.

Depending on the role of manager the employees might show differential behavior and thus, under the proficient guidance of a figurehead (manager), an individual adapt to the dynamics of organization change and follows workplace cooperation. A conceptual model of Organization Culture embrace the role of manager in guiding the individual coming from diverse background influenced by individual value, beliefs and assumptions to work as a team player with coordination and collaboration with one another.

Conceptual Framework of Organizational Culture
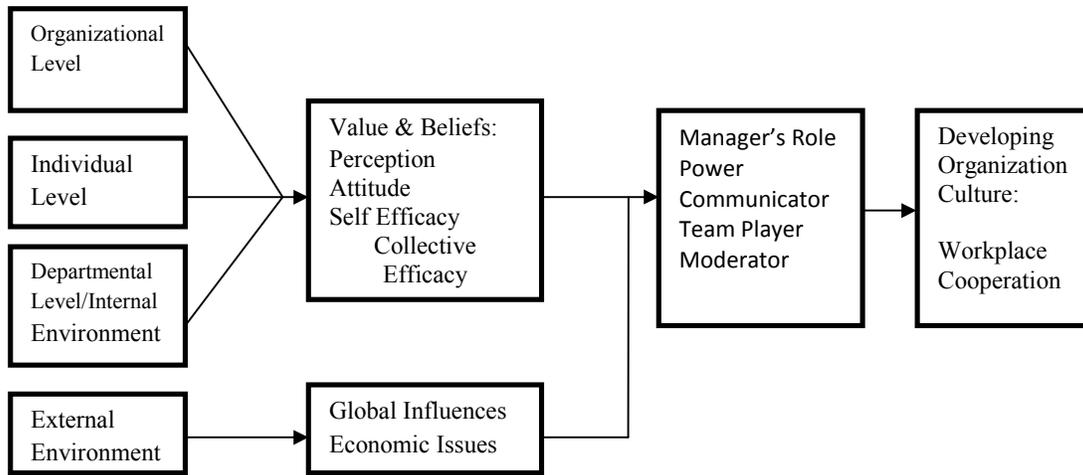
The model defines four aspects namely Organizational Level, Individual Level, Departmental Level or Internal Environment and External Environment. Look through these aspects, at *Organizational level* manager has to play a very vital role who communicates about Mission, Vision and Values of the organizations. Since, the individual enters to an organization with mixed feelings whether he will be able to confine himself to the surroundings and flourish his talent or has to struggle for making his identity. This individual is also not aware about the past of organization and thus, has to be communicated by his immediate boss and peers. This makes him develop an image of the organization he is working with. Many companies these days undergo an orientation which might extend to one month or limit to one day where a new entrant is addressed to the organization's mission, vision and values. This helps them understanding the work culture of the organization and prepares them to work in the same scenario.

Inference 1: The role of manager should be such that he communicates the motive of organization and direct the workforce to coordinate activities to attain the overall objective of the organization.

But at *Individual Level*, a person is influenced by various characteristics that guide his behavior in the speculated period. An organization is build of these individual which carries diverse values, beliefs and form the assumption pertaining to their beliefs which guide their behavior pattern. For example two individuals can form different views about their manager. To one, manager seems to be supportive and on the contrary the same manager looks like a Hitler to other individual. Hence, both individual behaves differently with the same manager, one can consider managers instructions as his guidance for achieving the success and always looks to be self directed and motivated whereas the other views his instructions as orders which if not fulfilled makes the subordinate liable to punishment. Therefore, this individual shows the negative attitude.

The behavioral aspect can be demonstrated as:

$$P = f(V) \qquad \text{- (i)}$$
$$\text{And } B = f(P, E) \quad \text{(According to Lewin, 1952)} \quad \text{- (ii)}$$
Therefore,
$$OC = f(B) \qquad \text{- (iii)}$$

Where, P = Person/Individual, E = Environment, B = Behavior and OC = Organizational Culture. Individual (P) is influenced by his values and belief and thus, formulates perceptions about persons, objects or surroundings which influences an individual to show different behavior patterns depending on its Internal or External Environment.

Finally, the behavior of individual which is influenced by Internal of External fluctuations formulates the Organizational culture given by OC = f (B).

Inference 2: Manager should focus to align the activities by understanding the behavioral dynamics of individual and motivate them to showcase collective behavior in order to support workplace cooperation to build Organizational Culture. Looking across *the Departmental Level or Internal Environment* it becomes necessary to motivate an individual to work collegially in a team. Thus, motivating workplace cooperation which has been

conceptualized as the willful contribution of employees to succeed in the completion of interdependent tasks (Wagner, 1995: 152). Collective and individualistic behaviors are shaped through disposition (Liebrand and McClintock, 1988). A person with high temperament to display his collective behavior and cooperate with others associates him to mutual benefit, shared goals, shared benefits and a team player, while a person with low temperament towards collective behavior will place priorities to self goals, own benefits and therefore, shows individualistic behavior.

Inference 3: Manager as an influential communicator and a team player has to devise best practices to develop workplace cooperation among individuals.

The organization is not only influenced by above mentioned sources but experiences a great impact due to *External Environment* which is governed by Economic issues. Any instability experienced in business results in meltdown for example global economy suffered due to the meltdown in US economy resulting in different organizational behavior among individuals forcing them to search for jobs or low performance. The environment poses certain behavior which makes it necessary to survive in a competitive environment.

Inference 4: Manager requires supporting the behavior that is influenced by such economic issues and helping subordinates to adapt the change and yet stay competitive in the market.

ROLE OF MANAGER WITH RESPECT TO CONCEPTUAL FRAMEWORK

Focusing on the different behavioral aspects manager has to play differential role to build organizational culture. As mentioned previously manager can act as a powerful entity, influential communicator, a team player depending on the behavioral aspects. Below is the table that refers to the role of manager at different behavioral aspects to build organizational culture by increasing workplace cooperation and thus, promoting collective behavior.

Sl.	Behavioral Aspects	Role of Manager
1.	Organizational Level	**Powerful Entity** - *Symbolic Head* who develops policies in order to attain organizational mission, vision and objectives. - *Disseminate power or authority* to get the things done from others. - *Decision Maker* to handle the internal or external turbulences.
2.	Individual Level	**Influential Communicator** - *Mentor* who listens to the issues of his subordinates and guide them in coordinating their activities. - *Counselor* understanding the concern of individual which is influenced by distinct values, beliefs, perceptions and help them to overcome rational problems at work as well as in personal. - *Evaluator,* manager identifies the competency level of individual and motivate them to deliver self efficacy and directs them towards collective efficacy
3.	Departmental Level/Internal Environment	**Team Player** - *Negotiator* where managers and subordinates come together to discuss issues and bargain with other departments to gain mutual benefits and attain the overall objective. - *Scrutinizer* responsible for understanding and controlling the behavior of individuals to increase self as well as collective efficacy. - *Allocator* comprehends the abilities of individual and assign tasks which motivate them to work in coordination with one another.
4.	External Environment	**Moderator** - Manager has to act like a moderator or a silent observer to know and understand external dynamics. Thus, devise strategies to overcome the effect of external instabilities.

IMPLICATION AND RECOMMENDATIONS

The research comes across the behavioral implications where most of the times it becomes unpredictable to understand the behavior of individual that affects teamwork. But various activities can be followed by organizations based on different scenarios of situations to demonstrate the behavior of individual. These activities are as follows:

i. Demonstrating the behavior through Role Plays, Management Games where individuals are put together in different situations and asks to work in that controlled environment. These impacts by making them understand the diverse situation that can arise during such situations which influences decision making.

ii. The new hires should be exposed to the organization by conducting Induction such that they get familiar with the mission, vision and objective of the organization, which is mostly used in various companies.

iii. While working in teams, individual reflects different characteristics of their behavior which can be closely monitored by the superior. Thus, guiding him to understand group dynamics and the behavior of individual which will in turn help him in allocation of tasks and responsibilities to individual.

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