

Organizational Design Change and Transformation
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Module - 07
Lecture - 32
Organizational culture and socialization

Welcome to lecture 2 of week 7. In the previous lecture, we provided a basic introduction to organization culture and we discussed about functions, levels of organization culture and importance of organization culture. In today's lecture, we are going to talk about Organization culture and socialization process in an organization setup.

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CONCEPTS COVERED

- Transmission of Organizational Culture
- Concept of Organizational Socialization
- Stages of Organizational Socialization
- Socialization Tactics ✓
- Model of Organizational Socialization ✓
- Organizational Culture and Social Responsibility ✓
- Importance of Social Responsibility in OC
- Approaches to Social Responsibility

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So, what are we going to discuss in today's lecture is that in detail, we are going to discuss about the transmission of organization culture. Because if you look at organization culture has

to be you know transmitted from let us say already existing employees to the new set of employees, right. Because organization always here, but you will always find the people will come and might leave the organization, but you see the organization culture stays here.

Now, what is important is that newcomers are never experience this culture. So, what is very critical is that how are we going to transmit or transfer this organization culture to the new entrance of the organization which is very critical, unless otherwise they are internalizing the value system, it is very difficult for you to you know promote the way you want to promote your employees, the way you want to your employees to act in an organization setup.

So, that is very critical we are going to discuss about the transmission of organization culture, the concept of organizational socialization because it is a very concept that I put organization has to make a concept at the effort to create this organizational socialization. Because this organizational socialization is the one which is giving a basis under which that employees are a anyone who is coming in contact with their organization is going to learn about your organization culture.

And we will also discuss the stages of organizational socialization and we also spend some time on discussing about socialization tactics, what are their tactics been used in an organizational setup to create this socialization happen. So, that somebody able to learn the organizational culture and internalize those organizational culture.

Then also we will discuss the model of organizational socializations and we will also touch upon very important aspect of organization culture and social responsibility, how this organization culture and social responsibility are connected and why this social responsibilities is important in the organization culture. And we will also talk about what are the different approaches organization take in formulation or doing the social responsible activities, ok.

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Transmission of the Organizational Culture

- It is seen that the ability of an organization's culture to motivate its employees and to increase organizational effectiveness has direct relation with the way in which its members learn the organization's values.
- Socialization process helps to learn pivotal values from an organization's formal socialization practices and from the stories, occasions, and organizational language that develop informally as an organization's matured culture.

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So, let us get into the lecture and try to understand what is this you know transmission of organization culture. Let us say if it is seen as an ability of an organization who can motivate his employees and increase their organizational effectiveness, when we say effectiveness we are talking about a better organization performance as always have a direct relation with a way in which the members we are talking about employees learn their organizational values.

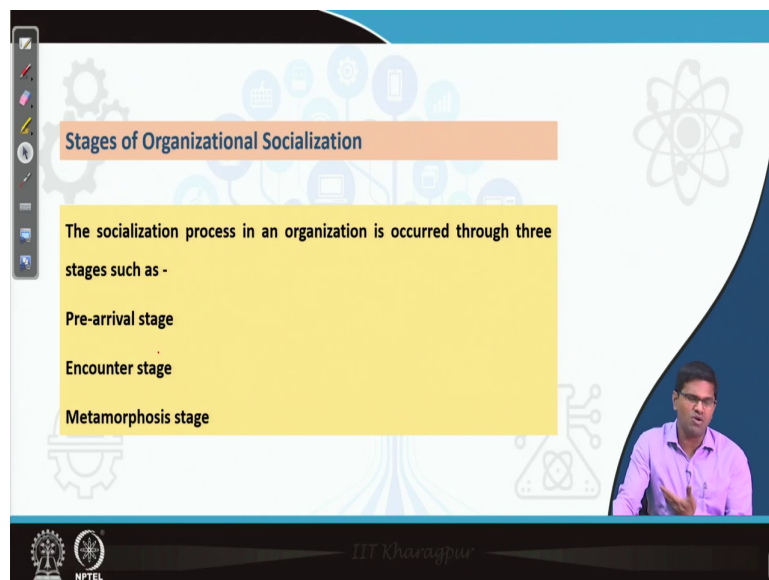
Let us say if your organizations able to motivate their employees and make a better performance out of their employees it is always linked or correlated with you know how much their members able to learn their organizational values that is very important right, because it is kind of a resonating.

As an organization you have a values and if you are able to make that your other members in your organization also invite that values then there is more possibility and more avenue for

you to increase the motivation of the employees and also you will be able to make them perform better in an organization.

See now let us understand this socialization process. So, socialization process helps to learn certain critical values right pivotal values from an organization's formal socialization practice or from the stories or occasions or maybe certain encounters you make, certain experiences you will feel in during your work situations and you will also understand the organization language that will develop informally an organization matured culture. Because these are all very very critical part of the socialization process.

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Stages of Organizational Socialization

The socialization process in an organization is occurred through three stages such as -

- Pre-arrival stage
- Encounter stage
- Metamorphosis stage

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Concept of Organizational Socialization

- It is a process through which an employee as a person learns the values, norms and required behaviours that permit him/her to take part as a member of the organization.
- According to Jones. G. R.(2013). The process by which members learn and internalize the values and norms of an organization's culture.

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Now, let us try to understand this organizational socialization first so that becomes the prima facie or a basis to build upon how this transformation can happen. Now, what is this organizational socializations? It is a process by which an employee as a person you know as an individual who learns the values norms and a set of expected behaviour. When I talk about a required behaviour is obviously, set of expected behaviour pattern that allow him or her to take part as a member of the organization.

Let us say you are being an employee of a company. So, it is always a process the socialization a process whereby you are able to learn the values and norms; norms are generally unwritten rules which is not explicitly seen, but you become a member of the particular organizations you will be able to know the certain do's and don'ts within an organization that, but it is not a written rule that is what norms.

So, you will be able to learn only through the socialization process why you will be able to learn values, norms and certain expected behaviour pattern if you are an employee of this company, we expect you to behave in certain ways. So, that you will become a member of the organization. So, you will become an internal part of the organization that is where the socialization process.

So, socialization process helps you to enter the company and start to feel that you are one among these employees here. So, that is where the socialization process helps you to get into it and you will invite the culture. So, according to Jones how does he define the socialization process is that by which members learn and internalize the values and norms of an organization culture.

Essentially both of them I am talking about learning and making it part of your you know behaviour or making a part of within you know how you function; how do you deal talk or you know interact that is where we are talking about learn and internalize the norms of an organization culture that is a organization socialization process.

Now, let us try to understand what are the stages in which the socialization process organization socialization process occurs. There are three stages. One is first is a pre-arrival stage and second comes an encounter stage. So, pre arrival is that you know before you are entering a company, encounter stage you are touching down the company means we are essentially making an entry into a company and comes a metamorphosis where your internalization process happens. I will explain in detail in the subsequent slide now, ok.

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Stages of Organizational Socialization

Pre-arrival stage: It starts since the selection process for hiring the people who can perform at the desired level. In this pre arrival stage an organizational member usually learn prior to joining.

It is happened that any employee who finds his/her personal values do not match with the values of the organization is generally disqualified from the selection process.

The diagram illustrates the selection process. It starts with 'Candidate' (represented by a box with 'A') leading to a decision point. From this point, a 'Yes' path leads to 'Company' (represented by a box with 'X'), and a 'No' path leads to a box with a slash '/'. A feedback arrow points from 'Company' back to 'Candidate'.

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Now, what is this pre-arrival stage? So, it starts when the selection process for hiring right, because you wanted to select an employee that is where the pre-arrival stage happens. So, when it starts when the before the selection of a hiring an employee happens where. So, they will always identify it. So, they will fix ok, certain employees or certain candidates are having this qualities and the required skill set who can perform other expertise.

Now, there is a desired level no we want somebody to perform you know certain level desired level. So, this is where the pre-stage starts. So, where in this stage we will identify as an organization will identity ok, this individual has certain qualities and skill sets which we feel that able to produce a desired state then this person will be hired that is the pre-arrival.

In this stage what will happen organization usually learn you know. So, where you know organization member learn prior to joining right, before you are joining a company you will be able to learn what is the organization is about.

Now, it is what is very important is that right. So, in this pre-arrival stage both these sites you know let us say A is an employee and X is a company. So, A is a candidate let us call it like this, A is a candidate who is applying for a job and X is a company who is going to offer you or hire you for a job, ok.

So, what happens in this pre-arrival stage, right. So, you as a candidate, you will learn try to learn about the physical characteristics where we talked about the first previous lecture is the artifacts or a physical characteristics of a company where you will be able to understand certain organizational values and culture, right.

You will be seeing thus my values match the company's values ok, there comes Yes, No. If Yes, you will consider to apply for the position, if No you will not apply for the position. Now, same thing happens here as well company will also look at are this pre-arrival stage thus my company this particular potential candidate is having certain inclination or alignment or thus this values of this individual also matches with the company's value system.

If they know then they will reject a candidate that is where the you know disqualify those candidates before the hiring process happens. This is the pre-arrival stage in an organizational socialization process.

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Stages of Organizational Socialization

Encounter stage: In this stage the expectations of the newly recruited employees meet with the reality of the job in the organizational settings. The newly employed employees are socialized by sharing stories, rituals, materials, symbols and languages with the others in the organization so that the orientation on the existing culture of the organization is taken place.

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Next comes the encounter stage so here. So, where you have been hired, ok. So, and in the previous stage you are talked about ok, there is a match and you observed a perceived a match you may not actually experienced it probably you perceive that yes, there is a match of my values with my organization value systems and you are hired.

In this stage the expectation of a new employee comes that you know have to meet with the reality of the job in an organizational setting. So, so what will happen? This newly hired employees are onboarded right onboarding exercise happens. So, where you know you will formally been you know introduce inductor in a company in the induction process the many companies call it as an induction process or many some many large number of companies call as an onboarding exercise or an onboarding process.

So, in this induction or an onboarding process essentially what do? They do they try to you know. So, create the socialization for these new employees and by way of you know to making this culture known to the employees by way of sharing stories, rituals, provide reading materials, try to learn about a company, they provide a you know company report or certain aspects of the materials too. So, that they will be able to understand they also give a certain scenarios whereas, these employees are able to learn the languages of the organizations.

So, they create an orientations about an existing culture of an organization takes place generally in this encounter stage. So, meaning that essentially when you are entering a company you are been provided a socialization process in which your company is making a concerted effort to make these employees learn the organization culture for the new employees who are entering into a company.

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Stages of Organizational Socialization

Metamorphosis stage: In this stage, the positive impact on the new employees' productivity is observed. Management relies on a socialization programme that is formal, collective, fixed and emphasizes divestiture.

The general outcome of this includes increased productivity, employee satisfaction, higher commitment, and lower turnover.

The slide features a yellow background for the text and a blue header. A presenter in a purple shirt is visible in the bottom right corner. Handwritten red annotations include arrows pointing to the text and a diagram of a box with arrows.

Now, comes the next stage which is a metamorphosis stage. In this stage you will always find because they are already into a system, they try to you know they moved into the system and they try to learn the values and internalize those values. So, what do you expect now?

Now, you see this is the stage 1 before now they entered 1, 2 this is 3 where. So, now, they internalize what do we expect? Now you will look at the positive impact of new employees productivity is observed you know, when they are internalize or matching the values or learn the culture of an organizations you will able to see that yes there is a you know outcome of it you know you will be able to see the productivity of an individual employee is been observed, right.

So, the management relies on the socialization program may be that is formal, collective and fixed and emphasize you know divestiture. Now you know what will happen? In a

socialization process there are 2 type of socialization process happens in an organizational setup one is you know way of you know organization over a collective level and another is an individual orientation.

So, you might also see that there is going to be formal process of socialization then there can also be an informal process of a socialization happens in an organization setup. So, organization always look at the socialization programmes to through this formal collective way of socialization fixed way of doing this and they also emphasize on a diversification. I am going to explain in the subsequent slide. When we do this why do we do? So, because of the socialization what is it actually happening.

So, it will the moment you are creating this organization socializations the employee are able to learn the organization culture, the kind of a communication system exist, the kind of an organization climate exist that will result in increased productivity, an employee experience a better satisfaction and they will have an higher commitment with the company.

And of course, lower turnover means they do not leave the company they want to stay with the company. So, this is what happens when an employee goes through this you know metamorphosis stage of where they internalize the culture within them.

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Tactics leading to institutionalized orientation	Tactics leading to individualized orientation
Collective	Individual
Formal	Informal
Sequential	Random
Fixed	Variable
Serial	Disjunctive
Divestiture	investiture

Now, let us talk about the socialization I was talking about right, there are two different orientation in which the socialization happens. And of course, we will also discuss this socialization tactics which we use we used in an organizational setup, there are two different orientations. One is about institutionalized orientations which were of more often you know organizational orientational perspective then there is an individualized orientation. We are going to discuss about what are the tactics in which this socialization happens.

So, we see you know institutionalized orientation happens from a collective way and another is an individual way of doing things, then formal versus informal, sequential and random. I will explain in detail rather than you know keeping it here I will just move on to the next slide to try to explain you this both of this tactics on this individualized orientation as well as on the institutionalized orientation, ok.

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Socialization Tactics and Employees Role Orientation

- Collective Vs. Individual:** Collective involves grouping newcomers and letting them expose to a common set of experiences rather than treating each individually
- Formal Vs. informal:** The practice of segregating a newcomer from a regular organizational member during a given socialization period versus not clearly distinguishing a newcomer from more experienced members.
- Sequential Vs. random:** Sequential socialization is a fixed progression of steps that culminate in the new role compared to a dynamic progression.
- Fixed Vs. variable:** Fixed socialization provides a timetable for the assumption of the role.

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Now, let us look at what is this collective versus individual. So, the collective is focused on socialization tactics that is oriented towards institutionalization, right. So, the collective tactics socialization tactics that what does it what do they do? They generally this collective socialization process involves in grouping newcomers you know new employees are been grouped together and allow them to you know expose to a common set of experience, right.

Because let us say there are new bunch of employees are joining a company, they are make sure that all new employees are together are going through different systems and processes or certain experiences. So, that you know they learn to observe things in an organizations, they learn to have understanding on certain functioning of the company, right.

So, that is the collective socialization tactics used towards institutionalization orientations whereas, in an individualized orientation what do they say they treat them individually they

do not let everybody go together rather they treat each individual employees have a different type of an experience that may not result to an institutionalized orientation. Then comes formal versus informal.

So, what is happening in a formal tactics of socialization is that the practice of segregating meaning that you know separating out a newcomer from a regular organizational member during a socialization period versus now in an informal. So, what happen in a formal setup is that they make sure that you know new employees are treated independently than the other members in an organization process. Because there are differences and these new members have to have developed or have to have an exposure to develop an orientation towards the larger organization culture.

So, it is a formal way of creating the socialization process means the companies are making a concerted effort to make sure these new employees are going through certain experiences to learn the organization culture. Whereas, in an informal setup what do they do?

They do not distinguish that you know ok, new employees and you know old employees together you know engage in certain experiences then by way of doing things you learn about a company right, rather than allowing new employees learn about this organization culture to better get into the system.

But whereas, in an informal system they do not effectively do not have this kind of a you know concerted effort rather they allow everybody to go through you know allow to work with a senior people, then you say by process of working in a longer period of staying in a company you learn about an organization culture. That is an informal where it is more of an individualized orientations.

Now, comes sequential versus random. What is a sequential? So, sequential socialization is a fixed progression. So, organization will say ok, this is the step stage 1 you will do then comes the stage 2 then you will go through this process this is my onboarding purpose. So, this is towards an institutionalized orientations whereas, in a random you know there is a very dynamic problem, you learn about you know sometime a communication pattern, sometime

you learn about how employee been treated, sometime you will learn about the promotion policies.

Now, whereas, in a sequential steps they will tell you about ok, what is this companies about, what are the companies values, what is the mission of a company vision of a company, then they will slowly talk about how employees are treated in the company, what are the policies related to company employees, what are the practices and systems available.

So, this is very sequential way of you know engaging on boarding the employees whereas, in a random method they just randomly may let you experience or learn about the companies different aspects of it. Now, comes fixed versus variable. So, fixed you know socialization provides a time table for the assumptions you know now they will say ok, you are going to go through this progress you know there is a trajectory and there is a progression of way of doing things.

That is a fixed way of setting a time table ok, you are going to go through in this month you will be doing this exercise and then next one month of your inductions are on boarding you will be in this this department you will be learning about this aspects of the company.

So, this is a very progression way of you know observing somebody into the system whereas, in a variable way where it is not that kind of a fixed time table rather it is very similar to a random way of looking at learning about an organization culture.

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Socialization Tactics and Employees Role Orientation

Serial Vs. disjunctive: Organizational members act as role models and mentors for newcomers on the application of serial tactics. Newcomers are required to figure out and develop their own way of behaving in the disjunctive process of tactics.

Divestiture Vs. Investiture: New entrants receive negative social support in an organization in the divestiture tactics. They are ignored or taunted, and existing organizational members withhold support until newcomers learn the ropes and conform to established norms. In the case of investiture, the newcomers receive positive social support from other organizational members and are supported to be one of them.

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Now, comes serial versus destructive. What is the serials? So, organization members will act as a role models and also act as a mentors for a new employees on the application of the serial tactics, right. So, they always have a mentor and there are mentees assigned to each of the mentor, they will do an hand holding, right.

So, that is where we are talking about a serial tactics that has oriented towards institutionalized orientations whereas, you know in the other side distinctive you know newcomers are on their own after you know figure out and develop their own way of behaving things in a process of tactics.

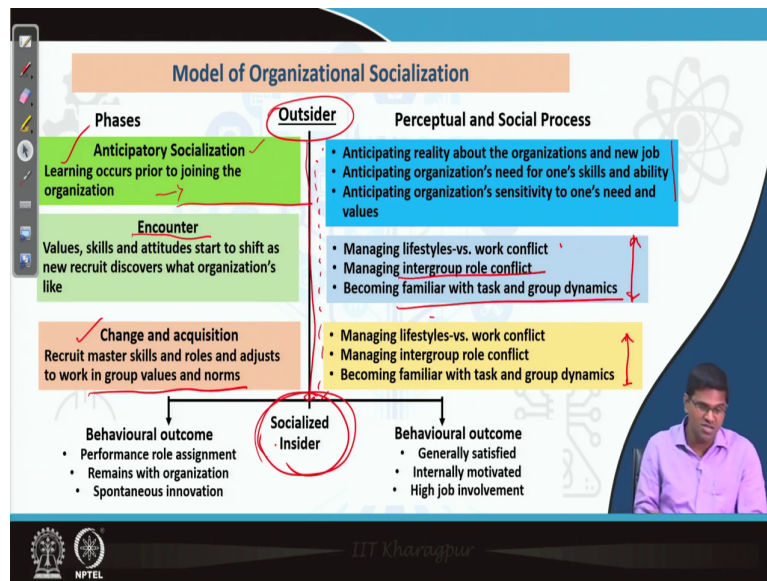
That is not essentially people may not feel. So, smooth in getting into the system that you know let us say you are being a let us say you have been hired as an employee. So, how will you feel?

You want somebody to give me an orientations in briefing about a company hand hold me about to learn how things have been done, how the job has been carried out, that is what you know we talk about in a serial where you have a mentor or somebody seniors you know hand holding you whereas, in a disjunctive they just put you on a job and you they allow you to learn by yourself.

Then comes the divestiture versus investiture. What is this divestiture and investiture talking about? So, new entrants in a divestiture success what happen? New entrants they receive a negative social support organizations in this divestiture success means they are ignored or taunted an existing organizations members will be told to support until new comers learn the ropes and confirm to certain establish norms.

In case of investiture what do they do? The new comers receive a positive social support from the other organizational member and are supported by each other. So, the other one which are more of a negative social support they will allow you to you know learn by yourself whereas, in the other side they provide you a positive social support to help you with you know accompaniments to the new in an organizational set up, ok.

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Now, I am going to talk about model of organizational social institutions. What is this model? If you look at this model where on the left side you will be saying the phases and the other side I am going to discuss about the perceptual and the social process. And you will be able to see that there is a connection with the earlier one we talk about the different stages of organizational socialization where we talked about pre-arrival, encounter and metamorphosis.

If you look at the phases of this organizational socialization also very similar to what we discuss about different stages and on the other side I am going to discuss about what are the perception, the perception of you and then the social process you will go through in each of the phases. The first stage is the anticipatory socializations.

So, meaning that if you look at now it is a pre-arrival you know you it is you are trying to you know learning occurs prior to joining the organization meaning that you try to learn about the

organizations, by reading their reports or may be hearing from their existing employees or may be reading them blogs or various platforms where you are trying to learn about the organizations.

So, what is it actually happening in a perceptual and social process during the phase 1. So, you will anticipating a reality about an organizational new job that you will anticipate ok, how my organization will be what how my new job will be and you know you will also try to anticipate ok.

What would my organizations need from my skills and ability, what do they expect from me and you will also you know anticipate ok, organization is sensitive towards one's need and values you will say ok, my organization is going to value my needs and value systems that is what you will essentially do in the phase 1.

If you look at your outsider so, before the socialization process starts you are an outsider. Now we are going through the phases. Now, as you go through all these stages you are actually socialized and insiders, I am going to explain this phase. The first phase is anticipatory socializations it is very similar to the pre early stage you are trying to learn before entering the organization or before joining the organization. Now, comes the encounter.

So, in an encounter phase what do you generally do? Right. So, the values, skills and attitudes start to shift as a new employee discover what is my organizations will look for and like from me, right. So, maybe what type of a skills they want from me, what type of a you know values they are looking from me and what type of an attitude I should show in my workplace, right.

So, now what will happen? Your values and attitudes and skills will start to you know change move towards how your organization expects you to move, right. Then what do you do in this process? In this stage in the phase on a perceptual and social process what do you do?

You will manage the lifestyle versus workplace conflict that you will try to manage those you know your lifestyle versus workplace maybe you will find out there is inter-roll conflict happening, then you are managing inter-group role conflict within the group you might have

that in conflicts, you try to manage those conflict in order to you know start moving towards what organization likes for then becoming familiar with the task and group dynamics.

As you enter you will always find because you are a new member you will have certain difficulties with your group members, you try to learn about the group members, then you will you will reach to an norm stage where you will be able to ok, understand ok, this is how my group functions and this is how my members in a group behaves then you will become familiar with the task and group dynamics.

So, the group dynamics who has the power, how the communication happens, how the coordination happens and all the dynamics you will be able to understand as you go through the phase. Then comes the next stage where we it is equated to metamorphosis stage what we discussed in the previous stages of organizational socializations. Now, in this stage what do we do?

We recruit master means master the skills and roles and adjust to work in groups values and norms. So, we are actually moving into the you know the end stage of it where we are internalizing those skill set or whatever is demanded from me. And it is also very similar of the previous you know phases where here you will have to manage the inter-group conflict and you become very familiar with the you know task and a group dynamics.

Now, so you were an outsider, now as you go through these phases you become a socialized insider right, just reflect back. Now people who are working just imagine the first day of a job and currently you are currently how you see your organization, right. So, when you are an outsider very fresh person entering a job, you would have felt like you know you are just an not included in an organization set up or maybe you are not familiar with the people or familiar with the system.

Now, as the you know you go through this process and you feel you know you are part of the organization. So, that is where you become socialized insider because you will go through these phases that you try to learn people, understand and manage the inter-group conflict you

become so familiar with the task and group dynamics and all that happens and you are essentially become a insider.

Now, if you become a socialized insider what are these outcomes are possible? When because that is why we are important about a socialization, right. Why we are concerned about a socialization? Because we are talking about outcome. So, unless you are not creating a socializations you cannot create this outcome these are outcomes are.

So, let us say you are as an employee you will be satisfied, if you are not you know socialized well you will feel you know not included part of the system then all the time you feel not connected, then you feel you know isolated, then comes you know you will be highly internally motivated and you will have a high job involvement and you will have a performance road assignment is coming up and spontaneous innovations and you will remind with the company.

These are the outcomes when you move from an outsider to the socialized insider. So, that is why organizations are concerned about creating this organizational socialization, right.

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Model of Organizational Socialization

Anticipatory Socialization

- Occurs before an individual joins an organization
- Involves the information people learn about different careers, occupations, professions, and organizations

Encounter

- Here the employees learn about the like and reconcile unmet expectations of the organization
- There is onboarding programs that help employees to integrate, assimilate and transition to new jobs by clarifying work role expectations and responsibilities

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Model of Organizational Socialization

Change and acquisition

- It requires to master important tasks and roles to adjust in their work group's values and norms
- It helps adopting change with that of the change in organizational culture and ethics.
- It helps to transfer skills and abilities from the existing to new employees of the organization.

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Organizational Culture and Social Responsibility

There is an important consequence of the values and norms of the organizational culture with regard to social responsibility.

Social responsibility refers to a manager's duty or obligation in an organization to make decisions that nurture, protect, enhance, and promote the welfare and well-being of stakeholders and society as a whole. Many kinds of decisions signal are there through which an organization's interests are socially responsible.

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So, I have already explained these processes in detail. Now I am just moving to the next aspect of it where we are talking about organization culture and social responsibility. So, now there is an important consequence of a organization values and norms are with regard to a social responsibility.

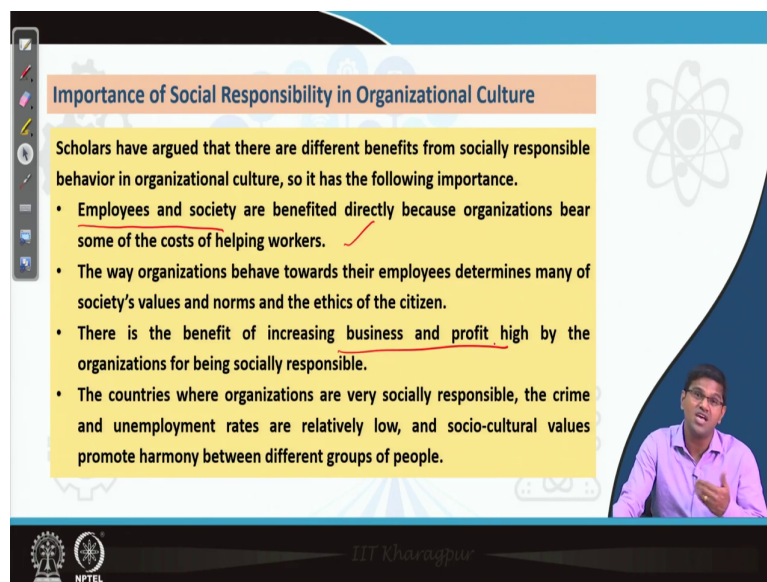
What does the social responsibility we are referring to? The social responsibility refers to manager's duty or an obligation in an organization to make decisions or do things which nurture, protect, enhance and promote welfare and of course, well-being of the stake holders and society as a whole.

So, social responsibility is talking about doing things are making things are you know doing things are making things are an actions which are more protective, enhancing the betterment of all stakeholders of an organization is not only about a investors, it is about talking about an

all various stakeholders primary and secondary stakeholders and of course, a society at a large.

Because many kinds of decisions signals there are which an organization interests are you know socially responsive. Because now you know organization culture are most often we can be reflected in the way what type of a socially responsible activities are a business organization conduct that is where you will be able to draw about lot of values of an organization by way of how socially responsible are these company are.

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Importance of Social Responsibility in Organizational Culture

Scholars have argued that there are different benefits from socially responsible behavior in organizational culture, so it has the following importance.

- Employees and society are benefited directly because organizations bear some of the costs of helping workers. ✓
- The way organizations behave towards their employees determines many of society's values and norms and the ethics of the citizen.
- There is the benefit of increasing business and profit high by the organizations for being socially responsible.
- The countries where organizations are very socially responsible, the crime and unemployment rates are relatively low, and socio-cultural values promote harmony between different groups of people.

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Now, we are going to understand you know the importance of social responsibility in an organization culture. So, I will quickly discuss about now. So, when we have a social responsibility activities so, employees and societies are directly benefited because

organization will bear some of the cost of helping you know when we do socially responsible activities.

Obviously, it is going to help the employees and benefit the society maybe you do certain philanthropic exercises or maybe environmental production protection activities obviously, it is going to benefit the larger society because organization is to spend their resources, monetary resources on doing this activity.

Then the way organization behave towards their employee will also determines many societal values and ethics of a citizen. So, organization the how they are going to treat their employees will reflect what type of a values and ethical system they have. And there is also a larger benefit in increasing business profit by organization being socially responsible.

What happens if an organization being socially responsible engage in social responsible activities, it builds a better reputation and a corporate image which of course, will reflect back in way of having a better business and a profit in an organizations.

And of course, when you are talking about the where organizations more organizations are doing lot of socially responsible activities are being socially responsible. You say that you know you see that you know you know crimes or you know antisocial elements are relatively less. So, it has a larger social benefit as well when an organization engage in social responsible activities.

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The slide, titled "Approaches to Social Responsibility", references Jones, G. R. (2013) and lists four approaches to social responsibility. These are arranged in a row from left to right: Obstructionist Approach (green box), Defensive Approach (blue box), Accommodative Approach (yellow box), and Proactive Approach (blue box). Below this row is a horizontal double-headed arrow representing a scale of "Commitment to Social Responsibility", ranging from "Low" on the left to "High" on the right. The approaches are positioned along this scale: Obstructionist is at the low end, followed by Defensive, Accommodative, and Proactive at the high end. The slide also includes a small video inset of a speaker in the bottom right corner and logos for IIT Kharagpur and NPTEL at the bottom.

Now, I am going to talk about the last aspect of today's lecture is about talking about approaches to social responsibility. How organizations approach or how organizations engage in social responsibility activities in an organization setup.

So, when if you look no you know it there are four different approaches, zones means explaining this there are four approaches through which an organization commitment to social responsibility is been seen, right. So, if you look at you know it goes from social responsibility of a commitment, commitment to social responsibility, ok. The commitment to social responsibility goes from low to high and there are four different approaches.

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Approaches to Social Responsibility

Obstructionist Approach: In the organizational culture, it has been observed that an organization's commitment to social responsibility ranges from low to high and the low end of the range is an obstructionist approach.

Defensive Approach: It indicates the commitment to ethical behavior. The managers of an organization stay within the law and abide by that strictly within legal requirements, but they make no attempt to exercise social responsibility beyond the legal dictation.

Law → enforcement
2% - CSR
+ 2%

IIT Kharagpur
NPTEL

So, if you look at the lowest commitment to social responsibility is that obstructionist approach wherein it is always in the towards the lower end of a commitment to social responsibility wherein organization may not be interested in engaging in social responsible behaviour or social responsible activities.

Now, comes the defensive approach. Now, just moving from little away from being the towards the lower end of a commitment to social responsibility behaviours. Now, the defensive approach where let us say you know it indicates about an ethical behaviour where there is a demand let us say if the law demands you that you have to do this this. So, for example, Indian companies built on 2013, he talks about 2 percent of the profit has to be spent on a CSR activities.

Now, company might want to spend only this 2 percent of the profit because there is a law. So, which enforce me to do this activity. Now, there is an enforcement. So, because of that I wanted to comply with it is a very defensive approach because there is a law which demands me to do it. It is not that I you know voluntarily and proactively providing I am just defending to trying to be compliant with the you know law and requirements.

So, it is a defensive approach you engage in social responsible activities in order to just abide by the law and expectations from the legislations are set and compliance requirements.

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Approaches to Social Responsibility

Accommodative Approach: It is an acknowledgment of the need to support organizational social responsibility as the managers agree that organizational members ought to behave legally. This will lead to balancing the interests of different stakeholders and will make choices that are responsible in the eyes of society.

Proactive Approach: Adopting this approach in the organization, managers embrace the need to behave in socially responsible manners, by going out of their way to learn about the needs of the stakeholder groups and being willing to use organizational resources to promote the interests of the stakeholders and others.

Handwritten annotations on the slide include:

- Values
- What type business /
- Business
- Respond to the business
- Org. Culture

Then moving away bit from the same continuum moving towards the higher end of the commitment to social responsibility where comes the accommodative approach which much larger than just abiding the you know laws.

It is acknowledging the need for support social responsibility. Because you know you feel that it you know when you do it your members also you know way to behave legally and you know your employees will also will create this social responsible orientations. Now, you are going to accommodate the approach then comes the higher end of a commitment is a proactive approach.

In this you know organizations you know I am embarrass that need to behave in a socially responsible manner going out of their way to learn what are the needs of my stakeholders and societies and our organization engage in such activities to support those social responsibility activities.

So, it goes from the lower end to higher end. The proactive approach is about as an organization you make a more proactive effort to understand what are the critical needs of the stakeholders may be an environment, may be employees or may immediate community or a society what do they really need.

And organization engaging or doing certain activities to support or meet those needs which if you look at you know the connection between social responsibility and culture organization culture wherein we are talking about values. So, external environment you know now we need to understand why are we all of a sudden somebody talking about social responsibility when I am learning an organization culture.

You should understand what type of a values that you hold and it will be observed by seeing what type of an activity you are engaged in, right. What type of activities I am talking about may be part of a business and part of business and not part of business or maybe you know beyond your business beyond your business beyond your business, right. You wanted to help the society and community environment this is your beyond your business operation.

So, now this will also resonate and understand what type of a value system you know do that will reflect your organization culture that you value the larger environment and community

more important like how you value for a profit. So, that will build your better reputation and image and it will have a better outcome for an organization as well, ok.

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So, with this we are completing this lecture and today we discussed about a key aspect of understanding this how this transmission of organization culture happens and also we discussed about the socialization process, we discussed about various models and these stages of socialization process happens and we also discussed about how the organization culture is connected to the social responsible activities and we also discussed about certain approaches of social responsibility activities.

And next lectures we will be discussing about further aspects of organization culture to see you know how do we create a better organization culture and to understand the organization culture.

Thank you see you in the next lecture.