

UNIT 5

Organizational Culture:

According to Edgar Schein, organizational culture is a pattern of basic assumptions that has worked well enough to be considered valuable, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

The basic assumptions would have been invented, discovered or developed by a group as it learns to cope with its problems of external adaptation and integral integration.

Some of the manifestations (outcomes) of organizational culture are dress, norms, stories people tell about what goes on, organization's formal rules/procedures, its formal codes of behaviour, rituals, tasks, pay system, jargons and jokes [understood only by the insiders] and so on.

Organizational culture is the basic pattern of shared values and assumptions which governs the behaviour of employees in an organization. It is a shared meaning that distinguishes one organization from other.

Elements of organizational culture

The main elements of organizational culture are artifacts which are visible and the shared values and assumptions which are invisible.

Artifacts:

- Stories / Legends
- Rituals / Ceremonies
- Organizational Language
- Physical Structure / Décor

Shared values:

- Conscious Beliefs
- Evaluation of what is good or bad and right or wrong

Shared assumptions:

- Unconscious perceptions or beliefs taken for granted
- Mental models of ideals

Characteristics of Organizational Culture

There are many important characteristics which tell about the culture in an organization. Some of them are indicated below:

Observed behavioural regularities: These are the common language, terminology, “jargons” and rituals used among the employees.

Norms: These are the guidelines on how much work to do. The quantum of work to be done differs from culture to culture.

Dominant values: Every organization advocates and expects employees to share certain values such as high product / service quality, high efficiency and low absenteeism.

Philosophy: These are the policies which decide the organization’s beliefs and expectations about how employees and / or customers are to be treated.

Rules: Each organization has a set of guidelines to be followed strictly. Newcomers are expected to fall in line to be accepted as full-fledged members of the organization.

Organizational climate: It is the overall internal environment or ‘feeling’ experienced by the employees. This includes physical layout/infrastructure, interpersonal relationship, relationship with customers/outside, management’s attitude, help from supervisors etc.

Innovation and Risk-taking: Some organizations encourage their employees to take risk in executing certain tasks. Some do not want to take risk or to be innovative.

Attention to details: It is the extent to which employees are expected to show precision, analysis and attention to details.

Orientation towards outcome: Some companies do not bother for the means, that is, how things are done. They focus only on ‘what is the result? But there are companies which are more particular of “how things are carried out” rather than the end results/profit.

Orientation towards people: There are organizations which claim “employees are first” Orientation towards teams: While some organizations encourage team building /team work, there are organizations favouring individualism.

Aggressiveness: It is the degree of aggression/competitiveness exhibited by employees in completing their tasks.

Stability: Some organizations prefer to maintain their status quo rather than changing abruptly in response to the environmental changes.

Types of culture

Culture is grouped into various categories based on certain factors:

Dominant vs Subculture: Most big organizations have a dominant culture and a number of subcultures. A dominant culture is one where the core values are shared by majority of the employees. Organizational culture generally refers to dominant culture. **Subcultures:** Subcultures are cultures confined to small groups in large organizations. They express the common problems, situations or experiences faced by members in a department or a geographical area. A subculture includes the core values of the dominant culture plus additional values / beliefs held by the small groups.

Strong vs Weak Culture: A strong culture is one where the core values are intensely held and widely shared. It has a greater impact on employee behaviour. Higher the commitment of the members to the core values, the stronger the culture is. A strong culture expresses high agreement among members. This unanimity of purpose builds cohesiveness, loyalty and organizational commitment. In a weak culture the commitment of members to the core values is less. The employees are loosely held together.

'Academy' vs Base-Ball team' culture: In 'Academy' culture employees are subjected to carefully planned training / development programmes and career paths of jobs whereas in 'Base-ball team' culture the focus is on entrepreneurship and risk – taking. Here, only talented people are selected and adequately rewarded as per their performance. The employees are on their own.

'Club' vs 'Fortress' Culture: In a 'Club' culture, the emphasis is on loyalty and commitment with strict adherence to code of conduct. In a 'Fortress' culture the employees are pre-occupied with survival as the jobs are highly challenging and competitive.

Benefits of strong culture

Strong culture brings in many benefits as the values, beliefs and assumptions are strongly held.

- It defines the boundary, that is, culture creates distinction between one organization and other.
- It conveys a sense of identity of the people.
- It facilitates commitment to a greater cause than one's self-interest.
- It stabilizes social system as social glue.
- It serves as a sense of making and control mechanism.

Cross cultural management:

Cross cultural management involves managing work teams in ways that considers the differences in cultures, practices and preferences of consumers in a global or international business

Cross-Cultural Teams:

Cross-cultural teams are global teams that include people who come from different cultures and unique experiences. Companies fail to consider these fundamental differences within a team, leading to conflicts and frustration that can be easily thwarted once you gain a quick understanding of the individuals in a team.

These differences can stem from communication styles and individual frame of references. For example, members in some countries are willing to work more than the stipulated hours of work, even working remotely from home. On the other hand, workers in different countries may not consider working beyond the said hours except in emergency situations, and their mobile devices are switched off when they leave the office.

Another major difference of style in a cross-cultural team is the communicating pattern of each team member. While some team members vociferously voice their unfiltered opinions and ideas, those from hierarchical cultures tend to think a lot before raising their voice.

The Challenges of Managing a Cross-Cultural Team

Though teams are now an accepted norm in planning, strategizing and operating throughout several organisations, team management is still in an evolving phase. On top

of it, when you unleash an additional element of diversity, it results in various challenges.

Here are the top barriers in managing a cross-cultural team:

1. Communication and Expression

The nuances of communicating in a way such that everybody is on the same page are a key concern in cross-cultural teams. Everybody might be speaking the same language and be well-versed in English, but certain forms of slang or colloquialism can often be misinterpreted.

Teamwork is a collective onus and all members have to understand the direction of the discussions clearly. Communication problems are often found in virtual teams where there is no face to face interaction.

For instance, it could be an international virtual team or virtual teams within the same country or city that have to collaborate and finish a task. In either case, both teams have to make their email and telephonic conversations as clear as possible to mitigate any misunderstanding.

They also have to develop a working style of responding promptly to queries, for if this is not happening, it can get really confusing. Care has to be taken with a cross-cultural mix of people with regards to the words used. Even mildly sarcastic comments or jokes can be taken seriously by a team member and result in a conflict.

2. Information Gaps

Everybody should be on the same wavelength to stay on top of data and process flows. There should be no manual effort to reconcile information from different sources. Each and every team member needs to have access to the right resources at the needed time to collaborate and complete their tasks.

This especially becomes a challenge with virtual cross-cultural teams. Having common software with access to a shared database and enabling the sharing of files, online chats, scheduling and jointly tracking projects becomes very important. Effective means to share resources and access resources in a timely manner is a challenge.

3. Work Style

Every team member has a unique work style that is predominantly dictated by their culture. Some work cultures value individual contribution and foster individual opinions. Some cultures are more paternalistic, with the leaders deciding on a course of action and employees following it to the T.

All fingers are not the same. This also applies to employees who are individuals with distinct personalities. With unique styles, individualistic team members tend to come out as aggressive while the not-so individualistic ones merge into the team and may seem to contribute less. Despite the differences in the work style, it is vital to filter and get the best out of every team member's work style.

4. Influences

There can be chances that a section or group of the team has similar cultural identity or homogeneity. They may attempt to dominate the process and try to influence the entire team to swing their way. As a result, it can create unnecessary tensions and a frustrating environment for other team members.

Team and group dynamics can be a major concern in a cross-cultural team. This can lead to unnecessary group politics and conflicts within a team.

5. Motivation Factors

Normally, companies have a single-threaded motivation and rewards system that is largely determined by the norms and values of the company. It does not account for the distinct motivational factors of a cross-cultural team.

Manage a Cross-Cultural Team:

1. Get to Know Each Team Member

It is essential for the team leader to take the time and get to know each team member. Learn about their story and journey. This will help you analyse individual skills and leverage the knowledge to help the group.

2. Adopt Flexibility

According to a book named the Cultural Map, **scheduling and decision making are two key workplace values that greatly vary across cultures.** Assessing these values can go a long way to understand the priorities of your team members. For example, different cultures prioritise either flexibility or a linear time construct to finish a task.

3. Promote Open Communication

Give every team member a chance to voice their opinions. An open communication line is essential for greater efficiency. Otherwise, team members feel under-appreciated and dominated by either the management or the dominant players in the group.

When attempting to reach a consensus through virtual meetings, plan ahead and ensure to send the agenda well in advance to actively solicit each team member's opinions.

4. Encourage Team Building Activities

When a mix of cultures is trying to come together in a team, organisations should make every effort to create opportunities for casual interactions. Happy hours, team outings, lunch and learn, birthday parties, pantry banter, etc. help employees to bond with each other despite their differences. Encourage team members to interact during their downtime and through social events.

5. Listen Actively

Don't let faulty assumptions and biases to govern your decision making. For instance, the Mumbai team is never responsive, the Singapore members don't take directions well or the Chennai team wastes many hours in the morning waiting for the Dubai office to wake up. These types of biases can eradicate trust and prevent collaboration. Instead, a leader should pause and attempt to understand why certain locations or members of a team operate differently. If you overlook the local cultures, considerations, needs that impact each team member, it can lead to unnecessary friction.

6. Create a Structure for Success

When you have a multicultural team, you are bound to have different work styles. This doesn't mean everybody should go haywire and work according to their own methodology. It is up to the leader to establish clear norms and help the members to adhere. Rather than imposing a style, leaders should take the necessary steps to explain the importance of certain norms and train the members to partake in these efforts.

When establishing the norms, try to implement practices from multiple cultures to create uniformity.

7. Address Conflict Immediately

If a conflict ensues regardless of your efforts, make sure to address it promptly before it is too late. Understand different cultural perspectives at play and try to resolve the conflict by taking the middle path. A leader should serve as a cultural bridge to connect different members of the team and bring unison.

8. Create a Cross-Cultural Awareness Program

You can teach your members how to interact with others in different regions and countries effectively. Training and awareness can include sessions on greetings, business etiquette and dining customs. This will help to dissolve the tension and educate members on the prevalent cultural styles of other team members. This will also enable you to identify and embrace cultural differences rather than ignoring them altogether. Organisations will be able to create resilient global teams and better relationships with clients, customers across the globe.

9. Develop a Team Identity and Clearly Define Roles and Responsibility of Members

In a team, it's important that all members understand the common goal. Having a shared goal and a common purpose will give your team an identity that can bring them together. Break down the common goal into actionable steps that define each member's role and responsibilities. This way, everyone will collaborate and work together without stepping on each other's territory.

10. Build Great Rapport and Trust

Building work relations and trust cannot happen overnight. Take the steps to slowly build an environment for collaboration. Respect individual differences and understand them to build unity in a culturally diverse team.

Change and Change Management

What is Change?

Change is making things different. It is an alternation in the existing field of forces which tends to affect equilibrium.

Planned change is a deliberate design and implementation of a structural innovation, a new policy goal or a change in operating philosophy, organizational climate or style. It is intentional and goal-oriented.

Reactive change is the result of external or internal forces/compulsions.

Proactive change occurs when it is felt that change is necessary.

Change agents: Persons who are responsible for managing activities.

Forces of change

There are six specific forces that act as stimulation for change:

Nature of workforce: Almost every organization has to adjust to multicultural environment caused by demographic changes, immigration and outsourcing. Depending on the nature of workforce (gender, age, culture, nationality etc) organization has to make changes in their policy and operation.

Technology: Improvement in technology makes many things obsolete. When new technologies arrive opportunities increase. To cope with newer opportunities organizations have to change.

Economic shocks: When economic bubbles such as new dot com companies, low interest stimulating home loans, etc emerge or when these bubbles burst there must be changes.

Competition: Global competition and mergers/acquisitions/consolidations as a result of liberalization/ globalization necessitate changes.

Social trends: Social changes such as meeting and sharing of information in internet chat rooms, workforce becoming younger, more of female workers, consumers going for on-line shopping etc have forced organizations to change their way of business.

World politics: World events such as breakup of Soviet Union, opening up of China and South East Asia, political instability in many nations, terrorism etc compel organizations to reorient themselves with appropriate changes.

In addition to the above macro factors the following micro factors also make the organizations to change:

Rapid growth or even decline of business.

Induction of new people.

Decaying of effectiveness of organization.

Change in the corporate strategy.

Any major crises in the organization.

Personal goals of the new leader or change of management style.

The Domino effect i.e. one change touching off a sequence of related changes.

The need for change

If an organization is to survive, it must respond to changes in its environment. When new products/services are introduced by competitors, new laws are enacted by the government, suppliers of resources pull out or any environment factors threaten the very survival of the organization, it must adapt to the changes. Stimulation of innovation to beat competition, empowering of employees for better coordination and introduction of team spirit need changes. The dynamic and changing environments force organizations to change. Sometimes deep and rapid responses are called for. Today, among the managers worldwide, the rallying cry is "change or die".

Why people resist change?

Studies showed that organizations and employees resist change. Even when data are shown to convince the people the needs for change people resist. People's egos resist change in many occasions.

Many a time change is seen as threatening. However, resistance to change is positive in some ways. It provides a degree of stability and predictability to behaviour. It can also be a source of functional conflict. Resistance to change can be overt, implicit, immediate or deferred. The greater challenge is managing resistance that is implicit or deferred.

Implicit resistance efforts are more subtle [not visible clearly] i.e. loss of loyalty, loss of motivation, increased errors/mistakes and increased absenteeism.

Sources of resistance to change:

Resistance to change emanate from various sources.

Individual level:

Habit: As 'habits die hard' people normally prefer routine and resist any change.

Security: People with a high need for job security may feel that change may result in losing jobs.

Economic factors: People are afraid that change may result in fewer earnings.

Fear of unknown: As people are not aware of what is in store for them in the changed environment, they tend to resist

Selective information processing: People purposely try to avoid more information and wish to hear what they want to hear.

Saving face: As some executives are adamant that what they do is right, they resist saving their face.

Organizational Level:

- Structural inertia: As established systems in an organization, such as selection processes, rules /regulations etc, are to be dismantled to accommodate changes, change is resisted.
- Limited focus of change: In an organization with a number of interdependent subsystems, one subsystem cannot be changed without affecting others. Hence, limited change does not yield desired result.
- Group inertia: Even if individuals are willing for change, group norms prevent them acting independently.
- Threat to expertise: Specialized groups may feel that their expertise may become irrelevant in the changed environment.
- Loss of power/authority: Top executives may fear that their power/authority gets eroded when changes are made in the new organization set-up
- Reduction in resource allocations: Groups may feel that the resources being enjoyed get reduced in the changed set-up consequent to changes.

Overcoming resistance to change:

Tactics generally employed to overcome resistance to change are indicated bellow.

Education and communication:

Honest and frequent communication helps in fighting the effects of misinformation and poor information. It helps clearing of doubts with supply of full facts. It also helps in 'selling' the need for change.

Participation:

Prior to bringing in change the people, who are likely to oppose, are made to involve in the decision-making process. Once people are involved in decision-making for change, they may not resist changing. Utilization of the expertise of the people in the change process may reduce resistance.

Stress Management:

Change is a stressful experience for many people as it threatens self – esteem and creates uncertainty about the future. Companies must introduce stress management to help employees cope with the changes. Stress management minimizes resistance by assuring autonomy, job security and career opportunities. As stress causes loss of energy, minimizing stress increases motivation to change.

Negotiation:

It is a form of influence where benefits are promised for compliance to change. It has potential to activate people who intend to walk away from accepting change. However, as there is no commitment, it may not be effective in the long run.

Support and commitment:

There should be offer for supportive efforts. When fear and anxiety are high counseling, new-skills, training, short paid-leave etc., may help. Stimulating people with attractive offers may bring in commitment for change.

Equity in implementing changes:

While some see change positively, many would tend to react negatively. Whatever may be outcome of change, there should be fair distribution. People must be made to believe that changes are implemented consistently and fairly.

Manipulation:

Twisting/distorting facts by making false statements to make changes appear more attractive,

withholding undesirable information, spreading rumors and threatening of lockout which is not true may influence people to accept change initially; these tactics will boomerang in the long run.

Cooptation:

It is both manipulation and participation. It is 'buying' off the leaders of resistance group by offering key roles in the change process. Organizations seek resistant group leaders' advice, not for better decision but for endorsement. Sometimes cooptation may backfire.

Selection of amenable people:

Ability to easily accept and adapt is related to personality. Some have more positive attitude towards change than others. People who easily adjust to change are open to experience, likely to take a positive attitude towards change, willing to take risk and flexible in their behaviour. People with positive self-concept and high risk tolerance cope better with change. If the organization selects people who score high on positive attitudes towards change, there will be less resistance to change.

Coercion:

If all the above fail or the organization is unable to implement the changes, then the last resort is coercion i.e. application of direct threats or force on those who resist change. Coercion includes threats of transfer to hostile location, withholding of promotion, negative performance evaluations and even pay cuts. Sometimes the resisting members will be dismissed. Coercion may be a risky strategy as the employees may lose trust in the top management and follow political tactics for survival.

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- It stabilizes social system as social glue.
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Knowledge Management:

Knowledge management is the conscious process of defining, structuring, retaining and sharing the knowledge and experience of employees within an organization.

Benefits of knowledge management

1. More efficient workplace
2. Faster, better decision making
3. Increased collaboration
4. Building organizational knowledge
5. Employee onboarding and training process is optimized
6. Increased employee happiness and retention, due to the valuing of knowledge, training, and innovation

Types of Knowledge Management:

1. Tutoring & training, communities of practice, Q&A, and expertise location

These examples all involve the transfer of knowledge directly from the knowledge holder.

This could be through in-person tutoring, company-wide training sessions, online chats and group discussions - or a mix of those options and others.

For expertise location to be an effective aspect of a knowledge management system, there must be a searchable matrix built that allows for documentation of competencies.

Pros:

- Questions can be immediately answered
- Clarifications can be made if the material is not understood
- Brainstorming sessions can be facilitated, taking advantage of the combined power of the group's experience and knowledge

- In-person learning tends to be remembered more clearly

Cons:

- Can be time-consuming and take away from the tasks the knowledge holder is trying to complete
- A system of expertise location can be time-consuming to build and maintain
- Can be difficult to document and save for future use
- You can lose the knowledge if the knowledge holder will leave the company

2. Documentations, guides, guidelines, FAQ and tutorials

These written communications are great for storing and transferring knowledge.

With text-based knowledge management, a system to store, categorize and navigate subjects is necessary.

In many cases, metadata is a great help for this.

Pros:

- Can be archived and stored easily
- Easy to share online
- Can easily combine multiple people's expertise into one packet
- Fast navigation to solutions when organized well

Cons:

- Requires more time to create
- Must be organized properly or the knowledge will not be findable
- Knowledge must be kept up-to-date

3. Forums, intranets and collaboration environments

These online resources spark conversation and bring many knowledge holders into the same place.

Threads, subforums and groups can be divided by topic, level of expertise or any number of other classifications.

Pros:

- Collaboration drives innovation
- Many experts can be brought together into one place, no matter their location globally
- Facilitating contact with remote teams helps teamwork and knowledge transfer

Cons:

- Can be a chaotic, noisy environment
- Knowledge is not actively being vetted as it is added to discussions
- Searching through many messages and threads for relevant answers is time-consuming
- Messages and threads might not be archived

4. Learning and development environments

Creating an environment where learning is considered an asset will drive employees to continuously educate themselves.

Incentivizing them to take advantage of your knowledge management systems will result in upskilled employees who are ready to take on leadership roles in your organization.

For this to happen, there must be structured and accessible learning and development technology in place that employees can use.

Pros:

- Motivated employees can develop themselves at will
- Training pathways can be set out
- The structure allows for easier discovery of subjects

Cons:

- Requires a lot of effort to build and maintain
- Content must be created and continually updated

5. Case studies

These in-depth studies into particular subjects serve as complete guides to a subject.

Looking at the actions taken, the results of those actions and the lessons learned can be extremely valuable and allows for lessons learned to be fully documented and archived.

Pros:

- Allow for full documentation and archiving of lessons learned
- Easily shareable
- Efficient for communicating complex information

Cons:

- Take a lot of time and skill to create
- Can be too specialized to apply the knowledge broadly

6. Webinars

These online seminars can be very helpful in widely disseminating ideas throughout teams, branches or the entire company.

Pros:

- Can be recorded and reused
- Easy for all interested employees to attend

Cons:

- Take time and effort to plan, write and deliver
- Requires organization

Knowledge management process

In organizing the knowledge management for an organization, there is a four-step knowledge management process that can be followed.

1. Discovery

In every organization, there are multiple sources of knowledge.

In this step of the process, the sources of knowledge are identified, as well as where critical knowledge is kept, what can be learned from this knowledge and if there are areas in which knowledge can be lost during the process.

The discovery process is helped by a solid understanding of the knowledge flow of the organization.

2. Capture

Every organization contains a vast amount of knowledge, and it must be stored and organized in a deliberate manner.

By creating a system that is mapped and categorized, knowledge is more easily accessed and the organizational structure is increased.

This can include scanning documents, using metadata and indexing.

3. Process

This step involves a deep analysis of the knowledge gathered in the previous two steps.

The organization must organize and assess the knowledge to see how best it can be folded into the structure of the organization.

This step is when an organization should be establishing and promoting a cultural shift toward knowledge sharing and developing employees to be innovators.

4. Share and benefit

The point of knowledge management is to enable easy access to knowledge within the organization.

Building a system that works is the first step, but individuals need to understand how to use that system.

Implementing training programs can help increase the understanding of knowledge management systems.

Once the system is being used, the company benefits from increased efficiency, better decision making, and more innovative employees.

Knowledge management framework

- **People** - Knowledge management must be prioritized within the company, and an ethos of sharing knowledge must be built into the DNA of the company and incentivized.
- **Process** - There needs to be a clear system for all steps of knowledge management, while also leaving room for innovation.

- **Technology** - Technology supports knowledge management, allowing knowledge to be searched for, found, and accessed within knowledge management systems. Technology also allows people to communicate better.
- **Governance** - The organization's governance must prioritize and reward knowledge sharing. Without this step, instituting knowledge management systems will be a battle.

Organizations that take full advantage of knowledge management are better able to react quickly to changing market conditions, offer better services to their customers and increase their innovation and efficiency.

Impact of Technology in Organisation:

1. Changing the Way Businesses Communicate

Technology has changed the way people used to communicate in the modern workplace. The arrival of smartphones, social networking sites, chat apps has brought communication to a new level. Communication among the employees, or management to subordinates, or management to management has become fast, instantaneous, more deliberate, collaborative, and unified.

You can send emails, text or video chat or even video conference with subordinates or superiors through social networking apps like WhatsApp, Skype, etc. With the help of technology, you no longer need to be present at your workplace every time. You can engage in other important works outside the office, and keep in touch even face-to-face with your colleagues at the office through video chats and conference.

2. Keeping It Fully Organized

Technology helps in keeping the business fully organized. Systems like Project Management Software helps in building, delegating, reviewing, and assessing a task. Employers and managers can easily supervise workplace activities that help in keeping everything on track. It fixes the responsibility, accountability, efficiency, and timed delivery of tasks assigned to people.

The modern workplace has now many innovative products and software to increase the workflow and boost efficiency. Project Management Software helps to improve the quality and quantity of work, and also helps in risk assessment by providing a red flag every time a task gets off track that might lead to a project failure. Space management software helps keep your workplace organized which results in improved space utilization.

3. Making Business Operations More Productive

Businesses nowadays rely on business productivity software that provides many tools to overcome challenges of executing on strategy every day. It enables managers to more easily track progress during every phase of goal completion and offer immediate reinforcement or coaching to keep performance and deadlines on track.

This is another example of the role of technology in improving the productivity and performance of the organizations. Access to new technology has enabled the employees to do things faster with precision and has helped in discouraging workplace distractions, thus raising productivity.

4. Helping in Cost Management

Improving profitability is the ultimate goal of every company. Due to innovative technological software, companies are now becoming fiscally healthy as these innovations are proving to be more cost-effective. Every workplace has some chore tasks that need dedicated people to handle it. It needlessly keeps the costs high. This cost can also be reduced by installing SaaS tools in the workplace.

Through SaaS tools, we can eliminate the manual handling of a task by automating wherever possible and focusing on the integration of different tasks. Not only that, automated processes give more accurate results, and help keep every record with its date and time mentioned. This way they are easy to be recalled for any business purpose. This overall management of costs at different levels provides better profitability by reducing the cost.

5. Keeping the Business Secure

Business workplace at its every level demands a great level of security for its safe running. Technology plays a vital part in doing so. It provides an end-to-end hardware and software-based data encryption so that only authorized parties are able to retrieve and read it. Fingerprint and facial recognition features give an added level of security to the systems at the workplace.

The companies are using innovative technology and implementing security software and algorithms to make sure that sensitive information is accessible to the right people and is protected from malicious hacking attempts.

6. Giving Customizing Options

Technology has made it possible to customize any software according to the variable business needs. Businesses are now using such software to manage their day-to-day operations. One such software that is becoming popular in the modern workplace is facility management software.

Whether large or small, every business workplace has its own way of doing things for achieving their goals. For that, they need a kind of technological support that suits their style of working and the customizable software is able to provide those services.

7. Increasing Collaboration

Technology has completely changed the way companies collaborate. Technology has helped us connect with people anywhere and at any time. This increased collaboration has brought a high level of flexibility in communication that allows employees, co-workers, and managers to connect with each other easily.

As employees can now connect and communicate no matter where they are, this has helped in encouraging teamwork, mutual understanding, and bonding between the employees. Improved level of collaboration also helps leaders and managers to stay in touch with their employees and manage them better. Increased collaboration on projects has enabled the companies to keep their clients updated on their project performance and progress.

8. Reducing the Risk of Security Breaches

Stealing critical and important information was easy in the past, but now with the use of technology, the threat of data thefts and leaks have been reduced. Proper security measures are being implemented in the workplace that helps in keeping important information safe.

It has also become easier to keep a check on the employee's online communication and activities to ensure that they don't get involved in any practice which is against the interest of the company. As employees know that they are being watched all the time, the likelihood of getting involved in any wrong practice is reduced.

9. Improving Efficiency of Employees

Time management is important in the modern workplace as poor time management can cause deadlines to be missed leading to an unhappy client. Time management has now become easier with the help of modern technological tools. These tools have helped in optimizing the daily working routine and enabling the employees to focus on the most important task.

This helps in increasing the efficiency of the employees, allowing them to meet the deadlines and eventually results in client satisfaction. As technological advancements have reduced the amount of time and effort spent on daily activities, employees can now spend more time on creativity and developing new ideas.

10. Enabling Remote Working

New technology has enabled remote working, teleconferencing and co-working space which has completely reshaped the modern workplace. Mobile and cloud technology has allowed

instant and remote access which enables internet-based service models. This has resulted in interconnected workplaces not tied to one location, but many. They are hinged together by virtual conferencing, complete connection and portability.

Cloud technologies and improved IM systems have helped the employees to work from anywhere with the click of a mouse. Video conferencing has made it possible to coordinate with the best employees no matter where they are.

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