



ORGANIZATION CULTURE FACILITATES AS WELL AS HINDERS THE ACHIEVEMENT OF ORGANIZATIONAL OBJECTIVES

Individual Assignment-01

Abstract

Study an organization and understand the practicality of the above quotation. Identify at least three incidents that had impacts of culture on the success/failure of that incident. Gather data and present the analysis with theories supporting to prove the findings.

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1 Introduction

1.1 Organization

An organization is a collection of people who work together to achieve individual and organizational goals.

In Oxford dictionary they have explain word “organization” as fallows.

“An organized group of people with a particular purpose, such as a business or government department” [1]

1.2 Aasa IT Solutions (Pvt) Ltd

1.2.1 Introduction

Aasa IT solutions is a software engineering company. This is newly established company but it addresses very powerful ends of the ICT industry. Aasa It mainly forces on various three dimensional solutions, such as 3D image processing, real time 3D visualization, 3D for embedded systems 3D contents creation and high-end telecom applications.



Figure 1:1 Company Logo Aasa It Solutions

Bellow I have noted down Aasa IT Solutions introduce themselves in their own words by reading the following paragraph which is taken from the company website. [2]

Aasa IT is a software solution organization dedicated to support inspiring ideas of the people no matter they are having a sense of IT or not.

Our job is to make the IT interesting to everyone, no matter whether they are dealing with high-end telecom or 3D image processing or non-technical domains like farming or halving.

We believe on IT aspects of all real-life scenarios. We leverage everyone with proper end-to-end delivery of IT solutions which address real-concerns of any segment of the society.

1.2.2 Company Profile

Name	Aasa IT Solutions (Pvt) Ltd
Address	146/7, Pasal Mawatha, Attidiya, Dehiwala, Sri Lanka
TEL	+ 94 11 2739193
FAX	+ 94 11 2739193
CEO	Mr. Sumith Gamage
Establishment	January 2013
Website	http://www.aasait.com/

Table 1-1 Company Profile of Aasa IT Solutions

1.2.3 Business Model

Aasa IT business model is sparred over different areas in ICT world in Sri Lanka. Mainly Aasa IT biased on outsourcing products which related to the 3D technologies and image processing. IT consulting and addressing common ICT problem is other business modules runs under the Aasa IT solutions

Aasa IT Solutions extends its expertise in ICT to governmental, non-governmental and other organizations to improve their process, products and also services. Aasa IT has engaged and consulted several organizations in their ICT product in specification development, vendor evaluation and other phases of tender procedures. This is very important a business model.

Additionally, Aasa IT has wide range of content management systems, project management tools, system monitoring software and other process automation solutions which was based on open source technologies, which comes with fully reliable solution support and affordable cost.

1.2.4 History of the Company

Aasa IT Solutions was founded in January, 2013 with the objective to cater the less technical or zero technical local market with the solution they need at an affordable rate.

The objective was to design the solution in such a way, they can manage them on their own and can be supported by low end technical staff, so that solutions deployed will run for a longer time with proper support.

With above objective, the organization formed with one trainee software developer and one solution architect (the founder of the organization). With this setup one medical channeling system and few NGO and other private websites were developed and hosted. And started to develop extremely happy customer tail.

By May, 2013; Aasa IT entered on a different market, of software solution. In this market, it was high end technologies were involved. Complex mathematical modeling was required. Knowledge of 3D technologies were needed. International project management was needed, specially with Japan. Since the initial objective of Aasa IT was different Aasa IT was looking for possible local organizations to move ahead with. But, by that time there were not any local organization, which was ready to take the opportunity up. Therefore Aasa IT decided to enter the 3D Technology market start catering the Japanese clients.

1.2.5 Technologies

Aasa IT excels in different technology areas in ICT solution industry. Starting its service as a Web based solution development for small and medium scale organizations in Health and retailer industries, now it has extended its service in to more complex technology areas of 3D engineering, Micro controller solutions, and Remote sensor monitoring systems and government and non-government consultancy for ICT procurement.

1.2.5.1 3D Technologies

3D Technologies is very high end ICT field. So there are no much companies working on that area. Aasa IT is one of the few Sri Lankan organizations stepped in to true 3D engineering software solutions. Aasa IT is working closely with Japan and other Sri Lankan software solution providers in Sri Lanka to develop this futuristic niche market. Aasa IT try to become pioneer of 3D technology in Sri Lanka.

Aasa IT uses technologies such as OpenGL, OpenCV and VTK mostly the developments are done in C/C++

Aasa IT partner with giant on 3D industry, while exploring 3D technologies for marketing industry as well.

1.2.5.2 Micro Controllers

This is a fairly new technology area that Aasa IT stepped in. And most of top rated ICT companies in Sri Lankans not made to this field. With the launch of Arduino Open Source Electronic Prototyping Technology, Micro controller based solution has been quick popular and more practical to use in many of the industries.

Aasa IT Solutions have started working with Media and Survey industry as an start-up to develop remote device monitoring system with the use of Arduino UNO, GSM Shield, BT modules as needed.

1.2.5.3 Web Development

Aasa IT is one of the few Sri Lankan organizations which provides innovative and creative web solutions. Not only are the development of sites, but also the hosting, domain registration, site maintenance also undertaken by Aasa IT.

The focus of Aasa IT web solution is to assure the site is not going to the dead state after sometime of launching it. We provide the customers & general public easy to update dynamic sites based on state of art content management systems & offer professional service of monitoring the hosted sites and follow up for the site updates.

1.3 Organizational Culture

There is no single definition for organizational culture. The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational communication. Some of the definitions are listed below:

A set of common understandings around which action is organized . . . finding expression in language whose nuances are peculiar to the group (Becker and Geer 1960).

A system of knowledge, of standards for perceiving, believing, evaluating and acting . . . that serve to relate human communities to their environmental settings (Allaire and Firsirotu 1984).

Any social system arising from a network of shared ideologies consisting of two components: substance-the networks of meaning associated with ideologies, norms, and values; and forms-the practices whereby the meanings are expressed, affirmed, and communicated to members (Trice and Beyer 1984).

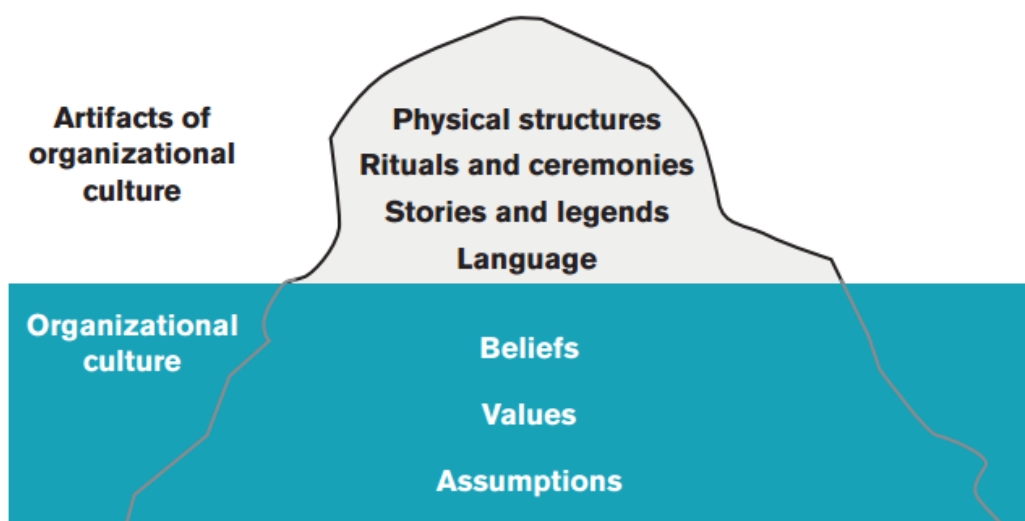


Figure 1:2 Elements of organizational [5]

Organizational Culture is the basic pattern of shared assumptions, values and beliefs governing the way an organization think about and act on problems and opportunities. Physical Structure, Language, Rituals, Ceremonies, Stories, Legends, Beliefs, values, Assumptions, all are considered as components of a culture of an organization. [3]

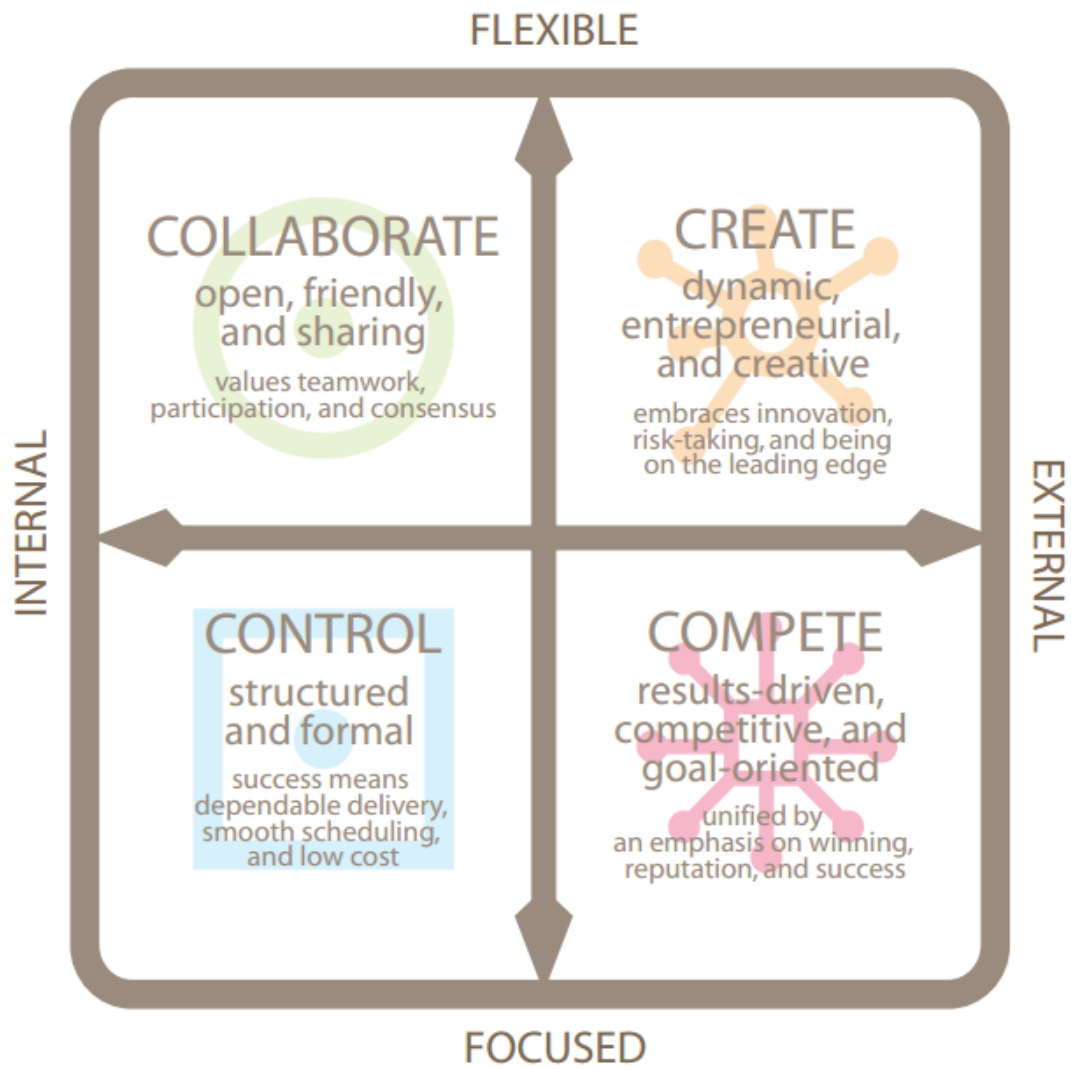


Figure 1:3 Understanding an Organization's Culture [6]

1.4 Culture of Aasa IT Solutions

At Aasa IT, their objective is to create an environment where great people can do their best work and find the path to realize their full potential. Their values form the nucleus of corporate culture. Their culture places great emphasis on teamwork, professional and personal development and quality of life.

And their values act as a foundation for evolving culture and are the basis of operational mode. Also values preserve the team environment and the founding spirit of the company. They are the source of creative ingenuity and success. So, they empower each associate to be driven by values, nurturing new ideas and fostering excellence.

Some of core values underlie all aspects of our business:

- Expand the contours of what is possible (Pursuit of Excellence)
 - Demonstrate innovation, creativity, and resourcefulness
 - Help create high performance teams, predictable results, rigorous execution
 - Seek continuous self-improvement and constant learning
- Be forthright and honest in all interactions(Integrity)
 - Demonstrate genuine sincerity and personal honor; work without a hidden agenda
 - Hold oneself to a high degree of accountability and assume responsibility for actions
 - Establish realistic expectations and meet commitments
- Respect Clients and Fellow Team Members(Respect for individuals)
 - Treat clients and colleagues with genuine respect and value the intrinsic qualities of each
 - Enhance client respect for company at every opportunity, build strong trusted advisor relationships
 - Support team members, find solutions not fault
- Inspire others through empowerment (Leadership)
 - Lead by example (Inspire), encourage others to take ownership (Empower)
 - Engage with the team to collaborate and develop the best Solution through collective wisdom
 - Assign success to the team, take personal responsibility if things go wrong

With dynamic workforce providing best-in-class operations across domains, Aasa IT believe that near future they will be the forefront of Information Technology innovation. So Aasa IT employees are highly motivated, well-rounded individuals with outstanding credentials, a strong record of professional accomplishments, and best-in-class technology skills. They share their passion, innovation, ideas and energy with global teams to solve their client's most critical and challenging issues.

1.5 Working Environment

Imagine a work environment that values technological innovation, respects integrity and stimulates enthusiasm. A place where get a chance to do great work and collaborate alongside some of the brightest people have ever met!

1.5.1 Open and Transparent

Aasa IT Solutions encourages open discussion and debate. They actively solicit and respect the views of their employees and use these as guiding principles while designing our people policies and practices. As an example, their "Monthly Peer Evaluation" is a powerful initiative of receiving feedback from their employees on important issues. In addition, they have a well-managed, interactive HR portal, which acts as a feedback channel where employees suggest, comment or ask questions about our people practices and processes and receive a prompt and openly published response.

1.5.2 Stimulating Work Environment

Aasa IT Solutions offer a challenging platform where the corporate mantra of 'People Excellence' is embodied in a performance-oriented work culture. Their work environment is people-focused, open, fair, collaborative, and conducive for continuous learning and personal growth. There is tremendous global collaboration, camaraderie, and pride among all the employees in Aasa IT Solutions across cultures and geographies. At Aasa IT Solutions, employees can find an environment that allows them to explore and map a dynamic career path tailored to their personal goals, and a supportive community of professionals working together towards real opportunities to positively impact company, partners, clients and their own careers.

1.5.3 The Aasa IT Way

A flat, networked organization, with speed and flexibility in decision-making, characterize the Aasa IT Way of working. Equal opportunities and openness towards people and new ideas are also key elements we nourish in their everyday work-life. We provide individuals with a platform for personal growth in a challenging environment with a clear vision, goals and shared management principles. Aasa IT brings together talented individuals who share these principles, and provides the platform for them to collaborate and be successful, both individually and as a team.

1.5.4 Achieve Work-Life Balance

Their philosophy at Aasa IT is work hard and play hard. They believe that every employee should strive for work-life balance. Aasa IT provides recreation and work-out facilities for employees to socialize, build relationships, and collaborate in informal, recreational settings with team members.

1.5.5 Equal Employment Opportunity

At Aasa IT, they are committed to equal employment opportunity in all of their employment practices. And their policy is to recruit, hire, train, promote, and reward employees for their individual abilities, achievements, and experience regardless of age, race, religion, color, ancestry, sex, sexual orientation, national origin, citizenship status, disability, military or marital status or any other protected status in accordance with the requirements of all federal, state and local laws.

2 Descriptions of the incidents

2.1 Japanese Delegate's Visit to Sri Lanka and Expand the Off-shore development

Aasa IT Solutions work hardly project related to the 3D technology, and gain huge recognition from the world class Japanese company call "3D incorporated". As result of this recognition Aasa IT solution got lot of research and development projects from 3DI. And also Aasa IT is the leading Sri Lankan company which deal with 3D related technologies.

With the relations build so far with Japanese market, few of the Japanese delegates visit Sri Lanka in May, 2014. Aasa IT is working with other local organizations and Universities to present Sri Lankan capacity in 3D Technology and Off-shore development for Japanese market.

Aasa IT Solutions is getting a very good response from Japanese 3D industry.

This achievement is basically due to the hard work of the employees in the organization. And the culture of Aasa IT is very helpful to achieve this. Employees are free to research and come up with their solutions. And it is very easy to make decisions with flat hierarchy of the management. And also there is no restricted working hours so employees work with their freedom.

So we can come to the conclusion that this incidence is positively influence by the organizational culture. And also this will directly affect to the company main objective, earn more profits. If organization gain more reputation means it get more projects and then it can make more profits from that projects.

2.2 1st Trainee Left to Japan

As result of the good recognition achieved by Aasa IT Solutions from the 3D Incorporated, They give opportunity to one undergraduate as an intern in 3D Incorporated Japan.

Out to the three University students who were working on Japanese technology projects was left to Japan to do his research work from Japan. He is coordinating the local research team from Japan sitting on-site. [2]

This is good opportunity to the particular trainee and also to the organization too. This is good motivation to the other employees to. This is mostly depends on the culture of the organization and this might become a culture after some time. Every year one trainee will left to japan to this industrial training period.

This will help to attract new trainees and employs in to the company. And also this incidence helps to improve the reputation of the company too.

2.3 Aasa IT Trainees Winners ICAMES 2014

ICAMES is the “International Cultural and Academic Meeting of Engineering Students”, organized by the Engineering Society of Bogazici University. It is a project competition held in second week of May annually aiming to gather the different cultures from different countries in Istanbul.

20th ICAMES was held from 10th to 17th May 2014. 22 teams from 16 countries were participated for ICAMES 2014. A team consist of four undergraduates from Department of Computer Science and Engineering, University of Moratuwa was selected to participate for ICAMES this year with a project named “Shadow Mode” which had been carried out under the supervision of Mr. Nisansa de Silva, Lecturer University of Moratuwa. The team members Aasa IT interns and they was sponsored by Aasa IT Solutions.

Sri Lankan team with the project “Shadow Mode” won the first place in the ICAMES 2014. [2]

This is good opportunity to the particular trainees and also to the organization too. This is good motivation to the other employees to. This is mostly depends on the culture of the organization and this might become a culture after some time. Next time employee selected to the foreign conference organization will sponsor for the employee.

This will help to attract new trainees and employs in to the company. And also this incidence helps to improve the reputation of the company too.

3 Data collection

For selecting related incidents and to gather information about the organization culture and the environment of the organization, I have talked with few people from Aasa IT Solutions in different roles via email and feedback forms. They are Mr. Sumith Gamage CEO of Aasa IT Solution Pvt Ltd, Mr. Kasun Chamara HRM of Aasa IT Solutions Pvt Ltd, Mr. Adheeb Adb, an intern at Aasa IT Solutions and also I have gather more details relevant to the origination using anonymous feedback form [4]. Also I went through the Aasa IT Official web site [2] for finding related incidents.

I have attach the feedback form in Appendix [1].

4 Data analysis, presentation and Findings

I had distribute the feedback forms among the employees at Aasa IT Solutions and gathered anonymous data reading the organization culture and also working environment of the organization. I have visualize collected data in various format to interpret them to information.

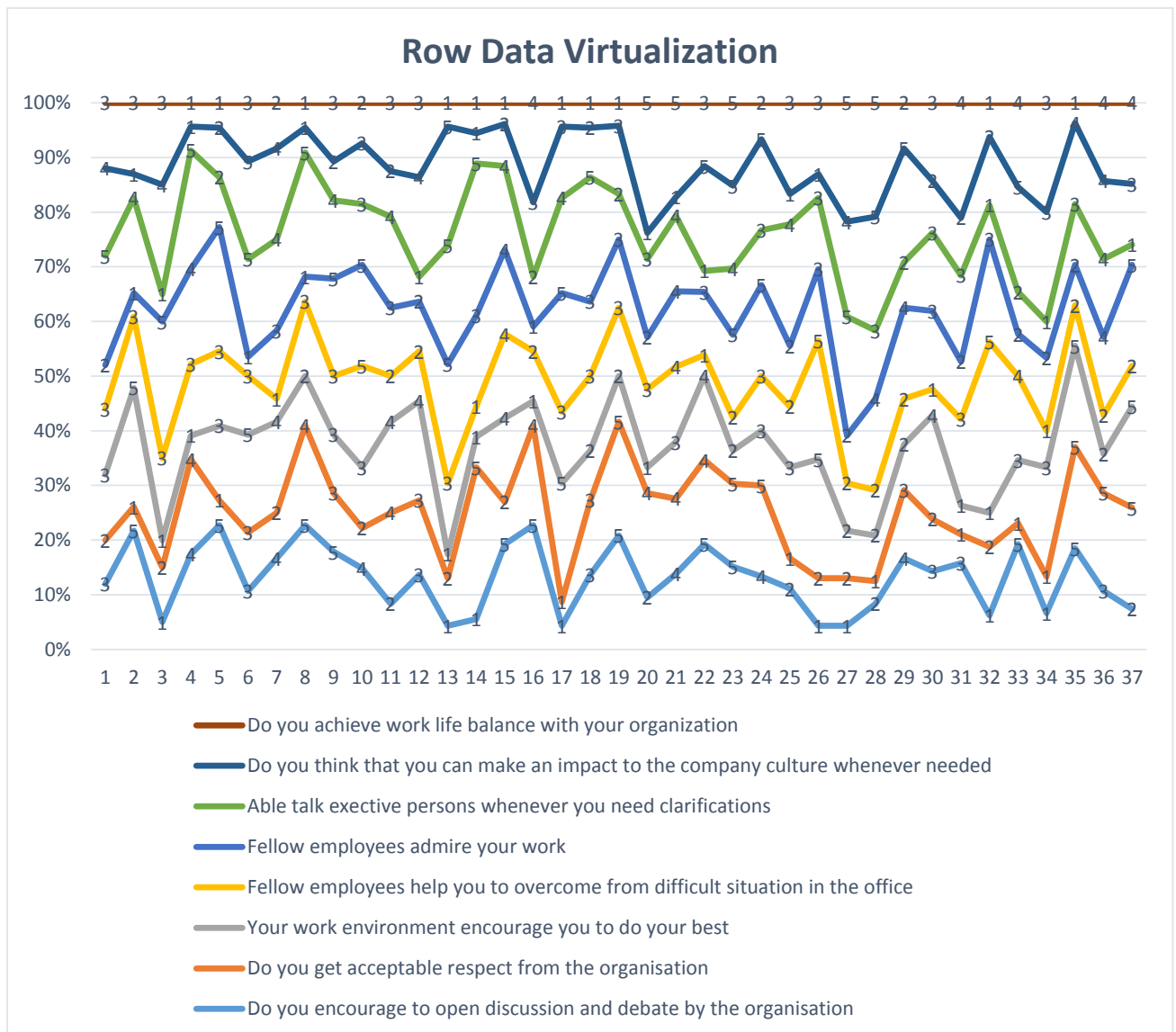


Figure 4:1Row Data Virtualization

Fist graph is just representation of the row data of gathered data from the feedback forms. Just looking at this graph we cannot come to the conclusion about the organization. It shows evenly distributed result.

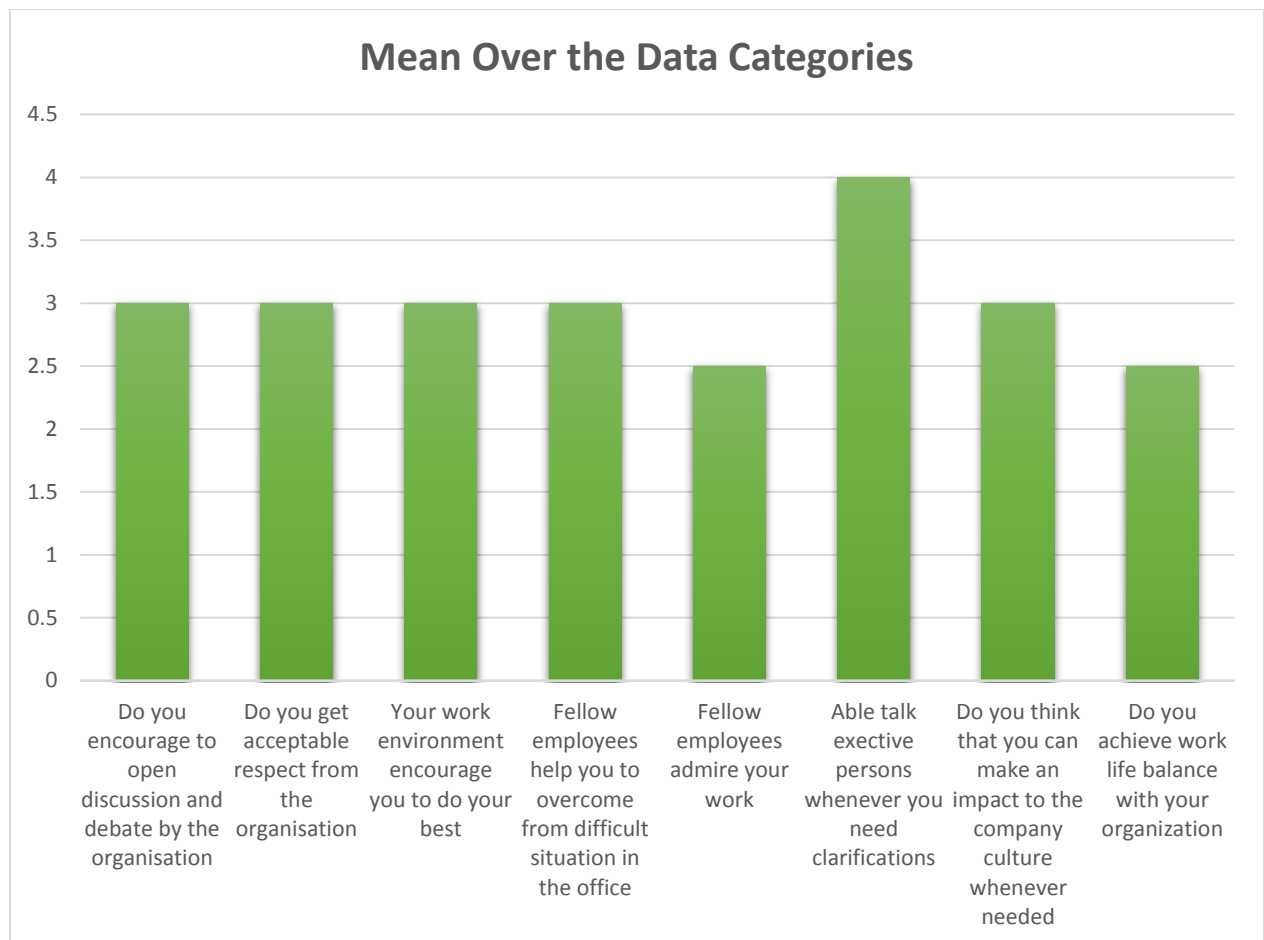


Figure 4:2 Median over the Data Categories

This graph gives bit more intuition about the organization culture and the environment. All the categories are about the 2.5 level. So we can come to conclusion that this organization is not bad by looking in employees view.

And also this shows employees has quite much ability to talk executive persons whenever they need clarifications

But also there is a lack admire by the fellow employees And There is a lack of work life balance in this organization.

There are few drawbacks in this organization but overall Aasa It Solutions is maintain good culture respective to the employees.

5 Conclusions

In above section, I described few incidents related to Aasa IT Solutions and their background, how they have been affected by the culture of the organization and how they are going to affect the objectives of the organization.

From the above study, we can see that even though culture is made to help the objectives of the organization, they also has bad effects of them too.

All the incident I have figure out and describe in previous chapters are positively enforced in to the organization. And also those incidents are highly improve the ability to achieve the main objectives of the organization which is achieve more profit.

All of those are good opportunity to the particular employees and also to the organization too. Those incidents will help to attract new trainees and employs in to the company. And also this incidence helps to improve the reputation of the company too.

So my opinion is effect of culture highly helps organization much towards achieving its objectives.

So from the above study, what we can conclude is that even though Aasa IT Solutions is newly built its culture and culture helps lot towards achieving its objectives, culture of the organization also hinders the achievement of organizational goals.


6 Reference

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7 Appendix

7.1 Appendix [1]

Organization Culture Vs Organizational Objectives



This is a basic survey to capture the organizational culture and to assess an organization's strengths and weaknesses as they apply to organizational performance.

*** අනාවැකියි**

Do you encourage to open discussion and debate by the organisation *

1 2 3 4 5

Strongly Disagree Strongly Agree

Do you get acceptable respect from the organisation *

1 2 3 4 5

Strongly Disagree Strongly Agree

Your work environment encourage you to do your best

1 2 3 4 5

Strongly Disagree Strongly Agree

Fellow employees help you to overcome from difficult situation in the office

1 2 3 4 5

Strongly Disagree Strongly Agree

Fellow employees admire your work

1 2 3 4 5

Strongly Disagree Strongly Agree

Able talk exective persons whenever you need clarifications

1 2 3 4 5

Strongly Disagree Strongly Agree

Do you think that you can make an impact to the company culture whenever needed

1 2 3 4 5

Strongly Disagree Strongly Agree

Do you achieve work life balance with your organization

1 2 3 4 5

Strongly Disagree Strongly Agree

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Google පෙරේම හරහා කිසිදා මුරපද යොමු නොකරන්න.