ABSTRACT
Culture is such a crucial factor in the long-term effectiveness of organizations and has impact on the working environment as well as the individuals working in it. Every organization has its own organizational culture. In order to understand the various cultures existing in the present industrial world an attempt has been made to investigate the various types of organizational culture prevailing in various sectors. The study is purely based on the secondary data. The present study will generate interest among the academicians and practitioners who are interested in the subject matter. In the context of the poor theoretical framework a study like this is a must to provide first hand information to the researchers who are all pursuing the research work on organizational Behaviour. It is concluded that this study provides a glimpse of the successful cultural practices practiced by various sectors of the industry.

INTRODUCTION
The increasing reach of global business and the increased involvement of multinational companies (MNC) in newly emergent economies necessitate the spotlight to be on management practices in various parts of the world. In this context, it may be highlighted that the Indian economy holds a distinguished position among the rapidly developing nations of the world. Therefore, it is understandable that worldwide changes in the business environment have had considerable influence on management practices in India (Soumendu Biswas 2009). India is emerging now as an economically strong power. Other countries are looking India as industrially developed country. In future there is a possibility that Indian work culture would serve as a model for rest of the world. In today's economic world productivity and competitiveness through novelty and innovations enables an industry to get and sustain its share of market. Sound functioning of organization heavily depends on strong organizational culture. Experts largely accepted the notion that organizational culture is linked with or connected with positive organizational results. Any organization objective is to achieve the maximum performance in order to fulfill the expectation of the stakeholders.
In the globalised eras the organizational leaders are confronting with many complex and complicated issues during the attempts to generate organizational achievement. There is no guarantee that the culture practiced by the industries brings industrial effectiveness. But, at the same time there are some cultures which bring concrete results. A situation like this compels studying the existing culture and redefining the culture if necessary, to help to mobilize the collective effort to achieve the overall objectives of the organizations.
SIGNIFICANCE OF THE STUDY
As we are in the third generation of economic reforms a lot of reforms on the card. The projected massive economic growth cannot be achieved without industrial reforms through industrialization. More Indian companies are becoming multinational and Transnational companies, which brings lot of change in the work place. Today’s industries witness employee drawn from different places and different countries. As a result organizations are very much needed an appropriate organizational culture which could address the radical changes taken place within and outside the organization. Therefore studying the different types of organizational culture is a must as it helps the organization to adapt to appropriate organizational culture to achieve its overall objective of organization.

OBJECTIVE OF THE STUDY
The objective of the study is to overview the typology of organizational culture.

METHODOLOGY
The study is purely based in secondary data that are available through published sources like books and research papers from journals.

TYPOLOGY OF ORGANIZATIONAL CULTURE
The culture named the “Clan” or the “Family” has the following subsytems: It is a personal place with a family feeling. The leadership style is caring, mentoring and helpful. The staffs are oriented towards cooperation, consensus and participation. The glue is based on loyalty and trust. The strategic goals concern human development, openness, trust and the criteria for success are human development and an organization in which staff perceive that they are appreciated and cared for (Niels Ole Pors, (2008). The clan culture is internally oriented and is reinforced by a flexible organizational structure. “Organizations succeed because they hire, develop, and retain their human resource base”. A core belief in clan cultures is that the organizations trust in and commitment to employees facilities open communication and employee involvement. Consequently, clannish organizations value attachment, affiliation, membership, and support. Behaviours associated with these values include teamwork, participation, employee involvement, and open communication. These means are expected to promulgate the outcomes of employee morale, satisfaction and commitment (Chad A. Hartnell, Amy Yi Ou and Angelo Kinicki, 2011).

Adhocracy culture: This is another culture practiced in the organization. It is a culture which prepares the employees to take the risk willingly with an aim to complete the work positively. It is based on being filled with entrepreneurship and another dominant feature is the willingness to take risks. The leadership styles also oriented towards innovations and towards making striking and visible contributions that are special. Innovation is the glue that keeps the organization together and the strategic goals are innovations and constant change processes. The criteria for success are oriented towards the development of unique services and being the forefront of the development (Niels Ole Pors, (2008). The Adhocracy type is externally oriented and is supported by a flexible organizational structure. A fundamental assumption in adhocracy cultures is that change fosters the creation or garnering of new resources. A fundamental belief in adhocracy culture is that an idealistic and novel vision induces members to be creative and take risks. Hence, adhocratic organizations value growth, stimulation, variety, autonomy, and attention to
detail. Behaviours that emanate from these values include risk taking, creativity, and adaptability. Consequently, these means are predicted to cultivate innovation and cutting-edge output (Chad A. Hartnell, Amy Yi Ou and Angelo Kinicki, 2011).

**The Market culture:** The Market Culture is yet another type of culture which is widely followed by leading selling organization. An organization which is exclusively structured to practice this culture is much more structured emphasizing competition, results and fulfillment of goals and objectives. Traditionally, the market culture will aim at getting a greater market penetration and increase its user base through increasing user satisfaction (Niels Ole Pors, 2008). The market culture type is externally oriented and is reinforced by an organizational structure steeped in control mechanisms. The primary belief in market cultures is that clear goals and contingent rewards motivate employees to aggressively perform and meet stakeholders’ expectations. Therefore, market organizations value communication, competence, and achievement. Behaviours associated with these values include planning, task focus, centralized decision making, and articulation of clear goals (Chad A. Hartnell, Amy Yi Ou and Angelo Kinicki, 2011).

**The Hierarchical culture:** Yet another powerful and much advocated culture is the Hierarchical Culture. Organizational goals are achieved through focusing control mechanism facilitated by programme, rules and regulations. Hierarchical culture is based on structure, predictability and control. The leadership style will coordinate, organize and emphasize efficiency and the staff will value predictability and conformity. The glue in the organization is formal rules and policies and the strategic goals are oriented towards performance and stability. The criteria for success are trustworthiness, effectiveness and efficiency (Niels Ole Pors, 2008). The hierarchy culture type is internally oriented and is supported by an organizational structure driven by control mechanisms. A Prominent belief in hierarchy cultures is that employees meet expectations when their roles are clearly defined. Behaviours that result from these values include conformity and predictability. These means in turn are expected to promote efficiency, timeliness, and smooth functioning (Chad A. Hartnell, Amy Yi Ou and Angelo Kinicki, 2011).

**Role Culture:** This is another type of work culture build around the respect and contribution by the leader of the entity. Under this culture, employees are free to act within the authorized role. Role cultures flourish in stable situations and sellers’ market. (Barbara Senior Jocelyne Fleming, 2010). In role culture, work is performed out of a respect for contractual obligations backed up by sanctions and personal loyalty towards the organization or system Here the power base of the leader is legitimacy and followers accord status out of respect for the office. The leader does what he/she is authorize to do. Leadership tends to be invisible, impersonal and even evasive. The leader practices “selling”, which is an intermediate position between telling and consulting. Quinn and Mc Grath’s(1958) empirical expert type of leadership fits within the role culture. The leader is technically expert and well informed. He/she keeps a track of all details and contributes expertise. His/her influence is based on information control, and as a result, documentation and information management are actively pursued. The empirical expert leader does what he or she is authorized to do. Another common management style top find in organizations with a role culture is Leisseez-faire, which means “Leave alone, Leave others to do”. In this case, leadership is once again invisible, impersonal and even evasive (Umit S. Bititic, Kepa Mendibil, Sai Nudurupati, Patrizia Garengo & Trevor Turner 2006).
The power Culture: Power cultures are those in which a single person or group tends to dominate. Experts refer to this culture as a web in the sense that the spider in the middle controls what happens throughout the organization. Decision making is centralized. This type of culture is seen as, essentially, political in that decisions are taken on the basis of influence rather than through a logical rational process. Power is held by the centre by virtue of personal charisma or the control of resources. Family businesses, small entrepreneurial companies and occasionally trade unions are likely to have this type of culture depends on the strength of the centre and the willingness of other organizational members to defer to this power source (Barbara Senior Jocelyne Fleming, 2010). In the power culture, work is performed out of hope of reward, fear of punishment or personal loyalty towards a powerful individual. The power base of the leader forces a degree of fear, deference or utility. Terms such as authoritative, autocratic and idealistic prime over have been used to define the dominant leadership style commonly found within the power culture. Here the leader tells others what to do and he/she motivates employees by “the carrot and the stick” (Umit S. Bititic, Kepa Mendibil, Sai Nudurupati, Patrizia Garengo & Trevor Turner 2006).

Achievement Culture: This is another type of culture where the soul is continuous encouragement by the leader to reach excel. In the achievement culture work is performed out of satisfaction in the excellence of work and achievement and/or personal commitment to the task or goal. The power base of the leader is his/her expertise (i.e. knowledge and skills) and followers’ accord status out of recognition of contribution. The leader is energized by competitive situations and actively pursues goals and targets. The leader continuously gives direction and encourages participation of employees’. Appropriate management styles within the achievement culture are consultative and rational achiever argues that these leaders believe that employees are already motivated but need encouragement to continuously achieve high performance (Umit S. Bititic, Kepa Mendibil, Sai Nudurupati, Patrizia Garengo & Trevor Turner 2006).

Support Culture: A Culture which has a component to build team and continuously encourages the team spirit will take the organization to a zone of top organization achievement is none other the support culture. In the support culture, work is performed out of the activity for its own sake and concern and respect for the needs and values of the other persons involved. Here leaders need to have personal charisma, which symbolize esteemed values. Followers accord status out of liking or identification. The leader in the support culture is people orientated, caring and empathic. His/her influence is based on getting people involved in the decision-making and on mutual respect and trust. This leader continuously manages conflict and seeks consensus and actively pursues participation, commitment, openness and morale. Terms such as participative, democratic and existential team-builder have been used to describe this type of leadership style (Umit S. Bititic, Kepa Mendibil, Sai Nudurupati, Patrizia Garengo & Trevor Turner 2006).

The task culture: The task culture is represented by a net. The dominant concept in a task culture is project work associated with matrix-type structures. Handy pushes the Greek god association somewhat here in suggesting Athena, whose emphasis was on getting the job done. The task culture, therefore is not particularly concerned with personal power of hierarchy, but with marshalling the required resources to complete work efficiently and effectively. Decision making is devolved to the project groups to enhance flexibility of working method and speed the
outcomes. The task culture is said to flourish where creativity and innovation are desirable, particularly in organizations concerned with such activities as research and development, marketing, advertising and new ventures (Barbara Senior Jocelyne Fleming, 2010).

**Reactive Organizational Culture:** This is one of the types of culture followed in the organizations. Instant solutions are prescribed to address the problems and not aim to address with long term vision. The organizations reacts to every knock be that from the internal or external environments. Crisis Management is the order of the day. No attempts are made to avoid conflicts instead attempts to diffuse them after they have arisen, are seriously made. But the “here and now” attitude to any aspect of organizational functioning has an in-built weakness: long-term, system-based solutions are just not available. Managers pride themselves in being “practical” people. But, they would not realize that being “practical”, for the most part is confined to managing routines (A. B. Sivakumar 1995).

**Proactive Organizational Culture:** The proactive organizational cultures do not have any of the weakness of the passive and reactive organizational cultures. These are organizations that have cultures born out of far-sighted, progressive and professional chief executives; visionary leadership is there for the asking, even at junior management levels. Nobody stops with just asking “why” but also goes further and asks “why not”? Preserving the status-quo does not arise and any attempt to do so is mercilessly crushed. In simple words every employee of the organization practices Keizen, or continuous improvement (A. B. Sivakumar 1995)

**Constructive culture:** A culture which gives freedom and encouragement to their employees to interact freely with each other for leaving those behaviours which act as hindrance in the smooth completion of the task or work. A constructive culture is one in which employees are encouraged to interact with others and to work on tasks and projects in ways that will assist them in satisfying their needs to grow and develop. This type of culture endorses normative beliefs associated with achievement, self-actualizing, humanistic-encouraging and affinitive (Robert Kreitner, Angelo Kinicki, Marc Buelens, 2002)

A passive-defensive culture is characterized by an overriding belief that employees must interact with others in ways that do not threaten with own job security. This culture reinforces the normative beliefs associated with approval, conventionalism, dependence and avoidance (Robert Kreitner, Angelo Kinicki, Marc Buelens, 2002)

Aggressive-defensive culture encourages employees to approach tasks in forceful ways in order to protect their status and job security. This type of culture is more characteristic of normative beliefs reflecting opposition, power, competition and performance (Robert Kreitner, Angelo Kinicki, Marc Buelens, 2002)

**Soft Culture:** A culture which is not supposed to be adopted is soft work culture but sometimes surrounding compels to go for this culture. In a soft Work culture (a) work seems to be displaced from its central place in the minds of the employees by non-work activities and interests, (b) the management is pliant and adopts an appeasing attitude and (c) the organization tends to avoid or yield to the debilitating environmental factors. In contrast, a synergetic work culture is reflected in (a) the belief that hard and sincere work is invariably rewarded, (b) the
superiors being fair and firm and adopting a nurturant-task style of leadership and (c) the organization trying to contain the debilitating environmental factors (Jai B. p. Sinha 1994).

The person culture: According to Handy, this culture is an unusual one. It exists only to service the needs of the participating members. It does not have an overarching objective such as is found in more conventionally structured organizations. Examples of person cultures are barristers’ chambers, doctors’ centers, hippy communes and small consultancy firms. Person cultures have minimal structures and can be likened to a cluster or galaxy of individual stars (Barbara Senior Jocelyne Fleming, 2010).

The tough-guy, macho culture: These organizations are people with individuals who regularly take high risks and receive rapid feedback on the outcomes of their actions. Examples cited are police departments, surgeons, publishing, sports and the entertainment industry. In tough-guy, macho cultures the stakes are high and there is a focus on speed rather than endurance. Staffs in these cultures tend to be young ad financial rewards come early, but failure is punished severely through ‘the sack’. Burnout is likely before middle age is reached. Internal completion and conflicts are normal and this means tantrums are tolerated and everyone tries to score points off each other. However, while tough-guy cultures can be highly successful in high-risk, quick-return environments they are less suited to making long-term investments. Being unable to benefit from cooperative activity, these organizations tend to have a high turnover of staff and thus often fail to develop a strong and cohesive culture (Barbara Senior Jocelyne Fleming, 2010)

The work-hard/play-hard culture: This culture exists in organizations where there is low risk but quick feedback on actions- the world of sales organizations that incorporate hard work and fun. Examples are Avon, Mary Kay cosmetics and encyclopedia companies as well as companies such as McDonald’s. Persistence, keeping at it and working to recognized procedures are typical of work-hard/play-hard cultures. In these cultures, the risks are small because no individual sale will severely damage the salesperson. In addition production systems are built to withstand temporary hitches or deviations from normal. However, being selling oriented, all employees gain quick feedback on their performance. Heroes in these organizations are the super salespeople who turn in volume sales. Contests, conventions and other means of encouraging intense selling are used. Yet the culture emphasizes the team because it is the team that makes the difference, not the achievements of single individuals. However, although work/play cultures can achieve sales volumes, this can be at the expense of quality-they frequently forget that success may be ‘one shot’ only’ (Barbara Senior Jocelyne Fleming, 2010)

Bet-your-company-culture: These cultures are typical of organizations where the risks are high and the feedback on actions and decisions takes a long time. Bet-your-company organizations are those that invest millions or billions in projects which take years to come to fruition. Examples include large aircraft manufactures such as Boeing, oil companies such as Mobile and large systems businesses. In contrast to tough-guy cultures, people working in bet-your-company cultures bet the company rather than themselves. Consequently there is a sense of deliberateness that manifests itself in ritualized business meetings. All decisions are carefully weighed and based on considered research. Decision making tends to be top down, reflecting the hierarchical nature of the organization. The survivors in these organizations respect authority and technical competence and have the stamina to endure long-term ambiguity with limited
feedback. They will act cooperatively, and have proved themselves over a number of years—immaturity is not tolerated in this culture. Bet-your-company cultures lead to high-quality inventions and major scientific breakthroughs, but their slow response times make them vulnerable to short-term economic fluctuations in the economy. However, it’s said that these companies may be those that the economy most needs (Barbara Senior Jocelyne Fleming, 2010).

The process culture: This culture is typical of organizations where there is low risk and slow feedback on actions and decisions. Examples are banks, insurance companies, public and government organizations and other heavily regulated industries. Working with little feedback, employees have no sense of their own effectiveness or otherwise. Consequently they tend to concentrate on the means by which things are done rather than what should be done. Values tend to focus on technical perfection right. Protecting one’s back is what most employees will do, so the people who prosper are those who are orderly and punctual and who attend to detail. The ability to weather political storms and changes becomes a desirable trait. In process cultures there is considerable emphasis on job titles and status and the signs that symbolize them, such as style of office furniture. Position power is desired. Staying with the organization is revered by the institution of long-service awards. Process cultures are effective when dealing with a stable and predictable environment, but find it difficult to react quickly to changing circumstances (Barbara Senior Jocelyne Fleming, 2010).

Authoritarian Culture: In this case, the leader of the organization exercises full control over the subordinates who have to strictly carry out the orders and instruction of the former. It is based on the assumption that the leader knows what is good for the organization and would always strive for its interests (Dr. K. Murali Selvam, 2009).

Participative Culture: It is based on the belief that the subordinates are motivated to work better when they are involved in the process of decision-making. It ensures that the leader does not thrust his ideas on the employees (Dr. K. Murali Selvam, 2009).

Bureaucratic Organizational culture would be characterized by the control and governance mechanisms. An organization following bureaucratic form will lead to a culture which is rule bound with defined roles and responsibilities for its members. Hierarchies would be maintained with fewer opportunities for experimentation. A formal communication will prevail and risks would be minimized through various systems (Dipak Kumar Bhattachariyya 2011).

The jungle-like culture in organizations indicates professionalism, innovation, and creativity, and is the true place for unleashing the potentially of its members. Those who would like to grow faster they can adopt this culture. Other syndromes of jungle-like cultures in organizations could be interpersonal competition, incentives for hard work, freedom and autonomy, and risk-bearing decision-making. Despite having a high propensity of risk, organizations practicing this type of culture can grow much faster than those following machine-like or bureaucratic cultures (Dipak Kumar Bhattachariyya 2011).

Organizations which like to get on edge through cost reduction can very well adopt this machine-like culture. The machine-like culture prevents burn-out, lowers turnover, and smoothen financial performance. It is like a systems or protocol-bound work environment, where every
action has its roots in the standard operating procedures (SOP). While this probably minimizes costs, it requires a relatively slow-changing economic environment. When new opportunities present themselves, it moves too slowly to grasp them (Dipak Kumar Bhattachariyya 2011).

**Strong culture and weak culture:** When the members of an organization intensely hold and widely share its core values the culture is said to be strong. Orientation and rewards may be used to increase the degree of intensity and sharedness. Orientation programmes are organized to tell the newcomers about the values of the organization. Promotion and other rewards are distributed among the employees who hold the core values. Weak culture means the core values of the organization are not shared with high degree of intensity. Employee turnover is generally high in organizations having weak culture (Dr. C. B. Gupta, 2008).

Strong cultures take a long time to develop and are very difficult to change. Individuals working within strong cultures are typically very aware of it. However, this discussion brings us to an important point: “Strong” cultures are not always “good” cultures. Strong cultures guide employee attitudes and behaviors, but that doesn’t always mean that they guide them toward the most successful organizational outcomes. As such, it is useful to recognize some of the positive and negative aspects of having a strong organizational culture. The right-hand column’s disadvantages all lead toward an organization’s inability to adapt (Jason A. Colquitt, Jeffery A. Lepine & Michael J. Wesson, 2011).

A **strong organizational culture** is internally consistent, widely shared, and clear about the appropriate behavioural requirements. Such organizations have a vision that all stakeholders understand. It acts like a mechanism or coordination; everyone in the organization works in synchronization; everyone understands the goals and also knows how to achieve them, as culture also sets the direction (Dipak Kumar Bhattachariyya 2011). A high level of culture strength exists when employees definitively agree about the way things are supposed to happen within the organization (high consensus) and when their subsequent behaviors are consistent with those expectations (high intensity). Weak cultures exist when employees disagree about the way things are supposed to be or what is expected of them, meaning that there is nothing to unite or direct their attitudes and actions (Jason A. Colquitt, Jeffery A. Lepine & Michael J. Wesson, 2011).

In some cases, the culture of an organization is not really strong or weak. Instead, there might be subcultures that unit a smaller subset of the organization’s employees. These subgroups may be created because there is a strong leader in one area of the company that engenders different norms and values or because different divisions in a company act independently and create their own cultures. Subcultures exist when the overall organization culture is supplemented by another culture governing a more specific set of employees. Subcultures are more likely to exist in large organizations than they are in small companies. Most organizations don’t mind having subcultures, to the degree that they do not interfere with the values of the overall culture. In fact, subcultures can be very useful for organizations if there are certain areas of the organization that have different demands and needs for their employees. However, when their values don’t match those of the larger organization, we call subcultures countercultures. Countercultures can sometimes serve a useful purpose by challenging the values of the overall organization or signifying the need for change. In extreme cases however, countercultures can split the organization’s culture right down the middle, resulting in the differentiated culture (Jason A. Colquitt, Jeffery A. Lepine & Michael J. Wesson, 2011).
Many organizations try to create a **customer service culture** focused on service quality. Organizations that have successfully created a service culture have been shown to change employee attitudes and behaviors toward customers. These changes in attitudes and behaviors then manifest themselves in higher levels of customer satisfaction and sales. (Jason A. Colquitt, Jeffery A. Lepine & Michael J. Wesson, 2011).

It is not uncommon for manufacturing or medical companies to go through a string of accidents or injuries that potentially harm their employees. For these organizations, creating a **safety culture** is of paramount importance. There is a clear difference between organizations in terms of the degree to which safe behaviors at work are viewed as expected and valued. A positive safety culture has been shown to reduce accidents and increase safety-based citizenship behaviors. A safety culture also reduces treatment errors in medical settings (Jason A. Colquitt, Jeffery A. Lepine & Michael J. Wesson, 2011).

**Material culture and non-material culture:** The material culture is formed by material things such as work layout, techniques, technology, equipment and the like. Furniture, dress code, executive perks also sustain and convey cultural norms. Material culture exercises profound influence on employee behavior. For example, if people are dispersed in geographical space close supervision becomes difficult. The non-material culture implies customs, traditions, values, beliefs, rituals, taboos of the organization. These intangibles are handed down from generation to generation and change slowly. The non-material culture differs from society to society but is universal. For example, all societies have their own norms of honesty. The non-material culture serves as a stabilizing force (Dr. C. B. Gupta, 2008).

**Professional culture and institutional culture:** Every profession develops its own code of conduct. The members of a profession imbibe professional norms. For example, the chartered accountancy profession indoctrinated and its norms become an integral part of the personality of a chartered accountant. This brings loyalty to the profession. Members become more loyal to their profession than to a particular organization. Institutional culture refers to a cultural system which an organization develops as a social entity. This cultural system having unique properties develops through rules, procedures, policies, leadership styles, reward structures and the like. For example, a culture of knowledge creation and dissemination and emotional involvement, of the teacher with his job may develop in an academic institution (Dr. C. B. Gupta, 2008).

**CONCLUSION**
In the context of the poor theoretical framework a study like this is a must to provide first hand information to the researchers who are all pursuing the research work on organizational Behaviour. As the work culture has continuously been expanding due to the globalised nature, changing the existing face of the culture is an unavoidable one. Understanding this would bring a qualitative and quantitative change in the functioning of the organization. It is concluded that this study provides a glimpse of the successful cultural practices practiced by various sectors of the industry.
REFERENCES