

Organisational culture: A study of selected organisations in the manufacturing sector in the NCR

Organizační kultura: Studie vybraných organizací ve zpracovatelském sektoru NCR

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Abstract: The main objective of the study is to compare the organisational culture of the selected companies in the manufacturing sector and to identify and measure the perceived organisational culture and its various dimensions. 70 responses to a 4 point scale questionnaire based on the OCTAPACE profile developed by Udai Pareek were obtained from 2 organisations in the NCR. The result shows that the executives and non- executives perceive the culture differently. The study helps in identifying the weaker aspects of culture in terms of values and beliefs that prevail in the organisation. Once the diagnosis of the culture is done to identify how much each item is valued, the management gets an opportunity to work upon the identified weaker aspects, on the basis of the degree of correlation between the various elements of the OCTAPACE profile for developing and maintaining a better organisational culture to achieve the desired performance and to sustain competition in the long run.

Key words: organisational culture, ethos, OCTAPACE, values

Abstrakt: Hlavním cílem této studie je porovnat organizační kulturu vybraných společností zpracovatelského sektoru a identifikovat a změřit organizační kulturu a její dimenze. Od 2 organizací NCR bylo získáno 70 odpovědí na 4-bodové škále dotazníku zpracovaného na základě profile OCTAPACE, který byl vyvinut Udai Pareekem. Zpracované výsledky ukazují, že pracovníci exekutivy a ostatní pracovníci vnímají kulturu odlišně. Studie napomáhá identifikaci slabých míst kultury ve smyslu hodnot a přesvědčení převažujících v organizaci. Jestliže je provedena diagnóza organizační kultury, která identifikuje, jak vysoce je který prvek hodnocen, management organizace má možnost pracovat na identifikovaných slabých aspektech a na základě stupně korelace mezi jednotlivými elementy profile OCTAPACE, směřujícího k rozvoji a zachování lepší organizační kultury dosáhnout žádoucí úrovně výkonu organizace a dlouhodobě obstát v konkurenci.

Klíčová slova: organizační kultura, ethos, OCTAPACE, hodnoty

INTRODUCTION

Organisational culture: A general preview

The dawn of globalization on the horizon of trade and commerce has created enormous opportunities of growth, expansion, profit maximization, and im-

age building. It has at the same time resulted in the outbreak of serious threats to the survival of the organisations, especially in the countries that are either under-developed or are developing. Organisations in these changed circumstances have been in the continuous search of such strategies which could provide them with a source of survival, means of

growth and above all, an edge over their potential competitors. Critical to the sharpening competitive advantage is an understanding and development of organisational culture, which evolves through an interactive relationship with global trend.

It is widely recognized that different organisations have distinctive cultures. Through tradition, history and structure, organisations build up their own culture. Culture gives an organisation a sense of identity – ‘who we are’, ‘what we stand for’, ‘what we do’.

Organisational culture/ethos is the underlying spirit or character of an organisation and it is made up of its beliefs, customs or practices. The influence of organisations in shaping the attitudes, values, motivation, and performance of people is being increasingly realized.

Culture comprises the symbolic side of an organisation, and it shapes the human thought and behaviour in the system. The concept of organisational culture is in common use since the 1980s. Organisational research originally focused strongly on the surveying of corporate climate, but in the 1980s, the organisational climate concept was to a certain extent replaced by the concept of organisational culture. Climate was redefined as the visible expression of organisational values. There is no generally accepted definition of either concept, even though both terms have been in use for more than a decade.

Organisational Culture, or Corporate Culture, comprises the attitudes, experiences, beliefs and values of an organisation. From organisational values, there develop organisational norms, the guidelines or expectations that prescribe the appropriate kinds of behaviour by employees in particular situations and control the behaviour of organisational members towards one another.”

Some common definitions of Organisational Culture

Edgar Schein, one of the most prominent theorists of organisational culture, gave the following very general definition:

“A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Shafritz and Ott 2001).

Kroeber and Parsons (1958) defined culture as the “transmitted and created contents and patterns of values, ideas, and other symbolic meaningful systems as factor in shaping human behaviour and the artefacts produced through behaviour”.

Hofstede (1978) defined culture as “the collective programming of human mind, obtained in the course of life, which is common to the member of one group as opposed to another”.

Organisational culture is the “basic assumptions and beliefs that are shared by members of the organisation” (Schein 1985).

Corporate culture is the *implicit, invisible, intrinsic and informal* consciousness of the organisation, which guides the behaviour of the individuals, and at the same time, shapes itself out of their behaviour (Scholz 1987).

The Organisational Culture is a system of organisational symbols, beliefs, values and shared assumptions and it is the social force that controls the patterns of organisational behaviour by shaping members’ cognition and perceptions of meanings and realities (Ott 1989).

IMPORTANCE OF STUDYING ORGANISATIONAL CULTURE

The need to diagnose and manage organisational culture is growing in importance partly because of an increasing need to merge and mould the different organisations’ cultures as structural changes have occurred (for instance, when units are consolidated, when downsizing and outsourcing eliminate parts of the organisation, or when the entire organisations merge). The escalating importance of culture is also partly a result of the increasing turbulence, complexity, and unpredictability faced by the organisations in their external environments.

The concept of culture is also important when attempting to manage an organisation-wide change. Practitioners are coming to realize that, despite the best-laid plans, an organisational change must include not only changing structures and processes, but also changing the corporate culture as well.

As the competition, changes, and pressure intensify for organisations, therefore, organisational culture is given more prominence and emphasis. This is because, paradoxically, organisational culture creates both stability and adaptability for organisations. It creates stability by being the glue that holds the organisation through adherence to a clear set of consensual values. Culture also fosters adaptability by providing a clear set of principles to follow when designing strategies to cope with new circumstances. Clarifying the core competences and the strategic intent are prerequisites to organisational adaptability, and both are grounded squarely in the organisation’s unique culture (Cameron and Quinn 1999). Having a diagnostic instrument to

identify the core organisational culture values can be an especially useful tool in the effective management of organisational change.

The dynamic environment, where the agricultural companies are operating in the Slovak Republic after the accession to the European Union, requires continuity in increasing the efficiency of the production process for the preservation and growth of the domestic producers' competitiveness in the single agrarian market (Bielik et al. 2010).

"Organisational culture is the key to organisational excellence... and the function of leadership is the creation and management of culture" (Schein 1992). Interpreting and understanding organisational culture is an important activity for managers and consultants because it affects strategic development, productivity and learning at all levels. Cultural assumptions can both enable and constrain what organisations are able to do.

OBJECTIVES OF THE STUDY

Organisational culture is hypothesized to play a decisive role in the development of a unique corporate identity. This unique identity provides organisations with the opportunity to attain strategic leadership. Keeping in view the vital role that culture plays in the success of any organisation, the present study was undertaken with the objective of studying the cultural pattern in different organisations within manufacturing industry in the NCR. The study is based on the concept of the OCTAPACE culture – an acronym for Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, and Experimentation.

The study has been undertaken with the following objectives:

- (1) To identify and measure the perceived organisational culture and its various dimensions.
- (2) To study how the different groups (executives and non-executives) of the organisation perceive its culture.
- (3) To identify the level of the OCTAPACE culture between different manufacturing units.

Thus, the study attempts to uncover the culture of the organisation.

HYPOTHESES OF THE STUDY

On the basis of above objectives, the following hypotheses were formulated:

(1) Null Hypothesis (H01): Various dimensions of the culture exist at the same levels in the organisations under study.

Alternative Hypothesis (Ha1): Various dimensions of the culture exist at varying levels in the organisations.

Null Hypothesis (H02): There is no significant difference in the perception of the executives and non-executives working in an organisation towards its culture.

(2) Alternative Hypothesis (Ha2): The executives and non-executives working in an organisation perceive its culture differently.

(3) Null Hypothesis (H03): There is no significant difference in the OCTAPACE culture between the two manufacturing units.

Alternative Hypothesis (Ha3): The level of the OCTAPACE culture is significantly different between the two manufacturing units.

Research methodology

The 4-point scale developed by Pareek (2003) has been used for the present study. As many as 8 dimensions were taken to judge the organisational culture. The OCTAPACE profile is a 40 items instrument that gives the profile of the organisation's ethos in eight values. These values are openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation.

The purpose of an organisational culture questionnaire is to produce a comprehensive picture of the prevailing values in an organisation and of the views of the personnel. Univariate and bivariate analysis has been used to analyse the data like mean, standard deviation, coefficient of variation and correlation. Also, an independent sample *t*-test has been used to test the hypotheses. Statistical softwares like the Microsoft Excel and the Statistical Package for Social Sciences (SPSS) have been used to analyse the data.

DATA COLLECTION

The aim of the present investigation is to study the cultural pattern in different organisations within manufacturing industry. In order to collect data, a questionnaire based on the OCTAPACE profile was distributed to all employees ranging from executives to senior managers, and from accountants to engineers in the selected organisations within manufacturing industry. Out of 100 questionnaires, only 75 were returned. Of these, 70 questionnaires have been used in the present study.

OCTAPACE Culture

The term has been coined by Professor T.V. Rao of IIM-A, India. The OCTAPACE culture is characterized by the occurrence of openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation. It deals with the extent to which these values are promoted in the organisation. Empirical studies conducted by (Rohmetra 1998; Rao and Abraham 1999; Alphonsa 2000; Bhardwaj and Mishra 2002; Kumar and Patnaik 2002) indicate that the culture of the OCTAPACE values is imbibed in the culture of the many organisations to a good or moderate degree. These values help in fostering a climate of continuous development of human resources.

– Openness & Risk Taking

Employees feel free to express their ideas and the organisation is willing to take risks and to experiment with new ideas and new ways of doing things. Krishna and Rao (1997) surveyed the organisational climate of the BHEL which shows that the environment of openness works well among the middle and senior managers in the company. A study conducted by Rohmetra (1998) on banking sector of J & K space for determining the HRD climate showed that the environment is less open for employees. Mangaraj (1999) in her study of the HRD system in the Rourkela steel plant found that the employee's opportunities to express their view points are quite successful. Alphonsa (2000) found a good level of openness in the private hospital of Hyderabad. Rainayee (2002) in his empirical study of the climate in commercial banks found the 'SBI' successful in facilitating open communication. An OCTAPACE study conducted by Mufeed and Gurkoo (2007) in the universities of J & K found a satisfactory level of openness present in all three universities.

– Confrontation

Employees face the problems and work jointly with others concerned to find its solution. They face the issues squarely without hiding them or avoiding them for fear of hurting each other.

Kumar and Patnaik (2002) conducted a study on postgraduate teachers of the JNU and reported that the value of confrontation responded well among teachers. Alphonsa (2000) in his study on the HRD climate in the private hospital of Hyderabad found that there existed a reasonably good value of confrontation. Mufeed (2006) has conducted study in one of the leading hospital SKIMS about the perception of the medical staff towards the HRD climate. The result indicated that there exists a reasonably good climate for the value of confrontation. Also, Mufeed and Gurkoo (2007) in their study in the universities of J & K found

a satisfactory level of confrontation present in all three universities. However, in some organisations, the value of 'confrontation' is yet to take roots. Krishna and Rao (1997), Rohmetra (1998) and Shakeel (1999) in their studies on culture found that the value of 'confrontation' was perceived at a low degree.

– Trust

The employees department and groups trust each other and can be relied upon to 'do' whatever they say they will do. Rohmetra (1998) found that an intimate degree of trust enjoyed in the bank. Sharma and Purang (2000) showed that there exists a good degree of trust among the middle level managers in an organisation in engineering sector.

– Authenticity

Authenticity is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons. Mufeed (2006) in his empirical study on the culture of hospitals found that the value of authenticity had been well developed. Alphonsa (2000) indicated that there existed a reasonably good climate of the value of authenticity in private hospitals. Rainayee (2002) found that the value of authenticity had been well developed in commercial banks. However, Shakeel (1999) in his empirical studies found it at a low level.

– Pro-action

Employees are action – oriented, willing to take initiative and to show a high degree of pro-activity. They anticipate the issues and act or respond to the needs of the future. Mufeed and Gurkoo (2007) in their comparative study in the universities of Jammu & Kashmir found the value of pro-activity as unfavourable.

– Autonomy

Autonomy is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role/job. Krishna and Rao (1997) surveyed the organisational and HRD climate in the BHEL and reported that the value of autonomy responded poorly by employees. Rainayee (2000) in his empirical study found that value of autonomy is missing factor in the banks.

– Collaboration

Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together. Bhardwaj and Mishra (2002) in their empirical study found that the private sector managers perceived collaboration in their organisa-

tion at an above average level. Rainayee (2002) in his empirical study in commercial banks found that the team spirit and collaboration in both the banks are satisfactory.

– **Experimentation**

Experimentation as a value emphasizes the importance given to innovation and trying out new ways of dealing with the problems in the organisation. Alphonsa (2000) in his empirical study found that the employees were not encouraged when they suggested new things or new ideas. Krishna and Rao (1997) found that the value of experimentation was responded to favourably among the middle and senior managers. Mufeed (2006) having conducted a study in hospital as stated earlier found that the value of experimentation has been discouraging. They never encouraged the potential employees by sharing their new ideas and suggestions.

Analysis of results and discussion

The purpose of the organisational cultural study is to produce a comprehensive picture of the prevailing values in an organisation and of the views of the personnel. The statistical analysis combines the univariate and bivariate analysis. To test the hypothesis, the overall culture of the organisation as well as various elements of Ethos have been studied.

Univariate analysis: Exploring the key dimensions

The section presents the univariate description statistics (using the SPSS) for the key discussion of the organisation’s Culture/Ethos.

The mean and standard deviation of eight aspects (OCTAPACE), regarding the culture of the organisation ‘A’ and ‘B’, are presented in the Table 1.

In organisation A, the pro-action ($M = 17.72$) is an aspect, which exists in the organisation at a higher level than any other aspect. This meant that people in the organisation are always reaching to take the initiative, preplanning and preventive action calculating the pay-offs of an alternative cause before taking an action.

The mean score of the existence of the pro-action is followed by the openness ($M = 16.31$), which indicates that people are free to express their feeling and thought, and share them without defensiveness. The floor space is shared by colleagues at different levels in the organisation.

The mean score is the least for the autonomy ($M = 3.08$) which shows that the employees are having a comparative freedom to plan and act in their own sphere. Experimenting ($M = 14.95$) shows that the organisation in average encourages its employees towards innovative approaches to solve problems, using the feedback for improving; taking a fresh look at things and that it encourages creativity.

Table 1 also shows the coefficient of variation of various elements, it puts forward the ratio of the standard deviation to the mean, and it is a useful statistic for comparing the degree of variation from one data series to another. In simple language, the lower the coefficient of variation, the better it is. As per the information given in the table, for some of the dimensions in the organisation A, such as the authenticity, experimentation and confrontation, the position improves towards the level of culture in the organisation when standard deviation is taken into consideration.

The result shows that, on the dimensions of organisation culture in the organisation B, the highest mean scores of openness ($M = 16.14$), it is followed by pro-action (15.86), confrontation ($M = 15.00$), experimentation ($M = 14.14$), and trust ($M = 13.86$). The mean score is least for autonomy ($M = 12.14$),

Table 1. Perception of employees towards culture in the organisations A and B

Variables	Organisation A				Organisation B			
	mean	std. deviation	coefficient of variation	rank	mean	std. deviation	coefficient of variation	rank
Openness	16.31	1.809	0.110914	II	16.14	1.345	0.08333333	I
Confrontation	16.00	1.821	0.113813	III	15.00	2.380	0.15866667	III
Trust	15.64	2.300	0.147059	V	13.86	1.773	0.12792208	V
Authenticity	13.23	1.630	0.123205	VII	12.86	1.464	0.11384137	VII
Pro-action	17.72	4.091	0.230869	I	15.86	1.464	0.09230769	II
Autonomy	13.08	1.869	0.14289	VIII	12.14	2.193	0.1806425	VIII
Collaboration	15.69	2.117	0.134927	IV	13.00	1.528	0.11753846	VI
Experimentation	14.95	1.746	0.116789	VI	14.14	2.795	0.1976662	IV

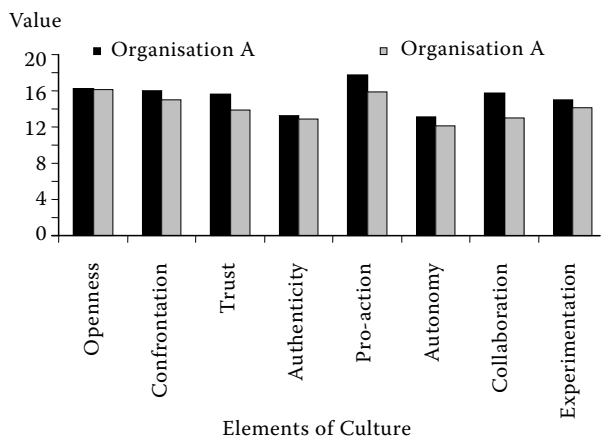


Figure 1. Mean of the level of presence of eight aspects (OCTAPACE) of the organisational culture in the organisation A and B

shows that employees are having comparatively freedom to plan and act in their own sphere.

However, for some of the dimensions such as the authenticity, collaboration, trust, the position improves towards the degree of culture in the organisation when standard deviation is taken into consideration.

This rejects the null hypothesis (H01) and thus accepts the alternate hypothesis (Ha1) that the various

dimensions of the culture exist at varying levels in the organisation.

The Table 2 presents the perception of executives and non-executives of the sample study organisations of the values of the OCTAPACE culture.

The value of openness has been perceived by the executives and non-executives in the organisation A at an average level of 15.89 and 16.43, respectively. Similarly in the organisation B, the executives and non-executives perceived the level of openness at 75% to 85%. A view of the mean scores on the value of authenticity across the two organisations reveals a comparatively poor climate. Both executives and non-executives perceived the variable at very poor scores. This shows that there is a less congruence between what one feels, says and does. The executives and non-executives in the organisation A perceived the existing level of trust and collaboration at a good level ranging from 77% to 79%. It implies that a good level of trust and collaboration is prevailing there while in respect to the organisation B, trust is prevailing at an average level while a lower score of collaboration is perceived by both executives and non-executives. Executives in both organisations perceive the presence of experimentation at a satisfactory level. This may be due to the fact that the executives are engaged

Table 2. Mean and standard deviation of the level of presence of eight aspects (OCTAPACE) of organisational culture (a comparison of executives and non-executives)

Variables	Executives		Non-executives		t-values	
	mean	std. deviation	mean	std. deviation		
Organisation A	openness	15.89	2.261	16.43	1.675	-0.788
	confrontation	16.44	1.944	15.87	1.795	0.831
	trust	15.89	2.472	15.57	2.285	0.364
	authenticity	12.78	2.333	13.37	1.377	-0.95
	pro-action	18.11	1.833	17.6	4.576	0.325
	autonomy	14	1.936	12.8	1.789	1.733
	collaboration	15.44	2.506	15.77	2.029	-0.396
	experimentation	16.11	1.537	14.6	1.673	2.417*
Organisation B	openness	17	0.816	15	1	2.928*
	confrontation	15.25	2.629	14.67	2.517	0.295
	trust	14.5	1.732	13	1.732	1.134
	authenticity	13	0	12.67	2.517	0.274
	pro-action	16.25	0.957	15.33	2.082	0.794
	autonomy	12.25	0.957	12	3.605	0.137
	collaboration	12.75	1.708	13.33	1.527	-0.466
	experimentation	15.5	3	12.33	1.154	1.702

*Significant at 95% level of confidence ($p < 0.05$)

more in the area of research and development in manufacturing organisations.

In order to establish a significant difference between the groups in the sample, the comparison of means is not sufficient as the difference may be simply due to the sampling error. Thus, an independent sample *t*-test is applied to test the significant differences among the groups as shown in Table 2. The *t*-statistics show that a significant difference lies between the perception of the executives and non-executives only in respect of experimentation in the organisation A and in openness in the organisation B.

Table 3 represents the mean score of the overall culture from the perspective of executives and non-executives. The *t*-statistics of 0.727 for the organisation A and 1.425 for the organisation B shows that the employees do not differentiate in the perception of organisational culture in terms of their positions occupied in the organisation. This, therefore, accepts the null hypothesis (H02) that there is no significant difference in the perception of the executives and the non-executives working in an organisation towards its culture. This is consistent with the findings of the study (Niranjana and Pattanayak 2005) which reflected that employees did not differentiate in the perception of organisational ethos in terms of their positions occupied in the hierarchy.

The Table 4 largely focuses on the results of the surveys in the study and presents them in a comparative manner to manifest the cultural profile of

two organisations within the same industry. For this purpose, the mean scores on different elements of culture were taken from the organisations under study. *t*-values, as shown in Table 4, show that except for collaboration, there is no significant difference between the two organisations in relation to the presence of various aspects of the OCTAPACE culture.

The Table 5 shows the comparison of mean scores of the overall culture in two organisations under study. The mean scores show the existence of the culture on the basis of the OCTAPACE profile. The mean score ($M = 15.326$) of the organisation A is better than the mean score ($M = 14.125$) of the organisation B. The result shows that the eight important values relevant to the institution building i.e., openness, pro-action, collaboration, authenticity, experimentation, autonomy, trust, and experimentation, are present more in the organisation A than in the organisation B. This is also proven after comparing the coefficient of variation.

Again, using the results of the independent sample *t*-test to test whether there are any significant differences in the OCTAPACE culture among the two organisations, the *t*-value of 2.492 rejects the null hypothesis (H03) and thus accepts the alternate hypothesis (Ha3) that the level of the OCTAPACE culture is significantly different between the two manufacturing units.

The zero order correlations have been computed to find out how the variables of the OCTAPACE culture

Table 3. Comparison of the mean scores of overall culture in the organisations

Organisation	Mean score for OCTAPACE culture		<i>t</i> -statistics
	executives	non-executives	
Organisation A	15.583	15.25	0.727 (not significant)
Organisation B	14.563	13.542	1.425 (not significant)

Table 4. Comparison of the mean of the level of presence of eight aspects (OCTAPACE) of culture in two organisations

Variables	Organisation A	Organisation B	<i>t</i> -statistics
	mean		
Openness	16.31	16.14	0.229
Confrontation	16.00	15.00	1.278
Trust	15.64	13.86	1.944
Authenticity	13.23	12.86	0.566
Pro-action	17.72	15.86	1.181
Autonomy	13.08	12.14	1.187
Collaboration	15.69	13.00	3.205*
Experimentation	14.95	14.14	1.021

*Significant at 95% level of confidence ($p < 0.05$)

are associated with each other using the 'Pearson's *r*'. The Pearson's *r* coefficient provides a single figure index of the strength and direction of the linear relationship between two variables.

The Table 6 shows the inter-correlation among the OCTAPACE variables in the organisation A.

– Experimentation and confrontation ($r = 0.530$)

There is a positive correlation between two variables. It suggested that people are creative and innovative in their approach towards problems solving. They identify, diagnose and find feasible solution to their problems.

– Trust and openness ($r = 0.508$)

There is a positive correlation between two variables, which suggested that the employees maintain confidentiality of information shared by each other and do not misuse it. They accept what another person says at the face value and do not search for ulterior motives. There is also a spontaneous expression of the feeling and thought and sharing of these without offensiveness.

– Trust and collaboration ($r = 0.469$)

They trust each other and work together (individuals and groups) to solve problems and show the team spirit.

– Trust and authenticity ($r = 0.367$)

This suggested that the congruence between what one feels, says, and does leads to a higher acceptance of what another person says at the face value.

– Authenticity and openness ($r = 0.323$)

There is the congruence between what one feels, says, and does. Authenticity is close to openness. Authenticity helps in reducing the distortion in communication.

– Autonomy and confrontation ($r = 0.302$)

The positive correlation indicates that the employees are free to plan and act in their own area regarding finding the solution to the problems. They can take up challenges on their own.

– Pro-action and confrontation ($r = 0.276$)

The positively correlated variable suggest that people initiate change, experiment, and confront problems in the workforce. They foresee and plan for future.

– Openness and collaboration ($r = 0.232$)

This shows that there is openness in both directions, receiving and giving, which leads to the collaboration in giving help to, and asking for help from the others.

– Pro-action and autonomy ($r = 0.199$)

Since there is a positive correlation between pro-action and autonomy, it suggested that autonomy is likely to result in willingness to take on responsibility, the individual initiative improving the succession planning.

– Autonomy and collaboration ($r = 0.192$)

There is a positive correlation between the variables of autonomy and collaboration, which shows that though people are free to plan and take their own action, they are ready to give help to and to ask for help from the others.

– Collaboration and experimentation ($r = -0.154$)

Table 5. Comparison of the mean scores of overall culture in two organisations

OCTAPACE Culture	Organisation A	Organisation B	<i>t</i> -statistics
Mean	15.326	14.125	
Std. deviation	1.198	1.015	2.492*
Coefficient of variation	0.078	0.071	

*Significant at 95% level of confidence ($p < 0.05$)

Table 6. Inter-correlation among the variables of the OCTAPACE culture

Variables	Openness	Confrontation	Trust	Authenticity	Pro-action	Autonomy	Collaboration
Openness	1						
Confrontation	0.128	1					
Trust	0.508**	0.289	1				
Authenticity	0.323*	0.239	0.367*	1			
Proaction	0.158	0.276	0.263	0.231	1		
Autonomy	0.040	0.302	0.141	0.296	0.199	1	
Collaboration	0.232	0.048	0.469*	0.013	0.111	0.192	1
Experimentation	0.113	0.530**	0.231	0.023	-0.065	-0.160	-0.154

*correlation is significant at the 0.05 level (2-tailed), **correlation is significant at the 0.01 level (2-tailed)

The negative correlation suggests that people do not help each other while experimenting to solve problems.

– Pro-action and experimentation ($r = -0.065$)

The negative correlation between the variables pro-action and experimentation suggests that people do not take initiatives regarding work activities that lead to pro-activity and creative ideas.

– Collaboration and confrontation ($r = 0.048$)

This highlights that people do not avoid problems; instead they identify and diagnose them. In this process of problem solving, they support each other. They help to influence and learn from each other in identifying the problem area, type of alternative, best solution, approach towards the problems, etc.

CONCLUSIONS

The present study attempts to uncover the culture of the organisations under study. The mean scores of the organisation 'A' are better than in the organisation 'B'. But the employees perceive almost the same pattern in which the various values exist in the organisation.

The executives perceive that there is a moderate opportunity to use and encourage the innovative approaches to solve problems while the non-executives perceive the same at a lesser degree. The findings reflected that the employees do not differentiate in the perception of organisational culture in terms of their positions occupied in the organisation. This indicates that the organisations under study have their own unified work culture, which is so strong that people do perceive uniformly irrespective of their positions in the organisation.

The correlations between the various variables of culture range from (+)0.53 to (–)0.065. Two significant correlations at 0.01 and three at 0.05 level of significance suggest that the trends are not very likely to be highlighted in smaller samples.

All significant correlations are positive which shows that in the relationship, the two variables reinforce each other. This is indicative of the fact that an increase in one leads to an increase in the other. The highest positive correlation is between confrontation and experimentation ($r = 0.530$) which explains that people are creative and innovative in their apprehension which adds to the problem solving. They identify, diagnose and find feasible solutions to their problems.

There is also a dominant correlation between trust and openness, which suggests that the employees are more open in expressing their feelings when they trust each other in maintaining the confidentiality of information. The overall trust is a variable, which is

significantly and highly correlated with other variables like openness, authenticity, and collaboration. Also confrontation is a variable which shows a moderate to substantial relationship (i.e. medium) with other variables like trust, autonomy, and experimentation. Experimentation is the only variable, which is negatively correlated with pro-action, autonomy and collaboration. This means that using and encouraging innovative approaches to solve problems does not ensure preplanning and taking action ($r = -0.065$ between experimentation and pro-action). Also, strengthening the experimenting element in the organisation does not ensure the collaboration among employees ($r = -0.154$).

Recommendations

A healthy organisational culture rests on eight strong pillars of the "OCTAPACE" referring to openness, confrontation, trust, authenticity, proactive, autonomy, collaboration and experimentation.

The main implication of this research on organisational culture suggest that there is a scope for further improvement in both the sample study organisations which would improve their work life by overcoming the monotony and this would also be acceptable for both executives and non-executives.

The top management of the organisation A should delegate and empower people lower in the hierarchy. The maximum possible autonomy should be provided so that the problems are solved at their source at the grass root level.

The management of the organisation B should create an environment of openness by giving the opportunity to its employees to express their views, ideas, and suggestions without fear. For example, the NIIT has given this opportunity online to its employees with an option not to disclose their names. The management should also promote the sense of cooperation and collaboration among the non-executives, so that the routine issues are resolved effectively without repetition or confusion.

Since a low level of authenticity exists in both organisations; the management should improve the communication relationship between executives and non-executives.

In general, the top management should promote and imbibe culture among the employees to feel free to discuss their ideas, activities and feelings about the area of their operations related to their job description. The management should encourage their subordinates to confront problems bravely without searching escape routes. The employees should be

given training in developing confrontation abilities and approaches for the creative problem solving.

The management should exhibit a very high level of authenticity implying that what it says, it means and what it means, it says. Accepting people at their face value and trusting their words and approach in the true spirit promotes authenticity. The culture of pro-activity resolving issues should also be promoted. The management should involve people to anticipate the problems and arrangements for their resolutions well in advance so that the necessary systemic and process changes are made without compromising quality and quantity. Thus, the management should work for developing the conducive organisational culture that requires the culture of openness, collaboration, trust, pro-activity, autonomy, authenticity, confrontation and experimentation.

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