Measuring Organization Culture In Different Organizations -An Empirical Study

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INTRODUCTION

Organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors . Managers need an accurate understanding of the organization's culture in order to direct activities in a productive way and to avoid the destructive influence of having employees who are not committed to the company's goals. A shared sense of purpose starts with the hiring process and continues with careful attention to how employees are motivated and rewarded for their efforts. The collective rules by which an organization operates define its culture. These rules are formed by shared behaviors, values and beliefs. Culture forms the basis for how individuals operate within the context of the organization. **The way a group or individual behaves, defines what is "normal" and sanctions what is not normal is determined by his or her culture. Culture can be defined either by a set of observable behaviors or by the underlying values that drive behavior. In large organizations, vision statements, mission statements and statements of values are often formalized to describe the company's culture. The success of any company depends in part on the match between individuals and the culture of the organization.**

Culture makes the difference across organizations and their productivity. Culture is what a group learns over a period of time as that group tries to solve its problems of survival in an external environment and its problems of internal integration **(Schein, 1990**).

Rachel Parker And Lisa Bradley (2000) in their study on organizational culture in the public sector found that the culture needs to be changed from traditional values to **Flexibility, Entrepreneurship, Outcomes, Efficiency, Change In The System And Overall Productivity** as found in their study on six Australian public sectors. **Hofstede (1980**) conducted pioneering research in the area of culture by collecting the data from subsidiaries of a multinational company in 40 countries. They studied four dimensions namely, **Power Distance, Uncertainty, Avoidance, Individualism And Masculinity** on which the culture of a country differs. It concludes that organizations are culture bound and the culture affects not only the behaviour of the people within organizations, but also the functioning of the organizations as a whole. **Schwartz (1999)** stated, *"Culture at the national level attempts to capture the typical individual value priorities in a society."* (**Leung et al.) (2005**) explained culture as "Values, Beliefs, Norms And Behavioural patterns of a national group." **Rokeach "(1968, 1979)**,**Connor and Becker (2003),Connor et al. (2008a,b**),**Mujtaba et al.(2008),and Murphy et al.(2007a and 2008)** stated that culture consists of an interrelated set of values, attitudes and behaviors that are socialized early in life and form a value system. **Perry (1996)** said that the culture of public sector is different from private sectors employees in respect to values and motivational levels.

Sinclair (1991) states that the public sector employees are more altruistic than private sectors employees. **Peters and Waterman (1982)** argued that companies with strong organization culture are highly successful and that superior firm performance can only be achieved if companies move away from a pure technical, rationalistic approach towards more adaptive and humanistic approach. **Schein (1992)** notes that indeed, a strong organizational culture has generally been viewed as a conservative force. However, in contrast to the view that a strong organizational culture may be dysfunctional for contemporary business organizations that need to be change-oriented, he argues that just

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because a strong organizational culture is fairly stable does not mean that the organization will be resistant to change. It is possible for the content of a strong culture to be change-oriented, even if strong organizational cultures in the past typically were not. He suggests that the culture of modern organizations should be *strong* but *limited,* differentiating fundamental assumptions that are *pivotal* (vital to organizational survival and success) from everything else that is merely *relevant* (desirable but not mandatory). Today's organizations, characterized by rapidly changing environments and internal workforce diversity, need a strong organizational culture but one that is less pervasive in terms of prescribing particular norms and behavioral patterns than may have existed in the past. This view was supported by **Collins and Porras (1994)** in their famous study (*Built to Last*) of companies that had strong and lasting performance. Culture is often understood to comprise shared basic assumptions, customs, myths and ceremonies that communicate underlying beliefs, and is evidenced by values reflected in individual and group behaviours (**Reigle 2001).**

In addition, visible symbols of culture represent integration into the organization. For example, standards of dress, membership of professional organizations, and expectations regarding working hours and workplace behaviour -all communicate an organization's culture and its expectations regarding behaviour. Culture in this study is seen both as an external phenomenon that is not susceptible to management-induced change and as an internal variable that managers can manage and ,therefore, change **(Smirich, 1983)**. The on-going changes in the public sector set the restrictive framework for the behaviour of the developing public organizations, which emerged, on the other hand, from reflections on practices. Organizations use formal and informal mechanisms to help them to achieve their objectives, including goals such as profitability and growth. These, in turn, are incorporated into their governance practices. These practices are developed within the organization's culture, which is a set of beliefs and values that is more informal, yet at the same time more pervasive than policies and procedures **e. g., Jenkins et al. (2008)**.

Silverzweig and Allen (1976) were the first to investigate explicitly, the effect of company's culture on its performance. This study focuses on the ***organizational cultures*** of public organizations. It is based on the premise that the performance of an organization is influenced by the culture within the organization. The success of any company depends in part on the match between individuals and the culture of the organization. Organizational culture is the set of operating principles that determine how people behave within the context of the company. Underlying the observable behaviors of people are the beliefs, values, and assumptions that dictate their actions.

METHOD

❋PARTICIPANTS

A sample comprised of 100 respondents working in two different organizations i.e **The Public Sector**, viz. Bharat Heavy Electrical Ltd., Hardwar . BHEL is today, the largest engineering and manufacturing enterprise of its kind in India, with a well recognized track record of performance, earning profits continuously since 1971-72.BHEL caters to core sectors of the Indian economy Viz.. Power generation, Transmission, Industry, Transportation, Telecommunication, Renewable energy, Defense etc. The wide network of BHEL's fourteen manufacturing divisions, four power sector regional centers, over hundred project sites, eight service centers and fourteen regional offices, enable the company to be closer to its customers and provide them with suitable products, systems and services-efficiently and at competitive prices. In **The Private Sector** ,viz. Dabur India Limited (Dabur, the fourth largest FMCG company in India with interest in Health care, Personal care and Food products with powerful brands like Dabur Amla, Dabur Chyawanprash, Vatika, Hajmola & Real. Dabur has been marketing its products in more than 50 countries all over the world. Subjects taken for the study were middle level managers. A detailed description of the sample for the present study is listed in table 1. Mean age of the respondents was 41.6. Table 2 shows that the initial exploration of data was undertaken by the examination of the descriptive statistics of the measure of behavioral compliance all the items measuring perceived compliance are each above the midpoint of ten, with reasonable dispersion of central tendency.

MEASURES

❋ORGANIZATION CULTURE QUESTIONNAIRE

The organizational culture scale is based on OCTPACE profile consisting 40 items with 8 factors taken from training

Table 1: Demographic Details Of The Sample

Demographic variable	Frequency	Present
Type of Organization		
Public	63	61.8
Private	37	36.3
Total	**100**	**98.1**
Gender		
Male	93	91.2
Female	7	6.9
Total	**100**	**98.1**
Work experience		
1-15 years	51	50
16-30 years	42	41.2
31-45 years	7	6.9

Table 2: Descriptive Statistics of Organization Culture

Dimensions	Mean	SD
Openness	10.5300	1.50054
Confrontation	10.9800	1.94355
Trust	11.0700	1.81606
Authenticity	10.8900	1.47638
Proaction	10.9900	1.80065
Autonomy	11.0400	1.11844
Collaboration	10.8000	1.11916
Experimentation	10.2000	1.76383

instruments in *HRD and OD* (second edition,2008) by Udai Parkeek with the reliability coefficient of .81 and validity high on account of being .90. Organization culture scale comprised of 40 items distributed with 8 factors namely Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration And Experimentation. Each factor contained 5 items with the possible score of minimum 5 and maximum 20.

❋PROCEDURE

For the purpose of the study, subjects from different organizations were collected personally in order to collect data. After rapport formation, participants were convinced to fill the responses. The confidentiality of the responses was also assured. Data and the study period were during Jan-March, 2010 to keep in mind the existing current business scenario. Data was collected from companies in peek working hours.

RESULTS AND DISCUSSIONS

The obtained scores were analyzed in terms of t-ratio in order to see the significance of difference between the mangers from public and private organization. Table 3 and 4 show that total score of culture from both the sectors did not show significant difference (t-.275; .78, p>.05). **Results Indicated That There Is No Significant Difference Between The Two Groups On Most Of The Dimensions Of Culture I.e. Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, Experimentation**. Results revealed a little higher mean scores of private sector mangers than public sector mangers .This indicates that managers from private organizations share their views more freely with their employees and prefer open minded environment . As experimentation refers to supportive environment for developing new ideas and sustained improvement of the organization, which received high mean score among private sectors mangers. It showed that private sectors mangers have more dedicated problem solving behaviour and creative potential in comparison with public sectors mangers. Whereas, confrontations received high result among private sector mangers as they have to deal with difficult situations at the work place and take decisions on the spot; whereas, public sector mangers work on prescribed rules and regulations so that confrontation is found to be low among public sectors mangers. It is supported by the view of **Bluedorn and Lundgren (1993)** that public sector organizations have bureaucratic hierarchical organizational culture. Responses were collected personally through interview indicated that mangers of both the organizations were highly dedicated towards their work. They were doing their best for the overall growth of the organizations. Culture of both the sectors is almost the same, as after India opened up to the global economy, both of the sectors faced the challenges of cross-cultural management issues. Both of the organizations adopt almost similar culture perceptively. **Jameson (2007)** observations indicated that *"Culture transmits and inculcates knowledge, beliefs, values, attitudes, traditions and ways of life in organizations."*. Organization culture of both the organizations in this global world focus on values, beliefs and shared knowledge so that their performance and productivity can be enhanced. Employees are most important for the organization; they want autonomy and trust to perform their job effectively and efficiently. **Peters**

and Waterman (1982) argued that companies with string organization culture are highly successful and recorded superior firm performance. Firm success depends on the manager's personal values and beliefs which interact with the culture of the work place; as a result, organization culture influences the levels of performance. **Mathur et.al. (1996)** examined the difference between the culture of public and private sector in India and found that culture plays almost similar characteristics in both the organizations and mangers of both the sectors were future oriented and want to take participation in decision making. Earlier, public organizations worked on prescribed rules and regulations. But now, the culture of public organizations has gradually changed due to competitiveness. It is supported by study of **Wyatt (2004)** that now public sector organization pays more emphasis on delivering professional services in a professional manner, so that revenues and profitability can be increased.

According to **Day and Klein, (1987**) public organizations are more bureaucratic in nature and have blurred objectives. But with the changing scenario, public sector's managers' work style and strategies towards work have changed now.They want to perform their work with experimentation, trust and with more autonomy that leads to high job satisfaction and improved productivity like in private organizations. This viewed supported by **Granlund and Lukka (1998)** that due to globalization, public organizations are now more service and profit oriented units. The finding of the present study are consistent with the findings of the study conducted by **Suri and Arora (2009)** found that culture of both the sectors did not show significant difference and managers of both the organizations were highly dedicated towards their work.

Table 3: Mean, Standard Deviation And t-values Of Organization Culture Scores Of Managers From Public And Private Organizations (N=100)

Dimensions of Org. Culture	Organization	Mean	SD	t-value	Sig(2-tailed)
Openness	Public Private	10.46 10.64	1.54 1.43	.60	.55
Confrontation	Public Private	10.88 11.35	1.70 2.31	.61	.54
Trust	Public Private	11.23 10.78	2.07 1.22	1.2	.22
Authenticity	Public Private	10.90 10.86	1.53 1.39	.13	.89
Proaction	Public Private	10.98 11.00	1.94 1.54	.04	.96
Autonomy	Public Private	11.07 10.97	1.27 .79	.45	.64
Collaboration	Public Private	10.77 10.83	1.56 1.06	.25	.79
Experimentation	Public Private	10.07 10.45	1.92 1.42	1.1	.26

Table 4: Independent Sample t-test For Public And Private Sector Organizations

Criterion variable	Public		Private		t-test	ρ**
	Mean	SD	Mean	SD		
OC	86.38	6.01	86.70	4.94	.27	.78

CONCLUSIONS

This study was an attempt to project the cultural dimensions of organization and to identify the difference between the different organizations culture of the employees. Globalization has made a complete change in the socio-economic perspective and hence both the sectors have no significant difference in culture. By changing scenarios employees and organization perception about culture and performance is changed. . Given a rapidly changing environment and continuing insights into organizational effectiveness, issue of organizational culture in both the organizations are as important as mission visions, goals and objectives of the organization. The observation attributed to the fact that work culture of an organization is an important determinant of overall effectiveness of the organization.

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(2) Innovative lighting efficiency programmes with agreements with manufacturers to recover capital costs from the electricity bills.
(3) Use of mass media to create awareness among consumers: The Bureau of Energy Efficiency has already initiated standards and labeling programme for major energy consuming appliances.
(4) Innovative financing and dissemination strategies for solar water heaters along with the equipment manufacturers.
(5) Feeder-wise strategies for energy conservation and load reduction. If the amount that can be supplied by MSEDCL is kept constant and user groups are able to devise strategies for managing their consumption within this, they may be exempt from load shedding.
(6) Distribution strategy to achieve Distribution Reforms with focus on System up gradation, loss reduction, theft control, consumer service orientation, quality power supply commercialization, Decentralized distributed generation and supply for rural areas.
(7) Regulation Strategy aimed at protecting Consumer interests and making the sector commercially viable.

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