

A Study of Organizational Climate and Culture in an Indian Nationalized Bank using an Octapace Survey

Samta Jain*, Namrata Mehta** and Varun Bagai***

ABSTRACT

The research paper is essentially a Culture Study survey at one of the top Banks of India. It intends to study the present level of Organizational Climate and analyze the eight components of OCTAPACE culture. It aims to analyse the organization with special reference to the OCTAPACE Culture.

For the purpose of research through OCTAPACE Survey a 702 pan India employee sample of the organization was undertaken. Both primary and secondary data were collected. The primary survey is done by rolling out OCTAPACE questionnaire and is carried out on a sample of 229 of the pan India employees of the organization. Data was then subjected to ANOVA a statistical tool to verify the hypothesis of equal importance to each variable. The deliverable at the end were used to draw strategies for making the organization more employee friendly and defining the processes in a better way.

KEY WORDS: Organizational Culture, Organizational Climate, Authenticity, Openness.

ORGANIZATIONAL CLIMATE AND CULTURE

Organizational Culture is hypothesized to play a decisive role in the development of a unique corporate identity. This unique identity provides organizations with the opportunity to leverage their corporate identity to achieve strategic leadership. Cultural influences have a strong bearing on the character and persona of an organization.

3.1 ORGANIZATIONAL CLIMATE

In today's competitive world, Human Resource Development (HRD) has become a business necessity. Earlier, the emphasis was more on HRD

as a philosophy, value and culture of a corporation. In the post - liberalization, privatization and globalization (LPG) era, the focus of HRD has shifted to establishing direct links with business strategies. HRD practices can influence financial and other performance indicators by generating employee satisfaction, which in turn can influence customer satisfaction. An optimum level of 'development climate' (HRD CLIMATE) is essential for facilitating HRD in an organization.

HRD CLIMATE is an integral part of organization climate.

ORGANIZATION CLIMATE refers to the beliefs and attitudes held by individuals about their

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organization. Climate is relatively enduring quality of an organization that:-

- 1 Is experienced by employees
- 2 Influence their behavior

All the components of the organization i.e. Structure, Systems, Leader Behavior and Psychological needs of employees interact with one another and create what can be called Organizational Climate.

3.2 ORAGANIZATIONAL CULTURE

Organization Culture is defined as the shared managerial beliefs and assumptions about employee nature and behavior. Schein (1990) describes it as a set of shared assumptions, values, beliefs and norms about the expected behavior. Ouchi (1981) puts it as a combination of symbols, ceremonies and myths that communicate the underlying values and beliefs of an organization.

3.3 RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND CULTURE

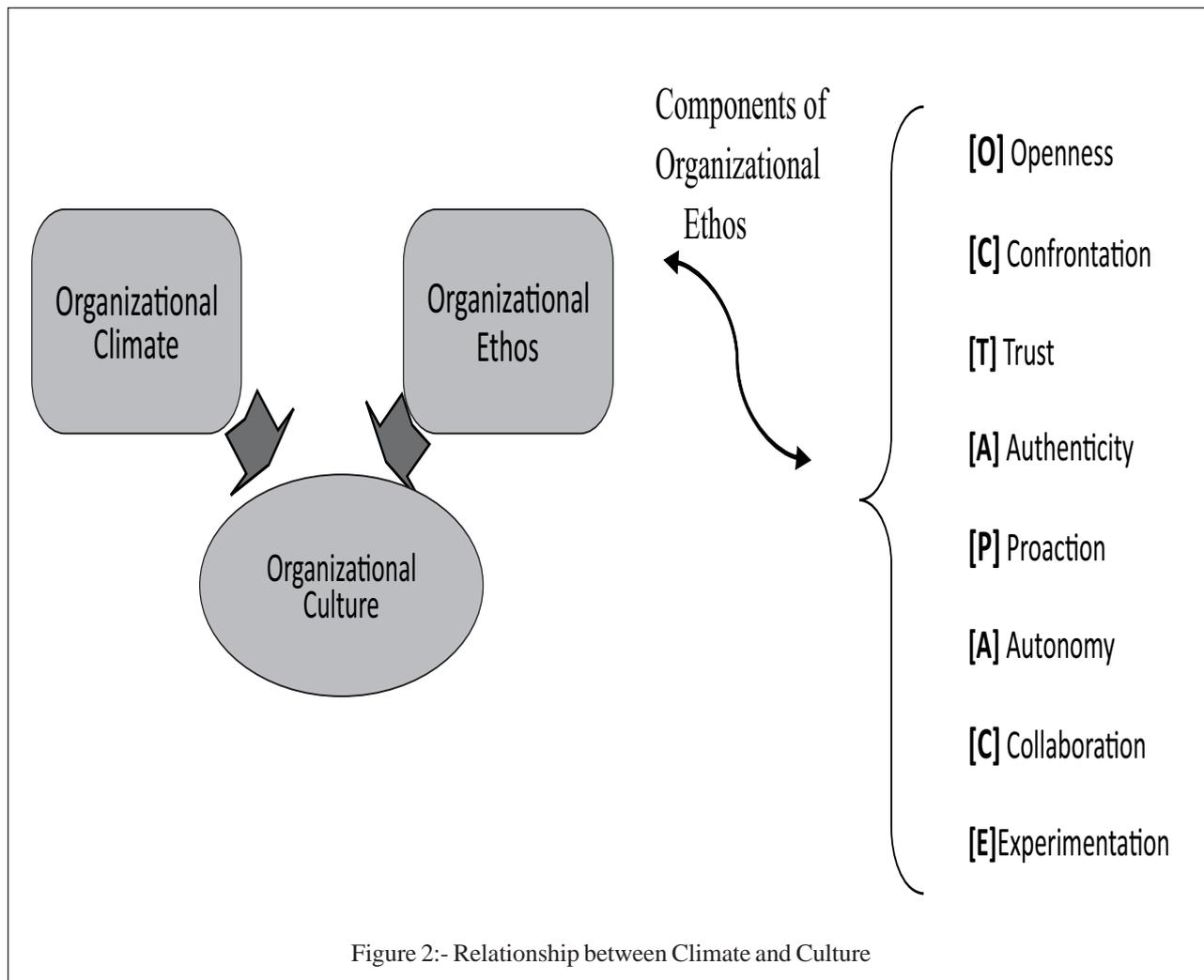


Figure 2:- Relationship between Climate and Culture

3.4 RELATED CONCEPTS

3.4.1 ETHICS

> Normative aspect to what is socially desirable

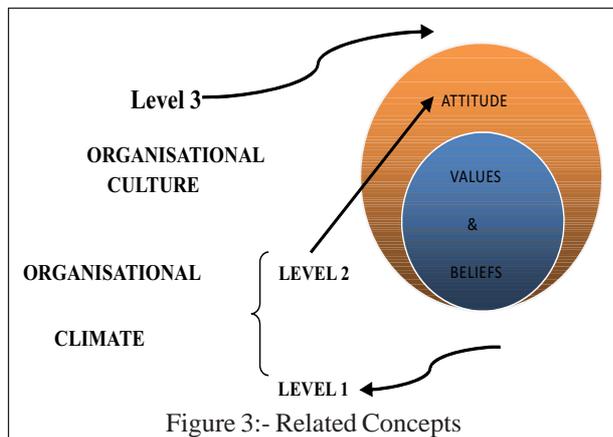
3.4.2 VALUES AND BELIEFS

> Core of individual's self

3.4.3 Attitude

> Values x Beliefs

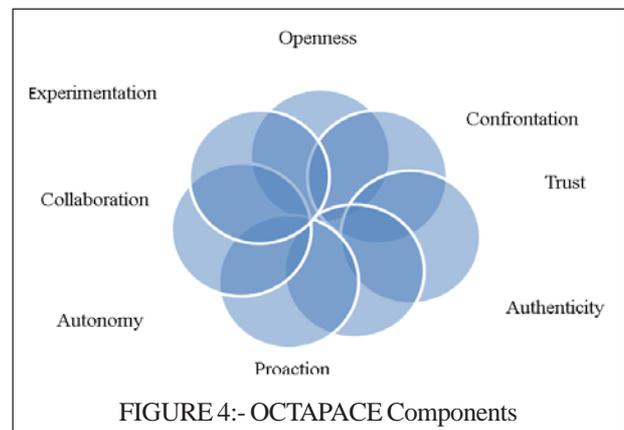
> Ethics + Attitude



4. OCTAPACE CULTURE

In the present business scenario, firms must adopt to world class competitiveness for their long term survival and sustenance. The undeniable global competition necessitates the simultaneous fulfillment of various stakeholders demands related to delivery times, quality, production processes, equipment, safety, environmental concerns, workforce etc. To be successful organizations must be driven by both effective and efficient management approaches and HR strategies. The maintenance function has rightfully been positioned as an integral part of the overall profitability of

business with the introduction of new technologies and innovative practices. Modern maintenance techniques and practical approaches have the potential for significantly increasing competitive advantages for a firm. The challenge for today's maintenance managers and reliability professionals is to establish standards for maintenance and reliability practices, creating an appropriate information system to collect facts, building enthusiasm and initiating enabling action plans. OCTAPACE culture facilitates in meeting these challenges.



4.1 OCTAPACE VARIABLES

4.1 OPENNESS

It can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness. Openness is in both Directions, receiving and giving, and both these may relate to ideas

(Including suggestions), Feedback (including criticism), and Feelings. It also means spatial openness of accessibility.

Outcomes

- Unbiased Performance Feedback

Indicators

- Productive Meetings
- Improved implementation of systems and innovations.

4.2 CONFRONTATION

It can be defined as a feeling rather than shying away from problems. It Also implies deeper analysis of interpersonal problems .To understand the Term "Confrontation and Exploration" - facing a problem and working jointly with others to find a solution to the problem.

Outcomes

- Better role clarity
- Improved problem solving
- Willingness to deal with problems

Indicators

- Periodical discussions with clients
- Bold decisions
- No Postponing of sticky matters.

4.1.3 TRUST

Trust is not used here in moral sense. It is reflected in maintaining the Confidentiality of information shared by others, and in not misusing it.

It is also reflected in a sense of assurance that others will help, when such Help is needed and will honor mutual commitments and obligations. Trust is also reflected in accepting what another person says at face value, and not searching for ulterior motives.

It is extremely important ingredient in organization building process.

Outcomes

- Empathy, Timely Support
- Reduced stress
- Simplification of procedures

Indicators

- Effective Delegation of work
- Higher Productivity

4.1.4 AUTHENTICITY

It is the congruence between what one feels, says and does. It is reflected in owning up one's mistakes, and in unreserved sharing of feelings.

Outcomes

- Reduced distortion in communication

Indicators

- Least conflicts amongst employees
- Faster decisions

4.1.5 PROACTION

Proaction means taking initiative, pre-planning, taking preventive action and calculating the pay-offs of an alternative course before taking action.

The term Proaction can be contrasted with the term reaction. In the latter , action is in response to(and in pattern of) in act of some source ,while in former ,the action is taken independent of the source .Proactively gives initiative to the person to start a new process or set a new pattern of

behavior. It also means freeing oneself from, and taking action beyond immediate concerns.

Outcomes

- Early problem detection
- Detailed Planning
- Continuous SWOT analysis

4.1.6 AUTONOMY

Autonomy is using and giving freedom to plan and act in one's own sphere.

It means respecting and encouraging individual and role autonomy.

Outcomes

- Develops mutual respect
- Develops Individual initiatives and willingness to take responsibility
- Better Succession planning

Indicators

- Effective delegation of work
- Reduction in references made to senior people for approval of planned actions.

4.1.7 COLLABORATION

Collaboration is giving help to, and asking for help from others. It means working together (Individuals and groups) to solve problems with team spirit.

Outcomes

- Timely help, Teamwork and sharing of experiences, Improved communication,

Improved resource sharing

Indicators

- Productivity reports ,More quality meetings, More joint decisions ,Better resource planning, More involvement of staff

4.1.8 EXPERIMENTATION

Experimentation means using and encouraging innovative approaches to solve problems, using feedback for improving, taking fresh look at things and encouraging creativity.

Thus, we can summarize the OCTAPACE Culture in the form of following diagrammatic representation:-

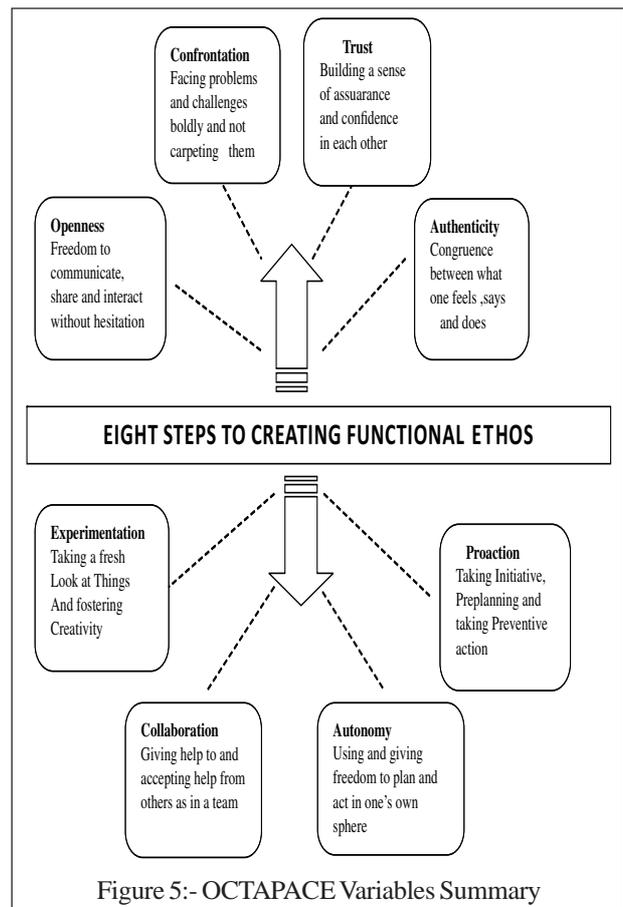


Figure 5:- OCTAPACE Variables Summary

4.2 OCTAPACE INSTRUMENT PROFILE

The OCTAPACE Profile is a two part questionnaire developed by Prof. Pareek (1994).

Part 1 contains 24 items representing three statements for each of the eight values of OCTAPACE i.e. [3 statements p. variable X 8 variables] and the respondent is required to check on a four - point scale, as to how much the item is valued in the organization.

Part 2 contains 16 items, two each for the eight OCTAPACE values i.e. [2 statements p. variable X 8 variables] and the respondent checks on a four point rating scale, how widely each of them is shared in the organization.

For each of the eight OCTAPACE values, there were five statements. For both the parts of the questionnaire, score from 1 - 4 were allotted on a four point scale.

In order to avoid the business in responses, certain statements were negatively worded and their scores were reversed so that all items become uni - directional.

4.3 DATA ANALYSIS APPROACH

OCTAPACE questionnaire was rolled out to 702 employees of the organization (employee strength as on March 31st, 2009) .Using the statistical table (Reference 1), a sample size of 252 respondents was determined judged on the basis of stratified sampling.

The data generated from the OCTAPACE survey has been analyzed using two approaches:-

1. STATISTICAL APPROACH

- Hypothesis Testing
- ANOVA and Correlation Analysis

2. MATHEMATICAL APPROACH

- Mean values
- Percentage age values

4.4 STATISTICAL DATA ANALYSIS

4.4.1 HYPOTHESIS TESTING

Null Hypothesis (Ho):- The mean values of Octapace variables equate with each other

$$\mu 1 = \mu 2 = \mu 3 = \mu 4 = \mu 5 = \mu 6 = \mu 7 = \mu 8$$

All components of Octapace hold equal Importance in an Organization

Where

μ = Mean of Openness

μ = Mean of Confrontation

μ = Mean of Trust

μ = Mean of Authenticity

μ = Mean of Pro-Autonomy

μ = Mean of Autonomy

μ = Mean of Collaboration

μ = Mean of Experimentation

Alternate Hypothesis (H1):-

The mean values of Octapace variables does not equate with each other.

$$\mu 1 \neq \mu 2 \neq \mu 3 \neq \mu 4 \neq \mu 5 \neq \mu 6 \neq \mu 7 \neq \mu 8$$

To study the hypothesis and one way ANOVA was deployed.

4.4.2 ANOVA (Analysis of Variance)

Enables us to test for the significance of the differences among more than two samples means.

Using it, we will be able to make Inferences about whether our samples are drawn from the population having the same mean.

ANOVA ANALYSIS

Stat.cal Variables	Count	Sum	Average	Variance
Openness	229	3,684	16.087	7.212
Confrontation	229	3,666	16.009	6.386
Trust	229	3,166	13.825	6.759
Authenticity	229	3,052	13.328	3.976
Proaction	229	3,733	16.301	7.597
Autonomy	229	2,978	13.004	2.610
Collaboration	229	3,551	15.507	4.348
Experimentation	229	3,381	14.764	4.970

Table 1:- Variance Analysis

ANOVA

Source of variation	ss	df	MS	F	P-value	F crit
Between Groups	2,792.104	7.000	398.872	72.759	0.000	2.015
Within Groups	9,999.397	1,824.000	5.482			
Total	12,791.502	1,831.000				

Table 2:- ANOVA

If we observe the values from the Table 2, we see that

- $F(\text{Observed}) \text{ Value} > F(\text{Critical}) \text{ Value}$

i.e. observed value lies outside the acceptance region and

- $P \text{ value} < 0.05$

Therefore, we reject Null Hypothesis and conclude that the mean values of the OCTAPACE variables are not equal and they are not given significance in the organization.

Correlation Analysis

Correction									
Openness	Openness								
Confrontation	0.758	confrontation							
Trust	0.085	0.195	Trust						
Authenticity	0.362	0.447	0.179	Authenticity					
Proaction	0.735	0.750	0.248	0.390	Proaction				
Autonomy	0.246	0.257	0.720	0.117	0.110	Autonomy			
Collaboration	0.691	0.683	0.238	0.403	0.671	0.215	Collaboration		
Experimentation	0.627	0.646	0.271	0.349	0.733	0.152	0.547	Experimentation	

Table 3:- Correlation analysis

From the table 3, we can observe that all the OCTAPACE are positively co - related with each other.

Detailed analysis has been provided in 4.6.1 Statistical Data Findings

4.5 MATHEMATICAL DATA ANALYSIS

In the study, a stratified sampling technique has been used and a sample size of 252 employees was determined. However due to lack of response, our study has been confined to the analysis of 229 responses.

For the purpose of stratified sampling analysis, data has been subject to various sceneries Therefore, analysis is done based on:

- Gender
 - Age
 - Location
 - Grade
 - Employee's association with the organization
- } Analysis per criteria has been done in 4.5.3 - **Criteria wise Analysis**

4.5.1 MEAN VALUES

The answer sheet is suitably designed to tabulate the scores of eight OCTAPACE variables. The

classification of scores in each OCTAPACE variable has been made with the available pattern of score. Lowest and the Highest Score for each of the eight dimensions have been obtained from the responses. The classification of each variable is shown in table 3 below:

Classification of OCTAPACE Profile

Variables	Lowest Score	Highest Score
Openness	9	20
Confrontation	9	20
Trust	7	20
Authenticity	6	20
Proaction	6	20
Autonomy	8	19
Collaboration	10	20
Experimentation	8	19

Table 4:- Classification of OCTAPACE profile

The mean value of score obtained from 229 respondents on eight dimensions using the instrument have been complied and presented in table 5 and figure 5 below.

OCTAPACE Profile Score

Variables	Mean Score
Openness	16.087
Confrontation	16.009
Trust	13.825
Authenticity	13.328
Proaction	16.301
Autonomy	13.004
Collaboration	15.507
Experimentation	14.764
TOTAL	118.825

Table5: OCTAPACE Profile Score

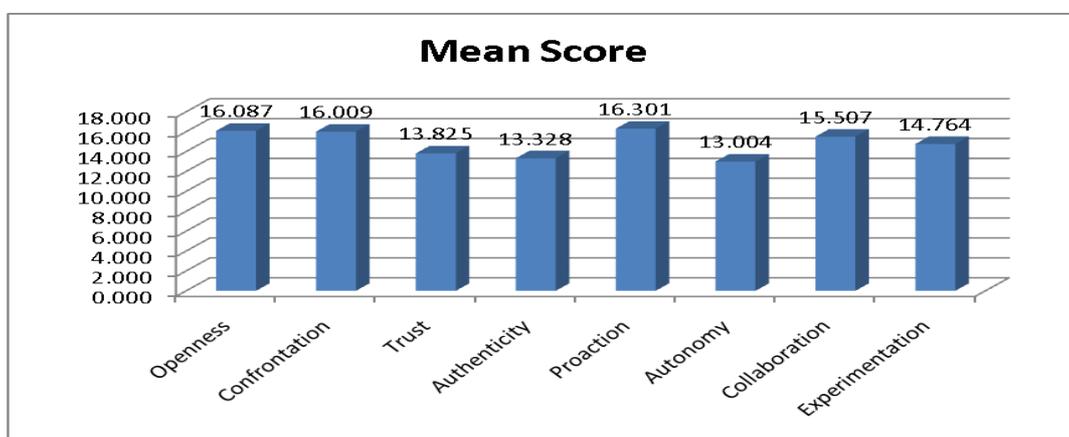


Figure 6: OCTAPACE Profile Mean Scores

Variables	Low	High
openness	13	17
confrontation	13	17
Trust	13	17
Authenticity	10	14
Proaction	13	17
Autonomy	11	16
Collaboration	13	17
Experimentation	11	16
TOTAL	97	131

Table 6: Tentative Norms for OCTAPACE Profile

Combining the Table 6, Table 7 gives us the range and the actual Score obtained from the survey, giving a fair idea of tendency of each dimension

Range and Result Comparison

Variables	Low	Result	High
openness	13	16.087	17
confrontation	13	16.009	17
Trust	13	13.825	17
Authenticity	10	13.328	14
Proaction	13	16.301	17
Autonomy	11	13.004	16
Collaboration	13	15.507	17
Experimentation	11	14.764	16
TOTAL	97	118.825	131

Table 7: Range and Result Comparison

On a basis of generic analysis, we can say that:

- Scores of Openness, Confrontation, Authenticity, and Proaction are much satisfactory as compared to the scores of other dimensions as they lie in the medium to high range.
- Scores of Collaboration and Experimentation are average or satisfactory
- The major problem areas that emerge out in

this study are Trust and Autonomy as score of these 2 dimensions are tending towards the lowest side.

4.5.2 PERCENTAGE VALUES

Following figure is an OCTAPACE Data analysis [100 X 100] Matrix which shows the level of % age.

- Rank - Variable wise.
- Variable - Rank wise.

OCTAPACE DATA ANALYSIS MATRIX

	Openness		Confrontation		Trust		Authenticity		Proaction		Autonomy		Collaboration		Experimentation
Rank 4	45.33	16.85	42.18	15.68	25.76	9.58	21.05	7.82	45.15	16.79	22.36	8.31	39.04	14.51	28.12
Rank 3	35.72	11.91	38.78	12.93	38.43	12.81	35.63	11.88	38.52	12.84	31.35	10.45	36.51	12.17	45.07
Rank 2	14.32	8.45	16.07	9.48	22.36	13.19	32.14	18.96	13.54	7.99	30.31	17.89	20.00	11.80	20.79
Rank 1	4.63	7.53	2.97	4.83	13.45	21.88	11.18	18.18	2.79	4.55	15.98	25.99	4.45	7.24	6.03
	100%		100%		100%		100%		100%		100%		100%		100%

How to Read

● **RANK – VARIABLE WISE PERCENTAGE VALUES**

The above arrows indicate the rank wise percentage. It says of all 229 responses, the share of variables in Rank 1 is as follows: -

- Openness - 7.53%
 - Confrontation - 4.83%
 - Trust - 21.88%
 - Authenticity - 18.18%
 - Proaction - 4.55%
 - Autonomy - 25.99%
 - Collaboration - 7.24%
 - Experimentation - 9.80%
- Thus, it can be deduced these are major concern areas for organization as the share is relatively high in the rank which indicates Low Level in the organization.

Table 8 indicates the Variable wise percentage values for Openness.

Of 229 responses, for the variable Openness

- 45.33% has been given to Rank 4 which indicates Rank 4 has the Highest Percentage given by respondents and shows that Openness there in the organization.

**VARIABLE - RANK WISE PERCENTAGE VALUES
OPENNESS**

Rank	Percentage
4	45.33
3	35.72
2	14.32
1	4.63
100%	

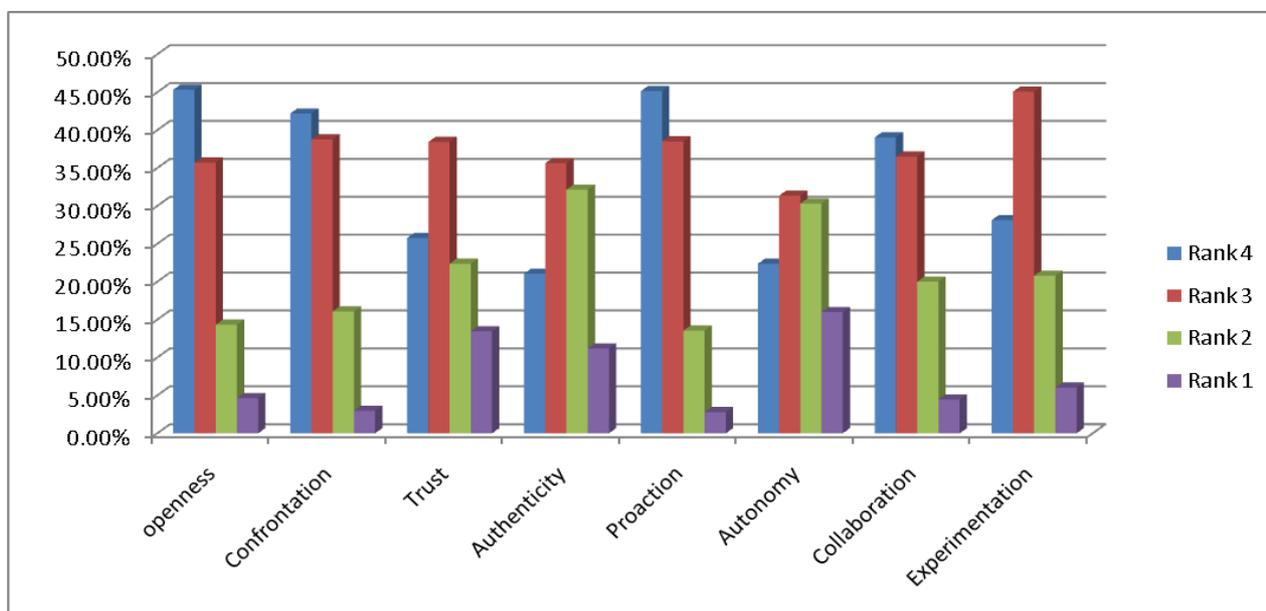


Figure 8: Variable Rank wise % Age

Rank 4	45.33%	42.18%	25.76%	21.05%	45.15%	22.36%	39.04%	28.12%
Rank 3	35.72%	38.78%	38.43%	35.63%	38.52%	31.35%	36.51%	45.07%
Rank 2	14.32%	16.07%	22.36%	32.14%	13.54%	30.31%	20.00%	20.79%
Rank 1	4.63%	2.97%	13.45%	11.18%	2.79%	15.98%	4.45%	6.03%

4.5.3 CRITERIA WISE DATA ANALYSIS

A. ANALYSIS ON THE BASIS OF REGIONS

Region	Openness	Confrontation	Trust	Authenticity	Proaction	Autonomy	Collaboration	Experimentation
East	17.150	16.500	14.850	14.050	17.050	13.300	16.250	15.050
North	16.245	16.660	13.906	13.547	16.792	13.057	15.660	14.925
South	15.951	16.171	13.317	13.244	16.293	12.927	15.390	14.780
West	15.878	15.565	13.791	13.130	15.948	12.957	15.348	14.635
GT	16.087	16.009	13.825	13.328	16.301	13.004	15.507	14.764

Table 9: Region wise Analysis

B. ANALYSIS ON THE BASIS OF EMPLOYEE'S AGE

Empl.Age	Openness	Confrontation	Trust	Authenticity	Proaction	Autonomy	Collaboration	Experimentation
<25	16.575	16.175	13.025	12.775	16.875	12.675	15.625	14.900
25-29	15.876	15.781	13.781	13.067	16.114	12.981	15.267	14.657
30-34	16.35	16.45	14.133	14.017	16.683	13.033	15.900	15.133
35-39	15.353	15.235	14.353	13.765	14.941	13.412	15.235	13.471
>40	16	16.571	15.143	13.429	15.857	14	15.714	15.571
GT	16.087	16.009	13.825	13.328	16.301	13.004	15.507	14.764

Table 10: Employee's age wise Analysis

C. ANALYSIS ON THE BASIS OF GENDER

Gender	Openness	Confrontation	Trust	Authenticity	Proaction	Autonomy	Collaboration	Experimentation
F	16.197	15.535	13.634	12.873	16.254	12.845	15.352	14.690
M	16.038	16.222	13.911	13.532	16.323	13.076	15.576	14.797
GT	16.087	16.009	13.825	13.825	16.301	13.004	15.507	14.764

Table 11: Gender wise analysis

D. ANALYSIS ON THE BASIS OF GRADE

Grade	Openness	Confrontation	Trust	Authenticity	Proaction	Autonomy	Collaboration	Experimentation
Jr.Level	16.529	16.273	13.438	13.264	16.375	12.868	15.620	15.041
Middle Level	15.636	15.747	14.232	13.424	15.899	13.141	15.404	14.475
Sr.Level	15.111	15.333	14.556	13.111	14.667	13.333	15.111	14.222
GT	16.087	16.009	13.825	13.328	16.301	13.004	15.507	14.764

Table 12: Grade wise Analysis

ANALYSIS ON THE BASIS OF EMPLOYEE'S ASSOCIATION WITH THE ORGANIZATION

Years with org.	Openness	Confrontation	Trust	Authenticity	Proaction	Autonomy	Collaboration	Experimentation
<0.5	16.719	16.797	13.875	13.406	17.203	13.156	15.844	15.250
>0.5 but <1	16.357	16.300	13.529	13.543	16.400	13.143	15.843	14.814
>or=1 but<2	14.733	14.733	13.267	12.867	15.400	12.733	14.733	14.033
>or =2 but<3	16.286	15.714	14.381	13.238	15.714	12.429	15.238	14.429
>or =3 but<4	16.188	15.063	14.500	13.688	16.188	12.938	15.813	15.313
>4	15.214	15.607	14.250	12.964	15.188	13.071	14.750	14.250
GT	16.087	16.009	13.825	13.328	16.301	13.004	15.507	14.764

Table 13: Employees Association Wise Analysis

4.6.1 OCTAPACE FINDINGS

4.6.1 FINDINGS AS PER STATISTICAL DATA ANALYSIS

- o Hypothesis Testing revealed that all the OCTAPACE variables which are essential to build strong ethos in the organization are not given equal significance in the organisation.
- o ANOVA Analysis highlighted that F (Observed) value lies outside the acceptance region of the F (Critical) value
- o Correlation Analysis threw light on some of the very interesting facts about the inner - relationships between OCTAPACE variables:-
- o There's very high positive inter - correlation amongst Openness, Confrontation, Proaction and Experimentation
- o There's a low positive correlation amongst openness and Authenticity, Autonomy.
- o Likewise, Autonomy also shares a very low correlation amongst all variables expect Trust

- o Proaction shares a very high correlation with Experimentation.

4.6.2 FINDINGS AS PER MATHEMATICAL DATA ANALYSIS.

- By studying the mean values with respect to their tentative norms, following points have been come to known:-
- o Openness tends to move towards higher score norm
- o Trend of openness is shared by confrontation also
- o Trust is a major concern for the organization as it is on a very near to the lower norm
- o Authenticity and Proaction is quite close to its higher norm
- o Autonomy follows the trend of Trust i.e. it is quite close to the lower norm
- o Collaboration and Experimentation are at average and satisfactory level.
- o By Analyzing the percentage values , following points can be judged:-

RANK - VARIABLE WISE

- o In rank 4 ,highest percentage age has been given to Openness ,followed very closely by Proaction. The lowest percentage age has been to authenticity
- o In rank 3, almost all variables share the approx. same percentage age, where Experimentation has scored the highest.
- o The lest percentage age in rank 2 has given to proaction which is a good sign for the organization
- o In rank 1, Trust and autonomy have been given 21.88% and 25.99% respectively which is a sign of caution for the organization.

VARIABLE - RANK WISE

- o Rank 4 shares the highest % age in openness variable
- o Results of confrontation are good where rank 4 and rank 3 are having above average level
- o Trust can be the major concern for the organization where rank 3 shares the highest % age but rank 1 is also having a considerable % age
- o Authenticity is at satisfactory level where rank 3 and rank 2 shares a good level of % age
- o Proaction is seen at good level where rank 4 shares the highest % age.
- o Likewise Trust ,Autonomy can also be a major variable which needs the attention of the organization as rank 1 shares the considerable % age

- o Collaboration Experimentation is at a satisfactory level.
- o By analyzing the percentage values ,following point can be judged:

RANK - VARIABLE WISE

- o In rank 4, highest % age has been given to Openness, followed very closely by proaction.The lowest% age has been given to authenticity
- o In rank 3, almost all variables share the approx. same % age, where Experimentation has scored the highest
- o The least % age in rank 2 has given to Proaction which is a good sign for the organization
- o In rank 1, Trust and Autonomy have been given 21.88% and 25.99% respectively which is a sign of caution for the organization.

VARIABLE - RANK WISE

- o Rank 4 shares the highest % age in openness variable
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- o Proaction is seen at good level where rank 4 shares the highest % age
- o Likewise Trust, Autonomy can also be in a major variable which needs the attention of the organization as rank 1 shares the considerable % age
- o Collaboration and Experimentation are at a satisfactory level
- o By analyzing the mean values as per criteria's with respect to the tentative norms, following points can be judged:

REGION WISE

- o Level of Openness is maximum in Eastern region and minimum in Western region
- o Confrontation,Authenticity,Proaction, level in all the four regions is having the tendency towards higher side of norms
- o Pan India survey Indicates that there's low level of Trust and Autonomy in all the four regions
- o Collaboration and Experimentation have been found at satisfactory level in all the four regions

EMPLOYEE'S AGE WISE

- o <25 Openness, Confrontation and Proaction are having tendency towards the higher norm, Collaboration and Experimentation are at satisfactory level but Trust, Authenticity and Autonomy are tending towards the lower side of norm
- o **25-29** Openness ,Confrontation ,Collaboration and Experimentation are prevalent at an average level, Authenticity and Proaction are on higher side but Trust and Autonomy are tending towards the lower norm
- o **30-34** Collaboration and Experimentation are having an average levee ,Openness, Collaboration, Authenticity and Proaction are on Higher side but Trust and Autonomy are tending towards the lower norm
- o **35-39** Only Authenticity shares the tendency to move towards higher side of norm. Openness, Collaboration and Confrontation are on average level but Trust, Proaction, Autonomy and Experimentation are tending towards the lower norm
- o **>40** Openness, Confrontation, Authenticity, Autonomy and Experimentation shares the tendency move towards higher side of norm. Trust, Collaboration is on average level but Proaction is tending towards the lower norm

GENDER WISE

- o **For female employees,** Openness, Proaction are tending towards higher side, whereas Confrontation, Authenticity, Collaboration and Experimentation on average, Satisfactory level.: Trust and Autonomy are towards the lower side of the norm.
- o **For male employees,** Openness, Confrontation, Authenticity and Proaction are tending towards higher side, whereas Collaboration and Experimentation are on

average, satisfactory level. Trust and Autonomy are towards the lower side of the norm.

GRADE LEVEL WISE

- o For Junior Level Mgt., Openness, Collaboration, Authenticity, Proaction and Experimentation are at fairly high level, Collaboration at an average and satisfactory but Trust and Autonomy is at low level
- o **For Middle Level Mgt.,** Only Authenticity and Experimentation are at high level, Autonomy at low level and other variables are at satisfactory level
- o **For Senior Level Mgt.,** Only Authenticity and Experimentation are at high level, Proaction and Autonomy at low level and other variables are at satisfactory level

EMPLOYEE'S ASSOCIATION WISE

- o **< 0.5 Yrs** - Openness, Confrontation, Authenticity, Proaction are high, Trust variable is in lower side of norm and other variables are at an average satisfactory level
- o **> 0.5 but < 1**-Allthe variables follow the same trend as said by the previous starta barring Authenticity, which this group feels is low likewise Trust
- o **> 1 but > 2** - This gives us a supporting fact where no variable has been given high rating. Openness, Confrontation, Trust and Autonomy are on lower side of the norms and rest variables are at average satisfactory level
- o **> 2 but < 3** - This start a has given Openness and Authenticity higher rating and all other

variables expect Autonomy which is having low rating ,are having average satisfactory level

- o **> 3 but < 4** - Here Openness, Authenticity, Proaction and Experimentation are ranked towards higher side of the norm and barring Autonomy (which is having low score), all other variables are at an average level
- o **> 4** - Here, only Authenticity has been giving high rating and Collaboration is given low rating. Rest other variables are having average satisfactory level

5.5 RECOMMENDATIONS

It is deduced from the analysis that Trust and Autonomy are the two organizational ethos where the scores are falling towards the lower side of tentative norms. By studying about the various OD Interventions in the light of analyzed data, following recommendations are given:

1. Organization should move to team - building interventions like creating Cross- Functional teams which will promote more communication amongst members of the organization.
2. Organization should consider about introducing QWL programs and Quality Circles to develop the sense of belongingness and responsibilities amongst employees.
3. Organization should promote more of Informal Communication structure to improve the inter-personal relations amongst employees.
4. Organization should make physical setting more dynamic and should involve employees

to participate to make it a better workplace

5. There should be more of systematic implementation of policies, considering the pros and cons
6. Senior Management should see that Vision of the Organization is clear in the minds and approach of the employees
7. Organization should conduct training programs at regular intervals to keep the employees abreast with the latest trends and also help in developing their skills. This will create a sense of belongingness in employees and also it'll facilitate more interaction amongst employees
8. Employees should be encouraged to innovate within the system processes so as to try and find out new ways of doing the same work
9. Regular and healthy discussions should be facilitated between superiors and subordinates and supervisors should act as the counselors or mentors to employees in the area where they are falling behind of other team members

5.6 CONCLUSION

Organization where the focus is on Openness, Confrontation and Experimentation, performs better and become more productive. Fighting and adjusting to the issues require patience, systematic approach and timely feedback. Culture, which is based on negative energy and degenerates the organizational processes. In the course of time, it is reflected on the poor performance of the organization. Ethos that fosters honesty and trust, replenish member's energy, build collective

strength and develop emotionally intelligent culture must be encouraged. Thus a positive workplace atmosphere deriving out of the unique culture is worth of developing, as it becomes the foundation of true organizational success.

The unique high performing culture of any organization helps it to gain competitive advantage. Organizational culture and strong ethos help a company achieving competitive advantage because the manner in which it contributes value to organization's products and services is rare, hard to substitute for and difficult to imitate. A competitor cannot reverse the culture of the company, at the same time, it cannot imitate it. Organizational Culture leads to organizational capabilities. In a dynamic and changing environment, culture's flexibility, adaptiveness responsiveness, create organization capabilities. Organizational Culture can play a vital role in the success formula of a strategy.

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QUOTES

*The will to win, the desire to succeed,
the urge to reach your full potential...these are the keys
that will unlock the door to personal excellence.*

Eddie Robinson

The starting point of all achievement is desire.

Napoleon Hill