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CHAPTER – 1
INTRODUCTION

1.1 ORGANIZATIONAL CULTURE AND ITS MANY FACETS

The existence and emergence of organizations is not a new phenomenon. But the study of organization is relatively of recent origin. Any study on organization and its manifestation should necessarily start with Fayol, Taylor and Bernard. Organizations are made of members who bring in their emotions, egos and complex personalities. Organizational culture is the sum of all these personalities, which creates a common ideology or identity for the organization. Some aspects of organizational culture get created along the way, while most aspects are evolved by the founders and leaders of the organization stated in simple terms organizational culture is the culture that exists in an organization.

In the modern days, it is highly necessary to understand organizational culture, for various reasons – some of which are purely academic and others for the benefit of organizations themselves. Culture influences people in good and bad ways. Culture creates the identity for the organization itself. Vendors, customers, employees and other external agencies factor in the organizational culture of these organizations when they make their business decisions. Organizational culture also helps the company to relate to these external entities. It helps the company to gear up for ever increasing competition. Potential business partners study the organizational culture before making any strategic moves. Even valuation of business is influenced by the organizational culture, as can be seen in mergers, acquisitions and takeovers.

Organizational culture is the confluence of various ideologies (brought by all its participants), beliefs, languages, customs and these collectively form guidelines for conformed behavior. All implicit and explicit behaviors form the foundation for organizational culture.

To observe the culture of an organization, one has to study the visible signals and symbols along with invisible values, attitudes etc. For instance, do...
most people of the organization belong to a particular section of the society? What are the merits and awards instituted in the company? What is the value system that is strongly carried out by members of the organization? What are the guiding principals for the organization and answers to such questions generally describe the culture of the organization.

Apart from the visible signs and symbols, organizational culture can also be seen in the value system instilled by the founder members as well as its leaders of the organization. Senior management is responsible for creating a viable organizational culture that suits the needs of the business and sends a meaningful message to all who matter to the organization both internal and external. Hence, certain values are enforced by seniors by setting examples and by propagating with the help of symbolic behaviors. This has a percolating effect in the organization and gets carried out to the lowest rung of the organization.

It is worthwhile to note few definitions of organizational culture and its relation to its constituent elements. “It is the collective programming of the mind” (Hofstede, 1980); “It is the way things are done around here” (Pascale R.T et al, 1981); “It is the philosophy that guides an organization’s policy towards employee and customers” (Terns E Deal et al, 1982); “It is the dominant value espoused by an organization (John H Sheridan, 1988).

Organizational culture has attracted the attention of academicians as well as researchers, in recent times. It has a definite bearing on the employee satisfaction and performance. The attention on the study of organizational culture in the recent past has increased as many of the domestic organizations started working in other parts of the world. Corporations and organizations either becoming or trying to become MNCs, is the order of the day. An organization may become multinational on its own or through acquisitions and mergers. The ways in which an organization is managed as well the organization functions, are mainly due to organizational culture itself. A Knowledge of national culture is also necessary for an organization which sees itself operating in other parts of the world in these days of globalization.
Organizational culture being a complex concept is to be studied using universally accepted common characteristics. George G Gordon et al (1979) have identified Individual initiatives, Risk tolerance, Direction, Integration, Management, Control, Identity, Reward system, Conflict tolerance and Communication pattern as key characteristics. Fred Luthans (2005) has identified Observed behavioral regularities, Norms, Dominant values, Philosophy, Rules and Organizational climate as other key components.

Thus above elements can be considered as the constituents of organizational culture, which of course, gets manifested with different facets, depending upon the nature of business, it is carrying out and the environment in which it is operating.

Sometimes Organizational culture shapes itself with the entry of new employees. Values and beliefs get redefined and a new form of organizational culture emerges. Many a times, a controlling mechanism is to be in place so that desired outputs are cultivated and undesirable outputs are weeded out. Then how can be organizational culture controlled? The organizational culture needs change if there is an influx of inappropriate organization behavior or when there is an erosion of organization values. There cannot be a culture change without the support of top management. Every department has to make a conscious effort to manage the change process. Specific steps must be incorporated in the change plan with intermediate feedback mechanisms. Cultural change takes a long period of time and its effects are seen over much longer periods. Hence it must be ensured that the cultural change process is attended to, keeping future in mind.

Just as an individual is known through his / her personality, 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. Members of an organization soon come to sense the particular culture of an organization, Culture is one of those terms that is difficult to express in clear terms, but everyone knows it, when
they sense it. That is, only few facets of an organization can be explained, but many facets still remain un-described and unexplained. While discussing the elements of organizational culture the HR issues such as employee engagement, ability, task identity, work-life balance are to be considered. Accordingly these become the parameters associated with major variables. While discussing the leadership issues in the context of organizational culture, the concepts of transactional and transformational leadership, trust, empathy are taken care of. At the macro level learning orientation, absorptive capacity and virtual corporateship are also involved.

Corporate culture which is synonymously same as organizational culture which can be looked at as a system with input, output and throughput with a feedback arrangement. The process is based on one’s assumptions, values and norms, e.g. values on money, time, facilities etc. Outputs or effects of one’s culture e.g., organizational behaviors, technologies, strategies, products, services etc. is seen at the end part of the organization. The concept of culture is particularly important when attempting to manage organization-wide change. Practitioners are coming to realize that, despite the best-possible plans, organizational change must include not only changing structures and processes, but also changing the corporate culture as well.

1.2 ORGANIZATIONAL CULTURE AND ITS CONSTITUENTS

There are numerous ways of defining organizational culture. One commonly accepted definition is as follows; It is a pattern of shared employee beliefs, values, behaviors and ways of doing and thinking about the organization. Such beliefs, values etc. are learned, shared and transmitted by and through organization employees. A more comprehensive definitions “Organizational culture refers to a system of shared meaning”. In every organization there are patterns of beliefs, symbols, rituals, myths and practices that have evolved over time. These in turn create common understanding among members as to what the organization is and how its members should behave. Hence following are generally considered on the constituents of organizational culture are Individual initiative, b. Risk

### 1.3 ORGANIZATIONAL CULTURE AND ORGANIZATIONAL CHANGE

The first source of organizational culture is its founding fathers. An organization's current culture, customs, traditions are largely due to what has been done before and also its success in doing so. i.e. successful traditions, practices continue for more time.

Founding fathers have a vision / mission when they establish an organization. Typically all organizations start as small organizations. (example is that of Infosys which started as group i.e. an organization of husband / wife and few friends and now is an organization of more than 1 lakh employees). Hence it is relatively easy for founding fathers to disseminate their values and beliefs. Original founders have not only the idea of its creation, but also the means of fulfilling these. Thus the resultant culture is one of founders' ideas / beliefs and the first employees' reaction to founders' ideas / beliefs. Once it is created, the question of its management arises.

Following guidelines are useful in managing (i.e. planning, creating, sustaining) organizational culture.

- Formulate a clear strategic vision
- Display Top management commitment
- Model, culture change at the highest level
- Modify the organization to support organizational change (i.e. modifications in structure, HR resources, information and control system
- Select and socialize new-comers and terminate deviants (When a cultural change has to be brought in, it is necessary to remove such people who cannot match with new values, beliefs; and it is also necessary to bring in such people who subscribe to organization's values and beliefs.)
Develop ethical and legal sensitivity: It is obvious that no culture shall exceed the limits set by ethics that they cherish and laws which they have to abide by.

1.4 ORGANIZATIONAL CULTURE - IMPLICATION OF CHANGES ON ORGANIZATION

1.4.1 Necessity of Cultural Change

Organizational culture, comprising of the attitudes, experiences, beliefs and values of an organization, has been defined as follows. The specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. From organizational values, develop organizational norms, guidelines or expectations that prescribe appropriate kinds of behaviour of the employees, in a particular situation and control the behaviour of organizational members towards one another. This implies the fact of necessity of cultural changes in an organization.

1.4.2 The Cultural Change Process

Before the change process can occur, there must be a “felt need for change” by key leaders in the organization, to stir the organization out of its comfort zone. Where the culture is strongly molded, de-stabilization may be needed to shake employees out of their complacency and ‘feel’ the need for change. This de-stabilization also however generates resistance to change. The transformational leader is usually capable of overcoming this resistance. Then do so as under.

Initially they identify and develop the organization’s distinctive competencies and channel resources to where they can be most effective. This identification of competencies also allows the organization to focus on its new markets and the organizational changes require serving these markets. The organization is often restructured during this stage.

As the change progresses, the leader enlists commitment to the change by assisting staff through the painful process of letting go of the old practices and adopting the new. They do so by:
Involving them in the development of change strategies,

Demonstrating how the new vision will meet their individual needs (e.g. for job security, professional development),

Modeling the new behaviors he / she needs them to adopt, and

Using early successes in some parts of the organization to reinforce further change.

Symbolic gestures such as public statements about the change, awards or parties to celebrate or launch a new strategy can also be helpful at this stage. Finally the change is institutionalized by building it into the management process, structure and reward systems of the organization.

1.4.2.1 The Difficulties in Organizational Culture Change

In excellent organizations, people unconsciously comply with the values and beliefs of a common culture and it is this compliance that maintains the organization. Organizations develop cultures made up of values and beliefs about how people should behave. Employees associate these values and beliefs with the organization’s success and don’t need to be tell what to do or what not to do to comply with the culture. As long as the culture remains relevant to the organization benefits – managers are relieved of much of the work associated with controlling or directing staff. However, if the environment in which the organization is operating changes, the culture can become dysfunctional and at times harmful also.

Employees in a dysfunctional culture will then use same old strategies to new problems denying their uselessness and blaming external causes and other individuals for their failure. Left uncontrolled, this behavior can continue, until the culture causes the organization to extinguish rather than adapt.

Many organizations are re-designed or restructured, on the assumption that this is all that is needed to achieve major change. If the organization has a dysfunctional culture, and the culture is left unchecked members will simply continue to act as they had under the old structure, regardless of their new responsibilities and response requirements.
1.4.2.2 Pre-requisites For Successful Organizational Culture

In order that organizational culture change is smooth and also in order that direction is forward, certain pre-requisites are necessary:

According to Harigopal, K. (2001) the following aspects have to be taken care before proceeding for cultural change:

- Formulate a clear picture of the firm’s new strategy and of the shared values, norms and behaviors needed to make it work.
- Take a close look at the inner functioning of the organization and determine if culture change is necessary.
- Identify aspects of the current culture that could still be valid and other aspects that need to be modified or changed.
- Communicate the change translated into goals, sub goals, activities and behaviors.
- Make changes from top down. The top management’s commitment must be seen and felt.
- Involve employees in the change process.
- Check on the leadership and support process to overcome anxiety among managers in giving up their earlier responses
- Monitor the progress from time to time; build momentum in terms of initial success.
- Defuse resistance. Despite this, expect certain causalities to occur (for example, some employees may leave the organization)

1.4.2.3 Making Best Use Of Cultural Changes

For the organizations, accepting the inevitability of cultural changes, following can be used as appropriate leverages:

- Performance: Performance related or competence related pay scheme; performance management processes; gain sharing; leadership training, skills development;
Commitment: Communication, participation and involvement programmes; developing a climate of co-operation and trust; clarifying the psychological contract.

Quality: Total quality programme, such as ISO 9000, 14000 etc.;

Customer service: Customer care programmes; Customer feedback programme

Team Work: Team building; Team performance management; Team rewards.

Organizational learning: Taking steps to enhance intellectual capital and the organization’s resource based capability, by developing a learning organization.

Values: Gaining understanding, acceptance and commitment through involvement in identifying values, performance management process and employee development interventions.

1.5 ORGANIZATIONAL CULTURE AND INDUSTRIES

Organizations are open systems in constant interaction with their many environments, and they consist of many sub-groups, occupational units, hierarchical layers, and geographically dispersed segments, also geographically spread departments. If we are to locate a given organization’s culture, where one should look for and how to generalize the concept one looking for?

In the present study, two factors that are common to the whole study are

- The Nature of the organization which is ‘Industrial’ and
- They are geographically located in the State of Karnataka, in India

Culture can be viewed as a descriptive feature of an independently defined stable social unit. That is, if one can demonstrate that a given set of people have shared a significant number of important experiences in the process of solving external and internal problems, one can assume that such common experiences values, beliefs etc. have led them, overtime, to a shared view of the World around them and their place in it-and in the present context
it is the industrial undertakings, under study. There has to be a large shared experience to have led to a shared view and this shared view has to have worked for long time to have come to be taken for granted and works without awareness. Culture, in this sense, is a learned product of group experience and is therefore to be found only where there is a definable group with a significant history. Here also, all the industrial undertakings studied, have a long history behind them.

Though it is the members who form and sustain the culture of an organization, the ownership of organization by way of Public, Private and MNCs have a significant role. By way of its principles and assumptions, each sector influences the culture of the organization of which it is the owner.

Organizational culture has many layers with distinct externalities and many internalities. At the outermost layers, it is the artifacts, symbols which furnish the outer world, with a meaning to understand. However, it is inner layers in the form of values, attitudes and beliefs which ultimately affect, the performance- both economical and organizational in the form of production, profit, morale, motivation etc.

The study covered Nine industrial undertakings chosen from different sectors as well as different districts of the State of Karnataka. The study has covered, as widely as possible the external and internal manifestations of Organizational culture. The parameters under internal and external manifestations are elucidated in the questionnaire.

1.6 INDUSTRIES IN THE ERA OF GLOBALIZATION

By general observation, the industries that have stood for last 10-12 years are by and large mature and all are now being displaced by a whole new set of the emerging technologies, for example Nano technology, Biotechnology, Material science, Information technology and Telecommunications. We are moving into a global economy. This is going to mean a fierce competition among global, corporate entities.

Added to these economic forces we are also facing major cultural clashes between and within a location of a nation. At the national economic
level entry of innumerable MNCs and that too in sectors, where the country itself was globally competitive once, has lead to new type of organizational cultural factors.

The transformation that is taking place in the global economy means that all the assumptions of pre globalization era are given a good bye, leading to new ways of organizing enterprises and new ways of managing.

India being one of the fastest growing economies of the world next only to China, has become an attractive destinations for foreign direct investment. Available data indicates that there are more than 19,000 major companies, with about 2,300 multinational companies in the country. Karnataka happens to be the hub of Industrial activities. It has attracted many companies across the country and from other countries of the world, to start its operation in Karnataka. This is particularly true with IT industries. Karnataka is prominent one among the industrially developed states of India. In recent years it has shown a significant growth in industry and exports. Twenty percent of electronic hardware and Thirty five percent of software exports of India are from Karnataka. The state of Karnataka houses 45 of the Fortune 500 companies. Karnataka has posted a GDP of 9.2 percent during 2006-07 and similar growth thereafter. There are about 590 MNCs and more than 2000 major private industries in Karnataka.

1.7 SCENARIO OF INDUSTRIAL AND BUSINESS ORGANIZATIONS AT NATIONAL AND STATE LEVEL

After an extensive review of published literature it was found that no such study is conducted on organizational cultures of Public, Private and MNC organizations in Karnataka. The present era is identified as an era of globalization. This era has seen the borders among the countries of the world, becoming invisible; the movement of people and business among the countries is facilitated with all types of natural and artificial barriers removed. External adaptation has become the key word of all organizations. In order that an organization achieves external adaptation, the individuals in the organization have to understand external reality vis-à-vis organizational
reality. Thus an analysis of organizational culture enables its members to understand their own culture in relation to other organizations. Management of organizational culture does, not only need the understanding of organizational culture but also need to monitor it to the levels of superior performance. Like any other management, this needs planning, organizing and controlling of organizational culture variables. The result of such a process evidently enables the manager to reshape organizational culture, leading to superior performance.

Another important aspect of studying organizational culture is with regard to attraction and retention of human capital. The attraction and retention of talent has become a challenge to organizations. The success and failure of an organization in achieving the organizational goals in the context of environment in which it is operating, is not only determined by such financial indicators as annual return to shareholders, profit as percentage of asset, stock market price etc., but also the value of human capital it possesses. A study of this type is highly needed for the managers of the organization to build on the social capital which is sum of mutual trust, mutual understanding and shared values. This social capital is highly essential to achieve coordination and cooperation, which in turn leads to superior performance of the employees. Organizational culture and organizational effectiveness has cause and effect relationship. Impact of culture on organization can be, both functional and dysfunctional. Organizational culture may act as a perfect conduit for the smooth performance as well as barrier for the same. Some of the dysfunctional effects of organizational culture are group think, collective blind spots and resistance to change.

The current environmental context has undergone a sea change, making it inevitable for the organization to adopt or go out of the business. Since the study and understanding of culture of organizations enable itself to foresee the changes, it is imperative that they manage the changes as well. Research on organizations culture has moved beyond a purely descriptive stage and has begun to develop and test predictions. It is not only observed but also have been indicated in certain research findings that the new
employees whose core values match with the organizational values has a greater commitment for the job and also an enduring loyalty to the organization. In the days of higher employee turnover, it is implied that there shall be a good match with new entrant’s culture and that of the culture of the organization, which is employing the candidate. Thus a study of the organizational culture helps the organizations to formulate policies directed towards enhanced effectiveness of human resources.

1.8 GAPS IN EXISTING RESEARCH STUDIES

- Structure of the organization being a determinant of organization, is also a determinant of organizational culture and is also a determinant of corporate governance. Apart from the legal provisions, it is the self-regulated code of practices which play a crucial role in better corporate governance, which in turn is influenced by the organizational culture. Since many studies are not available, particularly in the Indian context, the present study is expected to bridge such gaps.

- Research on organizations culture being descriptive as well as highly abstract has advanced to the stages of prediction. Hence any measurement of otherwise highly descriptive and abstract elements, as is the case with studies related to organizational culture, can lead to better predictions.

- Higher employee turnover has been usually studied more as an HR issue than as an issue of organizational culture. Hence a good number of researches on employee turnover vis-a-vis HR policies are available. The present study of the organizational culture is expected to establish a link between HR policies and organizational culture as far as employee turnover is considered.

- Organizational culture research being sufficiently studied across the globe has definitely preceded the “Corporate culture boom” of the last few years. Traditional organization research, often highly abstract, has concentrated on the organizations as an entity of the
environment in which it is operating. Very few studies have been done taking nature of the organization into consideration. The present study is expected to fill such a gap, as it has been done on organizations, the nature of which are industrial.

- Comparative studies on the organizations, which may be similar with respect to the business they carry out, but working under different structural (such as Public sectors, Private sector etc.) arrangements, are also few in number. The present study is expected to bridge such gaps of comparative studies.

1.9 NEED FOR THE STUDY

- New product development and information technology are changing so rapidly that any examples would be soon out of date. However, if appropriate organizational culture is in place, then such rapid change can be welcomed and accommodated with as little disruption and as few problems as possible. An organization which has to gear itself to face the imminent changes, must know its own culture, so that it can steer itself in the set direction. In addition, powerful stakeholders such as unions, management or even customers may support the existing culture. But changes in environment are always imminent. The problems are compounded by the cultural clash that is the rule rather than the exception as in mergers and acquisitions. It is not uncommon that many MNC’s being unsuccessful in mergers and acquisitions because the non-match of organizational culture, though there is a perfect match of balance sheet. Hence there is an imperative need to study organizational culture, before development of new products and introduction of new technology and also before any mergers and acquisition take place.

- In these days of globalization, it is not uncommon to see MNC’s operating all over the world. Knowledge of national cultures is thus necessary for an organization which sees itself operating in other parts of the world. Whether national culture overrides organizational
culture or vice-versa is still a matter of debate and both generalizations and exceptions seem to be equal in number. However, certain research indicates that national culture has a greater impact on employees than does their organizational culture. In this context, the present study which the researcher has undertaken fulfills the need of comparative study of different organizations, in back drop one national culture i.e. Indian national culture.

- There is a need to know why two organizations professing same ‘values’ differ in their approach to solve a problem. Whether the end results or an outcome is because of the difference in approach or difference in interpretation of the ‘value’, itself is a worthwhile problem for investigation, the solution of which is expected to help organizations to properly establish cause-effect relationship.

- After an extensive review of published literature it was found that no such study is conducted on organizational cultures of industrial undertakings of Karnataka State. The present era being identified as an era of globalization, a threat and opportunity exists simultaneously. If the existing organizational culture is not studied for future projections, the opportunities may remain unharnessed.

- In the realm of external adaptation, the individuals in the organization have to understand themselves vis-a-vis externalities. Thus an analysis of this type enables its members to understand their own culture in relation to other organizations.

- Top Management of the organizations eying for superior performance needs to understand the perception of organizational culture at different levels of the organization. It shall not limit itself to mere understanding of organizational culture but also monitor it to the levels of superior performance. The management functions of planning, organizing and controlling get enlarged to include organizational culture variables. The outcomes of such a process will
definitely strengthen the management’s capabilities and thereby leading to superior performance.

- Human capital is highly valued in the knowledge era, which necessitates attraction and retention of human capital. The talent management has become a challenge to organizations. The success and failure of an organization in achieving its objectives, in the backdrop of externalities and also the financial indices such as annual return to shareholders, profit as percentage of asset, stock market price, etc., is dependent on this human capital, which is in essence the organizational culture management.

- A study of this type would be of great benefit to the managers of the organization to build on the social capital which is sum of mutual trust, mutual understanding and shared values- all of which are the internalities of organizational culture.

- Organizational effectiveness in the form of financial performance, marketing performance and production performance has cause and effect relationship with organizational culture elements. In the same way Corporate governance and Organizational culture are closely related. Corporate governance would be considered superior if performance and the code of conduct it has set forth for itself are in alignment with each other. Hence an insight into organizational culture enables the undertakings towards better corporate governance.

- Structure of the organization being a determinant of organization is also the determinant of organizational culture and is also the determinant of corporate governance. Apart from the legal provisions, it is the self regulated code of practices which play a crucial role in better corporate governance, which in turn is influenced the organizational culture.

- Research on organizations culture being descriptive as well as highly abstract has advanced to the stages of prediction. Hence any measurement of descriptive elements of organizational culture, as is
the case with studies related to organizational culture, will lead to predictions of performance of organizations.

- In the days of higher employee turnover, it is implied that there shall be a good match with new entrant’s culture and that of the culture of the organization, which is employing the candidate. Thus a study of the organizational culture helps the organizations to formulate policies directed towards enhanced effectiveness of human resources.

- Researches in such topics on organizational culture are usually abstract, and hence has proved incapable of providing realistic pictures of variables of study. Any programme initiated for the betterment of organization and organizational culture may prove to be totally ineffective with another similar organization, if there are no comparative studies, which are very far and few between.

1.10 OBJECTIVES OF THE STUDY

With the above background and also with the changed needs of the organizations in an era of liberalization, privatization and globalization, it is imperative for organizations irrespective of its origin to, not only understand their own culture but compare themselves with other types of organizations. It is in this backdrop following objectives are set forth for the study.

1. To compare the explicit and implicit dimensions of organizational culture in three different types of industrial undertakings.
2. To study the influence of organizational culture on its members’ attitudes and behaviors.
3. To study the corporate governance practices vis-a-vis organizational culture dimensions.
4. To identify the hierarchical level in the organizational structure, where the organizational culture manifests itself more predominantly compared to other levels.
5. To suggest measures for the enhancement and improvement of key characteristics of organizational culture.
1.11 HYPOTHESES OF THE STUDY

A hypothesis is a tentative assumption made in order to draw out and test its empirical consequences. Formulation of a hypothesis may be proven as correct or wrong (i.e. accepted or rejected) and is capable of further refutation. Generally the hypotheses formulated are working hypotheses which are provisionally accepted hypotheses proposed for further research.

As discussed in earlier sections, the concept of organizational culture is being used as predictive tool also. Thus hypotheses formulated will enable predictions by reasoning. However, when statistical tools are used, as in the present study, we will be discussing about probabilities.

A hypothesis is testable if there is some real possibility of deciding whatever it is true or false of real experience. As can be seen in chapter 4, the hypothesis formulated can be tested later also. As indicated earlier, the hypotheses are working hypothesis which are accepted as basis for further research. Thus they are constructed as a statement and are linked empirical studies, like the present one.

When a possible correlation or other types of relation between two variables is studied, we use statistical hypothesis testing. If the likelihood of non-occurrence of the relationship is small, as denoted by significance level, then the existence of relationship between two variables are assumed and thereby alternative hypothesis is accepted.

In the background of above objectives, following hypotheses have been formulated.

H1: Employees perceive that they do not fit with the organization, as members.

H2: Human resource department is not creative to attract new talents to the organization.

H3: Organizations do not enable the employees to maximize their contribution.
H4: Organizational culture and the business of the organization are not positively related.
H5: There is no correlation between the reflection of products / services and the diversity of its customers.
H6: Organizational culture does not have an influence on the cross functional communication.
H7: Training objectives and goals of the organizations are not related.
H8: Senior members do not understand broad implications of their own decisions including its ethical implications.
H9: Democratic style leadership is not practiced in the organization.
H10: There is no correlation between strength of the organizational culture and the height of the organization structure.

(Note: Apart from the above hypotheses, which have been based on the different sections of the questionnaire, other associated hypotheses have been discussed in Chapter 4).

1.12 RESEARCH METHODOLOGY

The present study is empirical in nature. The organizational culture in selected industrial undertakings of Karnataka was studied in the background of HR policies, customer service, performance management, ethics and corporate governance, leadership style, externalities in the form of artifacts, stories, symbols etc. and employee behavior parameters.

The study was carried out by relying upon the primary and secondary sources of information. The secondary source of information was utilized to explore the conceptual background of organizational culture and its various dimensions. After identifying the need for the study, objectives of the study and hypotheses for the study, the research plan was carried out.

This research plan has been presented under 1.13.1. Developing the Questionnaire; 1.13.2. Sampling design; 1.13.3. Use of statistical tools.
1.12.1 Developing the Questionnaire

The questionnaire was designed to ensure that the accurate data required would be collected from respondents to achieve the objectives of the present study. The items in this questionnaire were essentially identified after having reviewed the literature on the problem. The items have high face validity, as the concepts to be measured are clearly specified in each question. (If the item does not measure or seem to be measuring any recognizable concept other than the one it is supposed to be measuring, the instrument can be said to have low face validity.)

The pre-test steps for questionnaire were followed with a rough pilot questionnaire being developed. Concepts were discussed and debated and wordings were changed as necessary. The order of some of the statements was also changed. Some questions were eliminated because they appeared to be duplicate or redundant. Consequently, some additional statements were added as required in the study context. In reviewing the statements, some statements were felt to contain more than one concept. So in those cases, the statements were split into separate statements to elicit different responses.

The second phase of the pre-test was the administration of the revised questionnaire to respondents, who were informed that this was a pre-test and specifically asked report any shortcomings in the questionnaire. Feedback given by then was used to revise the original format. This revised format was again scrutinized carefully and revisions were incorporated before the final administration of the final questionnaire.

The major dimensions of organizational culture, considered for framing the questions are as under

1. HR policies and team work
2. Context of present (Existing) culture of the organization
3. Customer service
4. Present (Existing) customers
5. Employee satisfaction, performance and related conditions
6. Ethics and corporate governance
7. Leadership styles
8. Externalities (i.e. in the form of artifacts, stories etc.)
9. Hierarchy and behavior of organizational members

The responses from the respondents were elicited on Likert’s five-point scale. The Likert’s scale included the levels as follows. The ticking of ‘5’ indicated ‘strongly agree’ / always / very high; ‘4’ indicated ‘agree’/very often/high; ‘3’ indicted neither agree nor disagree /sometimes/ average’; ‘2’ indicted ‘disagree / almost never/ below average and ‘1’ indicated ‘strongly disagree’/never / very much below average. There are also few questions with options to tick. The Likert’s scale weightage for the statements under each of the above dimensions are elucidated in the questionnaire appended at the end of report.

1.12.2. Sampling Design


b. Sampling Frame: Nine (09) industrial undertakings with three (03) industrial undertakings from each of the above sectors as mentioned in Item.’g’ below.

c. Sampling Unit: Employees working in the selected divisions of public sector undertakings, private sector undertakings and MNCs from all the levels.

d. Sample size: 3 industries from each sector and 50 respondents from each of the industry i.e. 50 members X 9 = 450. The size of such non probability sample is subjective in nature as the researcher feels that the size is appropriate for the scope of the study.

e. Sampling method: Judgment sampling method is adopted using the personal knowledge of the researcher to identify the items of the population i.e. purposively selected. Along with this, convenience sampling method is adopted keeping in view the convenience and
accessibility factors. Purposive sampling method is used, to choose the industrial undertakings. The respondents from the industrial undertakings were specifically sought out.

f. Sample response and error: The sample response was 430 from the total 450 responses received, indicating a total sample rate of 96%.

g. Industrial undertakings of Karnataka, selected for the study

I Public Sector
1 M/s BHEL – Bangalore
2 M/s HAL – Bangalore
3 M/s Mysore Paints and varnishes Ltd.-Mysore

II Private Sector
1 M/s Solaris Chem Tech Ltd. - Karwar
2 M/s Jindal Steel Works Ltd.– Bellary
3 M/s Harihar Polyfibres Ltd. - Harihar

III MNCs
1 M/s HCL - Bangalore
2 M/s CISCO - Bangalore
3 M/s Toyota Kirloskar Motors Ltd. – Bidadi

h. Sources of Data

The data collection for the research was undertaken from both primary and secondary sources.

Primary Data: The data was collected by questionnaire method using structured questionnaire as explained above, with ‘Likert’s five-point scale’ and few questions with options.

Secondary Data: The data was collected from various journals, magazines, newspapers and websites specifically related to organizational culture, organizational effectiveness and generally related to HR Management.

1.12.3. Statistical tools

Statistical tools are essential for analyzing the data which are the converted form of the responses provided against the questions of the questionnaire. As evident from the questionnaire, majority of the questions have Likert scale with few other questions with options. Following are some of
the statistical tools used in the project study. Please also refer to the appendix for the scaling and measurement details.

1. **Anova**
   This test is usually used when there are more than two groups. Using Anova, one will be able to make inferences about whether samples drawn from populations have the same mean. If one compares the two means, then t-test will give the same results as Anova. One way Anova is used when there is only one category, whose effect is studied and balanced with the other category. This is to test if the samples are alike or not. The superiority of Anova over ‘t’ test is that ‘t’ is only suitable for comparing two treatment means, where as Anova can be used both for comparing several means as well for complex situations. Anova is also suitable for non-parametric i.e. ranking / ordering data. With ‘t’ tests one has to conduct the tests several times, leading to complications. Hence, Anova is more suitable in this instance. With Anova test few assumptions are made viz. the distribution is normal distribution; variance of all errors are equal to each other and the expected values of errors equal to each other.

2. **Chi - Square**
   This statistical tool usually used to find how well the observed frequencies of results correspond with the expected frequencies. It is used when the observations fall into discrete classes. The results so obtained allow the researcher to decide if the calculated difference is significant or not. As a statistical tool this is used to analyze the nominal data. Chi-Square static is usually calculated to see if the pattern as seen in cross tabulation is substantially relevant.
This is used when we have categorical data. Chi-Square test details about interaction such as dependence / non-dependence, related / not-related etc. than about the difference between groups. This tests whether distribution of categorical variables differ from one another. It compares the tallies or counts of categorical responses between two or more independent groups. Depending upon the data type and category type the contingency table can take the form of 2 X 2, 3 X 3 etc. This test is basically used to determine whether there is a significant difference between the expected frequency and the observed frequency in one or more categories.

3. **Kolmogorov Smirnov (K-S) Test**
   It is a non-parametric test for equality of continuous dimensional probability distribution. It is most widely used general parametric methods for comparing two samples. As a non-parametric method of test, it is used for a single sample of data and to test whether or not sample of data is consistent with a specified distribution function and when there are two samples of data, it is used whether or not two samples may reasonably assumed to come from the same distribution.

   This static is not dependent on the underlying cumulative distributive formation being tested. The advantage of this test is that it is an exact test unlike other tests. However, the limitations of this static is that it applies to continuous distribution and is more sensitive near the centre of the distribution than at the tails.

4. **Cross Tabulation Statistics.**
   This is widely used in survey researches. Cross tabulation is a process with which a contingency table from the multivariate frequency distribution of statistical variables is created. This is helpful in better understanding as to how two different survey items inter-relate.
The collating of the data and the determination of statistical values was done through Statistical package for Social Sciences (SPSS)

1.13 SCOPE OF THE STUDY

a. The present study includes nine (09) industrial undertakings chosen from various locations of Karnataka state with three (03) industrial organizations each from public sector, private sector and MNCs.

b. The study was conducted for a period of about three years from 2008 to 2011.

c. The study covers explicit and implicit elements of organizational culture in the above industries along with other associated elements as detailed in the analysis.

1.14 COMPANY PROFILE

Following are the brief profiles of the companies considered for the study. It may be noted that the elements of organizational culture are indirectly reflected in the profiles. Following are the salient features of the companies considered for the study.

❖ BHARAT HEAVY ELECTRICALS LIMITED (BHEL)

BHEL is an integrated power plant equipment manufacturer and one of the largest engineering and manufacturing companies in India in terms of turnover. It was established in 1964, ushering in the indigenous heavy electrical equipment industry in India. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-77.

BHEL engaged in the design, engineering, manufacture, construction, testing, commissioning and servicing of a wide range of products and services for the core sectors of the economy, viz. power, transmission, industry, transportation, renewable energy, oil & gas and defense. They have 15 manufacturing divisions, two repair units, four regional offices, eight service
centres and 15 regional centres and currently operate at more than 150 project sites across India and abroad.

BHEL have adopted some of the best technologies from leading companies in the world including General Electric Company, Alstom SA, Siemens AG and Mitsubishi Heavy Industries Ltd., together with technologies developed in their own R&D centres.

Most of their manufacturing units and other entities have been accredited to quality systems (ISO 9001:2008), environmental management systems (ISO 14001:2004) and occupational health & safety management systems (OHSAS 18001:2007).

BHEL have a share of 62% in India’s total installed generating capacity contributing 72% (approx.) to the total power generated from utility sets (excluding non-conventional capacity) as of 2011.

BHEL have exported power and industry segment products and services for approximately 40 years and they have exported products and services to more than 70 countries. Cumulatively installed capacity of over 8,500 MW outside of India in 21 countries, including Malaysia, Iraq, the UAE, Egypt and New Zealand. Their physical exports range from turnkey projects to after sales services.

They work with a vision of becoming a world-class engineering enterprise, committed to enhancing stakeholder value.

The workforce consists of about 46,000 employees. All the employees are given an equal opportunity to develop himself and grow in his career. Best of the HR practices are implemented in the organization. All the employees are given equal opportunities with regard to career growth. There is a congenial and harmonious relationship amongst the employees.

Products Range includes Power Semiconductor Devices, Steam Generators, Electronic Automation System For Steam Turbines, Station C & I and MMI-DAS, Electronic Automation System For Hydro Turbines, Non-Conventional Energy, Digital Excitation Systems, Gas Turbine Controls for
(SPEEDTRONIC systems), DDC Hardware Platforms for Procontrol P-13, DDC Hardware Platforms and Switchyard.

**HINDUSTAN AERONAUTICS LIMITED (HAL)**

Hindustan Aeronautics Limited (HAL) came into existence in 1964. The company was formed by the merger of Hindustan Aircraft Limited with Aeronautics India Limited and Aircraft Manufacturing Depot, Kanpur.

The company traces its roots to the pioneering efforts of an industrialist with extraordinary vision, the late Seth Walchand Hirachand, who set up Hindustan Aircraft Limited at Bangalore in association with the erstwhile princely State of Mysore in December 1940. The Government of India became a shareholder in March 1941 and took over the management in 1942. The number of employees is about 33,000.

Today, HAL has 19 production Units and 10 research & design centres in 8 locations in India. The company has an impressive product track record - 15 types of aircraft/helicopters manufactured with in-house R & D and 14 types produced under license.

HAL has played a significant role for India's space programs by participating in the manufacture of structures for satellite launch vehicles like PSLV (Polar Satellite Launch Vehicle), GSLV (Geo-synchronous Satellite Launch Vehicle), IRS (Indian Remote Satellite) and INSAT (Indian National Satellite).

Apart from the above major diversification projects are manufacture & overhaul of industrial marine gas turbine and manufacture of composites.

HAL has formed the following joint ventures (JVs) as follows. BAeHAL Software Limited, Indo-Russian Aviation Limited (IRAL), Snecma-HAL Aerospace Pvt Ltd., SAMTEL-HAL Display System Limited, HALBIT Avionics Pvt Ltd., HAL-Edgewood Technologies Pvt Ltd., INFOTECH-HAL Ltd., TATA-HAL Technologies Ltd., HATSOFF Helicopter Training Pvt Ltd., International Aerospace Manufacturing Pvt Ltd., Multi Role Transport Aircraft Ltd.
HAL was conferred NAVRATNA status by the Government of India in 2007. It has several facilities throughout India including Nasik, Korwa, Kanpur, Koraput, Lucknow, Bangalore and Hyderabad.

- Financial Overview (in Rs. crores)

<table>
<thead>
<tr>
<th>Particulars</th>
<th>2009-10</th>
<th>2010-11</th>
<th>Growth over Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>11457</td>
<td>13116</td>
<td>14.48%</td>
</tr>
<tr>
<td>VOP</td>
<td>13490</td>
<td>16451</td>
<td>21.95%</td>
</tr>
<tr>
<td>Profit Before Tax</td>
<td>2688</td>
<td>2840</td>
<td>5.65%</td>
</tr>
<tr>
<td>Profit After Tax</td>
<td>1967</td>
<td>2114</td>
<td>7.47%</td>
</tr>
</tbody>
</table>

- MYSORE PAINTS AND VARNISHES LIMITED (MPVL)

The company Mysore Paints And Varnishes was started as the Mysore Lac and Paints Limited by the Maharaja of Mysore, Nalvadi Krishnaraja Wodeyar in the year 1937 for manufacturing paints and other related products. It became a public sector company when India gained independence in 1947. In 1962, it was selected to manufacture indelible ink, which was first used in the third general election in India. The process involved in manufacturing the ink is a closely guarded secret and is based on a chemical formula devised by the National Physical Laboratory of India. It has the reputation of exporting its ink to countries like Cambodia, Malaysia, Nigeria, Singapore etc.

Following are sales and production turnover figures up to 2006:

<table>
<thead>
<tr>
<th>Year</th>
<th>Production</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-2003</td>
<td>736 MT</td>
<td>Rs. 1305.67 Lakhs</td>
</tr>
<tr>
<td>2003-2004</td>
<td>683 MT</td>
<td>Rs. 895.05 Lakhs</td>
</tr>
<tr>
<td>2004-2005</td>
<td>628 MT</td>
<td>Rs. 944.67 Lakhs</td>
</tr>
<tr>
<td>2005-2006</td>
<td>534 MT</td>
<td>Rs. 1251.67 Lakhs</td>
</tr>
</tbody>
</table>

The net profit reported for the financial year 2006-07 is around Rs. 18 million.

Mysore Paints And Varnishes Limited has retail outlets in Mysore, Bangalore and Madurai.

Following are some of the important brands of Mysore Paints And Varnishes Limited. Mylac Synthetic Enamel Paint, Brindavan Mysolac GP Synthetic, Brindavan General Purpose Synthetic Enamel, Mysorin Acrylic Washable Distemper, Mycan Cement Paint, Brindavan Powder Distemper.

SOLARIS CHEMTECH INDUSTRIES LIMITED (SCIL)

Solaris ChemTech Industries Limited (SCIL) is India's largest manufacturer of bromine and bromine chemicals, and technical grade phosphoric acid. It also produces caustic soda and chlorine. The bedrock of the company's operating philosophy has been total quality management (TQM). The chlor-alkali and phosphates factory at Karwar in Karnataka has IMS certification. The bromine plants in Khavda, near Bhuj in Gujarat, are ISO 9001 and ISO 14001 certified. It is a unit of Avantha group.

SCIL is a signatory to the 'Responsible Care' movement, and is committed to all its spheres of activities. Community and social awareness programmes instituted by the company contribute to the advancement of the communities in the vicinity of its plants. SCIL was awarded the TERI national award for social responsibility.
The product range includes caustic soda, liquid chlorine, ortho-phosphoric acid, chlore alkali, bromine and bromine chemicals, brominated flame retardants. Specialty chemicals are manufactured in their other plants.

The certifications that the company has obtained are ISO 9001 & 14001 and OHSAS 18001

- Some important milestones of the company are as follows.
  1. 1970’s- Chlor-Alkali plant established as a division of Ballarpur Industries Limited
  2. 1980’s-Diversified into phosphates (STPP and phosphoric acid)
  3. 1990’s-Diversified into bromine and bromine chemicals
  4. 1990’s-Hived off as a separate company, renamed Solaris ChemTech
  5. 2000’s-Expanded bromine capacity & entered global flame retardants market, expansion into specialty chemicals
  6. 2010’s-Increased focus on specialty chemicals addressing pharma and agrochem sectors

**JINDAL STEEL WORKS LIMITED (JSWL)**

- Incorporated in 1994, today it is a fully integrated steel plant producing pellete to colour coated steel
- Based in rich iron ore belt of Bellary – Hospet in Karnataka, it is engaged in the manufacture of galvanized steel products
- Revenue of JSW steel was about US$ 3.52 Billion (March 2009)
- JSW steel has plants located at Toranagallu in Bellary District of Karnataka along with plants in other parts of India
- The Karnataka Plant has capacity of over 25 million tones of hot rolled coils

Training in Jindal is targeted at the systematic development of knowledge, skills, attitude and teamwork. Training & development of personal skills is considered a high priority area and it forms an integral part of Jindal's people and its organizational development.
Programmes are conducted keeping in view the changes in the environment which are contributed by rapid technological obsolescence and severe competition.

Jindal Steels group is one of the fastest growing business conglomerates with a strong presence in the core economic sector. This, Sajjan Jindal led enterprise has grown from a steel rolling mill in 1982 to a multi business conglomerate worth US $ 7 billion within a short span of time.

As part of the US $ 15 billion O. P. Jindal Group, Jindal Steel group has diversified into steel, energy, minerals and mining, aluminium, infrastructure and logistics, cement and information technology fields also.

**HARIHAR POLYFIBRES LIMITED**

- **Salient Features**
  - Business type: Exporter / Manufacturer / Supplier
  - Year of establishment: 1972
  - Products: Rayon pulp, viscose fiber, polyester, dyed yarn

Harihar Polyfibers belongs to Aditya Birla group, who are one of the leaders in viscose staple fibre. It houses the facility for manufacturing both VSF and Rayon grade pulp, the basic raw material for VSF. This is the first plant in India to use totally indigenous wood resources with in-house technology for producing rayon pulp. Harihar Polyfibers under Grasim Industries Ltd., which is a flag ship company of Aditya Birla group which is world’s largest producer of VSF with 21% global market share.

Along with Harihar Polyfibers, VSF is manufactured in their plant at Nagda in Madhya Pradesh, Karachi in Gujarat with an aggregate capacity of 333975 tons per annum. Under it corporate social responsibility they have many programmes in rural areas spanning about 3000 villages across the country. Their focus areas are education, health and family welfare. They have won Asian CSR award in the year 2009. In the year 2004, they won FICCI award for corporate initiative in rural Areas. In the year 2000, it
launched “Green Power Project” in Karnataka. Birla cellulose is a well known the brand of Grasim.

- **HCL TECHNOLOGIES LIMITED**
  - **HCL as a global company**
    HCL Technologies is a leading global IT services company, working with clients in the areas that impact and redefine the core of their businesses. Since its inception into the global landscape after its IPO in 1999, HCL focuses on 'transformational outsourcing', underlined by innovation and value creation, and offers integrated portfolio of services including software-led IT solutions, remote infrastructure management, engineering and R&D services and BPO. HCL leverages its extensive global offshore infrastructure and network of offices in 26 countries to provide holistic, multi-service delivery in key industry verticals including financial services, manufacturing, consumer services, public services and health care. HCL Technologies, along with its subsidiaries, has reported consolidated revenues of US$ 3.7 billion (Rs. 16,977 crores), for the year 2011.

- **HCL as an enterprise**
  HCL is a $6 billion leading global technology and IT enterprise comprising two companies listed in India - HCL Technologies and HCL Infosystems. Founded in 1976, HCL is one of India's original IT garage start-ups. A pioneer of modern computing, HCL is a global transformational enterprise today. Its range of offerings includes product engineering, custom & package applications, BPO, IT infrastructure services, IT hardware, systems integration, and distribution of information and communications technology (ICT) products across a wide range of focused industry verticals. The HCL team consists of over 85,000 professionals of diverse nationalities, who operate from 31 countries including over 500 points of presence in
India. HCL has partnerships with several leading global firms, including leading IT and technology firms.

Company at a glance:

<table>
<thead>
<tr>
<th>Company Name</th>
<th>HCL Technologies Ltd.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Type</td>
<td>Global IT Company.</td>
</tr>
<tr>
<td>Service Areas</td>
<td>Software, Infrastructure and BPO.</td>
</tr>
<tr>
<td>Year of Establishment</td>
<td>1991</td>
</tr>
<tr>
<td>Employee Strength</td>
<td>About 80,000</td>
</tr>
<tr>
<td>Offices</td>
<td>Offices in 26 countries.</td>
</tr>
<tr>
<td>Geographies</td>
<td>USA, Europe, Asia Pacific and Japan.</td>
</tr>
<tr>
<td>Consolidated Revenues</td>
<td>US$ 3.7 billion (Rs.16,977 crores), as on for the year 2011.</td>
</tr>
</tbody>
</table>

- Services offered by HCL
  - IT transformation re-engineering business processes or service architectures.
  - Technology transformation - disruptive innovation by radically changing the way products and services are developed and delivered.
  - Operations transformation - by significantly increasing the value derived from current IT investments and by enabling a real time and integrated transaction monitoring - resulting in high performance through a new form of operating various business elements.
  - Business transformation - through high focus on domain trends, needs and solutions.
CISCO LIMITED

CISCO is the worldwide leader in networking that transforms how people connect, communicate and collaborate. At CISCO customers are given top priority with long-lasting customer partnerships.

CISCO - Worldwide
It was founded in 1984 by a group of computer scientists from Stanford University. CISCO engineers have been leaders in the development of Internet Protocol (IP)-based networking technologies since the company's inception. This tradition of innovation continues with industry-leading products in the core areas of routing and switching, as well as advanced technologies in areas such as unified communications, network security, video, virtualization and cloud computing.

- Incorporated in 1984
- Went public in 1990
- Over 70,000 employees world-wide
- FY’11 revenue: $43.2 billion

CISCO - India
With sales and marketing operations spread across key cities in India and a software development centre in Bangalore, CISCO leads the networking market in core technologies of routing and switching, as well as WLAN and network security.
- CISCO India commenced operations in 1995.
- CISCO has 7 Sales Offices in the region - New Delhi, Mumbai, Bangalore, Chennai, Pune, Kolkata and Hyderabad.
- India headcount is around 7400 including R&D, sales and business support staff.
- CISCO Global Development Center is in Bangalore, and is the largest outside of the US.
- Joint Development Centers with Wipro Technologies and Infosys Technologies in Bangalore; HCL Technologies in Chennai and Zensar Technologies in Pune.

- Salient Features
  - About 2000 partners are working with CISCO; out of which there are 11 Gold Certified Partners viz. AT&T, Accenture Services Pvt Ltd, British Telecom India Pvt Ltd, Bharti Airtel Services Ltd, Dimension Data India Ltd, HCL Comnet, HCL Infosystems Ltd, IBM, Orange Business Services, Wipro and TCS.
  - CISCO provides Support and Service in the form of extensive support system for customers with 17 logistics centers. Besides that CISCO is the only vendor to have a support program called ARNBD (advance replacement next business day) for its resellers.

- TOYOTA KIRLOSKAR MOTORS LIMITED
  - Salient Features
  - Type: Joint venture
  - Industry: Automotive
  - Founded: 1997
  - Headquarters: Bidadi, Karnataka
  - Products: Automobiles
  - Employees: 4,975
  - Parent company: Toyota Motor Corporation
  - Subsidiaries: Toyota Kirloskar Auto Parts Private Limited

  - Company at a Glance
  - TKMPL's current plant at Bidadi, Karnataka is spread across 432 acres and has a capacity of 80,000 vehicles per annum.
TKMPL's second manufacturing plant on the outskirts of Bangalore, has a capacity of 70,000 vehicles per annum.

In March 2011, it announced that it was increasing production to 2,10,000 vehicles per annum due to increase in demand for its models especially the Etios and Fortuner.

Models marketed by TKMPL

Manufactured/Assembled Locally
- Toyota Corolla (Launched 2003),
- Toyota Innova (Launched 2005),
- Toyota Etios (Launched 2010),
- Toyota Etios Lava (Launched 2010),
- Toyota Fortuner (Launched 2009)

Imported
- Toyota Camry (Launched 2002),
- Toyota Land Cruiser Prado (Launched 2004),
- Toyota Land Cruiser (Launched 2009),
- Toyota Prius (Launched 2010)

Sales and Service Network
As on 2011, it has more than 150 dealerships in 96 cities across 22 states and 3 union territories of India

Sales Performance
TKMPL sold about 74,000 vehicles in India in the year 2010 registering a growth rate of 38% compared to 2009 sales.

1.15 LIMITATIONS OF THE STUDY

The study was carried out with following limitations:

a. Face validity of survey questions of this nature, is based solely in the judgment of the researcher. Hence there is a likelihood of a question being misunderstood.

b. The data limitations by way of its availability and size, itself lend to incomplete representation of the entire industrial sector whether public, private or MNCs.
c. Few of the respondents, particularly in the lower management levels were not fully conversant English language. Hence any translation or description in other languages than English, while extracting the responses might have hindered the communication process.

d. Selection of only few industries from among a big set naturally brings forth many limitations as far as the generalization of the results of the study is concerned.

e. The perspective adopted for the study is another limitation. Though the perspective of other stake holders for eg. customers of industries, are reflected rather indirectly, the main perspective adopted is that of the employees of these industries.

f. The inherent prejudices and biases in responses, could have acted as limitations on reliability of the responses.

g. The tendency to see the organization in which respondents are working, in good light only, might have resulted in a positively skewed responses, in some cases.

h. The study was focused on the perceptions of the employees of the selected industries only and the study excludes the perceptions of other stake-holders such as, suppliers, customers of the organization etc..
1.16 CHAPTERIZATION SCHEME

The following is the chapterization scheme of the study.

<table>
<thead>
<tr>
<th>Chapter No.</th>
<th>Title of the chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
</tr>
<tr>
<td>2</td>
<td>Review of Literature</td>
</tr>
<tr>
<td>3</td>
<td>Conceptual Framework</td>
</tr>
<tr>
<td>4</td>
<td>Analysis and Interpretation of Data</td>
</tr>
<tr>
<td>5</td>
<td>Summary of Findings</td>
</tr>
<tr>
<td>6</td>
<td>Suggestions &amp; Recommendations and Conclusion</td>
</tr>
<tr>
<td></td>
<td>Bibliography</td>
</tr>
<tr>
<td></td>
<td>Appendix A: Questionnaire</td>
</tr>
<tr>
<td></td>
<td>Appendix B: Profile of the Respondents</td>
</tr>
<tr>
<td></td>
<td>Appendix C: Scaling and Measurement</td>
</tr>
<tr>
<td></td>
<td>Appendix D: Glossary of Terms</td>
</tr>
</tbody>
</table>

**Chapter 1**: This deals with introduction to the concept of organizational culture, its facets and its dimensions. It also deals with scenario of industries in the state of Karnataka. The interrelationship between organizational culture and the nature of business i.e. the industries, is also covered in this chapter.

**Chapter 2**: This chapter deals with the survey of literature from journals, magazines books etc., concerning different aspects of organizational culture. It also includes the studies on organizational culture in the Indian context.

**Chapter 3**: This chapter provides the framework indicating the interconnections amongst the internalities and externalities of organizational culture.

**Chapter 4**: This chapter deals with detailed analysis for all the parameters considered for the study. The inferences and interpretations are also discussed in detail.
Chapter 5: It includes findings, based on the study and analysis. Findings related to the objectives of the study have been elaborated. Specific findings of the study are also detailed in this chapter.

Chapter 6: It provides suggestions and recommendations based on the study findings, for academicians as well as policy makers. It also provides guidelines for future research and conclusions.

Bibliography: This section deals with the references of articles of the journals and also the reference of books.

Appendix: This includes questionnaire, profile of the respondents, scaling and measurement and glossary of terms.