SUMMARY

INTRODUCTION

The current Industry scenario makes it compulsory for every organization to assess the importance and need of attitudes, values and expectation among the employees. Organizational development and excellence is an application of behavioral science to organizational change. It encompasses a wide array of theories, processes, and activities, all of which are oriented toward the goal of improving individuals and organizations. Generally speaking, however, this theory differs from traditional organizational change techniques in that it typically embraces a more holistic approach that is aimed at transforming thought and behavior throughout an entity. Definitions of organization development abound, but they are all predicated on the notion of improving organizational performance through proactive activities and techniques. It is also worth noting that organizational development, though concerned with improving workforce performance, should not be mistaken for human resource development. Organization development is the planned process of developing an organization to be more effectively in accomplishing its desired goals. It is distinguished from human resource development in that manner that human resource development focuses on the personal growth of individuals within organizations, while organization development focuses on developing the structures, systems, and processes within the organization to improve organizational effectiveness.

Values, expectations and attitudes play an important role in managerial life. Attitudes influence the choices of managers and choices are important in determining managerial effectiveness influence out-comes. A manager may be valuing scientific and theoretical knowledge so much that he may un-continually prefer a thinker, therefore, or conceptually sand person for a routine job. Managers are like to make some what better choices in any situation if they take the decision after being aware of the reason making those choices an acknowledgement the extent to which their values directing their choices: In organizational life, attitudes acquire an added importance because satisfaction
and success both depend on wholesome attitudes. They are reflected in certain specific behaviors like performance, diactinism and accident in organization setting. Attitudes are significant in view of their vital roles in determining both satisfaction and performance of the individual. Indeed, job satisfaction and employee moral which form specific kinds of organizational attitudes, determine both the quality and quantity of performance, absenteeism, tardiness, accidents and grievances.

The increasing intensity of the marketisation of economies has heightened interest about differences and similarities in values held by managers. Recognition of the importance of understanding relationships between managerial orientations and a variety of work-related interventions has become familiar in both mono-cultural (Cyriac and Dharmaraj, 1994); (England et al., 1971) and cross-cultural literature (Elenkov, 1997); (Harpaz, 1990). Notable has been the contribution of several prominent researchers (England, 1967); (Hofstede, 1980); (Kluckhohn and Strodtebeck, 1961). The Chinese Culture Connection, 1987; (Trompenaars, 1993) who have developed frameworks to explain relationships between values and behaviors. Although it is recognized that these frameworks have limitations, they are of pragmatic interest to international management, and profoundly important in the context of the significant changes that are occurring as globalization filters through different levels of societal and organisational life.

CONCEPTUAL FRAMEWORK

Definition of values

There are wide discussions on human values in the literature (Rokeach, 1973) defines value as “an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposition or converse mode of conduct or end-state of existence” and value system as “an enduring organization of beliefs concerning preferable modes of conduct or end-states of existence along a continuum of relative importance”. Hofstede (1980) defines value as “a broad tendency to prefer certain states of affairs over others”. Schwartz (1994) argues that there is widespread agreement in the literature regarding five features of the conceptual definition of values.
A value is a belief pertaining desirable end-states or modes of conduct that transcends specific situations, guides selection or evaluation of behavior, people, and events and is ordered by importance relative to other values to form a system of value priorities. Schwartz (1994) further defines value as desirable trans-situational goals, varying in importance, that serve as guiding principles in the life of a person or other social entity. The authors used Schwartz's definition as a working definition of value in this research and developed a category of Chinese project managers' work values based on these five features of the conceptual definition of values.

**Expectations**

People believe that their jobs should fulfill certain needs. These beliefs, or expectations, concerning a job’s ability to fulfill needs may be realistic or unrealistic. People who expect work to fulfill all their needs are probably being unrealistic. It is responsible to fulfill physiological needs, and some or most of the safety needs, but only some the belonging needs. Expectations can distort your perception in that you will see what you expect to see if you expect policies offers to be authoritative young people to be un-ambitions, personal directorate like people or individuals holding public office to be uncurious you may perceive them as such regardless of their actual traits (Drafke, 2002)

There is an impressive amount of evidence that demonstrates that people will attempt to validate their perception of reality, even when those perceptions are faulty. This characteristic is particularly relevant when we consider expectation on the job (McKenna, 2000)

**Attitudes**

Attitudes are evaluative statement—either favorable or favorable—concerning object, people or events. They reflect how one feels about something. When I says "I like my Job" I am expressing my attitudes about work.

Attitudes are not the same as values and expectation. Values are the brander and more encompassing concept. So attitudes are more specific then values. Values also contain a more flavor at rightness or desirability. The statement that “discrimination is
bad reflect one’s values. ‘I favour the implementation of an affirmative action programmed to recruit and develop women for managerial position in our organization is an attitudes (Rao, 1991)

Attitudes is defined as a more or less stable set or predisposition of opinion, interest or purpose involving expectancy of a certain kind of experience and a readiness with an appropriate response.

Attitudes are also known as “Frames of reference”. They provide the background against which facts and events are viewed. It becomes necessary to know the attitudes of members of organization because they have to perceive specific aspects (like pay, hours of work, nature of supervision (Promotion Avenue etc) of their job life in the wider context of their generalized attitudes (Dwivedi, 2002).

LITERATURE REVIEW

Although the history of India suggests a very distinct work ethic, there has been a great deal of variance in authors views over the past few decades as to whether that work ethic continues, has deteriorated, or has distorted into unrealistic expectations in the workplace. The work cited here is primarily focused on individual desire to achieve, whether for self-concept, for opportunity to increase consumption, or for the social standing of higher position in the organization. Others have written that the external pressures for more work are unreasonable, but these are supported through descriptions of how employees have suffered from various organizational policies and practices. No work was found in which the researcher asked managers, as individuals, what they demand of the employees who report to them. This would seem to be an important perspective to include and is the focus of this work.

This study is an exploration of expectations among managers today, in relation to their employees' work ethic. The outcome is descriptive only and assembled to formulate key issues for future research. The belief going into this research was that managers' comments would reveal not only their general expectations but also:

- How well their current definition of a “good” work ethic aligns with the cultural traditions in the India;
Whether they observe any recent change in employees' work ethic and what likely causes might be; and

What concerns they have about current or future business, related to employees' work ethic.

Other things occasionally mentioned included descriptors like trust, loyalty, commitment, flexibility and maturity. There were also a few references to things like putting job before family, dreaming of the job every night, and being available 24 hours a day, as expectations in today's workplace. These last comments, although not pervasive, indicate some managers are promoting a level of work involvement that interferes with other life activities. (Pearson and Chatterjee, 1999)

In contrast, a poor work ethic was most often described as people holding a feeling of entitlement – that the world owes them a job or a good living and nothing is required of them to get it. Further, people with a poor work ethic are willing to stop work, not show up, or switch jobs whenever the situation is less than perfect. They maintain a belief that the perfect job is out there and they will just keep moving around until they find it. They think the grass is always greener elsewhere so there is no need to stick with any one particular job. A weak work ethic is also demonstrated by people who are more interested in the social aspects of getting together in the workplace than in the work that needs to be accomplished. (Nederhof, 1985)

Between the strong/good work ethic and the weak/poor work ethic, managers identified two other variations, which I call the “limited but good” work ethic and the “least possible to get by” work ethic. The limited but good work ethic covers people who are in a particular situation at the moment that limits the time they can be on the job. Examples often include: parents with young children, people going to school full time, or people with exceptional circumstances such as an ill spouse or similar responsibilities. Although these individuals must heed the clock in ways that do not always match up with the involvement level of a “good” work ethic, during the time they are present they display all the other good characteristics. (Midgley, 1991) These people are well
respected by their managers and peers, if they have formally made their situation known, established their exact limitations, and set this up as their expected work routine.

In the “least possible to get by” work ethic, people are under performing, but not quite badly enough to justify terminating their employment. They “go along just to get along”, or have an operational mentality of doing just what's put in front of them as today's tasks without any concern about the bigger picture. They get through the day, get up and go home. These are the people most like to be described by managers as approaching it as just a job and contrasted to the preferred, also referred to as having a career work ethic. (Mellahi, 2001)

The Protestant work ethic first focused on self-denial or delayed gratification but, eventually, promoted the idea that worldly success was a symbol of worth or of God's approval (Handy, 2002), allowing a comfortable fit with desires for acquisition of goods. This combination of asceticism and acquisitiveness has been called the foundation of early capitalism (Bell, 1996). Self-denial had shifted in scope from the hope for heavenly rewards to the pursuit of well-defined future goals here on earth. According to Bell (1996) the proliferation of credit purchases destroyed a key element of this foundation, as it removed the need to delay consumption as an outcome of hard work. Now people work hard to pay for prior consumption.

As relayed by the managers in the focus groups, the rapid pace of life today has encouraged people even further to seek instant gratification. While the self-denial aspect of the Protestant work ethic has all but vanished, people seem to have retained a strong belief that work-related success is crucial for self-esteem (Ciulla, 2000); (Porter, 1996). In addition, the acquisition of goods – the outward sign of work-related success – does nothing to ease insecurities surrounding identity. Any weakness related to self-esteem or self-concept is retained. More hours may be invested in hope of establishing a deeper internal sense of worth, but it is a cycle of accelerated effort and repeated disappointments.
The drive for advancement is emphasized by the growing gap between the affluent and the struggling, as explained by Reich (2000). The fear of coming out on the wrong side of the divide may be strongest among those who have never lived with anything but affluence – a condition noted by a high number of the managers. Those who feel that fear might be driven to work more and more, trying to reach that point (if one exists) where they finally feel secure.

For these drive for advancement people, the nexus of the internal and external pressures could be analyzed in terms of work ethic traditions. For example, McElroy (1999) explained the importance to early US settlers of being able to envision civilization where none existed, to sustain people through the necessary hard work and delayed gratification – the essence of the developing work ethic. One manager observed about employees who evidenced little of this inclination:

A number of studies in this area have focused on values and ethical behaviour of marketing managers. This can be attributed to the widespread belief that marketing managers encounter more situations that result in decisions with ethical impact (Randall and Gibson, 1990). Singhapakdi et al (1994) comparative study of Thai and US marketers found that Thai marketers were situationists with higher idealism and relativism scores as compared to the American marketers. Monappa's (1977) study of the ethical attitudes of Indian managers indicated that 73 percent of the managers tended to ignore ethics in their daily practice.

Malhotra (1985) reported “value erosion” among Indian managers. The economic liberalization has ushered in an era of unethical business practices, “An ethical depression began to break loose as an ethical cyclone with economic liberalization adopted by India in 1991”. The scores released by the Transparency International India and ORG-Marg Research Pvt. Ltd (2002) ranked India at number 69, in the list of 90 countries (www.transparency.de/documents/cpi/2000/cpi2000.html). This rank has slipped down to 71 in 2003. The perception of India being overall corrupt country, reported value erosion among managers in India, empirical evidence that personal ideologies influence ethical reasoning, that personal and business ethics coexist in the behaviour of managers within
the organisations (Mauro et al., 1999) and scarce empirical research in the area prompted the idea of this study.

**RESEARCH METHODOLOGY**

This part of study one deals with the methodology of regular that has been followed for this investigation begin with spelling out the research problem and the nature, scope and limitation of the study. Objectives and testable hypothesis have been stated. A detailed description of the sample and the studies are presented next followed by a full explanation of the questionnaire through which the data have been collected. The conducting past of this chapter describe about the statistical methods used for analysis and interpretation.

The present study is an attempt to investigate the values, Expectations and Attitudes of Corporate managers. This section also explains the methodology employed in the study and provides a description of the research instrument, sampling design, and data collection procedure and data analysis technique. The data were gathered through questionnaire and interview.

For the study, the literature survey was undertaken according to variable wise. In the First stage, an effort was made to understand the problem clearly and to find out which aspects must be covered in the study. For this purpose a preliminary survey of literature was conducted under various subject headings like Attitudes, Expectations and Values. A thorough search was made through secondary sources to find the literature related with Attitudes, Values and Expectations published in different journals, books, reports, seminar/ conference proceedings, etc. and bibliography was prepared accordingly. In the second stage, the most relevant articles and documents were selected for detailed and in-depth study. Therefore, a thorough search and review of literature related to various aspects of the topic was conducted. For collecting review of literature these library are visited:-
Libraries visited for the purpose of review of literature:-

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Research design is an outlay of what and how to perform the research work before starting it. This gives a blueprint of research to the researcher and it helps the researcher to do the work systematically and economically. It helps one to prevent the errors that may crop up during the work and reduces the pain on part of the researcher to delimit the research work. It provides the brief account of the procedure to be followed. It thus explains the field of study, methods adopted, account of the population, size of the sample, tools and techniques, procedure of data collection and brief description of the statistical tools used.

**Objectives of the study:**

The following are the objectives of the research study:

1. To study the Values, Expectation and Attitudes of corporates managers of sampled organizations.
2. To evaluate the effects of values, Expectations and Attitudes of corporate managers on organizational Excellence.
3. To suggest the managerial qualities and their expected behaviour on Organizational excellence.
Hypothesis of the study:

$H_1$ There are positive difference between Values, Expectations and Attitudes.

$H_2$ There are positive impact of Values, Expectations and Attitudes on organizational Excellence

Scope of the study

The study underlines the fact that managers need to be aware of the fact that their own values, expectations and attitude influences how they make decisions. Attention to the values concept amongst managers will improve comprehension of the decision-making process within organizations and shall thrive towards organizational excellence.

Importance of the study

Organizational decisions are moreover, increasingly devolved to managers and are no longer the sole preserve of the functionalist personnel or any specific department. Many commentators see the increasing responsibility of managers in all areas as a direct consequence of organizational delayering. Managers conduct many operational dimensions including selection, promotion, performance management and appraisal, corrective action and discipline, access to training and development opportunities, and compensation. In these decision situations it is likely that the individual values, expectations and attitudes of managers will influence their decision choices. As representatives of the organization, managers are tasked with the responsibility of setting the agenda, dealing with workplace issues and providing direction to employees. The potential for conflict exists, however, when organizational decision-making conflicts with individual values. In such circumstances, the conflict may end up being resolved through discussion and dialogue, it may be ignored, denied or suppressed, or the manager may simply leave the organization. I focus in this dissertation on investigating the influence of individual values, expectations and attitudes on organizational excellence.
Data Collection

Both Creswell (1994)¹ and Zikmund (2003)² describe the survey method to be best suited for gathering view of perceptions, because of its consistency and robustness. Data were collected from the primary sources. A likert scale is the most widely used scale in survey research. Cummins and Gullone (2000)³ argue that expanding the number of choice points beyond 5- or 7 likert scale points does not systematically damage scale reliability, yet such increases scale sensitivity. The research instrument, as presented in the Appendix, was presented to each participant. Standardised questionnaires were distributed via personal contacts. Data was collected over a period of 6 months. A total of 350, questionnaires were distributed to the organizational managers of NCR area out of 314 were returned. Of the 314 returned questionnaires 14 were incomplete and 300 were usable for analysis purpose.

Method used

The present study employs Descriptive Research method. It is commonly used in research to study the present or prevailing conditions and phenomenon. Thus the purpose of this type of research is to ascertain the normal conditions of practice, at present, to test the hypotheses. The three variables- values, expectations and attitude were juxtaposed between the sampled organizations in National Capital Region.

Therefore the researcher has conducted a descriptive research, to explore values, expectations and attitude and its impact on organizational excellence among the sampled organisations in National Capital Region. Descriptive research seeks to find answers to questions through the analysis of variable relationship in as it where conditions. What factors seem to be associated with certain occurrences, outcomes, conditions or types of behaviour is what the study aims for.
Population

Population refers to any collection of specified of human beings or of non human entities such as objects, time units, geographical areas or salaries drawn by individuals. Population needs to defined well and not in ambiguous terms. In the present study, the population consists of all the managers of the organizations in National Capital Region, from where the sample would be drawn.

Sample

Sampling is the process by which relatively small number of individuals or measures of individuals, objects or events are selected and analyzed in order to find out something about the entire population from which the sample was selected. It helps reduce expenditure, save time, energy, permit measurement that has wider scope or of better precision and accuracy. Thus sampling procedures provide generalizations on the basis of a relatively small proportion of the population. Thus the representative proportion of the population is called a sample. If the population is homogeneous, a small sample is sufficient. On the other hand, a larger sample is necessary if there is greater variability in the units of population. As Stated above, the area of study is limited to organizations in National Capital Region Delhi.

Sample size: 300
Sample area: National Capital Region
Sample unit: Managers in Auto manufacturing units
Sampling method: Convenience sampling method
FINDINGS

Corporate values play an important role in organizational excellence. If managers have positive value they think positive and make the impressive policy and strategy that policy and strategy help in performance of an organization. Some other factors like team spirit, motivation, reward for employee etc. are also playing crucial role in organizational excellence.

The present circumstances (global competitions, global strategy), it is essential for the corporate sector to understand the value system of employees and the organizations. If the value of the employee and the organization are positive then attitudes of the employee are positive towards organization. They solve the problem easily and handle the situation smoothly.

The researcher finds that 55% manager’s thoughts that values are the true parameter to good corporate performance. 45% managers not agreed that value is not the true parameter. Other factor like attitudes, team spirit, team efforts, and managerial skill also influence the corporate performance of an organization. The difference between agree and disagree is very nano distance so the values of a managers are very important parameter.

Managers agree that a change in the values system of the organization leads to a change in its identity in corporate world. Value system influences the identity of organizations. When the value of an organization is positive then organizational culture is also positive. Values of the organization are the identity of the organizations in global world.

Attempt to do things in better way are encouraged by corporate values. Corporate values of a manager encourage to manager to do things in batter way. When we are working, values tell us that it is better way or it is not batter way to do things. We make the policies with the help of corporate values. Other components like managerial qualities, managerial skill, team spirit and leadership also plays an important role.
Researcher finds that Aesthetical values make good impression on the performance of managers. He performs well with the uses of this type of values. If the manager dress up well and clean, well looking, his confidence level is so high then his work performance would be good. It is proof by old saying that, “Sound Mind in a Sound Body.” So that aesthetical values are very important element for the organizational excellence.

The researcher observed that 65% managers agree that they received correct information about their work, duties etc. They thought that their organizations gave correct information’s about their professional life. But only 35% managers are not agree with above statement. Such types of organizations belong to old and traditional type organization. Their HR departments are not updated. Such type of problems finds in small type of organizations.

On the bases of data analysis managers have full faith on their subordinate. They think that they would be well performing under their senior observations. That shows the social values of the organizations that are so high and positive. That shows that they believe in each other to a great extent.

On the basis of data analysis mentioned that managers are essential that it is necessary to link potential values of an employee with that of the values is necessary for the organization. Values are the important component for any employee or organizations. Values influence the work performance of the employee. If the values of an employee positive he work with his full capacity. He is punctual on his work and perform well, he make good policy and strategy for the organization.
Researcher observed that recent degradations in social values system has adversely affected the corporate performance of the country. Many of the organizations are not playing crucial role in social activities like employee health insurance, employee children educations. On the other hand some good and reputed organizations i.e. Hero Honda, Honda Scooter & Mothers, and Ricco Co. provide their employee’s insurance cover, good lunch; an accommodation that shows the social values system of these companies and that social system affect the performance of the organizations.

On the basis of data analysis 55% respondent do not agree that relationship with their supervisor define his values. Values are individual belief that was not set by another person. Values are effected human nature and past and future life of any person. So it is not possible to define by any person and organizations. Manager’s values set his organizational culture but organizational culture effect on the values of a person in long time period. This statement supported by the 45% respondent are agreed that values are define by their senior, that is because they are experienced managers, and they worked in the organizations for long time period.

Researcher finds that when they have work related problem they solves the problem through taking help of the others person help. This shows the instrumental values of managers. These types of values guide to a person how to solve or tackle the problem and find out the solutions of problem. These types of values develop the team spirit in the employee.

On the basis of data analysis that 50% respondents agree that higher delegation of authority encourage junior to developed handling higher responsibility is quite common in his organizations. 50% respondents do not agree that higher authority not encourage their junior to take highly responsibility is quite common in their organizations. The researcher founded 50-50 view on the statement but it depends upon the situations, conditions responsibilities. If responsibilities are very confidential for the organizational strategy then they did not encourage to their junior. Other hand if the responsibilities are common and normal then they encourages their junior to handling those responsibilities.
The managers agree that training model not help in developing values, attitudes and managerial qualities of an employee. Because most of the models are out dated they can not apply at present situation. The most training model based on the foreign model, but the organizational conditions, culture and the nature of foreign are different to Indian prospective so these model can not apply in India.

Managers agree that employee has work spirit. Work spirit depends upon manager’s attitudes, values and expectations of mangers. If managers social values are strong it builds helpful attitudes of managers then he work in a unit, it create team spirit.

On the basis of data analysis that the managers thoughts that employee are encouraged to experiment with new methods and try out creative idea. This statement related to the informational elements of attitudes. It reflect the capability of managers how they are creative, how they are used their abilities to solve out the problem with their creative idea and strategy. When the higher authorities allow him to use their own methods and technique, then they are free from any stress and their work efficiency is very high.

The researcher observed that the managers agree that expectations play an important role in organizational excellence. When the employee expectations would be high they work hard to fulfill their expectations at any cost. When the employee works with their full strength they give their best and organizational performance automatically goes high.

On the basis of observation that norms, rule and regulations should be strictly implemented in organizations. Rules, norms and regulations are compulsory for the organizations. In this world everything is based on the rules and regulations.

Researcher finds that managers think their colleagues have more expectations of work to influence organizational qualities. When an employee’s expectations are high then he works with his full efficiency and efforts to fulfill their expectations. Then he contributes his best in organizational excellence.
On the basis of data analysis the managers thought that constructive criticism of manager’s capabilities and organization’s policies can help to fulfill the objective of managers and organizational excellence. Organizational excellence and managers’ performance is based on the capability and the policies of the organization. If an organization has good and effective policies and strategy that are improve the performance of manager and organization.

Observations of data analysis that the organizations have policies for protecting the social, economic and professional needs of employees. The organization has accommodation policy, health policy, safety policies, insurance policies and labour policy all these protecting the manager’s social, economic and professional needs of the employees. In modern scenario these policies are mandatory for all the organization.

The researcher finds that technological up gradation can change the work culture of an organization. Technique changes everything. In old time every organization depends upon the man power. But skilled manpower was not available in the market. So organizations performance badly affected they cannot achieve vendor target in prescribed time period. But now day technology changes everything. They achieve their vendor target in time period. Due to technology organization do not need man power.

The researcher finds that their organization introduces new policies and plans for employee growth and development. New policies and plans like reward system, benefit policy etc. that improves the employee’s performance and effectiveness. When employee’s performance improves automatically organizational growth and performance improve.

Researcher observed that employee growth contributes towards organizational excellence. Only Employee growth means employee expended their knowledge, skill and abilities and apply the competency that they gained. All these variables influence the organizational excellence. By providing opportunities for growth the development of organization can improve the qualities of their employees work experience and realize the benefits of developing workers to full potential.
**Implication of the study**

The results of the present study offer several implications which are discussed in the present section.

Attitudes, Values and Expectations are an important component of organizational excellence. The importance of attitudes, values has been felt and now majority of the organizations are developing managerial qualities for implementation of tasks which indicates how much it is needed to bring about more improvements thus a good step towards identifying, recognising and trying to sustain the impact of Organizational excellence.

Attitudes, values and Expectations are organizational variables that have always been important in determining organizational growth, development, organizational Excellence and performance. The present study, too, has laid emphasis on their importance and how they affect the outputs of the organization. Understanding the Organizational Excellence through several other aspect will help to gain more insights as to how there can be changes brought about in an organization which maybe as superficial like Organizational Culture or go to deeper levels in terms of Culture.

As the relationship was studied between Attitudes, values, Expectations, results revealed low correlation thus indicating there are a number of other variables, factors that influence organizational excellence apart from those mentioned providing rich field for research and better diagnosis of organization for Organizational development.

The present research has great implications for management, organizational behaviour, as it has helped in determining the importance of Organizational Culture and Organizational Excellence along with other unknown variables that may bear a positive relationship with Attitudes, Values and Expectations. They include, reward system, decision making, Organizational learning, Organizational commitment, Organizational structure, leadership etc.

As different organizations were taken up for study, the study helped to know the differences visible in Attitudes, values and expectations and how they were influencing
Organizational Excellence. This in turn may encourage the budding scholars and researchers to take up more studies in this area itself. Also more studies will allow development of deeper understanding of different types of organizations at different levels regarding the above mentioned variables and those taken in the present study.