CHAPTER -3

OBJECTIVES AND RESEARCH METHODOLOGY
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3.1 INTRODUCTION

There are many techniques for investigating undefined research problems for which there are various research designs. This chapter describes the research design chosen for the present study. It describes the objectives, hypothesis, sampling design and presents a background of the units/organizations chosen as the sample. It also defines the tools and techniques applied to measure the variables and their relationships.

The selection of research designs depends upon the purpose just as the plan of a building would depend upon the purpose for which it is intended to be used. Thus, the purpose, rather than the technique, determines the research design of a study. Descriptive research seeks to describe characteristics of a population or a phenomenon (Zikmund, G.William, 2003). Descriptive research studies are based on some previous understanding of the nature of the research problem. The purpose of this study was to describe the characteristics of corporate culture and work ethics in selected print media organizations in India and to correlate them in order to find the relationship between them. Such type of study may be termed as descriptive study as the description of respondents was captured with the help of questionnaire and various relationships had been described among variables of the study.

3.2 OBJECTIVES OF THE STUDY

The present study was aimed to attain the following objectives:

1. To ascertain the variations in corporate culture prevailing in the print media organizations.

2. To ascertain the variations in the extent of compliance to work ethics among the executives of the print media organizations.

3. To ascertain the variations in the extent of compliance to work ethics among the non-executives of the print media organizations.

4. To ascertain the relationship between corporate culture and extent of compliance to work ethics among the executives of the print media organizations.
5. To ascertain the relationship between corporate culture and extent of compliance to work ethics among the non-executives of the print media organizations.

6. To ascertain the relationship between demographic variables-age, monthly income, tenure and extent of compliance of work ethics among the executives of the print media organizations.

7. To ascertain the relationship between demographic variables-age, monthly income, tenure and extent of compliance of work ethics among the non-executives of the print media organizations.

8. To recommend some measures to improve the corporate culture of the print media organizations and raise the ethical standards of their employees at work.

3.3 RESEARCH HYPOTHESES

H1: There is no significant difference between the corporate cultures of the print media organizations.

H2: There is no significant difference between the extent of compliance to work ethics among the employees of the print media organizations.

H3: There is no significant difference between the extent of compliance to work ethics between the executives and non-executives of the print media organizations.

H4: There is relationship between demographic variables-age, monthly income, tenure and extent of compliance to work ethics among the executives of the print media organizations.

H5: There is relationship between demographic variables-age, monthly income, tenure and extent of compliance to work ethics among the non-executives of the print media organizations.

H6: There is significant relationship between corporate culture and extent of compliance to work ethics among the executives of the print media organizations.

H7: There is significant relationship between corporate culture and extent of compliance to work ethics among the non-executives of the print media organizations.
3.4 BRIEF PROFILE OF SELECTED ORGANIZATIONS

The present research has been conducted in four media organizations involved in publishing and printing of newspapers. The nomenclature used for these organizations is organization A, B, C and D respectively. These four organizations are privately-owned and three of them are engaged in publishing newspapers since early twentieth century while one of them has been operating since early nineteenth century.

3.4.1 Organization A

This media organization was founded in early nineteenth century around 1940 during the British Regime. The newspaper launched by the company was in the form of bi-weekly edition. The daily editions of the newspapers were started from 1850. At present, this has emerged as a large media group and is involved in publishing three national dailies in English language, one national daily in Hindi language and one regional daily in an Indian regional language. At present, more than 7,000 employees are working its various branches all over India. This study is conducted in its Delhi and NCR (National Capital Region) branch where approximately 2500 employees are working at present. The newspaper is one of the largest selling English-language daily newspapers with a circulation of over 3.14 million copies.

3.4.2 Organization B

This organization has been operating since 1975 and is engaged in publishing a business daily in two languages (English and Hindi) from about 14 centers in India. In addition to its newspapers, the organization publishes two monthly magazines. The company also has a book division. In the last decade, the newspaper began a phase of rapid expansion with the launch of new editions in India. The circulation of the newspaper is approximately 143,000 copies in English and 52,000 copies of its Hindi edition. The total employee strength all over India is more than 2000. This study is conducted in New Delhi branch where the approximate strength is 700 employees.

3.4.3 Organization C

This organization began its journey in 1932. Since then, it has grown from a single newspaper edition to 35 national editions, 14 publication centres and 7 language dailies that reach over 19 million people across the country. It is one of the most widespread newspaper publishing groups in India as it is published in all major Indian cities with a circulation of about 309 million copies daily. More than 3000 employees are working in all its centres over
India. This study is conducted in its New Delhi centre with the employee strength of about 1100 employees.

3.4.4 Organization D

The year 1925 marked the beginning of this media company. The company’s Hindi daily was launched in 1938, which remains the dominant Hindi newspaper in North India. The Hindi daily is considered one of the largest-read daily in the country. It has 13 editions across the country. The organization has a workforce of approximately 3500 employees working in their 20 printing facilities across India. It has a combined daily circulation of 2.28 million copies.

This research has been conducted in its New Delhi branch where approximately 600 employees are working.

3.5 AREA OF THE STUDY

The present study had been conducted in the New Delhi and NCR (National Capital Region) branches of organization A, B, C and D. Being the capital of the nation, New Delhi branches are one of the most important offices for these four organizations.

The reasons for selecting these four organizations for research were:

i) In studies on organizational culture, researchers have generally focused on a single organization (Schneider, 1985) with a few notable exceptions (e.g., Hofstede, Neuijen, Ohayv and Sanders, 1990; Denison, 1990). But single organizational studies do not differentiate one organization from another. Therefore, such studies on organizational culture within a particular organization without comparison may not be fruitful in the long run. Because, without comparison differences, similarities, co-variations and causes cannot be observed or inferred (Campbell & Stanley, 1966).

ii) The organizations, as large media companies are rendering services to the nation through the publication of national daily newspapers, monthly magazines and books. These four newspapers are published in two popular languages used by Indians, i.e., English and Hindi which is understood by majority of Indians.

iii) Their presence in India is felt by their nation wide circulation in all major cities of India. Their editions in regional languages are popular in small cities and rural areas also. The newspapers published by these four organizations have a
reputation for reliable reporting and responsible journalism as well as they are considered one of the best in Indian publishing industry.

iv) As the present research is concerned with the study of organizational culture and work ethics, the sample organizations are operating in print media industry for a long time period that had build a strong organizational culture over time, therefore a study of their cultural and the extent of ethical compliance by their employees is imperative for taking positive measures in them.

3.6 SELECTION OF SAMPLING UNITS

This study has been undertaken in four organizations. The organizational culture and work ethics were measured by selecting the sample from these four organizations. During the period of data collection (September 2008- July 2009), organization A had on its payroll 2556 employees; B - 724; C - 1126 and D - 643 approximately.

3.6.1 Universe of the Study

The universe of the study comprises of all the employees working in print media companies/industry in India. It has included permanent employees as well as contractual employees working in print media companies. Most of the print media companies have their base in Delhi, one of the fastest growing cities in the world. Due to this fact, Delhi and NCR offices of print media companies are one of the most important business hubs for them. The present study was limited to the Delhi and NCR offices/branches of print media companies only.

3.6.2 Sampling Unit and Sampling Frame

It comprises of Executives and Non-executives working in the Delhi and NCR branch of four print media companies termed as Organization A, B, C and D. The sample had been drawn as mentioned below:

**Executives**: 361

**Non-executives**: 139

In this study, **Executive** is:

(i) an employee who is employed as such, either whole-time or part-time, in, or in relation to, one or more newspaper establishment;
(ii) he/she is employed mainly in a managerial or administrative capacity;

(iii) or being employed in a supervisory capacity, performs, either by the nature of the duties attached to his office or by reason of the powers vested in him, function mainly of a managerial nature.

Non-executive is:

a person employed to do any work in, or in relation to, any newspaper establishment, but does not include any such person who-

(i) is a working journalist, or

(ii) is employed mainly in a managerial or administrative capacity, or

(iii) being employed in a supervisory capacity, performs either by the nature of the duties attached to his office or by reason of the powers vested in him, functions mainly of a managerial nature;

3.6.3 Inclusion Criteria

As employees are expected to imbibe the culture of their organization over a period of time, a different mechanism was chosen to select the universe. Those who have put in minimum three years of service in the non-executive and one year of service in the executive stratum formed the universe of the study. The main reason to lower the service time criterion for executives was due to high turnover of executives. Therefore, the sample frame of the study turned out to be 3761, i.e., 1896 employees for organization A; 568 for B; 832 for C and 465 for D.

3.6.4 Sampling Technique

The sample frame for all the four organization comes to 3761 employees. From 3761, a sample of 500 employees across two strata (Executives and Non-executives) had been selected by using “stratified random sampling” technique for the study. Stratified sampling involves drawing separate probability samples within the subgroups to make the sample more efficient (Zikmund G. William, 2003). A stratified sample had been obtained by dividing the universe into two non-overlapping strata – Executive and Non-executives category. Then a simple random sample from each stratum had been selected. The stratified random sampling employed in this study was “disproportionate”, meaning that a higher proportion of the universe had been chosen as sample in one stratum than in another. The main reason for
using a disproportionate stratified random sample was the differences in the universe size of the four organizations.

3.6. 5 Sample Size

The sample frame gave us the population of 3761 employees who were eligible for our study. Now to choose a sample from this it was concluded to assign a confidential level of 99% and measurement error level (half width = 5%) then according to the following formula:

\[ n = \frac{z^2p(1-p)}{h^2} \]

Where \( n \) = desired sample size
\( z \) = value of ‘z’, (standard Normal variate) for confidence level
\( h \) = half-width

In this sample size determination, the following values were used
\( z = 2.58 \) (for 99%. Confidence level)
\( h = 5\% \) (0.05)

To determine the higher possible sample \( p \) value of 0.5 was used.

\[ n = \frac{2.58^2 \times 0.5 (1-0.5)}{0.05^2} \]
\[ n = 656.64 \] for infinite population

Now, since the total population of eligible employees for the present study was 3761, researcher worked out the sample size using the following formula

\[ n_c = \frac{N \times n}{N + n -1} \]

Putting \( n = 665.54 \), \( N = 3761 \)

\[ n_c = 565.60 \]
\[ = 566 \]

For the present study 634 employees were contacted from selected four media organizations but data of 500 could be gathered.

Organization A = 251 employees
Organization B = 70 employees
Organization C = 119 employees
Organization D = 60 employees

The sample had been drawn from two strata namely Executives and Non-executives. The sample size for each stratum is-184 executives and 67 non-executives (out of 1896) from
organization A; 52 executives and 18 non-executives (out of 568) from organization B; 95 executives and 24 non-executives from organization C (out of 832); 30 executives and 30 non-executives from organization D (out of 600).

A disproportionate random sample was chosen because in all the four newspaper publishing organization, the number of Executives was more than the Non-executive. In a given stratum, take a larger sample if the stratum is larger than other strata and the stratum is more variable internally (W.G. Cochran, 1963). Thus, a higher proportion of executives had been selected for this study. The sample of the executives had been considered variable internally because of evident differences in the job profile and duties, educational requirements, experience required as well as major difference in responsibilities of journalists, editors, clerical and printing staff etc. The executives include journalists, reporters, photographers, content developers, editors, sub editors and other senior positions. A lower proportion of non-executives had been chosen because of the homogeneity of the strata. A smaller proportion of the universe is adequate when homogeneity is conspicuous in a stratum. (Bailey, 1987). The non-executives strata is considered homogeneous because of their consistent work pattern as they are mostly involved in clerical activities, printing of newspaper, physical distribution of newspapers etc. The non-executives include clerical staff, workers involved in printing etc. The sample design with the name of the organization is given in Table No. 3.1.

<table>
<thead>
<tr>
<th>Category/Stratum of sample</th>
<th>Sample size in Organization A</th>
<th>Sample size in Organization B</th>
<th>Sample size in Organization C</th>
<th>Sample size in Organization D</th>
<th>Total Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>184</td>
<td>52</td>
<td>95</td>
<td>30</td>
<td>361</td>
</tr>
<tr>
<td>Non-executives</td>
<td>67</td>
<td>18</td>
<td>24</td>
<td>30</td>
<td>139</td>
</tr>
<tr>
<td>Total employees</td>
<td>251</td>
<td>70</td>
<td>119</td>
<td>60</td>
<td>500</td>
</tr>
</tbody>
</table>

The overall sample size for this study is 500 employees comprising of 361 executives and 139 non-executives working in the four organizations. All the employees selected from these two strata form the units of analysis for this study. The characteristics respondents are highlighted in Table No. 3.2.
Table no. 3.2  Characteristics of the Respondents by Organization

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>C1 (N=251)</th>
<th>C2 (N=70)</th>
<th>C3 (N=119)</th>
<th>C4 (N=60)</th>
<th>Total (N=500)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEX</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>211 (84.1)</td>
<td>53 (75.7)</td>
<td>80 (67.2)</td>
<td>53 (88.3)</td>
<td>397 (79.4)</td>
</tr>
<tr>
<td>Female</td>
<td>40 (15.9)</td>
<td>17 (24.3)</td>
<td>39 (32.8)</td>
<td>7 (11.7)</td>
<td>103 (20.6)</td>
</tr>
<tr>
<td>AGE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to 30 years</td>
<td>81 (32.3)</td>
<td>49 (70)</td>
<td>46 (38.7)</td>
<td>10 (16.7)</td>
<td>186 (37.2)</td>
</tr>
<tr>
<td>31-40 years</td>
<td>87 (34.7)</td>
<td>18 (25.7)</td>
<td>46 (38.7)</td>
<td>19 (31.7)</td>
<td>170 (34)</td>
</tr>
<tr>
<td>Above 40 years</td>
<td>83 (33.1)</td>
<td>3 (4.3)</td>
<td>27 (22.7)</td>
<td>31 (51.7)</td>
<td>144 (28.8)</td>
</tr>
<tr>
<td>MARITAL STATUS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unmarried</td>
<td>128 (51)</td>
<td>6 (8.6)</td>
<td>26 (21.8)</td>
<td>2 (3.3)</td>
<td>162 (32.4)</td>
</tr>
<tr>
<td>Married</td>
<td>123 (49)</td>
<td>64 (91.4)</td>
<td>93 (78.2)</td>
<td>58 (96.7)</td>
<td>338 (67.6)</td>
</tr>
<tr>
<td>DESIGNATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executives</td>
<td>184 (73.3)</td>
<td>52 (74.3)</td>
<td>95 (79.8)</td>
<td>30 (50)</td>
<td>361 (72.2)</td>
</tr>
<tr>
<td>Non-executives</td>
<td>67 (26.6)</td>
<td>18 (25.7)</td>
<td>24 (20.2)</td>
<td>30 (50)</td>
<td>139 (27.8)</td>
</tr>
<tr>
<td>EXPERIENCE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-5 years</td>
<td>92 (36.7)</td>
<td>36 (51.4)</td>
<td>47 (39.5)</td>
<td>17 (28.3)</td>
<td>192 (38.4)</td>
</tr>
<tr>
<td>5-10 years</td>
<td>47 (18.7)</td>
<td>26 (37.1)</td>
<td>34 (28.6)</td>
<td>8 (13.3)</td>
<td>115 (23)</td>
</tr>
<tr>
<td>10-20 years</td>
<td>44 (17.5)</td>
<td>7 (10)</td>
<td>23 (19.3)</td>
<td>16 (26.7)</td>
<td>90 (18)</td>
</tr>
<tr>
<td>Above 20 years</td>
<td>68 (27.1)</td>
<td>1 (1.4)</td>
<td>15 (12.6)</td>
<td>19 (31.7)</td>
<td>103 (20.6)</td>
</tr>
<tr>
<td>INCOME (PER MONTH)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upto Rs.25000</td>
<td>98 (39)</td>
<td>38 (54.3)</td>
<td>49 (41.2)</td>
<td>42 (70)</td>
<td>227 (45.4)</td>
</tr>
<tr>
<td>Above Rs.25000</td>
<td>153 (61)</td>
<td>32 (45.7)</td>
<td>70 (58.8)</td>
<td>18 (30)</td>
<td>273 (54.6)</td>
</tr>
</tbody>
</table>

Note: Figures in parenthesis are the percentages.
3.7 TOOLS OF DATA COLLECTION

A study of organizational culture and ethics is complex in nature. A simple survey method using structured questionnaire only may well be inadequate. These issues can be best studied through a combination of both qualitative and quantitative methods. The present research had employed an integrated approach by using questionnaire method for data collection. Data was collected through both primary and secondary sources for this study.

3.8 PRIMARY DATA

Primary data was collected through 'structured questionnaire' administered across the two strata. Corporate culture was assessed on thirteen dimensions related to the culture of the organization and Work ethics was assessed on nine dimensions related to work. The questionnaire was drafted both in English and Hindi to be applied appropriately. The questionnaire in English was used for executives and non-executives while the Hindi questionnaire was mostly used by non-executives only.

3.8.1 QUESTIONNAIRE DEVELOPMENT

On the basis of literature survey, a ‘questionnaire’ was developed for assessing corporate culture and work ethics. The questionnaire consisting of 129 items/statements was developed for assessing corporate culture and work ethics. Out of these 129 statements, 8 statements that provided details regarding demographic profile, 67 statements (both positive and negative statements) that measure the thirteen dimensions of corporate culture and 54 statements (both positive and negative statements) that measure the nine dimensions of work ethics were generated. All the items of the questionnaire were worded in behaviourally-observable statement.

A five-point rating scale was used for measuring all the statements for corporate culture and work ethics.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost no extent</td>
<td>1</td>
</tr>
<tr>
<td>To a small extent</td>
<td>2</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>3</td>
</tr>
<tr>
<td>To a large extent</td>
<td>4</td>
</tr>
<tr>
<td>To a very large extent</td>
<td>5</td>
</tr>
</tbody>
</table>
The negatively phrased statements were analyzed by reverse score to reduce bias responses. A pilot study was conducted for testing the content validity of the questionnaire.

**3.8.2 CONTENT VALIDITY**

Content validity measures the degree to which the test items represent the domain or universe of the variables being measured. The content validity of the questionnaire used for the study was tested by conducting a pre-testing survey. The Pre-testing survey was conducted on a sample of 88 randomly selected employees in which 54 were Executives and 34 were Non-executives. The pre-testing was conducted with the following objectives:

- To assess the content validity of the items by obtaining experts opinion and feedback about them.
- To assess the reliability of the items in the questionnaire.
- To achieve comfort level of respondents in answering the questions.

Content validity was done by obtaining opinion and feedback from experts on the clarity of the items constructed. The 67 items of corporate culture and 54 items of work ethics were tested for content validity. Based on the response of the pre-testing survey, questions which were confusing, amibiguous or gave skewed answers were removed or rewritten and finally 60 items were selected for assessing corporate culture and 50 items were selected for assessing work ethics.

**3.8.3 CONSTRUCT VALIDITY**

Construct validity pertains to the degree to which the measure of a construct sufficiently measures the intended concept and has been shown to be a necessary component of the research process. Construct validity was assessed by applying Varimax Factor Analysis to all the items of the questionnaire. Thus, the 60 items measuring corporate culture and 50 items measuring work ethics were processed for factor analysis, a statistical method used to discover cluster of inter-related variables. Each factor is defined by those items which are highly correlated with one another than with other items. A statistical extent to which each item is correlated to each factor is given by the factor loading. The higher the factor loading the more the particular item contributes to the extracted factor. In the present study, the factor analysis employed Principal Component Analysis for the extraction of factors. The rotated factors along with items and factor loading for Corporate Culture is depicted in Table No. 3.3 and for Work Ethics in Table No. 3.4.
Table 3.3: Factors and Factor Loadings for Corporate Culture

<table>
<thead>
<tr>
<th>Factor Name</th>
<th>Items/ Statements</th>
<th>Factor Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collaboration</strong></td>
<td>13.1 you can rely on others in your company in times of crisis</td>
<td>.675</td>
</tr>
<tr>
<td></td>
<td>13.2 you can discuss your personal problems with seniors</td>
<td>.661</td>
</tr>
<tr>
<td></td>
<td>13.3 your seniors always help &amp; support you in times of crisis</td>
<td>.792</td>
</tr>
<tr>
<td></td>
<td>13.4 your seniors &amp; colleagues go out of the way to help you in work related crisis</td>
<td>.676</td>
</tr>
<tr>
<td></td>
<td>13.5 support &amp; help is given by others during personal crisis also</td>
<td>.762</td>
</tr>
<tr>
<td></td>
<td>14.1 you are free to walk into your superior’s office and discuss your problem with him</td>
<td>.478</td>
</tr>
<tr>
<td></td>
<td>14.3 you discuss your work related problems with your subordinates also</td>
<td>.337</td>
</tr>
<tr>
<td></td>
<td>14.5 your superiors encourage interaction among employees for the purpose of work only</td>
<td>.719</td>
</tr>
<tr>
<td></td>
<td>15.2 credit/ recognition is given to people who come up with newer and more efficient methods of working</td>
<td>.713</td>
</tr>
<tr>
<td></td>
<td>15.3 employees are rewarded for their new initiatives</td>
<td>.504</td>
</tr>
<tr>
<td></td>
<td>16.1 work activities are performed according to formal rules and regulations</td>
<td>.609</td>
</tr>
<tr>
<td></td>
<td>16.2 changes can be made for improving quality</td>
<td>.746</td>
</tr>
<tr>
<td></td>
<td>17.1 superiors look after interests of subordinates, develop and guide them</td>
<td>.744</td>
</tr>
<tr>
<td></td>
<td>17.2 elderly employees are respected by their superiors</td>
<td>.721</td>
</tr>
<tr>
<td></td>
<td>17.3 you can clarify the decisions made by superiors</td>
<td>.514</td>
</tr>
<tr>
<td></td>
<td>17.5 superiors make you feel a part of the same team</td>
<td>.750</td>
</tr>
<tr>
<td></td>
<td>18.1 your hard work and sincerity can get you promotions</td>
<td>.737</td>
</tr>
<tr>
<td></td>
<td>18.2 promotions are according to merit and abilities of employees</td>
<td>.661</td>
</tr>
<tr>
<td></td>
<td>18.3 subordinates are respected by superiors for their knowledge and wisdom</td>
<td>.576</td>
</tr>
<tr>
<td></td>
<td>19.1 managers give considerations to special circumstances in special cases</td>
<td></td>
</tr>
<tr>
<td><strong>Uncertainty</strong></td>
<td>11.5 managers are not open to new ideas/ suggestions</td>
<td>.475</td>
</tr>
<tr>
<td><strong>Avoidance</strong></td>
<td>14.4 frequent discussions related to problems can have a negative impact on your performance appraisal</td>
<td>.481</td>
</tr>
<tr>
<td></td>
<td>15.4 new initiatives are criticized by superiors</td>
<td>.637</td>
</tr>
<tr>
<td></td>
<td>15.5 deviations in work methods are not liked by superiors</td>
<td>.753</td>
</tr>
<tr>
<td></td>
<td>16.4 deviations are highly criticized by superiors</td>
<td>.741</td>
</tr>
<tr>
<td></td>
<td>16.5 your work is routinized and boring</td>
<td>.480</td>
</tr>
<tr>
<td><strong>Growth</strong></td>
<td>10.1 I get opportunities to constantly update my skills &amp; knowledge</td>
<td>.522</td>
</tr>
<tr>
<td><strong>Oriented</strong></td>
<td>10.2 My knowledge and skills are effectively utilized in my job</td>
<td>.554</td>
</tr>
<tr>
<td></td>
<td>10.3 I make most of the decisions related to my job</td>
<td>.727</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>10.4</strong></td>
<td>My job gives me chance to do most of the things I like</td>
<td>.710</td>
</tr>
<tr>
<td><strong>10.5</strong></td>
<td>You feel free to express opinions that are different from your bosses</td>
<td>.509</td>
</tr>
<tr>
<td><strong>Expressive</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>11.1</strong></td>
<td>Constructive discussion takes place in meetings</td>
<td>.670</td>
</tr>
<tr>
<td><strong>11.2</strong></td>
<td>All employees get an opportunity to express their views</td>
<td>.595</td>
</tr>
<tr>
<td><strong>11.3</strong></td>
<td>Management is open to feasible suggestions given by employees</td>
<td>.580</td>
</tr>
<tr>
<td><strong>11.4</strong></td>
<td>Constructive discussion takes place in meetings</td>
<td>.539</td>
</tr>
<tr>
<td><strong>11.5</strong></td>
<td>You feel free to express opinions that are different from your bosses</td>
<td>.509</td>
</tr>
<tr>
<td><strong>Autonomy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>9.1</strong></td>
<td>Targets are set according to your skills &amp; competencies</td>
<td>.657</td>
</tr>
<tr>
<td><strong>9.2</strong></td>
<td>Sufficient time is given to achieve the targets</td>
<td>.685</td>
</tr>
<tr>
<td><strong>9.3</strong></td>
<td>You have a lot of say over what happens in your job</td>
<td>.667</td>
</tr>
<tr>
<td><strong>9.4</strong></td>
<td>Seniors want to control by keeping things in their hands</td>
<td>.503</td>
</tr>
<tr>
<td><strong>9.5</strong></td>
<td>Once things are set, you’re given free hand in trying to achieve them</td>
<td>.608</td>
</tr>
<tr>
<td><strong>Experimentation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>20.3</strong></td>
<td>Decisions are based upon formal rules and regulations irrespective of the current situation</td>
<td>.730</td>
</tr>
<tr>
<td><strong>20.4</strong></td>
<td>Conflicting situations are avoided by postponing the important decisions</td>
<td>.698</td>
</tr>
<tr>
<td><strong>Contextualism</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>19.2</strong></td>
<td>Rules are applied uniformly without considering the background</td>
<td>.649</td>
</tr>
<tr>
<td><strong>19.3</strong></td>
<td>Moulding rules according to a particular situation is questioned by superiors</td>
<td>.730</td>
</tr>
<tr>
<td><strong>19.4</strong></td>
<td>Decisions are not influenced by the context</td>
<td>.494</td>
</tr>
<tr>
<td><strong>Openness</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>12.1</strong></td>
<td>They inform you which aspect of your performance has fetched you recognition &amp; promotion on the job</td>
<td>.479</td>
</tr>
<tr>
<td><strong>12.2</strong></td>
<td>They inform the negative aspects of your job performance only</td>
<td>.731</td>
</tr>
<tr>
<td><strong>12.3</strong></td>
<td>They inform the positive aspects of your job performance only</td>
<td>.627</td>
</tr>
<tr>
<td><strong>12.4</strong></td>
<td>They inform both positive &amp; negative aspects of your job performance</td>
<td>.429</td>
</tr>
<tr>
<td><strong>Confrontation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>14.2</strong></td>
<td>You can approach people in other departments for your Problem</td>
<td>.543</td>
</tr>
<tr>
<td><strong>16.3</strong></td>
<td>People are not encouraged to do different jobs for learning new skills</td>
<td>.477</td>
</tr>
<tr>
<td><strong>20.2</strong></td>
<td>Decisions are made on the basis of whims &amp; fancies of decision-making authorities</td>
<td>.447</td>
</tr>
<tr>
<td><strong>20.5</strong></td>
<td>Priority of the issue is not considered while taking decisions</td>
<td>.398</td>
</tr>
<tr>
<td><strong>Power Distance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>17.4</strong></td>
<td>You are frequently reminded of the gap between seniors &amp; Juniors</td>
<td>.736</td>
</tr>
<tr>
<td>Trust</td>
<td>12.5 They do not give you any feedback regarding your performance appraisal report</td>
<td>.715</td>
</tr>
<tr>
<td>-------</td>
<td>---------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Group Norms</td>
<td>11.4 Time is wasted in meetings</td>
<td>.499</td>
</tr>
<tr>
<td></td>
<td>18.4 Favourites of superiors always get some extra facilities &amp; concessions irrespective of their work performance</td>
<td>.307</td>
</tr>
<tr>
<td></td>
<td>19.4 You can improve upon an existing decision, keeping the current situation in mind</td>
<td>.494</td>
</tr>
<tr>
<td>Importance given to merit</td>
<td>18.5 Promotions are based on seniority and not employee’s work Performance</td>
<td>.472</td>
</tr>
<tr>
<td></td>
<td>20.1 Decisions are made according to past experiences</td>
<td>.653</td>
</tr>
</tbody>
</table>

Table 3.4: Factors and Factor Loadings for Work Ethics

<table>
<thead>
<tr>
<th>Factor Name</th>
<th>Items/ Statements</th>
<th>Factor Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity</td>
<td>26.2 I treat all males and females as equals in the company</td>
<td>.547</td>
</tr>
<tr>
<td></td>
<td>27.1 I obey my superiors in work related matters</td>
<td>.506</td>
</tr>
<tr>
<td></td>
<td>27.2 I perform work activities according to the policies of the company</td>
<td>.568</td>
</tr>
<tr>
<td></td>
<td>27.3 I maintain discipline in the company</td>
<td>.583</td>
</tr>
<tr>
<td></td>
<td>27.4 I always punctually arrive &amp; depart from the work place</td>
<td>.549</td>
</tr>
<tr>
<td></td>
<td>27.5 I am ready to correct my shortcomings in my work</td>
<td>.561</td>
</tr>
<tr>
<td></td>
<td>29.1 I think, ethical practices increase my productivity</td>
<td>.430</td>
</tr>
<tr>
<td></td>
<td>29.2 I contribute positively to my work team</td>
<td>.510</td>
</tr>
<tr>
<td></td>
<td>29.3 I am honest while sharing information with others</td>
<td>.584</td>
</tr>
<tr>
<td></td>
<td>29.5 I accept informal suggestions from superiors for the betterment of my work</td>
<td>.562</td>
</tr>
<tr>
<td></td>
<td>30.1 I say “no” to inappropriate or unethical requests</td>
<td>.644</td>
</tr>
<tr>
<td></td>
<td>30.2 I report any unethical incidence in the company to my superiors</td>
<td>.728</td>
</tr>
<tr>
<td></td>
<td>30.3 I view my company’s reputation as my personal reputation</td>
<td>.787</td>
</tr>
<tr>
<td></td>
<td>30.4 I try to defend my company when people make untrue allegations against it</td>
<td>.794</td>
</tr>
<tr>
<td></td>
<td>30.5 Nobody can influence me to act against the interest of my company</td>
<td>.738</td>
</tr>
<tr>
<td>Accountability</td>
<td>21.1 I am willing to solve those work problems also which are not created by me</td>
<td>.651</td>
</tr>
<tr>
<td></td>
<td>21.2 I am willing to work late for solving critical problems that require immediate attention</td>
<td>.781</td>
</tr>
<tr>
<td></td>
<td>21.3 I try to solve critical problems as soon as possible</td>
<td>.675</td>
</tr>
<tr>
<td></td>
<td>21.4 I feel personally responsible for solving work related Problems</td>
<td>.720</td>
</tr>
<tr>
<td></td>
<td>22.1 I place the interest / benefit of my company at highest level</td>
<td>.588</td>
</tr>
<tr>
<td></td>
<td>22.2 I complete my work as scheduled</td>
<td>.541</td>
</tr>
<tr>
<td></td>
<td>22.5 I am willing to take extra responsibilities in the company</td>
<td>.663</td>
</tr>
<tr>
<td>Respect</td>
<td>23.4 My superiors trust me &amp; have full faith in me</td>
<td>.462</td>
</tr>
<tr>
<td></td>
<td>23.5 My superiors can rely on me in confidential matters</td>
<td>.476</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Score</td>
</tr>
<tr>
<td>----------------</td>
<td>-----------------------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Fairness &amp;</td>
<td>21.5 I postpone decisions regarding important problems</td>
<td>.652</td>
</tr>
<tr>
<td>Justice</td>
<td>22.4 I am not ready to take personal risks for organizational</td>
<td>.383</td>
</tr>
<tr>
<td></td>
<td>Interests</td>
<td></td>
</tr>
<tr>
<td></td>
<td>24.2 I openly discuss personal information of people whom I</td>
<td>.739</td>
</tr>
<tr>
<td></td>
<td>Dislike</td>
<td></td>
</tr>
<tr>
<td></td>
<td>24.5 I openly share confidential information of people who are</td>
<td>.756</td>
</tr>
<tr>
<td></td>
<td>not part of my close circle in the company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>25.3 I deliberately paint a negative picture of people who do</td>
<td>.804</td>
</tr>
<tr>
<td></td>
<td>not belong to my religion/ caste in the company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>25.5 People belonging to my religion / community are my</td>
<td>.734</td>
</tr>
<tr>
<td></td>
<td>Favourites</td>
<td></td>
</tr>
<tr>
<td></td>
<td>26.5 I do not hesitate in engaging in illegal activities for</td>
<td>.783</td>
</tr>
<tr>
<td></td>
<td>collecting information</td>
<td></td>
</tr>
<tr>
<td></td>
<td>28.4 I frequently make personal phone calls through official</td>
<td>.650</td>
</tr>
<tr>
<td></td>
<td>phones</td>
<td></td>
</tr>
<tr>
<td>Confidentiality</td>
<td>23.1 I do not share confidential information with other people</td>
<td>.800</td>
</tr>
<tr>
<td></td>
<td>in the company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>23.2 I do not share confidential personal information of any</td>
<td>.799</td>
</tr>
<tr>
<td></td>
<td>employee within my company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>23.3 I do not share confidential personal information of any</td>
<td>.807</td>
</tr>
<tr>
<td></td>
<td>employee with outsiders</td>
<td></td>
</tr>
<tr>
<td>Honesty</td>
<td>22.3 I avoid doing personal work in office</td>
<td>.618</td>
</tr>
<tr>
<td></td>
<td>29.4 I do not take credit for the work done by any other employee</td>
<td>.761</td>
</tr>
<tr>
<td>Self-control</td>
<td>28.3 I do not invite personal visitors frequently at work place</td>
<td>.749</td>
</tr>
<tr>
<td></td>
<td>28.5 I do not use office stationary for personal work</td>
<td>.690</td>
</tr>
<tr>
<td>Duties &amp;</td>
<td>28.1 I rarely make sure that lights, fans etc are switched off</td>
<td>.731</td>
</tr>
<tr>
<td>Responsibilities</td>
<td>when I leave the work place</td>
<td></td>
</tr>
<tr>
<td></td>
<td>28.2 I do not make use of internet, instant messaging &amp; e-mail</td>
<td>.566</td>
</tr>
<tr>
<td></td>
<td>for personal use at work</td>
<td></td>
</tr>
<tr>
<td>Privacy</td>
<td>24.1 I do not discuss any private/ personal information of others</td>
<td>.441</td>
</tr>
<tr>
<td></td>
<td>without their permission</td>
<td></td>
</tr>
<tr>
<td></td>
<td>24.3 I share only routine information with others in the company</td>
<td>.605</td>
</tr>
<tr>
<td></td>
<td>24.4 I do not share the personal &amp; confidential information of my</td>
<td>.695</td>
</tr>
<tr>
<td></td>
<td>close friends in the company</td>
<td></td>
</tr>
</tbody>
</table>

Through factor analysis, 13 factors/ dimensions were extracted for Corporate Culture and 9 factors/ dimensions were extracted for Work Ethics.
3.8.4 RELIABILITY

The reliability of the questionnaire measures the extent to which the instrument yields the same results on repeated trials. Although unreliability is always present to a certain extent, generally there will be a good deal of consistency in the results of a quality instrument used for gathering data at different times. This tendency toward consistency found in repeated measurements is referred to as Reliability. Cronbach's alpha (the reliability coefficient), popularized by Cronbach (1951) is the most common estimate of internal consistency of items in a scale. The reliability of items was assessed by computing the coefficient alpha, that measures the internal consistency of the items. For a measure to be acceptable, coefficient alpha should be above 0.7 (Nunnally, 1978). The Cronbach alpha value for 60 items of corporate culture is .927 and for 50 items of work ethics the Cronbach alpha value is 0.924. The value of Cronbach alpha has been found to be more than 0.70 indicating high degree of internal consistency among the items in the questionnaire.

3.9 ACTUAL STUDY

For the actual study, the questionnaire containing 60 items of corporate culture and 50 items of work ethics was used in the disproportionate stratified random sample of 500 employees working in the four print media companies. The respondents were asked to give their responses by marking a response category ranging from 1 (Almost no extent) to 5 (To a very large extent) on a five point rating scale for the statements measuring corporate culture and work ethics. These 60 items of corporate culture and 50 items of work ethics were further considered for the final statistical analysis of the present study. (Details of the questionnaire are given in APPENDIX I).

3.10 IDENTIFICATION OF VARIABLES

For identifying the variables for the study, the researcher carefully investigated and looked into various theories, models and previous studies. The potential items were generated through the literature review. They are intended to measure the corporate culture prevailing in organizations and the extent of work ethics followed by the employees working in the organizations. About 60 statements/ items that studied the corporate culture of the organizations and 50 statements/ items that studied the work ethics of employees were taken for the instrument (questionnaire). A total of 110 items were generated. The 60 statements related to corporate culture were clubbed into 13 dimensions/ key concepts and 50 statements
related to work ethics were clubbed into 9 dimensions after Varimax Factor Analysis. These key concepts are described below.

**3.11 DIMENSIONS OF CORPORATE CULTURE**

The key concepts included in the study were corporate culture and work ethics. In this study corporate culture was considered similar to organizational culture, hence both terms are used interchangeably.

On the basis of factor analysis, thirteen dimensions of corporate culture had been identified and included in this study. These dimensions have been explained in detail as under:

**3.11.1 Collaboration**

Collaboration is giving help to, and asking for help from others. It means working together as individuals and in groups to solve problems and develop team spirit. The outcome of collaboration includes timely help, team work, sharing of experiences, improved communication and improved resource sharing. The indication could be productivity reports, more meetings, the involvement of staff in more joint decisions, better resource utilization and higher quality of decisions in meetings (Pareek, U., 2005).

**3.11.2 Uncertainty Avoidance**

This aspect was first studied by the name of ‘ambiguity tolerance’ by Adorno et al. (1950). It has been used by Hofstede (1980), who calls it ‘uncertainty avoidance.’ If members collectively feel uncomfortable with ambiguity and try to structure situations to avoid ambiguity, their tolerance for ambiguity is low or their uncertainty avoidance is high. In low uncertainty avoidance, situations are unstructured, vague and unpredictable, and they provide opportunities for using multiple approaches. Detailed and rigid structures, procedures and uniform behaviour, and also belief in absolute truths can induce high uncertainty avoidance.

**3.11.3 Growth Oriented**

The growth oriented dimension can be considered similar to *expanding cultures*. The growth oriented or expanding cultures emphasize creation of organizations to consolidate and sustain gains and achievements in the culture. Due to this, large and varied organizational forms develop. There is a trend towards building empires and expanding influence through building organizations. (Pareek, Udai, 2005)
3.11.4 Expressive

In expressive cultures, learning from other sources is highly valued. There is an emphasis on verbal expression and aesthetics as well as there is high verbal activity (talking, debating etc.). (Pareek. Udai, 2005). Freedom is given to people to speak their mind and openly come up with the ideas and viewpoints.

3.11.5 Autonomy

McCall defines autonomy as “the ability to exercise control over important aspects of life” (2001). Autonomy is using and giving freedom to plan and act in one’s own sphere. It means respecting and encouraging individual and role autonomy. It develops mutual respect and is likely to result in willingness to take on responsibility, individual initiative, better succession planning. The main indicator of autonomy is effective delegation in organization and reduction in references to made to senior people for approval of planned actions. (Pareek. Udai, 2005).

3.11.6 Experimentation

Experimentation means using and encouraging innovative approaches to solve problems; using feedback for improving, taking a fresh look at things and encouraging creativity. D suggestions generated by employees, attempts at improving upon previous ways of working, trying out a new idea, innovating new methods and thinking about a problem while ignoring so called constraints.

3.11.7 Contextualism

In a high-context culture, the meaning of events, phenomena and behaviour are interpreted in the context in which they occur. One type of behaviour may be right in one context and not in another. The apparent contradictions in behaviour arise out of different contexts. In a low-context culture, all events and behaviour are judged by one standard and there is an attempt to evolve universal rules or explanations. The terms high-context and low-context cultures have been proposed to relate the importance given to a context. (Hall, 1977).

3.11.8 Openness

Openness can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness. Openness may be in both directions, i.e., receiving and giving. Both these may relate to ideas (including suggestions), feedback (including
criticism) and feelings. Openness means receiving without reservation and taking steps to encourage more feedback and suggestions from colleagues, customers and others. Similarly, it means giving ideas, information, feedback, feeling etc without any hesitation. Indicators of openness in an organization will be productive meetings and improved implementation of systems and innovations.

3.11.9 Confrontation

Confrontation can be defined as facing rather than shying away from problems. It also implies deeper analysis of interpersonal problems. All this involves taking up challenges. The term confrontation has been used for facing a problem and working jointly with others to find a solution of the problem.

3.11.10 Power Distance

Hofstede defined power distance as the extent to which members of a society accept that power in institutions and organizations is distributed unequally. (Hofstede, 1980). Power distance is the degree to which members of a society expect and agree that power should be stratified and concentrated at the top of organizational hierarchies, or conversely the degree to which members of a society expect and agree that power should be distributed equally (Carl et al. 2004). Mulder (1971) originally conceived of this concept as a measure of the power differential between superiors and subordinates. People in large power distance societies accept a hierarchical order in which everybody has a place which needs no further justification. People in small power distance societies strive for power equalization and demand justification for power inequalities. The following characteristics define this orientation (Pareek. Udai, 2005)

3.11.11 Trust

Trust is a person personality trait of people interacting with peripheral environment of an organization. Caldwell et al. (2009) defined trust as “the relinquishing of one’s personal choice or power in the expectant hope that another party will honor the elements of the social contract between the parties”. It is reflected in maintaining the confidentiality of information shared by others and not in misusing it. It is also reflected in a sense of assurance that others will help when such help is needed and will honour mutual commitments. Trust is also reflected in accepting what another person says at face value and not searching for ulterior
motives. The degree of trust or its absence among various members and groups in organizations affect the culture.

3.11.12 Group Norms

Groups develop common expectations called norms to reinforce the behaviour of people and prevent dysfunctional behaviours. Norms are defined as a set of expectations about appropriate individual and group behaviour commonly agreed on by its members (Feldman, 1984). They are established over time for behaviours that have significant impact on a group, like facilitating its survival, increasing predictability of member behaviours, ensuring member satisfaction, expressing values important to the group’s identity, and preventing embarrassing interpersonal problem.

3.11.13 Importance given to merit

Importance given to merit is that characteristic of an organization which inculcates the confidence in every member of an organization that if they perform as they are being asked, they will achieve the rewards and recognition for their performance. Some organizations make conscious attempt to introduce a number mechanisms which link monetary and non-monetary rewards with efforts of employees. When the organization recognize the merit of its employees and reward them, this enhances their motivational levels and may lead to enhancement in performance also.

3.12 DIMENSIONS OF WORK ETHICS

On the basis of factor analysis, nine dimensions of work ethics have been identified and included in this study. These dimensions have been explained in detail as under:

3.12.1 Integrity

Integrity means consistent adherence to moral, intellectual, professional, or artistic principles despite temptation to abandon them. The etymology of the word “integrity” reveals its relationship to the Latin integritas, meaning “necessary for completeness” and “made up of parts forming a whole.” Integrity is an important personal characteristic in ethical systems based on virtue and moral character. Integrity is also crucial to moral maturation. True ethical fitness demands integrity. In his book, Stephen Carter defines integrity as “(1) Discerning what is right and what is wrong; (2) acting on what you have discerned, even at personal cost; and (3) saying openly that you are acting on your understanding of right from
wrong" (Stephen L. Carter, 1990). Thus, moral agents that possess integrity practice what they preach.

3.12.2 Accountability

Accountability can be defined as the state of being responsible, liable, answerable or obligated. Accountability can be either individual or collective. Ethicists usually believe that individual accountability applies to any free or voluntary act. An ethics system that does not include accountability encourages freedom without responsibility and thus lacks the moral authority to encourage virtuous behaviour.

3.12.3 Respect

Respect can be defined as “the act of noticing with attention; giving particular consideration to; hence, to care for. The moral standards of ethics of respect for persons can be stated as “those actions are right that equally respect each human person as a moral agent”. Some philosophers define respect as “to regard persons with partiality or undue bias, especially on account of friendship, power, wealth etc. Respect can be a specific feeling of regard for the actual qualities of the one respected. Actions that honour somebody or something indicate respect. The emphasis on respect for each individual is expressed in the golden rule: “Do unto others as you would have them do unto you”.

3.12.4 Fairness & Justice

Fairness is considered a moral principle used to judge procedures for distributing benefits and burdens among parties. The individual adopting the moral point of view of fairness is fair-minded, looking at claims in a balanced, impartial and reasonable way.

Justice indicates both right relationships among people and a correct social norm—that is, one that establishes a course of expected conduct. A just person, according to Hobbes, is one who follows the laws of the state. Central to the idea of justice is the notion of fairness, in which all individuals are treated alike in terms of what they deserve. In other words, there should be no double standards, unless there are compelling and rational reasons for discrimination.

3.12.5 Confidentiality

A secret is information that is told to someone else with the reasonable expectancy that it will be private. A person reveals sensitive information only because of trust that the disclosed information will remain private. Anything disclosed when other people can overhear it is not
confidential. The ethical rules do not attempt to control gossip. They cover only secrets revealed to professionals during professional work. News sources will not speak to reporters if they fear that their lives will be disrupted by disclosure of their identities. Therefore, all these professions have also develop ethical traditions of confidentiality to reassure clients that it is safe to speak freely with members of these professions.

3.12.6 Honesty

Honesty can be defined as fair and truthful conduct, free from deception and fraud. As a virtue, honesty belongs to the ethical genus of justice. Like truth, honesty is one of the traits that produce a sure foundation of ethical theory; its opposites, dishonesty and untruthfulness, would destroy all ethical systems. All people who wish to live ethically must understand the consequences of dishonesty. It threatens everybody in society; if dishonesty becomes widespread enough, civilization itself will decline.

3.12.7 Self-control

Self control is the ability to control one’s emotions, behaviour and desires in order to efficiently manage one’s future. In psychology it is sometimes called self-regulation. Plato had identified four virtues for human soul. One these virtue is temperance. He defines that temperance is self control which means that the healthy soul is not controlled by appetites. It can be further defined as control of personal emotions, desires and actions by one’s own will. Self control is an important characteristic required for media practitioners.

3.12.8 Duties & Responsibilities

Duties are that part of morality that demands or requires the obedience of moral agents who are capable of obeying. Not all of one’s duties are moral duties. Some duties are job related, for example, one has a duty to report for work at a certain time. A simple version of act utilitarianism states that one has a duty to act in such a way as to bring about the greatest benefits for the greatest number of people.

Responsibility is a precondition for moral regard; persons are judged morally praiseworthy or blameworthy only if they are responsible for their actions. Some philosophers interpret responsibility as mere accountability. By this they mean that to be morally responsible is to be the person causally responsible for acting, and perhaps able and willing to accept approval for a good result and accept blame for or rectify an unwanted outcome.
3.12.9 Privacy

“Privacy” as a civil right implies that there is a zone of individual autonomy in which people ought to be free to behave as they wish; the dimensions of this zone are among the most controversial issues in philosophy and law. One common view is that the right to privacy means the right to be left alone or to control unwanted publicity about one’s personal affair.

3.13 SECONDARY DATA

Secondary data was obtained from government reports, websites, reports of committees, published statistics, books, journals, research works done by other scholars etc to supplement, add and support the information collected.

3.14 METHOD OF DATA COLLECTION

The tools used for primary data collection were ‘structured questionnaire’. Initially, the head of departments in each organization were met to seek permission for collecting data. Permission was granted for visiting very few departments in all the organizations. Therefore, majority of the employees were contacted after their work hours in an informal setting. Only those employees who gave their consent in conducting the study were selected for administering the structured questionnaire. A comprehensive thorough discussion took pace between the researcher and respondents to establish rapport before handing over the questionnaire. For this purpose, conversations were held at different places like canteen, offices, restaurants near the offices, chartered buses and metro rail etc. Then the respondents were instructed to read the directions and fill the information in proper space provided as well as mark the response category of the close-ended questions. The non-executives were administered with the questionnaire worded in their local language (Hindi) which was a translated version of the English questionnaire (GIVEN IN APPENDIX-2). Sufficient time was given to complete the questionnaire and clarifications were made to the respondents as and when required. Explanations were also provided in their local language to the non-executives. A total of 624 questionnaires were distributed out of which 517 were received back. Out of the 517 questionnaires, 17 were found to be incomplete and hence were discarded.

It took 11 months to elicit required information from all the 500 respondents through structured questionnaire.
3.15 TOOLS USED FOR ANALYSIS AND INTERPRETATION OF DATA

The analysis and interpretation of data was carried out through the following steps:

1) All the incomplete questionnaires were removed. There were 17 incomplete questionnaires.

2) Total 500 questionnaires were complete and were further processed for data analysis.

3) The data was coded and fed into computers using SPSS (Statistical Package for Social Sciences) as software and was analyzed with the help of the same.

4) For testing the of the questionnaire, Cronbach alpha coefficient was calculated for all the statements/items of corporate culture and work ethics.

5) Factor analysis was carried out for both corporate culture and work ethics items to standardize the questionnaire.

6) One-way Analysis of Variance (ANOVA) was conducted to test the hypothesis and to compare the corporate culture and extent of compliance to work ethics in the four organizations.

7) T-test was conducted to test the hypothesis and to assess the variation in the extent of compliance to work ethics between the two stratum of executives and non-executives.

8) The next step in data analysis was to find the relationship between the two variables, i.e., corporate culture and work ethics. Pearson Correlation Coefficient ($r$) was computed for each dimension of both variables. Correlation was also conducted to assess the relationship of culture and ethics between the executives and non-executives of the four organizations (A, B, C, D) The correlation coefficient may take any value between plus and minus one (-1.00 <= $r$ <= +1.00). The sign of correlation coefficient (+,-) defines the direction of the relationship, either positive or negative.

9) Pearson Correlation Coefficient was further computed to assess the relationship between age, income, tenure and the dimensions of corporate culture as well as work ethics in each organization as well as for both executives and non-executives of the four organizations.

10) To determine the multiple determinants of work ethics and get an idea of the relative amounts of influence of the Corporate Culture dimensions on Work Ethics, stepwise regression analysis of work ethics on the dimensions of corporate culture for all employees was carried out for all employees of organization A, B, C and D (N=500).
REFERENCES


