

CHAPTER III

FRAMEWORK AND METHODOLOGY

In the preceding chapters the concept and significance of work culture in the context of emerging new paradigm organizations have been presented. The current and emergent IR scenario in India and the role of the actors in the changed context have been discussed and an attempt has been made to examine the relationship between work culture and IR environment.

In this chapter, the objectives, framework, scope and nature of sample employed in the study are outlined and the methods, and tools used in the present research discussed in detail.

The present study is exploratory in nature aimed at identifying issues of concern in the area of work culture and industrial relations environment and suggest interventions for dealing with those issues.

Aim

The study aims at exploring implications of corporate ideology and work culture for Industrial Relations climate in public and private sector organizations. It further seeks to assess the value framework of employees and various dimensions of work culture, which could become significant input to designing such systems and processes as are desirable for developing a responsive work culture in organizations.

Objectives

In pursuance of the aim of the study, the specific objectives will be:

- to assess the type of cultural orientation prevalent in the organization.
- to examine the issues arising out of the gap between the existing culture and desired culture and its impact on the Industrial Relations environment in the organization

- to assess the significant dimensions of responsive work culture.
- to evaluate the value framework of employees
- to examine the implications of work culture for IR climate
- to identify issues of concern in the area of work culture and industrial relations
- to suggest interventions needed for a shift towards responsive work culture and a positive industrial relations environment.

Conceptual Framework

In keeping with the objectives of the study, the following conceptual framework has been developed:

As the study aims to analyze the work culture and its implications on the industrial relations environment prevalent in the organization, it is necessary to identify various factors impacting on the relationship. The interactive relationships amongst these factors are being presented in the form of a model titled 'Conceptual Framework of Work Culture & Industrial Relations Environment' (Fig 3.1). The factors included in the conceptual framework are described below:

Corporate Culture

The corporate culture is the first major factor that includes the following components:

- Collective & Individual Paradigm
- Vision
- Mission
- Goals
- Structures & Processes

Brief descriptions of these components are given below:

Collective & Individual Paradigm

Collective paradigm, through which the organization constructs the social reality, provides the framework within which relevant parts of the environment are selected and responded to and governs the nature of relationship between organization and its environment. Likewise, individual paradigm refers to the personal construct of reality through which individuals select and respond to what they consider to be relevant for them. The degree of commonality and variance between the collective and individual paradigm will thus affect the direction and intensity of responses of organization and its members.

Vision

Vision provides conceptual framework for understanding organization purpose. It usually has emotional appeal and strong motivational pull. Shared vision provides unified direction of and focus to individual and collective response leading to convergence.

Mission

Vision is translated into mission, which is a brief explanation of the specific area of focus and the process by which organization intends to translate its vision into concrete action.

Goals

Goals are derived from the mission. The domain of operation of an organization consists of multiple stakeholders internal as well as external to the system. The stakeholders often place conflicting demands on the organization and may have unrealistic expectations. Goal setting involves the process of reconciling and resolving the conflicting interests of various stakeholders. Need for having multiple goal set arises out of the existence

of multiple stakeholders. Priority of goals is decided on the basis of strategic role of the stakeholder at a given point of time.

Structures and Processes

Organizations need to develop appropriate structures and processes for achievement of multiple goals. Structures refer to delineation of tasks, roles and establish linkages amongst them. Processes are dynamic in nature and include actions and activities relating to communication, decision-making and control within the framework of the structure.

The degree of consistency amongst all the above components will determine the extent to which the emergent corporate culture will facilitate or hinder the realization of vision.

Dimensions of Work Culture

The corporate culture will have an impact on various dimensions of work culture which are stated below:

Shared Values

The extent, to which the organization carries out its social responsibility, follows high ethical standards and practices, adheres to the core values and the frequency of personal sacrifices made by the employees for the firm out of commitment to the company's shared values, are indicators which show that the organization promotes and follows shared values.

Shared Vision

Awareness of the vision and mission of the company and the extent to which employees are involved in developing shared vision provides unified direction and focus to individual and collective response leading to its realization.

Performance Review

Periodical review of the performance of the employees provides them with constant feedback and motivates them to attain higher levels of excellence. The transparency of the performance appraisal system thus plays an important role in improving the morale of the employees.

Responsiveness to Change

The organizations' responsiveness in adopting latest management tools and techniques for performance improvement is vital for maintaining a competitive edge.

Training Education & Career Development

Long-term vision of the organization for developing a qualified and competent workforce is indicative from the frequency of education and skills training programmes and plans for career development of the employees undertaken by the organization.

Welfare

The extent to which adequate welfare facilities and amenities are provided by the organisation to its employees and their families.

Structural Flexibility

The extent to which the work group members possess and use multiple skills for increasing productivity and enhancing organisational capability.

Service Orientation

The way the needs, interests and priorities of customers both internal and external is taken care of by the organisation is one of the indicators of service orientation.

Ethnocentricity

The extent to which the employees of the same community form groups of their own to influence decisions of the management and organize social and cultural gatherings.

Empowerment

Participation of the employees in taking decisions affecting their work, consulting the employees before taking any important decision and the extent to which employees are encouraged to think upside down and come with unconventional viewpoints, suggestions encourages employees for better performance and in utilising their capacities.

Motivation

Impartial treatment of employees belonging to different categories and departments and recognition of good work done by them by the management, motivates employees to achieve goals in the right perspective.

Communication

The extent to which there is an open communication system in the organisation influences the motivation level of the employees and enhances their commitment towards organisational objectives.

Team Work

Active involvement of employees in solving day-to-day problems through regular meetings and joint forums builds enthusiasm and cooperative spirit amongst them and helps

Mutual Support

The extent, to which the employees get necessary help and cooperation from superiors, peers and subordinates in carrying out their duties and

creating a supportive work atmosphere in the organization motivating them to attain higher levels of excellence.

Shared Goals

The degree of solidarity and unity amongst the employees to achieve higher levels of organizational excellence by sharing the same strategic goals.

Reward System

The extent to which employee suggestions are acted upon expeditiously and their contributions in terms of productivity and efficiency, rewarded promptly, motivates them to achieve higher standards of performance and realize the objectives of the organisation.

Role Clarity

Role clarity implies the extent to which employees are clear about the scope and responsibilities of their role in the organization.

Sociability

The extent to which the employees try to make friends and to keep their relationships strong, socialize outside the office, and stay in touch even with those persons who have left the group.

Socio Cultural Milieu

The existing socio-cultural milieu and the resultant societal value system, within which organizations function, affect the value framework of employees. The societal-culture is shaped by a set of assumptions, values, beliefs and attitudes deeply held by the members of society.

Assumptions

The assumptions develop as the society learns to adapt to its internal and external environment. They thus include the nature of relationship

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between humans and the environment, the nature of human nature, the nature of human relationship, nature of activity and nature of truth (Schein 1992).

Values

Values are derived from the assumption set providing a framework for distinguishing between desirable and undesirable responses, setting priorities of activities and ethical standards. e.g.: If the assumption about nature of truth is that truth is not given but needs to be discovered then confrontation, dialogue and dissent will be valued.

Attitudes

Attitudes are derived from values indicating the preferences for certain objects, ideas, community and people. It connotes major orientations held by individuals and portrays ones likes and dislikes towards various segments of ones environment.

Artifacts

The assumptions, values and attitudes manifest themselves through symbols, rituals and objects, which may be called artifacts. The artifacts represent the visible and observable part of a culture. And it is through a systematic analysis of the artifacts that underlying attitudes, values and attitudes can be discerned.

Individual/Collective Value Framework

The socio-cultural milieu has an impact on the individual and collective value framework of employees of an organization. The relevant values include both job content and job context factors such as:

- Meaningfulness
- Cooperation & Support
- Relationship With Superior

- Task Clarity
- Consultation
- Working Conditions
- Job Variety & Autonomy
- Job Security
- High Earnings
- Prestige of Organization
- Serve Country
- Growth

Work Culture existing in an Organization

The work culture of an organization is determined by mutually interactive relationship between dimensions of work and the individual and collective value framework of employees. The work culture can thus be assessed in terms of the following components:

- **Dominant Ideology** held by the members in terms of Power, Role, Task, Support.
- **Orientation** in terms of dimensions of work culture.
- **Motivational** processes in terms of satisfying the job-context and job-content factors.

Industrial Relations Environment

IR environment is affected by the dominant ideology, cultural orientation and motivational processes adopted by the organization. IR environment can be assessed in terms of the following:

- Structural Mechanism for Industrial Relations Management
- Trade Unions
- Collective Bargaining

- Workers Participation in Management
- Union Management Relationship
- Major IR issues
- Initiatives taken to bring about improvement in the Industrial Relations environment

Effectiveness

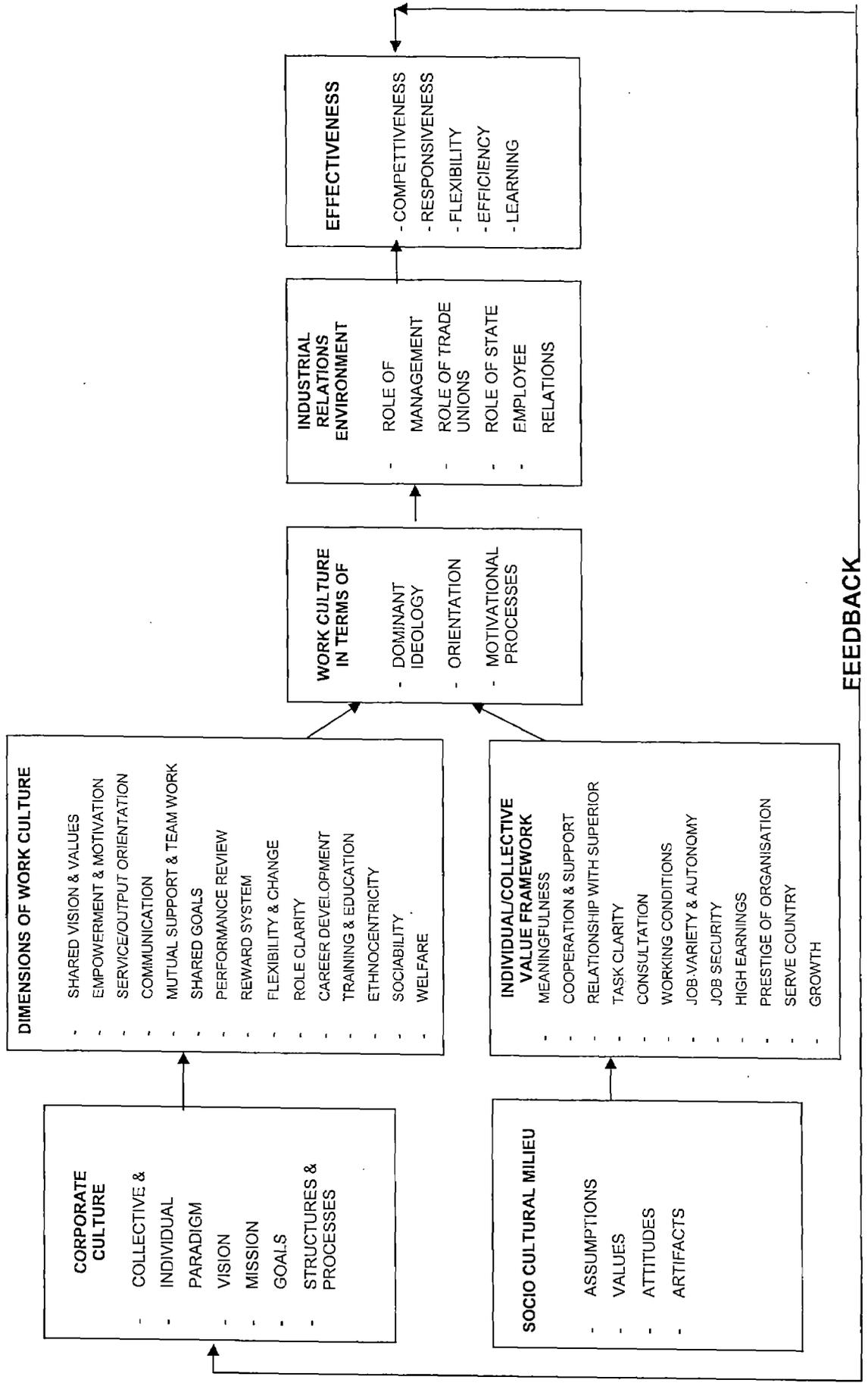
The combinations of the major factors outlined above and interactive relationship amongst them will contribute to the effectiveness of the organization in terms of the following criteria:

- Competitiveness
- Responsiveness
- Flexibility
- Efficiency
- Learning

Feedback

The extent to which the organization achieves effectiveness in terms of the criteria mentioned above will positively or negatively reinforce the corporate culture thus making the whole process cyclical.

Figure 3.1
CONCEPTUAL FRAMEWORK OF WORK CULTURE & IR ENVIRONMENT



FEEDBACK

Scope of the Study

The scope of the study is limited to the plant of INDAL located at Hirakud and the plant of NALCO at Angul, Orissa. Some samples were also collected from the corporate office of NALCO at Bhubaneswar.

The plants at Hirakud and Angul were selected on account of the following factors:

- Hirakud plant being a part of INDAL, a private sector undertaking and Angul plant being a part of NALCO, a public sector undertaking, belongs to the same aluminium industry.
- Both are suited for comparison of the industrial relations system and practices and work culture in public and private sector.
- Physical proximity of the plants.
- To observe the cultural differences in the plants that are located in the same geographical region.

Sample

Sampling involves a set of procedures that govern selectively, a relatively small number of cases to represent a large number referred to as the population.

The sample of the present study is based on convenience sampling method. Two leading organizations in the Aluminum industry, NALCO a public sector undertaking and the Hirakud plant of INDAL a private sector undertaking, both located in the state of Orissa, are selected for the study. Comparison of the Industrial Relations systems and practices and work culture in the public and private sector in the same industry will be made to identify the type of cultural orientation is prevalent in the organization

and to provide insight into the similarities and variations in various dimensions of work culture, value framework of employees.

The sample consists of 110 employees of INDAL and 161 employees of NALCO belonging to all the levels in the organizations.

Table 3.1
Sample Size

ORGANISATION	LEVEL	No.of Respondents	Percent
INDAL 55 50 20 20 25 30	Worker/Technician/Peon 20	61	55.5
	Clerk/Supervisor 20	22	20.0
	Executive 30	27	24.5
	Total	110	100.0
NALCO 52-50 14-20 34-30	Worker/Technician/Peon	84	52.2
	Clerk/Supervisor	22	13.7
	Executive	55	34.2
	Total	161	100.0

Methods of Data Collection

Primary data was collected through Questionnaires, Observations as well as Interviews in the present study.

Secondary data were collected from the Corporate Office and respective Plants. The Secondary data includes data on company background, vision, mission, philosophy, values, performance measures, Industrial Relations and HRD policies, manpower profile etc.

Questionnaires

A set of three questionnaires was used for the collection of primary data. The first parts of the questionnaires seek to collect demographic data about the respondents. The questionnaires used in the study are on the following broad aspects:

1. Diagnosing Organisation Culture
2. Dimensions Of Organisation Culture
3. Values Survey Module

Diagnosing Organization Culture

The instrument 'Diagnosing Organisation Culture' was administered only to the managerial staff of both the organizations as this questionnaire is complex seeking response on various aspects of managerial role and functions and is designed primarily for managers.

The questionnaire consists of 15 sections; each section includes four statements relating to the four cultural orientations. Respondents were asked to rank those four statements first in terms of what they consider to be existing view in the organization and then rank the same statements in terms of their personal preference. The questionnaire thus provided two separate rankings of the four cultural types: power, role, achievement, support. Respondents' perception of the organizations prevailing culture was obtained by adding the rank assigned to each of the 15 items characterizing a particular cultural orientation. The cultural profiles were developed by dividing both the respondents ranking of existing and preferred cultural orientations into 2 categories: most preferred and least preferred. The cultural orientations ranked as first or second were described as least preferred and those ranked third and fourth were most preferred.

Same process was adopted for determining the preferred cultural orientation. Further, calculating the Culture Index identified the size of the gap between the existing and preferred cultural orientation. Culture Index was obtained by subtracting the combined values of achievement and support from those of power and role orientations for both existing and preferred cultural orientations

Dimensions of Organization Culture

The questionnaire 'Dimensions of Organisation Culture' was specially designed by the researcher to gain insight into the various dimensions of culture in the organization. The questionnaire in English consists of 59 questions in 5 sections. However, keeping in view the level of education and understanding of issues, the questionnaire was simplified and translated in regional language i.e. Oriya and in Hindi with a total of only 34 questions. For purposes of this study only those questions common in all the versions of the questionnaire (34 nos.) have been analyzed.

This questionnaire was administered to managers, supervisors and workers as well. Respondents were asked to indicate against each question the extent to which they agree or disagree with the statement describing a particular dimension, on a five-point scale. The responses were assigned values ranging from 1 to 5 where 1 referred to 'strong agreement' and 5 to 'strong disagreement.'

Against each question the frequency of response of various degrees of agreement were calculated and subsequently percentages of such responses arrived at to find out the dominant view.

The responses against each dimension for both the organizations have been compared, analyzed and presented in the form of bar graphs and tables.

Values Survey Module

The Values Survey Module was first designed and used by Geert Hofstede (1980) extensively in various countries for cross-cultural survey studies.

The questionnaire originally consisted of 33 questions of which 27 were selected for purposes of this study. The questionnaire, asks the respondents to think of an ideal job- disregarding their present job and indicate the degree of importance they attach to different values on a 5-point scale. While 1 on the scale depicts utmost importance 5 indicates very little or no importance.

This questionnaire was administered to all levels of employees in the organization. The instrument was further simplified and translated in Oriya, the local dialect and in Hindi as well for better comparability amongst levels. Only 15 questions were selected and translated which have been analyzed in this study.

The 15 questions were further grouped and divided into two main categories, the content and context factors. The questions grouped under content factor describe those aspects contained within the job, while questions under context factors describe factors related to the job.

The frequency of response for each of the questions and its percentage has been calculated. The results have been depicted with the help of tables and bar graphs.

The tables below present the details of the sample collected from both the organizations:

Table 3.2
Details of Sample Collected
INDAL

	QUESTIONNAIRES	MANAGERS	SUPERVISORS	WORKERS	TOTAL
1.	Diagnosing Organisation Culture	29	NIL	NIL	29
2.	Dimensions of Organisation Culture	29	22	59	110
3.	Values Survey Module	29	22	59	110

Table 3.3
Details of Sample Collected
NALCO

	QUESTIONNAIRES	MANAGERS	SUPERVISORS	WORKERS	TOTAL
1.	Diagnosing Organisation Culture	58	NIL	NIL	58
2.	Dimensions Of Organisation Culture	59	18	84	161
3.	Values Survey Module	59	18	84	161

Interview

Besides the questionnaires, personal interviews of a cross-section of personnel belonging to different levels were also conducted for eliciting information on the existing work culture and IR environment prevalent in the organization.

Table 3.4
No. of Employees Interviewed

LEVEL	INDAL	NALCO
Executive	8	15
Supervisory	5	9
Workmen	18	19
Trade Union Leaders	4	8
Total	35	51

86
100
Tars

Procedure of Data Collection

$$\frac{140}{145/632} = 22\%$$

$$\frac{161}{212/2500} = 8.5\%$$

The employees of both the organizations were approached personally to fill up the questionnaires. Maximum number of respondents filled in the questionnaires within 1-2 days and the same was collected personally some of the questionnaires were received later by mail. While conducting the interview, a rapport was established with the respondents to gain their confidence and get free and frank responses.

Problems in Data Collection

One of the most important and revealing parts of the study was collection of data that was done in four parts. While three parts related to the three sets of questionnaires, each of which had a number of sections as also instructions on how to correctly record the responses, the fourth part of data collection pertained to information on the industrial relations system and recent scenario in case of both the industries.

The major problems faced in collection of data can be delineated as follows:

Though nearly 200 questionnaires were circulated in each organization, despite persuasion, only 110 responses from INDAL and 161 responses from NALCO were received back.

As a planned strategy for getting optimum number and correct responses, respondents were organized in groups and the questionnaires filled up. Despite this, the researcher had also to follow up for getting the filled in questionnaires.

Generally the respondents were cooperative and to some extent excited about being able to ventilate their feelings and keeping the responses anonymous, their cooperative attitude helped in getting the true picture. This was true for managers. However, as the workers expressed their reluctance in filling up long questionnaires, the same had to be simplified and made short and translated in Oriya and Hindi. Some respondents had to be helped personally, in some cases in understanding the scales used.

Some of the respondents left some questions unanswered, thereby rendering the entire set useless as those had to be excluded from the analysis.

Interviews with some senior level managers could not be conducted due to their busy schedule and reluctance.

Data Analysis & Statistical Methods Used

Data have been classified and presented in tabulated and graphical forms. The study has extensively used descriptive statistics such as Mean, and percentage analysis, to analyze the collected data, with the aid of computerized packages such as SPSS, Microsoft Excel, and Power Point etc.

Qualitative data have been analyzed through content analysis and presented under various categories of variables.

Analysis & Presentation of Data

The data collected through various questionnaires have been analyzed in the following chapters:

Diagnosing Organization Culture -	Chapter-V
Dimensions of Organization Culture -	Chapter-VI
Values Survey Module -	Chapter-VII