CHAPTER 8

WORK CULTURE: ORGANISATION PERSPECTIVE

The focus in the preceding five chapters (Chapter 3 to 7) has been on employees and their perspective on work culture. The employees' work in organisations is controlled and/or managed by others. The perspective of these others, representing the organisations, either as entrepreneurs/owners or as professional managers, is also important. It complements-supplements the employees' perspective and offers a holistic picture of work culture. So, in this chapter an attempt is made to analyse the organisation perspective of work culture by presenting the data collected through interviews of the employers or the key personnel in the sample organisations.

This chapter discusses various themes in terms of the nature of organisation, namely, the public sector, the private sector, and multinational corporations as mentioned below:

a. work culture - focusing on the idea of work culture, ideal work culture, work culture and organisation culture and factors fostering work culture.

b. workers and their work - focusing on recruitment, training and performance appraisal systems.

c. liberalisation and change - focusing on the opinions given by the employers/representatives of the organisations regarding post-liberalisation.
WORK CULTURE

The concept and idea of 'work culture', being the crux of this study, is analysed here based on the subjective perceptions of the employers/representatives of the organisations. The employers/representatives of the organisations have expressed their ideas and views, when asked about their understanding of work culture and other related aspects in their organisations. Their ideas and views help in complementing/supplementing the employees’ views about work culture, and provide a holistic picture of work culture. The various sub-themes discussed are as follows:

The Idea of Work Culture

The representatives of the public sector feel that work culture is the way of performing defined work in a traditional way. They stress the idea of 'work is worship'. The overall emphasis is on the total set-up of the organisation as well as the role performance of individual workers as a team in the work place. The importance of both tangibles and intangibles in the workplace is highlighted here. Work culture is an all-inclusive concept that refers not only to the structure and processes, but also to the virtues or qualities that are essential among the employees in the organisation.

The representatives of the private sector feel that work culture is the very functioning of the organisation, which is a result of various factors like structure, system, facilities, relations and so on that can be termed as 'working environment'. It is the image of the organisation that highlights both individual and group behaviour.
The representatives of multinational corporations feel that work culture is an environment of the organisation, an interface of facilities and functioning of the individuals and the group. It is a set of shared values, beliefs and behaviour in an organisation.

Analysing the various views across the nature of organisation and the type of activity, we see that there is a similarity in the understanding of work culture. 'Work culture' is said to be an all-inclusive concept in the organisations, which is 'the totality of the various levels of interacting factors around the focal concern of work' (Sinha 1990: 15).

Ideal Work Culture

The primacy of the concept of 'work culture' in any work setting is emphasised both by the employees and the employers/representatives of the organisations. This raises the question whether there is anything called 'ideal work culture' prevalent in organisations.

The public sector representatives feel that ideal work culture is a good working environment of an organisation that gives job satisfaction. Many also feel that there is no such thing called 'ideal work culture'. The representatives of both the private sector and multinational corporations feel that there is no such thing called 'ideal work culture', the latter feel that there exists a good work culture in some organisations.
In general, across organisations there is an opinion that a situation of 'ideal work culture' does not exist in any of the organisations, though there may be variations in the level/type/pattern of work culture indicative of whether they have a more positive or negative approach to work.

Work Culture and Organisation Culture

In the course of the study we see that there is an overlap in the usage of concepts 'work culture' and 'organisation culture'. When asked about the same, the representatives of the public sector feel that work culture is the individual behaviour at work, and organisation culture is the cumulative effect of the work culture of all the employees of an organisation, it is a larger whole as compared to work culture. The private sector representatives feel that work culture is individual-oriented, while organisation culture is group-oriented. The representatives of multinational corporations feel that work culture reflects locally, while organisation culture reflects globally. They both share an interface and work culture depends on organisation culture.

Analysing across organisations, we observe a common view that work culture is more individual-oriented, while organisation culture is more group-oriented. They share an interface; the social dimension of work provides a positive relation between the two. Work culture seems to depend on organisation culture in the context of organisations.
Factors Fostering Work Culture

Analysing the concept of ‘work culture’, we see that various factors have a bearing on it. The opinions of the employers/representatives of organisations reaffirm the impact of varied factors on work culture.

The public sector representatives feel that the head or supervisor, facilities, atmosphere, relations, recognition, training, supervision, education, organisation structure, family upbringing, job security and job satisfaction, mode of recruitment, social activities, appraisal system, implementation of policies and programmes all affect work culture.

The private sector representatives feel that the role of heads/supervisors, atmosphere, relations, scope for individuality, training, education, organisation structure, family background and upbringing, job satisfaction, social activities, appraisal system, rules and regulations, flexibility to change all affect work culture.

The representatives of multinational corporations feel that good top-level management, facilities, atmosphere, inter-personal relationships, recognition, communication, training, education, upbringing, family background, job satisfaction, appraisal system, organisational objectives, policies and programmes, organisation structure and organisation culture all affect work culture.

Comparing across the nature of organisation, we see that there is a common view with reference to many factors. The representatives of public sector organisations emphasise the role of trade unions, while private sector organisations and multinational corporations stress factors such as training, performance appraisal systems, clarity in
objectives and roles, and need for better organisation culture to build a better work culture.

Comparing the perceptions of employees and that of employers/representatives of organisations regarding factors fostering work culture, we see that they both emphasise the personal, social, cultural, organisational and environmental aspects influencing the values, attitudes and behaviour of individuals and groups in the work place.

WORKERS AND THEIR WORK

The organisation perspective on the recruitment process, training programmes and appraisal systems provide additional details for a discussion on work culture in the work setting. They are analysed as follows:

Recruitment

Recruitment is an essential process in an organisational set up. Choosing the right person for the right job is one of the secrets/beginnings of the success of an organisation. The criteria for selection and the mode of choosing people will have an impact on the functioning of organisations.

In public sector organisations recruitment is primarily done according to Government rules. The process followed is through written tests and interviews; appointments are also made on merit basis through employment exchange office. Recruitment in private sector organisations is done based on written tests and interviews; selection is made on the basis of their qualification and experience. Recruitment in
multinational corporations is done according to company guidelines. The selection is typically based on interviews and experience. Various sources could be used like campus interviews, agencies, consultants, referrals, etc.

Comparing across organisations we see that the criteria for selection are merit and experience. The methods used in recruiting people into organisations are mainly written tests and interviews. The only variation we find across the nature of organisation is that public sector organisations approach the Government employment exchange agencies, while the multinational corporations approach other agencies, consultants and referrals in locating the people for work.

The variation found across the type of activity is that in both production and finance organisations belonging to the public sector it is seen that there have been no recruitments for the past few years, and the existence of Voluntary Retirement Schemes along with this may be indicative of redistribution of employees and over-staffing. There are recruitments going on in private production organisations and the finance organisation belonging to multinational corporations; this may be indicative of need-based recruitments that are done professionally with a view to cater to the increasing demands of a large-section of customers all over the globe.

Training

Training is a part and parcel of organisational growth and development. Transforming qualified people into productive employees by imparting new skills and
enhancing job-knowledge becomes possible mainly through training programmes. This helps organisations to thrive with changing trends and needs.

Training in public sector organisations is conducted for all levels and these training programmes are held periodically by an external agency. In the private sector organisations it is seen that there are training cells/training centres. Candidates are also sent outside the organisations to acquire skills that cannot be developed through internal training. In multinational corporations it is seen that most of the training programmes are conducted externally, by sending the candidates to outside agencies. Across the type of activity, training is conducted in organisations regularly at all levels and is need-based in nature.

Performance Appraisal System

Performance appraisal is the process to find out the relative worth of an employee by evaluating her/his performance and progress in a job. Effective appraisal systems contain two basic systems operating in conjunction: 1. Evaluation System- identifies the performance gap - shortfall that occurs when performance does not meet the benchmark set by the organisation as acceptable. 2. Feedback System - informs the employee about the quality of his or her performance. Performance appraisal makes people accountable for their actions (S. R. Shekar in Deccan Herald, Bangalore, 13-04-2001, p. 17).

Performance appraisal helps both individual employees and teams to assess their levels of performance in the organisations. The feedback about the employees' performance by their supervisors, or self-assessment enables them to find the positive and
negative aspects in one's performance, which helps in improving oneself resulting in better contribution to the organisation.

Performance appraisal in public sector organisations is primarily done during probation confirmation and during promotions. Supervisor usually does the appraisal, but in case of higher levels appraisal is done both by self and by superiors. In private sector organisations the appraisal process depends on the level of the employee. At lower levels superiors do the appraisal for employees reporting to them, while at higher levels it is done by self. In multinational corporations both superiors and self formally do the appraisal.

Analysing performance appraisal across organisations we find that both superiors and self do appraisals, depending on the levels to which they belong in an organisation. The public sector organisations seem to do appraisals on some occasions in a confidential manner, while in the other two sectors appraisal seems to be done on a more regular basis and is transparent in nature.

LIBERALISATION AND CHANGE

Considering 'liberalisation' as a benchmark for the change in the work scenario in general, and organisations in particular, at present, this study tries to explore the actuality. Here we try to find the nature of work, work settings and work atmosphere in organisations in the post-liberalisation era.

When asked whether changes have taken place in their organisations with liberalisation, the representatives of public sector organisations think that there have been
some indirect effects through increased competition, increased quality, etc., post-liberalisation. The private sector organisations opined that there have been no changes post-liberalisation. For some organisations liberalisation has acted as an opportunity, as it has brought in a competitive environment. The multinational corporations felt that there have not been many changes as far as they are concerned, post-liberalisation.

Analysing across organisations, it is found that in the public production organisations a positive impact of liberalisation is felt as there are some changes adopted in marketing their goods through better advertisements to face competition. Free imports are made available at competitive prices. Production organisations started in the private sector, post-liberalisation, were born with the benefits of liberalisation, while the establishment of multinational corporations engaged in production activity is itself an impact of liberalisation.

In the finance organisations transition seems to be fast when compared with the production organisations. There seem to be a great many changes in the finance organisations belonging to the public sector with regard to customer services, which have catered to piece-segment growth because of computerisation and extended working hours; the other changes are said to be diversification of loans and removal of restrictions. The representatives of the finance organisations belonging to multinational corporations have also expressed that there is some impact and change felt, post-liberalisation.
The public commercial organisations feel that there is flexibility in law along with some reforms in administration and liberty in the institutions, while private commercial organisations have adopted some changes post-liberalisation.

The public software organisations have expressed the view that they have adopted some technological changes for betterment on the eve of liberalisation, while private software organisations have felt a competitive environment created by liberalisation that has opened up opportunities for them through new projects, outsourcing and so on. The established software organisations belonging to multinational corporations are themselves an impact of liberalisation. The representatives of these organisations feel that in general post-liberalisation has resulted in nuances, as because of western influences and global entities there is a vast change in work culture. They have also expressed the thought that people have become alert, as job security can no longer be taken for granted in the new hire and fire policy. It is also said that liberalisation has brought in more openness/transparent functioning and that there is a focus on integrity in the organisations.

Considering the age of the organisations with liberalisation, we notice a transition in the ideology, structure, processes and practices of organisations as we move from old public sector and private sector organisations to new private sector organisations and multinational corporations.
Summary

This chapter has discussed the organisation perspective of work culture in terms of the nature of organisation and the type of activity engaged in by the organisations. The summary of the various themes analysed in this chapter is as follows:

*Work culture:* The understanding of work culture by employers/representatives is analysed by considering the sub-themes - idea of work culture, ideal work culture, work culture and organisation culture, and factors fostering work culture.

*Idea of work culture* - We see that there is a similarity in the understanding of work culture across organisations. 'Work culture' is said to be an all-inclusive concept in the organisations, which is an integrated whole of interacting factors around the focal concern of work.

*Ideal work culture* - Across organisations there is an opinion that a situation of 'ideal work culture' does not exist in any of the organisations, though there may be variations in the level/type/pattern of work culture indicative of whether they have a more positive or negative approach to work.

*Work culture and organisation culture* - Analysing across organisations, we observe a common view expressed that work culture is more individual-oriented, while organisation culture is more group-oriented. They share an interface and the social dimension of work provides a positive relation between the two. Work culture seems to depend on organisation culture in the context of organisations.
Factors fostering work culture - There is a common view across organisations with reference to many factors. The representatives of public sector organisations emphasise the role of trade unions while private sector organisations and multinational corporations stress factors such as training, performance appraisal systems, clarity in objectives and roles, and a need for better organisation culture to build a better work culture. Comparing the perceptions of employees and that of employers/representatives of organisations regarding factors fostering work culture, we see that they both emphasise the personal, social, cultural, organisational and environmental aspects influencing the values, attitudes and behaviour of individuals and groups in the work place.

Workers and their work: The organisation perspective on the recruitment process, training programmes and appraisal systems provide additional details for a discussion on work culture in the work setting.

Recruitment - The criteria for selection across organisations are merit and experience. The methods used in recruiting people into organisations are mainly written tests and interviews. The only variation we find across the nature of organisation is that of the approach in locating the people for work. The variation found across the type of activity is that in both production and finance organisations belonging to the public sector it is seen that there are no recruitments in the past few years, while there are recruitments going on in the private production organisations and the finance organisations belonging to multinational corporations.
Training - Across organisations training is conducted for all levels and is need-based in nature. These training programmes are held periodically by both internal and external agencies. There are training cells/training centres in the organisations.

Performance appraisal systems - Across organisations we find both self appraisal and appraisal by superiors, depending on the levels to which they belong in an organisation. The public sector organisations seem to do appraisals on some occasions in a confidential manner, while in the other two sectors appraisal seems to be done on a more regular basis and is transparent in nature.

Liberalisation and change: In the context of liberalisation, considering various factors, we notice a transition in the ideology and practices of organisations as we move from old public sector and private sector organisations characterised by 'soft work culture' to the new private sector organisations and multinational corporations characterised by 'synergetic work culture'.

Analysing across organisations, some of the public sector organisations have felt the positive impact of liberalisation while some private sector organisations started post-liberalisation are born with the benefits of liberalisation and some others have grown with the help of liberalisation. The establishment of some multinational corporations is an impact of liberalisation. Whether direct or indirect liberalisation in general has had an impact on all types of organisations.
Understanding work and work culture in various organisations in the context of liberalisation was the broad objective of this study. In order to realise this objective, data were collected from 16 organisations located in Bangalore. In terms of broad categorisation, these organisations belonged to the public sector, the private sector and multinational corporations and engaged in production, finance, commerce, or software. The data collected from these organisations were analysed in a comparative frame of reference, with the nature of organisation and the activities they are engaged in as the main axes of comparison. The analysis and results have been presented in the preceding six chapters. This chapter provides a summary of the main findings of the study, and the conclusions emerging there from in the light of the objectives specified in the Introduction.

To begin with, we have discussed the nature and meaning of ‘work’, which is a basic distinctive feature of human society as compared with other animal ‘societies’. A historical analysis of work has brought out the many and changing meanings of work in different societies through the ages.

From the origin of the sociology of work in the writings of - Karl Marx, Emile Durkheim, and Max Weber - the triumvirate, we understand the meanings of ‘work’ in classical sociology. In general, sociologists define work as paid employment. Regardless of their perspective - macrosociological or microsociological - almost all sociologists agree
that a sociology of work is about the structure of society, its inequalities and freedoms, its
deprivations and opportunities for self-fulfilment, and the interdependence of work with
economic, political, and social lives (see Stewart and Cantor 1982: 24). Work is portrayed
by sociologists as dependent on various societal factors, and the work norms and values of
a society are viewed by them as an outcome of a constant interaction between three
important sets of factors (Joseph 1991: 17):

1. Personal: educational background, family culture, and personal commitment to the
goals of an organisation.

2. Organisational: management style, organisational climate and working conditions.

3. Environmental: social stability, state of the economy, political stability and market
competition.

Liberalisation acts as a benchmark for an exploration of work and work culture,
viewed from the vantage point of both the employees and the employers/representatives of
the organisations, depending upon the nature of organisation and the type of activity
engaged in. In this study we cover both the objective situation of work and work culture
and the subjective perceptions of the employees and employers/representatives in the
select organisations.

WORK CULTURE AND ORGANISATION CULTURE

The concept of work culture though widely used nowadays; continues to be hazy
and unformed. While scholars from the fields of management and social psychology have
variously defined the concept, there is little systematic work by sociologists on this subject. From this empirical study, we understand that the concept of work culture is an all-inclusive concept, referring to the structure; processes and the individuals involved around the focal concern of work in organisations. The various factors connoting work culture are the ethical aspects, rational aspects, organisational dimensions, attributes of individuals, work \textit{per se}, attitude to work, congenial atmosphere, and so on.

The present study has probed into the various related aspects in each of the data-based chapters. During the course of understanding the meaning of work culture and its various aspects, we came across the concept of 'organisation culture', which has been commonly used in the context of organisations. The concepts of work culture and organisation culture share an interface. Work culture is the meaning of work for the individuals inside the organisation or otherwise, while organisation culture is the shared values and norms of work found in the context of organisations. The situation of overlap between the two is found when we consider the social dimension of work, that is, the employees both as individuals and as a group in the organisations.

By exploring the understanding and perceptions of the concepts among the employers/representatives, we find that the representatives of the public sector feel that work culture is the individual behaviour at work, while organisation culture is the cumulative effect of the work culture of all the employees - it is a larger whole as compared to work culture. The private sector representatives feel that work culture is individual-oriented, while organisation culture is group-oriented. The representatives of multinational corporations feel that work culture reflects locally, while organisation
culture reflects globally. They both share an interface, and work culture depends on organisation culture.

Considering both the nature and the type of organisations, in this empirical study we have observed a common view that work culture is more individual-oriented, while organisation culture is more group-oriented. They share an interface; the social dimension of work provides a positive relation between the two. Work culture seems to depend on organisation culture in the context of organisations.

ANALYSIS OF THE EMPLOYEE PROFILE

An analysis of the employee profile throws light on the social, cultural, economic, and demographic aspects of the sample, reflecting the variations across organisations. We find that respondents with a higher mean-age are more in the public sector, indicating the existence of job security in these organisations. This may also be indicative of the fact that there have been no recruitments in the past few years in these organisations, as conveyed by the employers. In contrast, in the private sector and multinational corporations, there is no job security, and - as a consequence perhaps - there is constant recruitment of personnel. This shows the stagnant nature of public sector organisations and the dynamic nature of the private sector organisations and multinational corporations.

The software industry has respondents belonging to a lower mean-age. This is, no doubt, due to the fact that the industry is a relatively recent phenomenon. The contrast is seen in the finance organisations, which are comparatively well-developed. These findings
highlight the fact that age as a factor plays a decisive role in recruitment and retention of employees across organisations.

Analysing the sex of the employees, we find that female employees have the highest representation in the private sector, - and the lowest in multinational corporations. The male respondents are more in production and software organisations, whereas female respondents are more in the commercial organisations. Finance organisations present a more balanced situation with an almost equal distribution of male and female respondents. This could be viewed as indicating that males may have a preference for jobs in production and software organisations, while females may have a preference for jobs in commercial organisations. This could also be indicative of gender preference among employers.

The married respondents are more in public sector organisations and multinational corporations while the unmarried are more in the private sector. The married respondents are more in number in production, financial and commercial organisations, while the unmarried are more in software organisations.

The highest proportion of non-joint families is found among respondents belonging to multinational corporations, while it is the least in private sector organisations. In terms of the type of activity, it is seen that the highest proportion of respondents from non-joint-family background is in software organisations as compared with the other three types of organisation.
The average family-size of the employees is the lowest in multinational corporations and software organisations. The average family-size is the highest among the employees in commercial organisations.

Hindus constitute the majority of the sample of employees, followed by Christians, Muslims, and Others. A more or less similar distribution is seen across the nature of organisations and the type of activities they are engaged in. Comparing across organisations, it is seen that only in private sector organisations the proportion of non-Hindu employees is more. In commercial and software organisations we find a relatively better representation of non-Hindu population.

Analysing the caste background of the employees, it is found that relatively fewer Brahmins are present in the private sector as compared with the public sector and the multinational corporations. Dalits are fewer in multinational corporations as compared with the other two sectors. This could be due to the absence of reservation policy and more of skilled work in multinational corporations. Surprisingly, however, there are more Dalits in the private sector than in the public sector organisations, despite the reservation policy being in vogue in the latter. This could be due to the skewed sample, wherein Dalit respondents are engaged in unskilled work in commercial organisation belonging to the private sector. It is also significant to note that Dalit employees are absent in software organisations, featured by more of professional/executive jobs. Brahmin employees are the highest represented in finance organisations, and the least represented in commercial organisations. More Non-Brahmin higher-caste respondents are in commercial
organisations. In multinational corporations, Brahmins are more in financial and software organisations.

In the case of respondents from multinational corporations, the fathers’ educational levels are higher. Fathers’ educational levels are higher in software and finance organisations, while it is low in commercial and production organisations. An analysis of the employees’ mothers’ education indicates that respondents of multinational corporations have more-educated mothers as compared with respondents in the public and the private sectors. Respondents from software and finance organisations have more-educated mothers than those in commercial and production organisations.

Respondents in multinational corporations have a high proportion of fathers who are in professional/executive occupations, while it is much lower in the private and the public sector organisations. We also find that software organisations have the highest number of respondents with fathers in professional/executive occupations, followed by finance organisations. It is the lowest in the case of commercial and production organisations. An analysis of the employees’ mothers’ occupation indicates that the employees in the multinational corporations have relatively more working-mothers than those in the public and private sector organisations. The employees in software organisations have a relatively higher proportion of working-mothers. All the employees with mothers in professional/executive occupations (though a very small percentage of the overall sample) are working in software organisations.
An analysis of the subjective identification of the socio-economic class indicates that the middle class forms the largest section. Upper-class employees are seen only in multinational corporations and software organisations. This could be attributed to the higher salaries in these organisations and better educational/occupational family background as compared with those in the other two sectors.

We find that multinational corporations have relatively more respondents from an urban background. This may be due to the fact that the education/training of the employees in those lines are available mostly in urban areas. The public sector organisations have the least number of respondents from an urban background. The finance organisations have largest number of employees from an urban background, followed by software and commercial organisations. Production organisations have the largest proportion of rural respondents.

From an analysis of the educational qualification of respondents we find that there are more professionally qualified respondents in the multinational corporations. The production, finance and software organisations also have more professionally qualified respondents. The commercial organisations are exceptional because of the skewed sample, wherein a majority of respondents engaged in unskilled jobs have a high-school and PUC-level qualification.

We also find that the production organisations in the private sector and multinational corporations have a majority of diploma holders, who are in skill-based jobs. In commercial organisations belonging to the private sector we see a majority of
respondents having high-school qualification, which is a basic requirement of the jobs for which they are recruited. The software organisations belonging to multinational corporations have majority of professionally qualified respondents, which may be reflective of their preference for engineering professionals.

We see that a majority of organisations still follow conventional designations. The use of 'conventional' designations is the maximum in the private and public sector organisations, while the multinational corporations are using relatively more of 'new' designations. Commercial and finance organisations predominantly follow 'conventional' designations, while more of 'new' designations are followed in production and software organisations.

The average number of years served is higher in the public sector as compared with the private sector and multinational corporations. This highlights the fact that job security prevails in the public sector. We also notice a surprising trend of the least average span served in the private sector and in the software organisations. This may be indicative of the features of attrition, job-hopping, and existence of more lucrative opportunities in these organisations.

While the average number of years served in the current organisation is indicative of the stability/mobility factors from the individual's viewpoint, it is also suggestive of the organisation's viewpoint. The longer span served in a particular organisation/sector is indicative of the stagnation and monotony found mainly in the public sector. The shorter span served by the respondents in the private sector and multinational corporations may be
indicative of growth/development and changes taking place in the organisations to compete and survive in a changing market economy. Though this fact could also pose a challenging question to the private sector and the multinational corporations, in terms of retaining employees, who form an asset, by giving returns for the investment the organisations make in human resources.

The average years per promotion is the highest in the public sector as compared with the other two sectors. This could be due to the time-bound promotion system prevailing in the public sector, wherein the employees get promotion only once in every seven years or so. In the other two sectors, promotions are given once in two years or so. The average years per promotion is the least in the software organisations. This is indicative of more recognition and reward given to the jobs of the employees in software organisations.

Traditionally, organisations have had fixed working hours. In the recent past, there is an increasing trend of 'flexible' working hours. This is an important change taking place in the world of work. Fixed-timing is almost a characteristic feature of the public and the private sectors, whereas a greater proportion of multinational corporations and software organisations enjoy flexible timings. Analysing working hours in terms of gender, in general, it is observed that female respondents have relatively more fixed-timings as compared with their male counterparts. It is seen that a majority of both female and male respondents have fixed timings. Yet, the proportion of males having flexible-timings is much higher than that of females.
In the case of production organisations, the proportion of males having fixed/flexible working-hours is noticeably higher than the proportion of females having fixed/flexible working-hours. Irrespective of gender differences, employees in financial and commercial organisations have predominantly fixed working-hours than flexible hours. Whereas, in the case of software organisations, a larger proportion of males work under fixed working-hours as compared with females. But a larger proportion of females work under flexible working-hours as compared with males in software organisations. This may be due to the familial roles and responsibilities, which enjoy a higher priority among females. Also, in software organisations, typically the work is not limited to 8 hours per day, and during project closures, etc. people work for much more than 8 hours per day. In such situations, probably flexible-timings are much more preferred.

There is a preference for fixed working-hours, in the public and private sector organisations. The respondents from multinational corporations seem to favour flexible working-hours. Production, commerce and finance organisation employees prefer fixed working-hours, while software professionals stand out with a greater preference for flexible working-hours, irrespective of the sector. Females prefer more fixed working-hours as compared with males, and this is more so in software organisations.

In the public sector, a majority of the employees work for less than 8 hours a day; the reverse is the case in the private sector and multinational corporations, where a higher proportion of the employees work for more than 8 hours a day. Though not as a yardstick, this perhaps underlies the lower productivity in public sector organisations and the higher productivity in the organisations in the other two sectors. While a comparatively higher
percentage of the employees works for exactly 8 hours a day in the public sector, a very small percentage works for exactly 8 hours a day in the private sector, and none for exactly 8 hours a day in multinational corporations. The employees in software and production organisations work for more than 8 hours a day, whereas those in the finance and commercial organisations work for less than 8 hours a day.

The software industry is characterised by longer working-hours as compared with other organisations. This is not only indicative of greater effort on the part of employees in order to achieve higher productivity and development, but also of their global networks.

Analysing lunch-break, we find that the only exception to this is seen in the commercial organisations that do not follow any standard lunch-break. This could be because most of the commercial organisations are retail stores, which are open without break from morning till late evening. The employees in these organisations take breaks for their lunch in such a way that some one is always available to attend to the customers walking in.

The respondents working in multinational corporations travel more than the average distance that employees commute to work. The same is the case with the respondents working in software organisations. The respondents in production organisations belonging to the private sector and multinational corporations travel longer distances. The respondents working for financial organisations belonging to multinational corporations and those working for the public commercial organisations also travel longer distances. The respondents working for software organisations belonging to the public
sector and multinational corporations travel long distances. This may be due to the fact that these organisations are generally located in huge campuses far away from the city centre.

The respondents, both female and male, working in multinational corporations, travel longer distances. The male respondents travel longer distances to reach office as compared with their female counterparts. The female respondents working in the private sector travel the least, while their counterparts in multinational corporations travel longer distances to reach office.

PREVALENT PERCEPTIONS ON WORK CULTURE

A majority of the respondents perceive work culture in terms of the ethical aspects of work, followed by rational considerations, organisational dimension, attributes of individuals, work *per se*, attitude to work, congenial atmosphere, religious aspect and so on. Ethical aspects are emphasised by both the public and the private sector employees, while employees of multinational corporations highlight rational considerations and attributes of individuals. An analysis of some of the factors/aspects of work and work culture also helps us in understanding the prevalent perceptions on work culture.

The reasons for taking up a job reveals the priorities, underlying intentions and interests of the employees. The public sector respondents have such considerations as monetary gains and other benefits as their priority in choosing their current job, while the private sector respondents express the necessity to take up a job for basic reasons, and the respondents of multinational corporations have taken up the current job because of their
aspiration to do so. The respondents of production and commercial organisations have a grave necessity for a job, while for the respondents of finance organisations better salary and other facilities matter most. In software organisations the respondents have taken up the current job as they have an ambition to work in line with their education/training. Reasons of aspiration and ambition to take a particular job are indicative of the work interest within oneself and the job by itself would motivate the employees to work better in multinational corporations leading to a better work culture.

The age factor influences individual choice of jobs according to their life situation. This in turn would have a bearing on work attitude and work behaviour of the employees. The respondents of a lower age-group feel a grave necessity to take up a job, while ambition becomes the priority for the middle age-group respondents. The upper age-group respondents go in for better salary and other facilities, which may be indicative of higher family responsibilities. For the employees of both the sexes, grave necessity to take up a job is important, the female employees are concerned about the location of their work place, while the male employees are concerned about holding a job in line with their education. Ambition and education prove to have a positive impact on employees and this helps in developing a positive work culture.

The respondents with lower qualifications are into the current job out of grave necessity and inability to get any other job, while the respondents with higher qualifications are into jobs for salary and ambition factors. The respondents belonging to middle, lower-middle and lower class are influenced by grave necessity to take up the current job, while the respondents of upper and upper-middle class are influenced by
education/training, ambition and better salary factors. Job for the sake of one’s needs acts both as a constraint and a motivator for one to work, while education and ambition become higher level of motivators in one’s work life, which would also help in better performance and higher productivity.

Material prospects are the predominant reason mentioned by both the public and the private sectors for change of job, while inevitability as a reason predominates the responses by those in multinational corporations and software organisations. This aspect would be thought provoking to the organisations in order to maintain the human resources and also to get returns for the investment they make in their employees.

Family and kinship network plays a significant role in influencing the respondents’ attitude to life, while superiors and friends/colleagues influence the respondents’ attitude to work. This suggests that to develop a good work culture care needs to be given, right from the moulding of individuals during the early socialisation process in the family to training them to be productive employees at the work place. In both the cases the role of ‘significant others’ becomes very important. In the former case it is the family members, while superiors act as role models in the latter.

By and large work atmosphere is the predominant factor providing job satisfaction. It is security/pension, and better salary and facilities providing job satisfaction for public sector respondents; it is work atmosphere and nature of work in the case of respondents in multinational corporations. By and large, the respondents are willing to work only with
compensation, thus confirming that money is the main motivation for them to do work other than what is assigned to them.

Some of the respondents in commercial organisations belonging to the public sector and production organisations in the private sector are not satisfied with their jobs, and the main reason for their dissatisfaction concerns the salary and facilities provided to them. So, monetary rewards, facilities, work atmosphere and such other factors prove to be important in providing job satisfaction to the employees.

**PREVALENT WORK SITUATION IN ORGANISATIONS**

Relationships with superiors in the public and the private sectors are more formal, while in the multinational corporations it is more informal, a fact reaffirmed by the way the superiors are addressed. Relationship with subordinates is informal in multinational corporations and software organisations, and it is relatively formal in the other two sectors. Relationship with colleagues is mostly informal in all the organisations.

Analysing the reaction of superiors to suggestions, criticisms and mistakes pointed out we find that multinational corporations are more open, while public sector organisations are less receptive or indifferent. There is no scope for such things in private sector organisations, which may be indicative of the strict and restricted atmosphere prevalent there. Mutual understanding among the colleagues is the highest in multinational corporations, while it is moderate in the other two sectors.

These aspects show that multinational corporations have a better approach to workers in terms of relationships, communication, and understanding in their
organisations that encourage the distinct style of management as compared with the other two sectors.

The fact that the employees of multinational corporations have strong feelings about realisation of targets, and also that social activities and small-group activities are being encouraged in these organisations as compared to the other two sectors, is reflective of the keen attention paid to details like quality, efficiency, customer service on the one hand, and welfare of the employees on the other. This is indicative of a better work culture in these organisations.

The superiors use a more professional approach than the respondents, and multinational corporations use a more professional approach followed by the private sector and then by the public sector. This is suggestive of the lack of professionalism in the public sector, which is widely decried now.

Trade unions are present only in the public sector. The relationship between the management and the union in the public sector is said to be cordial, which could be due to more protective measures, including job security, prevalent in these organisations.

As regards values such as obedience, loyalty, honesty, regularity and commitment, the respondents of multinational corporations place a lower emphasis on obedience and regularity, and higher emphasis on commitment. The same is the case with respondents in software organisations. The open and flexible nature of these organisations moulds the employees to be more rational and responsible to themselves and to others. The feature of
commitment and devotion to work is expected to be within oneself rather than being enforced on them by external sources.

Lastly, the employees in multinational corporations and software organisations feel good most about identifying themselves with their organisation, as compared with their counterparts in the other two sectors. This 'we-feeling' helps to contribute the best of team-work possible in these organisations.

**FACTORS INFLUENCING WORK CULTURE**

The public sector respondents are not as motivated in their work as their counterparts in the other two sectors. Lack of motivation in the organisation itself and politics are found to demotivate the employees in the public sector, while time stress inhibits motivation among the respondents of the private sector.

Analysing the use of casual leave we find that the public sector employees use it most and it is used the least by those in multinational corporations. It is generally found that fixed timings and greater use of CL and flexible timings and lesser use of CL go together.

The respondents in multinational corporations are most open to changes adopted in the organisation, followed by those in the private sector. The employees in public sector organisations are more resistant to changes and even reject them.

An analysis of incentive schemes shows that public sector organisations follow group-incentive schemes, while private sector organisations follow more individual-
incentive schemes, and multinational corporations follow a mix of both. It would be appropriate to recognise/reward the employees by giving them both types of incentives, considering their efforts/contribution both as individuals and as members of a team in organisations.

We find that the respondents in the public sector experience job-stress due to lack of facilities, while the private sector respondents get stressed due to time-bound projects and lack of role clarity, and those in multinational corporations get stressed due to time-bound and multiple projects. Providing facilities and adopting methods to ease work pressure will help in having a positive impact on work culture in organisations.

About opportunities for personal development and career advancement, we find that it is prevalent in multinational corporations as compared with the other two sectors. This leads to a better work culture in these organisations.

To sum up, we can say that factors like job satisfaction, cordial relationship between management and union, open attitude of superiors, good facilities, openness to change, characteristics/values of employees, social activities, opportunities for personal development and career progression, solving work-related problems, good communication pattern and understanding among employees, all have a positive relation with work culture, while job-stress factors like lack of co-operation, rigid rules and regulations and politics/partiality in the organisations have a negative bearing on work culture in organisations.
PERCEPTIONS ON IMPACT OF LIBERALISATION

Considering 'liberalisation' as a benchmark for the change in work scenario in general, and organisations in particular, in contemporary times, this study has tried to find the perceptions of employers/representatives on the impact of liberalisation on organisations.

The public sector organisations feel that liberalisation has had some indirect effects through increased competition, increased quality, etc., post-liberalisation. The private sector organisations opine that there have been no changes post-liberalisation. For some organisations, liberalisation has acted as an opportunity, as it has brought in a competitive environment. The multinational corporations feel that there have not been many changes as far as they are concerned; multinational corporations are, in fact, the result of liberalisation.

Analysing across organisations, it is found that in the public production organisations a positive impact of liberalisation is felt, as there are some changes adopted in marketing their goods. Free imports are made available at competitive prices. The production organisations in the private sector started post-liberalisation are born with the benefits of liberalisation, while the establishment of multinational corporations engaged in production activity is itself an impact of liberalisation.

In the finance organisations, the transition is found to be faster when compared with the production organisations. Many changes have taken place in the finance organisations belonging to the public sector with regard to customer services, which have
catered to piece-segment growth because of computerisation and extended working-hours; the other changes are said to be diversification of loans and removal of restrictions. The finance organisations belonging to multinational corporations are impacted with some change post-liberalisation. There is flexibility in law along with some reforms in administration and liberty in public commercial organisations, while private commercial organisations have adopted some changes post-liberalisation.

The public software organisations have adopted some technological changes for betterment on the eve of liberalisation, while the private software organisations have felt a competitive environment created by liberalisation and that has opened up opportunities for them through new projects, outsourcing and so on. The software organisations belonging to multinational corporations are themselves an impact of liberalisation. In general, the organisations have felt that liberalisation has resulted in some changes because of western influences and global entities, and that there is a vast change in work culture. The respondents have also expressed that employees have become alert, as job security can no longer be taken for granted. It is also said that liberalisation has brought in more openness/transparent functioning and that there is a focus on integrity in the organisations.

Considering the actual situation and perceptions of the respondents in organisations we notice a transition in the ideology of organisations and their practices as we move from old public sector and private sector organisations to the new private sector organisations and multinational corporations. This study thus shows that the nature of ownership is not the sole determinant factor for a particular type of work culture
prevailing in any organisation. This is in line with Sinha’s observation ‘the nature of ownership is not necessarily the determining factor’ (2000: 40, 199).

We observe change across organisations to survive and compete in today’s challenging world. In order to achieve goals of productivity, profitability, customer satisfaction, organisation growth and development, organisations in the public sector, the private sector and multinational corporations are trying to adapt changes and move with the changing trends.

We see a transition from British-style of Indian management to American-style of Indian management, with features such as increasing flexible working hours, informal relationships and communication patterns, open attitude to change and many other aspects of functioning, fewer levels of hierarchy leading to a flat organisation structure, and so on. We see a march from the British-style of emotional aloofness and high control, to an emotional approach of nations of the East blend with American-style of flexible processes and flat structures. The pace at which changes are taking place in organisations, in each of these sectors seems to vary, which may be due to openness and flexibility in one’s attitude apart from other societal factors. This ideational aspect of work culture forms the focal point in influencing the behavioural and structural aspects of work culture in organisations.

To sum up, we see that organisations belonging to multinational corporations followed by those in the private sector show a positive trend indicating prevalence of better work culture when compared with the public sector.
Some features like high rate of attrition, job-hopping for reasons of pay and burnout, very long working hours leading to an imbalance in personal and professional lives, existence of job stress due to time boundaries, multiple projects, work effectiveness with the existence of duplication of effort between jobs and departments and so on prevailing in multinational corporations and the private sector may prove to be fatal in the long run, in terms of resources going down the drain instead of being an investment, to both the individuals and the organisations. These features may reaffirm the opinion of respondents that there is no ideal work culture prevalent in any of the organisations. The features of lack of facilities and politics existing in public sector organisations could be set right by better maintenance of facilities and encouraging transparent processes in these organisations.

'Prevention is better than cure', as the adage goes, it is important to develop a conducive work culture to enable Indian organisations to cope well with the processes of economic restructuring and global competition by giving proper attention to various aspects, beginning with the socialisation process to training individuals to be productive employees in work-life. Apart from moulding individuals with positive work attitude, fulfilling the needs and welfare of the workers to make their work-life better is of great importance. A more open, social and humane approach to work and workers by the management becomes very essential to inspire and integrate the workers in organisations, which will also improve their work life.

Organisations providing optimal working conditions, atmosphere and facilities help employees to develop and sustain their work interests. Recognition and monetary
rewards motivate the employees to work better and also provides job satisfaction. Structure, supervision and management styles in organisations need to be conducive in achieving the aims of efficiency, productivity and profitability in organisations. Processes such as recruitment, training, performance appraisals and promotions need to be very thoughtful in order to address some of the issues and help the organisations to promote a better work culture. Proper care regarding framing policies and programmes, considering various work-related aspects at different levels in organisations, and implementation of the same at proper time proves to be a source of competitive advantage as 'time is money'. So, a comprehensive, integrated and indigenous approach will help to develop a better work culture.

We can conclude that individual, familial, organisational and societal factors altogether play an important role in building work culture, both at individual and organisational levels. According to Rig Veda, 'aa no bhadrah krithavo yanthu vishwathah' (let noble thoughts come from everywhere). In the context of liberalisation in India, enterprises welcoming and incorporating ideas, processes, practices, and styles of management into their work-life, from countries all over the globe is a positive sign. At the same time, as Rabindranath Tagore said, 'I would let the winds of the world blow through the doors and windows of my house but I will not be blown away'. Adoption of liberalisation policy and the subsequent changes in ideas, processes, practices and styles of management would prove purposeful, progressive and contributing to stability of the larger whole, only when the socio-cultural context of the native land is properly understood and managed in a balanced way.