Study of Organization Culture in Power Sector Organizations

Jallavi Panchamia
D.M. Petonjee

Abstract
This study is an attempt to evaluate cultural ethos using OCTAPACE profile which shows how much each ethos is valued and believed by managerial and non-managerial employees of power sector organizations. A sample of 432 staff members including technical, quality control and managerial staff was administered the OCTAPACE questionnaire. This instrument containing 40 items gives the profile of the organization’s ethos in eight values. These values are Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. Using statistical tests, major findings confirmed that Confrontation and Authenticity are valued lower as compared to other ethos such as Proaction and Experimentation, which are valued higher among the employees. From correlation analysis, it is observed that the highest positive correlation is between Autonomy and Experimentation whereas the lowest negative correlation is between Confrontation and Collaboration. Results of Mann Whitney U test concluded that the perception of managerial and non-managerial employees towards their organization culture is uniform irrespective of their work profile in the organization.

Key words: Organization Culture, OCTAPACE profile, Ethos.
Introduction

In India, the electricity sector is primarily controlled by the Government of India's public sector undertakings (PSUs). India is the world's 6th largest energy consumer, accounting for 3.4% of the global energy consumption. The demand for energy has grown at an average of 3.6% per annum over the past 30 years due to India's economic rise. As per the report of Associated Chambers of Commerce and Industry of India (ASSOCHAM), out of the total Rs 31.3 lakh crore investments made in the power sector across India, Gujarat attracted over Rs 5.3 lakh crore from public and private sources. During the period between 2004-05 and 2012-13, Gujarat attracted over 17% of the total new investments made in the power sector, which is the highest among states. On one hand, the power sector is emerging as a fastest growing sector to fulfil the power shortage, while, on the other hand, the power sector has been facing a number of challenges on account of inadequate conventional fuel supplies, growing gap between fuels' supply and demand, costs of imported fuels, project financing and rupee devaluation, transmission/open access constraints, unviable distribution segments due to power pricing, high cost of land acquisition, lack of experience in awarding global contracts and delay in granting statutory approvals. Apart from these technical and explicit challenges, the employees of power sector organizations are facing numerous embedded issues such as high attrition of technical experts, increasing stress level and low morale among human resources.

To face the ensuing challenges of the business environment, it becomes necessary to bring about changes by all those involved in managing the economic, social and political institutions at various levels by being effective and efficient in their roles (Pestonjee et. al., 1999). The Indian power sector is going through a period of evolution and the future is likely to see considerable changes in meeting the demand against inadequate supply and the roles of various players in the industry. The power sector scenario in India is expected to evolve into a more developed stage. In order to ensure that such organizations run efficiently and effectively with minimum obstacles, organizations' culture needs to act as a catalyst. The role of organizational culture in organizational performance is gaining significant consideration across India especially in the present volatile and highly competitive environment of the power sector. Practitioners and researchers have realized that organizational culture influences employee performance (Lee & Yu, 2004) and organizational performance significantly (Saeed & Hassan, 2000, Hsu et al., 2009) including financial performance of the company (Jafri, 2012).

Despite a lot of research done on organizational culture, there has been no universal agreed upon definition for the construct. Most of the definitions provided for the construct indicated that it is a shared system of values, beliefs, and attitudes that are common among the organizational individuals and influence their judgments (Mckinnon et al., 2003). Culture shapes employees' attitudes, values, motivation, and performance (Lather et. al.,2010). Culture has been seen as the lens through which employees see organizational expectations and obligations. Culture serves as one of the most effective managerial control mechanisms in organizations, since performance standards are enforced by the employees rather than by top bureaucratic rules and regulations (Krawleski et al., 1996). Schein (1992) was of the view that culture is a pattern of shared basic assumptions that the group learns as it solves its problems of external adaptation and internal integration, that has worked well enough to be
considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

Organizational culture has been the focus of exploration for researchers since a long time. Various dimensions of organizational culture such as communication, training and development, rewards and recognition, risk taking, creativity and innovation, team and people orientation, result orientation, etc. have been explored in relation to several different organizational outcomes. However, no studies have been undertaken to explore organizational culture of the power sector in Gujarat. The present study attempts to probe into the dynamics of organizational culture in the power sector organizations of Gujarat by focusing on values, ethos and beliefs through the OCTAPACE framework. The objectives of the study are:

1. To evaluate the eight ethos of the OCTAPACE profile in power sector organizations.
2. To compare the cultural profile between managerial and non-managerial employees of organizations.

**Literature Review**

Many research studies have demonstrated a positive influence of organizational culture on employees. The concept of OCTAPACE culture is illustrated by the occurrence of Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation. It deals with the extent to which these values are nourished and perceived by employees in the organization. Empirical studies conducted by Rohmetra (1998), Rao & Abraham (1999), Alphonsa (2000), Bhardwaj & Mishra (2002) and Kumar & Patnaik (2002) indicate that the culture of the OCTAPACE values is imbibed in the culture of many organizations to a good or moderate degree. These values certainly help in nourishing a climate of continuous development of human resources. The OCTAPACE culture is one of the important elements of the HRD climate. Solkhe (2013), in his study on organization culture using the tool of OCTAPACE profile, found that the public sector has high value and belief of eight dimensions in comparison to private sector organizations. Findings of his study concluded that all significant intra-correlation among eight ethos are positive. The highest positive correlation was found between Confrontation and Trust, which indicates Confrontation among employees foster Trust in the organization. Autonomy was the only variable having a negative correlation with Confrontation, Trust and Authenticity. Results of mean scores of all eight ethos showed a low score for Trust and Autonomy, which was consistent with the results achieved by Famina (2009) and Jafri (2012). Famina found from the study done on a Kerala state financing enterprise that the mean score of Proaction, Collaboration and Experimentation were highest while Trust got the lowest mean score. Results indicated that the organizational leader and the seniors don’t support and promote the climate of Trust among employees. These results differ from the findings of Sharma and Sharma (2010), which depicts positive association between organization culture and charismatic leadership.

Organization culture has been linked with other constructs such as organizational commitment, employee engagement, learned helplessness, managerial effectiveness, HRD climate, organizational performance, organizational role stress, etc. in the past. One of such studies by Jafri (2012) includes the linkage of culture with three types of commitments. His findings indicate that the highest observed cultural
ethos includes mainly Openness and Proaction. The Proaction dimension was found to be the predictor of continued commitment in organizations. Further, it reveals the high influence of Collaboration and Autonomy on affective commitment. That means, working together and in teams helps in addressing organization problems more effectively, and this may probably promote emotional attachment between colleagues and with the organization. Earlier studies indicated that the culture of OCTAPACE values is practiced in varying degrees in the organization. Kumar (1997), in his study on the contribution of training towards HRD culture/climate/values, found that most of the 'OCTAPACE' values in the sample organization were perceived above the level of 'low'. However, in some cases, the 'OCTAPACE' culture is yet to take roots. Azmi and Sharma (2007) compared the OCTAPACE profile of Banking and IT sectors in India. In the study, it was found that the mean score of banks on Confrontation, Trust, Authenticity, Autonomy and Collaboration is towards the higher end of the norms.

On the other hand, Pareek (1997) established that the mean score of IT companies on Openness, Proaction and Experimentation is found to be towards the higher end of the norms. The results suggest that although culturally the two sectors do not significantly differ, significant differences may exist within firms in the IT sector, though firms within the Banking sector do not significantly differ. Sheth (2005) suggested the OCTAPACE culture as a change agent for HRD intervention. In his study, he found employees’ perception of environmental change at a slow pace, lack of employee commitment to learning, lack of investments in developing employee competencies and motivation, as some of the difficulties being faced by organizations in the changed situation of liberalization, privatization and globalization. Saxena and Shah (2008) studied organizational culture with the help of the OCTAPACE profile and found the effect on Learned Helplessness attributions in R & D professionals. Organizational culture variables are negatively related to the Learned Helplessness attributions. In examining this relationship, it has been seen that all the eight dependent variables are quite closely related and create a well-defined dimension for representing other attributions. Wallach (1983) studied the strength of organizational culture and its relationship with organizational performance, perceived effectiveness and success among managers in private sector organizations. A positive correlation was observed between organizational culture, organizational performance, individual effectiveness and success. The performance of an organization with strong culture was better than that of organizations with weak culture. The results also indicated that organizations with strong culture registered a considerable increase in surplus and profits as compared to organizations with a weak culture.

Jain, Mehta and Bagai (2014) concluded from the study done on the employees of Indian nationalized banks that Openness and Confrontation were perceived and valued higher in organizations. This is in contradiction with the findings of Raval (2014), which shows Openness was valued lower among employees of the banking sector. Raval further compared the cultural ethos between the banking sector and the hospitality sector to show the difference in perception held by employees. The findings of the study reveal that the hospitality sector scores extremely high on Openness, Proaction and Experimentation, whereas, the banking sector scores low on these ethos.

**Conceptual Framework**

Since its introduction by Pareek (1997), the OCTAPACE profile has been widely used for measuring the
prevalence of ethos which include Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation in an organization. It represents the extent to which these eight ethos are promoted in organizations and how these are perceived by their employees.

According to Pareek, Openness can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness. It may depict the practice of taking and giving feedback or criticism without any apprehension in the organization. This dimension shows the readiness of the management and the employees to adapt to the requirement of the situation. Confrontation means facing rather than shying away from difficulties and problems. It also depicts profound analysis of interpersonal problems. It represents the tendency of an individual to face the challenges and problems in spite of all odds. Trust is reflected in how employees maintain the confidentiality of data/information shared by other members and do not misuse it. Trust among employees brings a sense of assurance that others will not act opportunistically. It instils the climate of mutual obligation and commitment. The degree of Trust and its absence among the various members and groups in the organization affect the climate of the organization to a large extent. The extent to which the organization believes in its people is reflected in the rules of the organization and control measures; the greater the control, lesser the trust (Pestonjhee & Desai, 1993). Authenticity stands for congruence between what one feels, says and does. It is reflected in accepting one’s mistakes without defensiveness and transparency in sharing of feelings. Sometimes it is observed that it goes hand in hand with Openness in the organization. If employees follow Authenticity in their behaviour, the chances of distortion of information get reduced in the organization. Proaction means taking a meaningful initiative and preventive action, and calculating the payoffs of an alternative course before taking action (Pareek, 1997). It shows the willingness of employees to take meaningful steps until the goals are achieved. They believe in taking significant action before its need arises in the organization. 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 fosters the feeling of accountability among the employees. Autonomy refers to reducing the practice of seeking approval for every planned action. Collaboration is giving help to, and asking for help from, others. It means working together (individuals and groups) to solve problems and showing team spirit. It promotes the team’s efficacy, improves communication and results in optimum resource sharing in the organization. Automatically, it decreases the avenue of illegitimate politics and stress in the organization. Better Collaboration leads to participation of more employees in decision making and implementation in the organization. Experimenting means using and encouraging innovative approaches to solve problems, using feedback for improving, taking a fresh look at things and encouraging creativity. It will encourage the climate of innovation and change which is today’s requirement in any organization.

It is noted that these eight ethos can act as a catalyst in improving employees’ morale and their performance. Openness combined with Proaction encourages self-expression and discovery of new approaches. If employees have high team efficacy, it provides the strength to the organization to perform. Confrontation of problems increases the problem solving capacity of groups and the organization. Trust...
and Authenticity reduce negative emotions and undue stress among people in the organization. When employees mean what they say, annoyance gets reduced. Autonomy and Experimentation provide opportunities for people to create organizational spaces for themselves.

The present study assumes that strong culture can be a key to an organization’s success. According to Adewale and Anthonia (2013), organizational culture can make a positive difference in the organization’s performance, if perceived values are strongly held among employees. Therefore, it is imperative to consider the degree of prevalence of cultural ethos held in the organization before making any kind of decision by the management. The present study intends to evaluate and compare the eight cultural ethos in power sector organizations of Gujarat, India.

In light of the objectives of the study, the following null hypotheses have been proposed.

H1: There is no significant difference in the mean score of cultural value and belief between managerial and non-managerial employees of the organization.

H2: There is no significant correlation among the eight ethos of the OCTAPACE profile for employees.

Data and Methodology
This study has been carried out at one of the large power sector organizations at Gandhinagar, Gujarat. In order to collect data of employees’ perception towards organization culture, a standardised questionnaire developed by Pareek (1997), was used. The OCTAPACE profile - a 40-item instrument was used to measure the extent to which employees believe and value these eight ethos (Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation) on continuum of 4-point scale. Each cultural ethos was measured based on the response on 5 items per ethos including value and belief. To check the reliability of data, all items were tested in terms of Cronbach’s alpha values, which were found in the range of 0.62 to 0.75, proving that the instrument taken was reliable. The instrument is divided into two sections. In section 1, twenty four statements (three statements for each of the eight ethos) have been given to measure the extent to which these ethos are valued in the organization by their employees. In section 2, sixteen statements (two statements for each of the eight ethos) have been given to measure the extent to which these eight beliefs are shared among employees in the organization. The overall reliability of the instrument considering all the items was obtained as 0.71 (Cronbach’s alpha).

The questionnaires were personally administered to 500 employees. Respondents voluntarily completed the questionnaires either during office hours or by taking them home. To encourage honest responses, both verbal and written assurances of confidentiality were given to potential respondents. A total of 447 responses (89.3 percent) were received from the organization, of which 432 responses were usable. These respondents were categorized into Managerial employees (n=235) and non-managerial employees (n=197) as per their work profile in the organization. The average age of the respondents was 32.17 years (SD = 7.18). Out of 432 responses, 235 respondents were from the managerial cadre such as senior officers, managers, supervisors and clerks, and the other197 respondents were from the non-managerial cadre such as engineers, production officers, design engineers, operators, inspectors and draft men. The
respondents were predominantly men (approx. 90.15 percent). Average tenure in the current organization was 9.61 years.

The methodology used essentially involved collection of information from managerial employees from human resource, marketing, legal, purchase and commerce departments and non-managerial employees from production, design, engineering and quality control departments. The objectives of the study were to evaluate the eight ethos of the OCTAPACE profile in power sector organizations and to compare the cultural profile between managerial and non-managerial employees of the organization. Now, before testing the hypotheses of the study using statistical tests, the Kolmogorov-Smirnov test was applied on data to check the status of normality. Since data was not normally distributed, a non-parametric test - Mann-Whitney-U was applied on data to test the hypotheses. Further, Karl Pearson’s correlation test was applied to evaluate intra-correlation among eight ethos of organization culture.

Data Analysis
In order to test the hypotheses, it is required to apply Student’s t-Test which has an underlying assumption that the sample is drawn from normally distributed population (Bajpai, 2005). To test this assumption, the Kolmogorov-Smirnov test (K-S test) has been used. From the p-value of K-S test shown in Table-1, we can reject the null hypothesis (i.e. H : sample population is normally distributed) at 5 percent level of significance. Therefore, it is concluded that the data has not been drawn from normally distributed population and thus Student’s t-Test cannot be applied. Therefore, non-parametric test such as Mann-Whitney-U will be applied.

Table 1: Kolmogorov-Smirnov Statistics

<table>
<thead>
<tr>
<th></th>
<th>Openness</th>
<th>Confrontation</th>
<th>Trust</th>
<th>Authenticity</th>
<th>Proaction</th>
<th>Autonomy</th>
<th>Collaboration</th>
<th>Experimentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most Extreme Positive Differences</td>
<td>Absolute</td>
<td>.139</td>
<td>.217</td>
<td>.281</td>
<td>.150</td>
<td>.189</td>
<td>.122</td>
<td>.161</td>
</tr>
<tr>
<td></td>
<td>Positive</td>
<td>.139</td>
<td>.072</td>
<td>.039</td>
<td>.044</td>
<td>.147</td>
<td>.017</td>
<td>.161</td>
</tr>
<tr>
<td></td>
<td>Negative</td>
<td>-.078</td>
<td>-.217</td>
<td>-.281</td>
<td>-.150</td>
<td>-.189</td>
<td>-.122</td>
<td>-.108</td>
</tr>
<tr>
<td>Kolmogorov-Smirnov Z</td>
<td>.795</td>
<td>1.240</td>
<td>1.605</td>
<td>.858</td>
<td>1.081</td>
<td>.699</td>
<td>.922</td>
<td>.477</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.048</td>
<td>.043</td>
<td>.012</td>
<td>.453</td>
<td>.019</td>
<td>.713</td>
<td>.034</td>
<td>.977</td>
</tr>
</tbody>
</table>

In order to test the hypothesis H1, which assesses the perceptual difference of managerial and non-managerial employees with respect to organizational culture, Mann-Whitney U Test was applied. Results have been depicted in Table 2.
Table 2: Summary of Mann-Whitney U Statistics

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Variable</th>
<th>Managerial Employees Mean rank</th>
<th>Non-managerial Employees Mean rank</th>
<th>Mann-Whitney U</th>
<th>Z value</th>
<th>p-value (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Openness</td>
<td>63.68</td>
<td>69.88</td>
<td>1957.00</td>
<td>-0.942</td>
<td>0.346</td>
</tr>
<tr>
<td>2</td>
<td>Confrontation</td>
<td>72.47</td>
<td>59.33</td>
<td>1730.00</td>
<td>-2.007</td>
<td>0.045 &lt; 0.05</td>
</tr>
<tr>
<td>3</td>
<td>Trust</td>
<td>72.19</td>
<td>61.68</td>
<td>1750.00</td>
<td>-0.208</td>
<td>0.058</td>
</tr>
<tr>
<td>4</td>
<td>Authenticity</td>
<td>67.04</td>
<td>65.85</td>
<td>2121.00</td>
<td>-0.181</td>
<td>0.857</td>
</tr>
<tr>
<td>5</td>
<td>Proaction</td>
<td>65.88</td>
<td>67.25</td>
<td>2115.00</td>
<td>-0.208</td>
<td>0.835</td>
</tr>
<tr>
<td>6</td>
<td>Autonomy</td>
<td>71.93</td>
<td>59.98</td>
<td>1769.00</td>
<td>-1.825</td>
<td>0.068</td>
</tr>
<tr>
<td>7</td>
<td>Collaboration</td>
<td>63.65</td>
<td>69.95</td>
<td>1955.00</td>
<td>-0.949</td>
<td>0.342</td>
</tr>
<tr>
<td>8</td>
<td>Experimentation</td>
<td>64.80</td>
<td>68.54</td>
<td>2083.00</td>
<td>-0.570</td>
<td>0.569</td>
</tr>
</tbody>
</table>

From Table-2 above, it can be seen that the mean rank of the cultural values for managerial employees are greater than the mean rank of non-managerial employees. However, looking at the p-values, it can be interpreted that the difference between the mean ranks of managerial and non-managerial employees are not statistically significant at 5 percent level of significance, except a noteworthy case of “Confrontation” which shows a p-value of 0.045. It refers to the significant difference in the perception of managerial and non-managerial employees towards the cultural ethos of Confrontation. It might be because managerial employees are more involved in non-standardized tasks and decision making where the probability of interpersonal disagreement and conflict is higher than in case of non-managerial employees. It is noted from the results of Mann Whitney U test that there is no significant difference in perception of managerial and non-managerial employees towards the belief and value of organization culture. Hence, we cannot reject the null hypothesis.

Descriptive Statistics and Correlations

Research hypothesis H was addressed by examining the correlation among eight cultural variables. The mean, standard deviations and correlations among study variables are given in Table 3. The correlations are modest and in the range of 0.273 to 0.728.

Table 3: Mean, Standard Deviations and Intra-correlation of OCTAPACE ethos

<table>
<thead>
<tr>
<th>Ethos</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>O</th>
<th>C</th>
<th>T</th>
<th>A</th>
<th>P</th>
<th>An</th>
<th>Co</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness (O)</td>
<td>2.74</td>
<td>0.70</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confrontation(C)</td>
<td>2.65</td>
<td>0.52</td>
<td>0.289</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust(T)</td>
<td>2.70</td>
<td>0.62</td>
<td>0.711</td>
<td>0.042</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authenticity(A)</td>
<td>2.62</td>
<td>0.70</td>
<td>0.592</td>
<td>0.208</td>
<td>0.327</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proaction(P)</td>
<td>2.90</td>
<td>0.75</td>
<td>0.323</td>
<td>-0.095</td>
<td>0.425</td>
<td>0.642</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autonomy(An)</td>
<td>2.82</td>
<td>0.57</td>
<td>0.626</td>
<td>-0.112</td>
<td>-0.273</td>
<td>0.113</td>
<td>0.651</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration(Co)</td>
<td>2.83</td>
<td>0.67</td>
<td>0.623</td>
<td>-0.362</td>
<td>0.552</td>
<td>0.611</td>
<td>0.670</td>
<td>0.535</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Experimentation(E)</td>
<td>2.87</td>
<td>0.62</td>
<td>0.555</td>
<td>0.102</td>
<td>0.110</td>
<td>0.537</td>
<td>0.650</td>
<td>0.728</td>
<td>0.565</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at 0.01 level (2-tailed)
It is observed that all the cultural ethos are valued above average. The highest valued ethos is Proaction (mean = 2.90, S.D. = 0.75) and the lowest valued ethos is Authenticity (mean = 2.62, S.D. = 0.70). The mean scores of these ethos indicate that employees are highly motivated to take initiatives and willing to put their effort for goal achievement. They are ready to experiment new ways and means for task accomplishment since they believe in Experimentation (Mean = 0.87). Employees perceive less Authenticity compared to other values in the organization. It is also evident from the mean scores that employees believe in Openness and Trust to be very important for strong organizational culture.

From the correlation matrix, the highest positive correlation has been observed between Autonomy and Experimentation with the coefficient value \( r = 0.728 \), which indicates that the two variables explain the variance to the extent of 52.99 percent. Thus, it is inferred that Autonomy and Experimentation share a significant positive association, which depicts that if employees are given adequate freedom for their action and decision making, their ability to experiment increases in organization. It is required to foster the environment of freedom for innovation and creativity. It is also found that the ethos of Openness, Authenticity and Collaboration are significantly correlated to all the other seven cultural ethos in the organization. Hence, it is believed that if these three ethos are highly valued, other ethos will also be valued to a great extent. The correlation value of 0.711 between Openness and Trust reveals that if employees do not hide the information and facts, their Trust increases towards each other. It seems that both of these values go hand in hand.

Apart from these two positive correlations, other correlations between variables are found to be moderate to low. Some negative correlations were also observed, but they are insignificant except for two values. One of them is between Confrontation and Collaboration, which was found to be -0.362. This value depicts the tendency of employees to prefer working alone rather than in Collaboration with others to avoid the situation wherein conflict or interpersonal problems may arise. Employees might believe that the situation of teamwork leads to problems and other challenges. Another significant negative correlation has been found to be between Autonomy and Trust at -0.273. It shows that if employees are given adequate Autonomy, they may exploit the given freedom. It is possible that misusing of freedom may lead to distrust among employees in the organization.

**Results**

The results of Mann-Whitney-U test refer to an insignificant difference in the perception of managerial and non-managerial employees towards the belief and value of organization culture except in case of ‘Confrontation’. This is inconsistent with the findings of the study (Niranjana and Pattanayak, 2005) which reflected that employees did not differentiate in the perception of organizational ethos in terms of their positions occupied in the hierarchy. It is noted from the correlation matrix that almost all the ethos show low-to-moderate association with each other, with the exception of the association observed between Autonomy and Experimentation which was high positive.
Table 4: Comparison of mean scores and suggested norms

<table>
<thead>
<tr>
<th>OCTAPACE profile</th>
<th>Average observed value</th>
<th>Norms high</th>
<th>Norms low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness</td>
<td>2.74</td>
<td>3.4</td>
<td>2.6</td>
</tr>
<tr>
<td>Confrontation</td>
<td>2.65</td>
<td>3.4</td>
<td>2.6</td>
</tr>
<tr>
<td>Trust</td>
<td>2.70</td>
<td>3.4</td>
<td>2.6</td>
</tr>
<tr>
<td>Authenticity</td>
<td>2.62</td>
<td>2.8</td>
<td>2.0</td>
</tr>
<tr>
<td>Proaction</td>
<td>2.90</td>
<td>3.4</td>
<td>2.6</td>
</tr>
<tr>
<td>Autonomy</td>
<td>2.82</td>
<td>3.2</td>
<td>2.2</td>
</tr>
<tr>
<td>Collaboration</td>
<td>2.83</td>
<td>3.4</td>
<td>2.6</td>
</tr>
<tr>
<td>Experimentation</td>
<td>2.87</td>
<td>3.2</td>
<td>2.2</td>
</tr>
</tbody>
</table>

Finally, the calculated means of OCTAPCE ethos of culture have been compared with low and high norms for OCTAPACE suggested by Pareek (1997) and they are presented in Table 4. The table values show that the mean scores of the observed eight ethos fall roughly in between the suggested norms. Interestingly, it is seen that 'Authenticity' was lowest valued in comparison to other ethos but it is nearer towards the higher end of the suggested norm. The suggested norm gives an ideal picture of culture regardless of other factors affecting the culture. Since Authenticity has a range of lower values (i.e. 2 to 2.8) in comparison to all the other ethos, it can be interpreted that employees do not perceive it high in general. It is noted that employees believed and valued 'Authenticity' to a great extent in the organization. The mean scores on 'Autonomy' and 'Experimentation' are towards the higher end of the suggested norms while the mean score of 'Openness', 'Confrontation' and 'Trust' were found to be towards the lower end of the norms, which can be interpreted from Figure 1.

![Figure 1: Comparison of mean scores and suggested norms](image-url)
It is depicted from the results that the employees perceive their boss and their colleagues to be authentic in their behaviour. They believe that they have been given enough freedom to accomplish their task with their own innovative and creative ways and means. It is also inferred from the data obtained that employees were not involved in Confrontation (mean score= 2.65, nearest to lower value of suggested norm) which shows their avoidance behaviours. To deal with these types of situations, the organization should provide role-clarity and necessary support systems for problem solving. It is also believed that Openness and Trust go hand in hand, since both are perceived to be equally important by employees in the organization.

Conclusions
The present study uncovers the culture of organizations in the power sector. The main objective of the study was to evaluate and compare the cultural ethos between managerial and non-managerial employees of the organization. Power sector organizations are characterized with complex work profile, high attrition and stressful work-life among employees. Results have been drawn from a sample set of 432 employees of age range from 22 to 53 years and designation ranges from operator to assistant general manager of various departments of a power sector organization. It is inferred from the results that all the cultural ethos are valued above average. The highest valued ethos is Proaction and the lowest valued ethos is Authenticity. The findings revealed that there is no difference in the perception between the managerial and the non-managerial employees towards the organization culture. This indicates that there is a strong integrated work culture prevailing in the organization. This result was consistent with the findings of the study done in the health sector (Panchamia, 2013). It is found that the ethos of Confrontation was the only variable, which was significantly valued higher among managerial employees in comparison to non-managerial employees. The significant correlation between various ethos of culture ranges from 0.728 to -0.273. Result shows that Openness, Proaction and Collaboration have a strong association with other ethos in the organization.

Managerial Implications
The results yield several implications for practicing managers. It may be suggested to the management to foster communication, standardized procedures and fair practices to enhance authenticity in the organization, as Authenticity was valued the lowest among employees. In order to foster communication, employees should get ample of opportunities to socialize with their peer group members and their seniors, which may be through official excursions and social gatherings. Even frequent staff meetings can enhance communication among employees, where they get the opportunity to interact with their seniors. Findings of the study also reveal that managerial employees perceive Confrontation at a lower level compared to non-managerial employees. In order to increase Confrontation among managerial employees, they should be encouraged to share their opinion and ideas without any fear; in other words, the organization should promote the climate of Confrontation and Trust among the employees. Organizational leaders should formulate the vision of the organization that consistently remindsthe employees about the organization’s core values.

Limitations and scope for future research
Even though the study provides several meaningful inputs, it is not without potential limitations. A number of important limitations need to be considered. First,
self-reported measures are usually affected by response bias and are sometimes inaccurate, as some of the respondents could have been tempted to provide socially acceptable responses (Zikmund, 2002). Though the respondents were assured of the confidentiality of their responses, some of them may have refrained from giving some vital personal information. Second, like most of the other studies, this study was also cross-sectional. To better understand the perception of employees towards their organization’s culture, it is advisable to use longitudinal studies. And last, the findings of the study would have been different if a larger number of organizations in the power sector and a larger number of respondents were covered for data collection.

The present study was an attempt to analyze the organization culture by evaluating only eight dimensions using the OCTAPACE profile (Pareek) though there can be some other dimensions which may constitute the organization culture. Further studies can be carried out to measure and study the organization culture using other profiles and dimensions which remained unmeasured here. Also the nature of industry can be varied and sample size be increased to improve the generalization of the results.

References


http://search.ebscohost.com


**Jallavi Panchamia** is an Assistant Professor of Organization Behavior and Human Resource Management area in S.K.Patel Institute of Management, Gandhinagar. She is currently pursuing her doctoral degree in Management from CEPT University, Ahmedabad in the area of Organization Behaviour. She is UGC-NET qualified with more than a decade of academic experience. Her research interests include Organization culture, Perceived organizational support and commitment. She can be reached at: jallavi@yahoo.co.in.

**D.M. Pestonjee** is currently associated with School of Petroleum Management, PanditDeendayal Petroleum University, Gandhinagar, as GSPL Chair Professor since July 2009. He has about five decades of experience in teaching and research. He was the Professor of Organization Behaviour in the Indian Institute of Management, Ahmedabad (IIMA) from 1979 to 2001. He was also conferred the title of Honorary Professor at Dr. Albert Schweitzer International University, Geneva. He has successfully groomed 35 Ph.D. candidates and is the co-author of many books and has over a 100 research articles to his credit. He has been advisor to International Organizations in WHO, USAID and OXFAM. He was an elected member of UNESCO. He has been associated with several prestigious national and international organizations like ICSSR, AICTE, ICMR and UGC. Dr. Pestonjee can be reached at pestonjee@hotmail.com.