Corporate culture has been defined as the personality of an organization. The main aim of this study is to analyze the employee’s perspective towards existing organization culture and practices in automobile industry. The research design used in this study is descriptive in nature. 206 employees were selected from comprising of five major departments namely Human Resource, Finance, Sales, Operations, and Outsourcing. The sampling procedure adopted in this study is disproportionate stratified random sampling. A well structured questionnaire comprising of both open ended and closed ended questions were used based on OCTAPACE culture designed by Udai Pareek. Analysis and interpretation were drawn from the collected data. Statistical tools and software such as Statistical Package for Social Sciences were used to analyze the research data like correlation analysis, factor analysis, reliability analysis, item analysis, chi-square analysis. Based on the findings of the study, the researcher has drawn few suggestions for consideration of the management and concludes the research with a positive note.

Introduction

The success and effectiveness of any country depends to the large extent upon the capability, competence and efficiency of developed human capital. The concept of culture is also important when attempting to manage an organization-wide change. Practitioners are coming to realize that, despite the best-laid plans, an organizational change must include not only changing structures and processes, but also changing the corporate culture as well.
“Organizational culture is the key to organizational excellence... and the function of leadership is the creation and management of culture”.

The need to diagnose and manage organizational culture is growing in importance partly because of an increasing need to merge and mould the different organizations’ cultures as structural changes have occurred for instance, when units are consolidated, when downsizing and outsourcing eliminate parts of the organization, or when the entire organizations merge. The escalating importance of culture is also partly a result of the increasing turbulence, complexity, and unpredictability faced by the organizations in their external environments.

Problem statement

Culture is learned rather than inherited. Organization Culture most part reflects the various forms of external life of a society and an organization, which is constructed by the belief, values held by its members of the organization.

Organization culture is hypothesized to play a decisive role in the development of a unique corporate identity. This unique identity provides organization with the opportunity to attain strategic leadership.

One of the major industrial sectors in India is the automobile sector. Subsequent to the liberalization; the automobile sector has been aptly described as the sunrise of the Indian economy as this sector has witnessed tremendous growth. Automotive Industry comprises of automobile and auto component sectors and is one of the key drivers of the national economy as it provides large-scale employment, having a strong multiplier effect. Keeping in view the vital role that culture play in success of any organization, a study on employee’s intuitivism towards organization culture in automobile industries in Chennai, gains significant importance so that organization can bring about constructive changes and developments to satisfy the expectations of both their internal and external customers.

Objectives of the study

1. To study the employee’s perspective towards Organizational Culture in automobile industry

2. To determine the openness and trust prevailing in the organization
3. To find out the employees opinion towards authenticity and teamwork prevailing in the organization
4. To determine the outlook of employees towards proactive and innovative measures taken by the management

Research methodology

Selecting a design for the study is the next step as it provides a systematic framework for conducting some research investigations. The research design in this study is descriptive in nature as the study is determined for some definite purpose.

Primary data was collected from the respondents through personal survey in the form of a structured questionnaire.

Tools for Data Collection

The research instrument used in this study is OCTAPACE developed by Udai Pareek for the purpose of the research. As many as 8 dimensions were taken to judge the organization culture namely Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity, Collaboration, Experimentation.

Scale used in Questionnaire

In this study, the researcher has restored to Likerts five point rating scale. For instance ranging from AA stands for Almost Always, U stands for Usually, FF stands for Fifty-Fifty, O stands for Occasionally and R stands for Rarely.

Sampling Procedure

The sampling procedure adopted in this study is disproportionate stratified random sampling.

Sampling Area

The survey is conducted in major Original Equipment Manufacturers, in Maraimalainagar, Kancheepuram Dt, Chennai.

Sample Size

206 employees were selected from comprising of five major departments namely Human Resource, Finance, Sales, Operations, and Outsourcing. In HR
department 12%, Finance department 14%, Sales department 9%, Outsourcing department 10% and 55% was drawn from the Operations department. Since the population of this department are not evenly distributed. The researcher was forced to make use of disproportionate stratified random sampling method, where uneven amount of samples are collected based on size of department.

### Profile of organization culture

<table>
<thead>
<tr>
<th>Cultures</th>
<th>Focus</th>
<th>Climate</th>
<th>Ethos</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autocratic/Feudal</td>
<td>Proper protocol</td>
<td>Deaf (dependency-affiliation)</td>
<td>Rammassic (all opposite values of OCTAPACE)</td>
</tr>
<tr>
<td>Bureaucratic</td>
<td>Rules and regulations</td>
<td>Code (control-dependency)</td>
<td>Sick (playing safe, inertia, conflict, and closeness)</td>
</tr>
<tr>
<td>Entrepreneurial/Democratic/Organic</td>
<td>Results and customers</td>
<td>Ace (achievement-extension)</td>
<td>OCTAPACE (all eight customers values)</td>
</tr>
<tr>
<td>Technocratic</td>
<td>Perfection</td>
<td>Expex (expert power-extension)</td>
<td>Pace (proactively, autonomy collaboration and experimentation)</td>
</tr>
</tbody>
</table>

Source: Organization Behaviour by Udai Pareek, Oxford University Press, 2004

### Research review

Ms. Gitali Choudhury (2011) “The Dynamics of Organizational Climate: An Exploration”, Organizational climate is a measure of the feel of the internal environment of an organization which is perceived by an outsider and/or an employee according to their business with the organization. Organizational climate has a great impact on employees’ behavior. If the climate of an organization is open and friendly, employees feel comfortable and if it is very formal, then such a comfort level may not be felt. Organizational climate can be temporal too. Sometimes, when there is a pressure of targets to be achieved on demand from the business, one can say that the climate is hot. Climate includes stress level and moral at workplace. Organizational climate comprises of a system of shared action, values and beliefs that develops within an organization and guides the behavior of employees. Organizational climate depends on the employee’s attitude how they interpret the climate
of the organization. This study intends to discuss about the dynamics of organizational climate. How its constituents affect the atmosphere of an organization and what a manager should do to manage. T.V. Rao’s OCTOPACE culture is been discussed in the study and focuses about its importance to make a healthy atmosphere within the organization.

Benjamin Akinyemi (2011) “An Assessment of Human Resource Development Climate in Rwanda Private Sector Organisations”, This study assesses the nature of developmental environment in two leading Rwanda based telecommunication and insurance companies. It also attempts to understand the differences between the Telecommunication industry and the Insurance industry with respect to their prevailing Developmental Climate along the three dimensions of HRDC. Primary data is collected from 87 respondents in both ations through a structured, self administered 38-item Human Resource Development Climate (HRDC) questionnaire developed by Rao and Abraham (1986). The questionnaire measured the General Climate, HRD Mechanisms and OCTAPAC (Openness, Confrontation, Trust, Autonomy, Proaction, Authenticity and Collaboration) Culture within the two private organisations. According to the findings, the prevailing HRDC within both organisations is congenial. However, results show that the developmental climate in the telecommunications company is more favourable than that of the insurance company.

Muna Kalyani (2011) “Innovative Culture: An Intervention Strategy for Sustainable Growth in Changing Scenario”, To-day’s era is very hypercompetitive, a key feature of the new economy in the changing business scenario. The pace of change is increasing at an exponential rate. Continuous change and maintenance of high standards of quality products, services and processes have become prerequisites of the organization’s success in to-day’s competitive world. Organizations can rarely stand still for long. In highly competitive environment, where competition is global and innovation is continuous, change has become a core competency of organizations. Change refers to making things different. Innovation is a more specialized kind of change. All innovation involves change, but not all changes necessarily involve new ideas or lead to significant improvement or radical breakthroughs. Competitive climate requires organizations to institutionalize the process of innovation –to plant the seeds of innovations can utterly transform a scenario, involves the unfreezing-change-refreezing process. Innovation is not a thing that can be purchased or installed like a computer system. Rather it is a culture
that must be adopted and nurtured which extracts values from assets old and new, and rejuvenates and revolutionizes industry, society and business. Innovation is an act of changing the established way of doing things, the ability to turn knowledge into value and link emerging technologies with emerging markets and is about bringing creative new ideas to life. The process involves the ways in which norms and values are set and practiced, holds innovative driven culture. This innovative culture can give competitive advantage; provided it is deeply rooted in the functional aspects of the organizations’ culture, where the productive potential of people’s knowledge and actions are guided and governed by the spirit and principles of OCTAPACE and innovative cultures. These cultures get into hyper drive mode to keep growth engine humming. The article examines this context and argues that organizations can use innovative culture as a strategic intervention for managing change for survival and growth.

Prakash K. Chathoth, Brenda Mak, Janet Sim, Vinnie Jauhari, Kamal Manaktola (2011) “Assessing dimensions of organizational trust across cultures: A comparative analysis of U.S. and Indian full service hotels”, This study delves into the organizational trust based similarities and differences across “individualist” and “collectivist” service employees in hotels. Specifically, the three dimensions of organizational trust, i.e., integrity, commitment and dependability are compared across the two samples from the U.S. and India to highlight how employees perceive the level of each of the three dimensions across cultures. Findings suggest that the three dimensions represent the trust construct across different national cultures. However, in comparing the individual dimension of the trust construct, a significant difference exists between the perceptions of employees in the two cultures, suggesting that perception-based differences exist across cultures.

Kavita Singh (2010) “An Analysis of Relationship between the Learning Organization and Organization Culture in Indian Business Organization”, to keep pace with the rapid changes in the environment, organizations must keep pace; otherwise they are likely to perish. They have to remain flexible and continually improve to gain competitive advantage and must be able to adapt and strive to take the lead; otherwise their survival will be at stake. To meet the challenges posed by this rapidly changing environment, an organization must create and assimilate new knowledge at an increasing pace, encourage innovation and learn to compete in new ways. The culture of the organization plays a very significant role in keeping the process of learning vibrant in
the organization leading it to become a learning organization. The present paper identifies the relationship between the organization culture and the learning organization in Indian business organizations and concludes that the organization culture plays a vital role in the development of a learning organization. It further contends that three major constructs of organization culture, i.e., openness, proaction and experimentation tend to provide the members of an organization with a sense of direction and creative thinking which in turn enhance organizational learning in turbulent environment.

Rakesh Kumar Agrawal, Archana Tyagi (2010) “Organisational culture in Indian organisations: an empirical study”, this paper explores the nature of organisational ethos prevalent in different sectors of Indian economy using the OCTAPACE profile. Analysis of data collected from employees of 16 different organisations belonging to consulting, manufacturing, services and IT/ITES sectors indicate that significant differences exist in the cultures of organisations in the different sectors. Authenticity and autonomy are more valued in consulting as compared to the manufacturing and services industries. Openness and confrontation are higher in the IT/ITES sectors, while collaboration is higher in the manufacturing sector. Private sectors have an open and a trusting culture as compared to the public sector. Results also reveal that employees who are professionally qualified rate confrontation, authenticity and autonomy higher than those who are not professionally qualified. However, no significant difference exists between males and females in their evaluation of organisational culture.

S. A. Mufeed, S. N. Rafai (2007) “Need for Octapace Culture in Tourism Sector: An Instrument for Organizational Dynamics”, Over the past three decades ‘Human Resource’ has impinged upon several segments of society and diverse organizations. Past research studies reveal that the congenial OCTAPACE culture is extremely important for promoting the organizational effectiveness and good Governance. In this context, the present paper is an endeavour to identify the major factors responsible for non-promoting of organizational effectiveness among the managerial and non-employees about the prevailing OCTAPACE culture and to know the preventive measures for the same with special reference to Tourism sector. This is where the Human Resource Development gets involved with this industry considered to be the third most important segment of our economy after agriculture and horticulture. No tourism can be rendered efficient so long as the basic facts remains unrecognized that it is principally human which needs to be treated
humanely for achieving the basic goals of good Governance. The present papers hypothesize that if organizational OCTAPACE profile is high, it would positively contribute to organizational dynamics and effective governance.

**Results, discussions and conclusion**

- 45% of the respondents are in the age group of 31-40 years and 75% of the respondents belong to technical grade.
- 57% of the respondents have stated almost always for free interaction among employees. 46% of the respondents have stated almost always for confidentiality of information maintained and shared.
- From the correlation analysis, it is inferred that there exist a positive correlation \( r = 0.849 \) between encouraging employees to take a fresh look at how things are done and facing and not shying from problems.
- From the advanced factor analysis, Kaiser-Meyer-Olkin (KMO) value is middling 0.772 which is adequate to proceed factor analysis. It is also inferred that the Bartlett’s test of sphericity is significant.
- All the factors extractable from the analysis along with their Eigen values, the percent of variance attributable to each factor, and the cumulative variance of the factor and the previous factors. Notice that the first factor accounts for 50.960% of the variance, the second 12.927% of the variance, the third 5.912% of the variance and the fourth 5.399% of the variance. Hence all the remaining factors are not significant.
- From the factor analysis, 24 variables were extracted to four factors and substantially loaded as follows:
  - Factor 1: Warmth and Support
  - Factor 2: Proactive and Innovative
  - Factor 3: Openness and Trust
  - Factor 4: Authenticity and Teamwork

**Warmth and Support (Factor 1)**
- Encourage innovative approaches among employees
- Encouraging employees to take a fresh look at how things are done
- Facing and not shying from problems
- Preparing for tomorrow’s change
- Development of mutual relationship
- Autonomy to plan and act in one owns sphere
Interpersonal contact and support among people
- Timely support
- Congruence between what one feels and says

**Proactive and Innovative (Factor 2)**
- Resource sharing
- Owning up to mistakes
- Considering both positive and negative aspects before taking action
- Accepting and appreciating help offered by others
- Encourages to take initiatives
- Reduced distortion in communication
- Timely work
- Obeying and checking with seniors before acting on own
- Prevention is better than cure

**Openness and Trust (Factor 3)**
- Confidentiality of information maintained and shared
- Freedom to communicate and share
- Clarify in setting objective

**Authenticity and Teamwork (Factor 4)**
- Free interaction among employees
- Receiving feedback
- Facing challenges, inherent in the work situation
- From the reliability analysis, it is inferred that the Cronbach's alpha for 24 items is 0.955; it is an acceptable and excellent value for a research instrument.
  - From the item analysis, it is inferred that the free interaction among employees, freedom to communicate and share, confidentiality of information maintained and shared and receiving feedback has low item-total correlation and their deletion would increase alpha to **0.956**.
  - From the Chi-square analysis, it is inferred that there exists significant relationship between development of mutual relationship and interpersonal contact and support among people in the organization.
Suggestions and recommendations

• From the findings of the study it is observed that all the automobile companies are keen in building a congenial organization culture for its team but with the increase in size and complexities of business organization. Automobile companies can counter implementing OCTAPACE culture in the organization as on today’s situation a congenial OCTAPACE culture is extremely important for promoting the organizational effectiveness and good governance.

• It was observed that at automobile companies, there exists an openness and trust environment in the organization. Despite this fact some of the respondents are hesitate to come out freely to communicate and share as organization behaviour is affected by the behaviour of the individual employees. Hence management can plan to conduct some Ice –breaking sessions to make them socialize better.

• It is observed that automobile companies are able to establish a better psychological contract with the employees but there is a need to develop and maintain a functional work culture. Hence automobile companies have to take some proactive measures towards developing a sound organization culture which will be complimentary to employee’s satisfaction and organizational performance.

Conclusion

Organization culture is central to any activity in the organization. The study of Organization culture in an organization is a powerful predictor of such organizational outcomes such as job performance, job commitment, job satisfaction, company productivity and important profitability.

In this study the researcher has made an attempt to study the employee’s intuitivism towards existing Organization culture and practices at automobile companies for which the researcher set objectives based on dimensions of Organization culture and made use of OCTAPACE tool depend and customized it according to the requirement of the organization based upon which the questionnaire were constructed.

However there are few areas were the employee’s expectations needs to be bridged with the organization culture for which researcher has put forth few valuable suggestions for consideration of the management.
References