

## Organizational Culture: A Study of Culture at Infosys Pvt. Ltd-Chandigarh

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### *Abstract*

*The relationship between culture and the functioning of social organization has been a recurring theme in the social sciences for over a period of five decades. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The organizational culture brings all the employees to a common platform. It unites the employees who are otherwise from different back grounds, families and have varied attitudes and mentalities. Thus, it controls the way employees behave amongst themselves as well as with the people outside the organization. A healthy culture encourages the employees to stay motivated and loyal towards the management. The management must treat all the employees equally and no one should feel neglected. It is also essential for the employees to adjust well in the organizational culture for them to deliver their best.*

**Keywords:** *Social organization, culture, organizational culture, organizational climate, OCTAPACE, beliefs, values, attitude, norms, autocratic culture, feudal culture, bureaucratic culture, technocratic culture and entrepreneurial culture, participative culture, manipulative culture.*

### **1.1 INTRODUCTION**

Culture refers to the cumulative deposit of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions acquired by a group of people in the course of generations through individual and group striving (Samovar & Porter, 1994). It is the system of knowledge shared by a relatively large group of people (Gudykunst & Kim, 1992).

The relationship between culture and the functioning of social organization has been a recurring theme in the social sciences for over a period of five decades. Sociologists, social anthropologists, and social psychologists have often presented culture and ideology as integral features in the functioning of a society (Weber, 1930). It has been considered essential for the adaptation of social organizations and viewed as a system of socially transmitted behavioral patterns to serve and to relate human communities to their ecological settings (Kessing, 1974).

A common platform where individuals work in unison to earn profits as well as a livelihood for themselves is called an organization. Thus, an organization is essentially a social organization and its culture must have an impact on its working.

### **1.1.1 Organizational Culture and Its Role in the Functioning of the Organization:**

Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. Although the concept of organizational culture was popularized in the early 1980s, its roots can be traced back to the early human relations view of organizations that originated in the 1940s. It may be based on the national culture of the country or even the local, societal & religious norms of the people.

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### **1.1.2 Types of Organizational Culture:**

On the basis of how the organizational culture affects the working style of the organization, it has been classified to be of four types as follows:

- 1. Autocratic or feudal culture:** It is characterized by centralized power concentrated in the hands of a few employees. It has a proper protocol in relation to the person/s in power.
- 2. Bureaucratic culture:** It is characterized by primacy of procedures and rules, hierarchy and interpersonal relationship.
- 3. Technocratic culture:** It emphasizes technical/ professional standards and improvement.
- 4. Entrepreneurial culture:** It is concerned about the achievement of results and providing excellent services to the customers.

### **1.1.3 Need and Significance of the Study:**

Culture in an organisation plays its role at different levels. At the first level, dominant culture is shared and accepted by the majority of the organisation's members. The next level is the subculture that exists at the micro level and reflects the common problems & situations faced by every member in the organisation within his own group or department. Thus, determining the type of culture an organization has is itself a challenge. But, once determined, management will be aware of the prevailing norms and will be in a position to take desired steps to improve it.

Thus, this study intends to identify the culture prevailing at Infosys Pvt. Ltd., I.T Park Chandigarh and come up with some suggestions to the company on how it can improve its culture.

## **1.2 REVIEW OF LITERATURE**

This section discusses select articles that were referred while conducting this study:

Tripathi and Kapur (2000), made an attempt to examine the components of the Organizational Culture (OC), and its relationship with Organizational Commitment

(OCMT). Two dimensions of OC were found: Participative and Manipulative. In a Manipulative Culture the goal is power attainment by hook or by crook. On the other hand, in a Participative Culture the goal is self-actualization in harmony with others. The study found that if an organization develops Participative Culture, then its members will feel pride and involved in the organization. On the other hand, if an organization has the quality of Manipulative Culture, then its employees will be loyal towards the organization (at least apparently), but this loyalty with lack of involvement, cannot lead the organization to the path of success. Loyalty without identification and involvement puts a question mark on the guarantee of success for the organization.

D.V. Giri and Anuva Choudhury (2004), made an attempt to analyse the nature of organisational climate and the type of work culture prevailing in the National Aluminium Company Limited (NALCO) which has the distinction of being the largest Aluminium unit in Asia. The company has been constantly striving for enhancing its competitiveness with focus on the core competencies of managing human resources (career advancement, performance management, rewards management, employment relations, etc.), customer satisfaction and profit making. The organisation has succeeded in its endeavours. The findings of the study indicate that the prevalence of a positive work culture, which appeared to be largely dependent on the nature of organizational climate prevailing in the organisation, is one of the most significant success 'mantras' of NALCO.

### **1.3 RESEARCH METHODOLOGY**

#### **1.3.1 Research Design:**

This is an explanatory type of primary research where we try to validate a given set of hypothesis. The data was obtained via a survey by considering a sample of 100 employees working at different profiles in Infosys Pvt Ltd Chandigarh. Thus, stratified sampling technique was used to identify the target population. Likert scale ranging from low to high level was used in the questionnaire.

#### **1.3.2 Objectives of the Study:**

1. To study the type of the culture prevailing at Infosys Pvt. Ltd., I.T Park Chandigarh.
2. To study the perception of the employees of Infosys about its culture on the basis of gender, hierarchy and level of experience.
3. To study the correlation between the subscales of the organization culture.
4. To give suggestions to the company on how it can improve its culture.

#### **1.3.3 Hypothesis:**

1. There is no significant difference in the perception of the employees about the organizational culture on the basis of gender, profile and experience in the organization.
2. There is a significant relationship between the subscales of the organization culture.

### 1.3.4 Conceptual Model:

The study has used the OCTAPACE organizational culture model given by Dr. Pareek. It is a 40-item instrument that gives the profile of organisation's ethos in eight values.

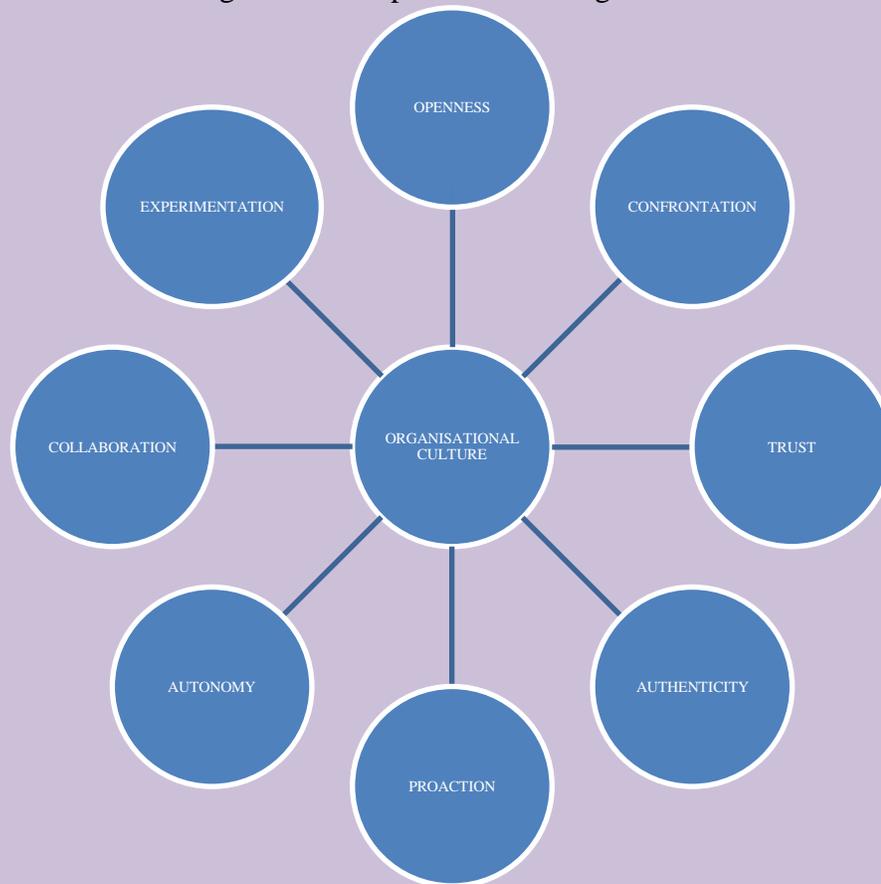


Figure 1: OCTAPACE Model

- a. **Openness & Risk Taking:** Employees feel free to express their ideas & the organization is willing to take risks & experiment with new ideas & new ways of doing things.
- b. **Confrontation:** Employees face the problems & work jointly with others concerned to find its solution.
- c. **Trust:** A minimum level of trust may be deemed necessary for the introduction of the performance appraisal system and other elements of HRD.
- d. **Authenticity:** It is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and accept himself/herself as well as others who relate to him/her as persons.
- e. **Pro-activity:** Employees are action – oriented, willing to take initiative & show a high degree of pro-activity. They anticipate issues and act or respond to the needs of the future.
- f. **Autonomy:** It is the willingness to use power without fear, and helping others to do the same.
- g. **Collaboration:** Collaboration involves working together and using one another's strength for a common cause.

**h. Experimenting:** Experimenting means using and encouraging innovative approaches to solve problems; using feedback for improving, taking a fresh look at things, and encouraging creativity.

### 1.3.5 Tools and Techniques Used:

The study conducted exploratory data analysis and correlation analysis to analyse the data and come up with the findings. The data was analysed using SPSS software version 17.

## 1.4 FINDINGS AND CONCLUSIONS

### 1.4.1 Findings Related to the Type of Culture:

The study found the following percentage of people in support of different dimensions of OCTAPACE:

**Table 1:Percentage of Employees Perceiving A Particular Value of Organizational Culture**

	Percentage of people supporting these values for OCTAPACE				Average Score
	1(LV)	2 (FLV)	3 (FHV)	4 (HV)	LV(1) to HV(4)
<b>Openness</b>	0	27.5%	62.5%	10.0%	3
<b>Confrontation</b>	0	5.0%	92.5%	2.5%	3
<b>Trust</b>	0	17.5%	80.0%	2.5%	3
<b>Authentication</b>	0	42.5%	57.5%	0	3
<b>Pro-action</b>	0	5.0%	82.5%	12.5%	3
<b>Autonomy</b>	0	87.5%	12.5%	0	2
<b>Collaboration</b>	0	20.0%	77.5%	2.5%	3
<b>Empathy</b>	0	12.5%	80.0%	7.5%	3

**Note:**LV: Low value, FLV: Fairly low value, FHV: Fairly high value and HV: High value

From the table1, the study identifies the type of the culture prevailing at Infosys, IT Park, Chandigarh.

### Positive findings about the organization:

1. The organization's culture is perceived as being open at fairly high value with an average score of 3. Thus study concludes that the organization has an open culture.
2. The organization's culture is perceived as having confrontation at fairly high value with an average score of 3. Thus the study concludes that the employees of the organization confront the problems together.
3. The organization's culture is perceived to have trust at fairly high value with an average score of 3. Thus the study concludes that the employees of the organization trust each other.
4. The organization's culture is perceived to have authentication at fairly high value with an average score of 3. Thus the study concludes that the organization culture is high in authentication.
5. The organization's culture is perceived to be pro-active at fairly high value with an average score of 3. Thus the study concludes that the employees of the organization are pro-active.

6. The organization's culture is perceived to have Collaboration at fairly high value with an average score of 3. Thus the study concludes that the employees of the organization collaborate with each other.
7. The organization's culture is perceived to have Empathy at fairly high value with an average score of 3. Thus the study concludes that the employees of the organization have high level of empathy for each other.

### Negative Findings about the Organization

The organization's culture is perceived to have Autonomy at fairly low value with an average score of 2. Thus the study concludes that the employees of the organization have low level of Autonomy.

From the above findings, since the culture of the organization is high in Openness, Confrontation, Trust, Authentication, Pro-action, Collaboration and Empathy but low in Autonomy, the study concludes that the culture is Technocratic type of culture.

#### 1.4.2 Findings to Validate the Hypothesis H1:

1. From table-2, there is a significant association between the Gender and Autonomy perceived by the employees. Female employees perceive less autonomy than that of male employees.

**Table 2: Chi-Square test to identify association between Gender and Autonomy**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.170 <sup>a</sup>	1	.023
N of Valid Cases	100		

2. From table-3, there is a significant association between the Hierarchy and Openness perceived by the employees. Employees at higher level in hierarchy perceive high value of Openness.

**Table 3: Chi-Square test to identify association between Hierarchy and Openness**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	43.302 <sup>a</sup>	6	.000
N of Valid Cases	100		

3. From table-4, there is a significant association between the Hierarchy and Pro-activeness perceived by the employees. Employees at higher level in hierarchy in the company perceive high level of Pro-activeness.

**Table 4: Chi-Square test to identify association between Hierarchy and Pro-activeness**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.653 <sup>a</sup>	6	.007
N of Valid Cases	100		

4. From table-5, there is a significant association between the Experience and Pro-activeness perceived by the employees. Employees with more number of years of experience in the company perceive high level of Pro-activeness.

**Table 5: Chi-Square test to identify association between Experience and Pro-activeness**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.563 <sup>a</sup>	6	.002
N of Valid Cases	40		

Thus, the study rejects the hypothesis H1 and concludes that there is a significant difference in the perception of organizational culture on the basis of gender, hierarchy and number of years of experience in the organization.

#### 1.4.3 Findings to Validate the Hypothesis H2:

Thus, the study accepts the hypothesis H2 and concludes that there is a significant relationship between the subcultures of the organizational culture.

**Table 6: Spearman Correlation test to identify the correlation between the sub-scales of organization culture**

		open	Confro n	Trust	Authe n	Proactiv e	Autono my	Collaborat ion	Empath y
Open	CorrCo eff	1.000	.002	.245	.457**	.333*	.030	.270	.081
	Sig.	.	.989	.128	.003	.036	.854	.092	.619
Confr on	CorrCo eff	.002	1.000	.242	.011	.160	.085	.044	.329*
	Sig.	.989	.000	.132	.945	.323	.602	.786	.038
Trust	CorrCo eff	.245	.242	1.000	.051	.621**	.160	.269	.210
	Sig.	.128	.132	.000	.755	.000	.323	.093	.193
Authe n	CorrCo eff	.457*	.011	.051	1.000	.089	.025	.307	.125
	Sig.	.003	.945	.755	.000	.586	.877	.054	.443
Proac tive	CorrCo eff	.333*	.160	.621*	.089	1.000	-.007	.275	.177
	Sig.	.036	.323	.000	.586	.000	.966	.086	.275
Auton omy	CorrCo eff	.030	.085	.160	.025	-.007	1.000	.282	.257
	Sig.	.854	.602	.323	.877	.966	.000	.078	.110
Colla borati on	CorrCo eff	.270	.044	.269	.307	.275	.282	1.000	.149
	Sig.	.092	.786	.093	.054	.086	.078	.000	.358
Empa thy	CorrCo eff	.081	.329*	.210	.125	.177	-.257	.149	1.000
	Sig.	.619	.038	.193	.443	.275	.110	.358	.000

**1.4.4 Suggestions to the Organization to Improve Its Culture:**

1. Since the level of Autonomy perceived by the employees is quite low, thus the organization should try to impart autonomy to its employees but subject to its business objectives.
2. Since the level of Authenticity perceived by the employees is on the lower side, thus the organization should try to ensure that the information flow is fully authentic but subject to its business objectives.

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