

PROFILING OF ORGANISATIONAL CULTURE USING OCTAPACE FRAMEWORK IN PONNI SUGARS ERODE PVT LTD

M.Jayanthi

Assistant Professor in Commerce, KSR College of Arts and Science (Autonomous)

M.Bhuvaneshwari

M.Phil Scholar in Commerce, KSR College of Arts and Science (Autonomous)

Abstract:

The present study has attempted to probe the dynamics of organisational culture in Pnni Sugars Erode Pvt limited by using OCTAPACE framework. The empirical studies in the past revealed that conducive OCTAPACE culture is a necessary precondition for influencing organisational effectiveness positively. The study conducted the descriptive research by framing a well structured questionnaire. The respondents became the employees ranging from different departments in the ponni ugars Erode Pvt LTd., Out of 220 questionnaires distributed only 200 were returned completed in all respects. The study was conducted with a response of 90% which can be considered reasonably good in light of past studies as well as in behavioural researches. The achieve the objectives, 200 responses were evaluated on a 5-point scale of an OCTAPACE profile with 8 values of Openness, Confronttion, Trust,Authenticity,Proaction, Autonomy, Collabration and Experimentation. The primary data are collected by administering the well-structured questionnaire, to the respondents directly and collected the information from them. As the question generate direct information the data were analyzed using Statistical tools such as Percentage analysis, Rank correlation, and ANOVA . The implication of the findings and possible directions for further research are discussed.

Key Words: Organisation Culture, Involvement, Autonomy, Confrontation, HRD Climate, Openness, Satisfaction.

INTRODUCTION:

A culture with OCTAPACE values has the greater chance of achieving high involvement and satisfaction, team work, growth and free flow of communication within the organization. If we need more about the organization culture with the help of the instrument OCTAPACE. Each alphabet stands for a particular dimension or value. Another explanation to the term: An optimum level of "Development Climate" is essential for facilitating HRD. Such a climate is characterized as consisting of the following characteristics i.e. known as OCTAPACE. OCTAPACE also represents EIGHT HRD values; 'The eight HRD values, viz. OCTAPACE values (Openness, Trust, Pro-action, Confrontation, Collaboration, Authenticity, Autonomy, and Experimentation), give a sense of direction to the HRD function.

At present the sugar industries are facing many problems, like labor problems insufficient sugarcane problems because of no proper rainfall are some of the problems faced by sugar industry, India's sugar sector faces a fall in prices, rising raw material cost, limited export capacity and etc., because of above said problem low sugar cane production. Industries are affected and sugar production cost is increases. So they earn low profit.

A research problem in general, refers to some difficulty which a researcher experiences in the contacts of either a theoretical or practical situation and once to obtain a solution for the same. A problem well defined is half solved. The research problem is to study the profiling of organizational culture using OCTAPACE framework in PONNI SUGARS (ERODE) LTD.

OCTAPACE CULTURE:

Organization Culture as “ A pattern of shared basic assumptions that the group learned as it solved 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”.

HISTORY OF THE COMPANY:

Scheme sanctioned by the Hon’ble High Court of Madras on 10th September 2001. In terms of the Scheme, the company took over the business of Erode Undertaking with concurrent transfer of major part of stakeholders’ interest in PSCL (Ponni sugars and chemicals Ltd) to the company.

The Erode sugar mill was set up with 1250 TCD capacity in 1984 in a record time of 12 months. It achieved full capacity crushing during the very first year of its commercial operation that enabled declaration of a maiden dividend of 10% in that very first year, a record in the annals of sugar industry. It was a trendsetter in mobilizing surplus cane during its infancy stage from neighboring sugar mills and extending crushing season to well above industry average. Its capacity was expanded to 2500 TCD in 1994.

The Erode sugar mill has successfully implemented an innovative Lift Irrigation Scheme by bringing in dry lands under cane cultivation, utilizing the effluent discharge of the neighboring paper mill. This has helped secure many benefits – providing a dependable and perennial source of irrigation to farmers in the neighborhood, increase of land value manifold in the region, transforming the livelihood of local rural population, resolving the raw material needs of sugar and paper mills and addressing ecological concerns in effluent discharge.

Right at its inception, Ponni was structured on the concept of total diversion of biogases for paper. Accordingly it installed a coal fired boiler and later added a multi fuel boiler in place of conventional biases fired boilers. It has a Bagasse tie up arrangement with Seshasayee Paper and Boards Ltd for a mutually beneficial and rewarding long term relationship.

Ponni is an efficient and quality producer of sugar, catering to both domestic and international markets. It is a venerable partner for villagers growing sugarcane in its neighborhood. It enjoys cordial relationship with employees. It firmly believes in transparent and fair dealings with all its stakeholders by following sound corporate governance norms both in letter and spirit.

SCOPE OF THE STUDY:

This study focus on today’s turbulent, often chaotic, environment commercial success depends on employees making use of their talents in full. The management can create the work environment in which their employees will thrive. This study will help the management to enhance the professional perception of the employees. The organization can identify the relationship existing between the superiors and subordinates. It encourage the resolve of the employees to change the negative behavior pattern

OBJECTIVES OF THE STUDY:

- To determine the outlook of employees towards proactive and innovative measures taken by the management.
- To identify as well as measure the values and belief of the employees pertaining to the OCTAPACE culture of their organizations.

REVIEW OF LITERATURE:

Neeraj kumari (2013), “A study on the OCTAPACE culture of an organization”, in his study focuses that the overall HRD Climate of Spanco is encouraging. There is a keen interest of top management in HRD and there is a high team spirit and employees take training seriously. The study concludes that Spanco also needs to focus on staff for the motivation since OCTAPACE perceived by this level is comparatively low.

Mu.Subrahmanian and P.Renganathan (2013), “Employee’s perspective towards organization culture in Automobile Industries in Chennai”, 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. In his study concluded that 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.

Kliuchnikov, A., (2011) “Leader’s Authenticity Influence on Followers” Organizational Commitment: the present study examines the organizational commitment. The result indicate that a positive and significant relationship exists between authentic leadership and affective organizational commitment.

Sanjeev K.Sharma and Aditi Sharma (2010), “Examining the Relationship between organizational culture and Leadership Styles”, Present Study reflects the presence of strong value based culture in the organizations under study. Results of the study on textile industry in North India show a Positive association between culture values and Charismatic leadership Styles. Organizational culture exhibiting characteristics of accountability, Collaboration, Decentralized leadership, alignment and adaptability hold the key to successful survival.

Adam, Sharon and Catherine (2009), “Role of employee proactivity”, this study focuses that the dimension of proactivity. It is suggested that proactive behaviors are more likely to contribute to higher supervisor performance evaluations when employees express strong prosocial values or low negative affect.

Feza Tabassum Azmi and Richa Sharma (2007), “Profiling OCTAPACE culture: An empirical study of banking and IT sectors in India”, the study focuses that the comparing the organizational culture of companies in the IT and Banking sectors in India using OCTAPACE profile. The study suggests that the mean score of IT companies on openness, proaction, and experimentation have higher values, whereas the banking sectors.

Nahrgang & Morgeson (2007) the present study focuses that the Job autonomy is capable of stimulating high levels of commitment to organization. This study concludes that perceived job autonomy is positively related to important work outcomes, including organizational commitment.

Gurkoo & Mufeed (2007), “Need to focus on key elements of OCTAPACE Culture in Universities- An Empirical Assessment”, the study have conducted comparative study in Universities of Jammu & Kashmir with sample of 521 employees about perception of teaching & non- teaching staff towards HRD climate in universities. And this study concludes that the value of pro-activity as unfavorable.

Elke De Jonget. al. (2006), “Culture and Openness”, in their study showed that there indeed exists a relationship between different dimensions of culture and openness. The researchers found individualism to have a positive effect on openness and uncertainty avoidance to have negative effect on openness.

Pollitt’s (2005), “Diversity is About More Than Observing the Letter of the Law”, the study examines that Organizational culture works as a catalyst for employee’s commitment towards their organization. The study concludes that organizational culture is the strongest strategic lever in creating an engaged and committed workforce..

Rainayee (2002), “HRD Climate in Commercial Banks: An Empirical study”, in a study of HRD climate in commercial banks found that the overall level of OCTAPACE values. This study concluded in the banks was perceived at a moderate level.

Rao, Raju and Yadav, (2001), “A Study of HRD Concepts, Structure Departments and HRD Practices in India”, in their study surveyed HRD practices in 12 Indian organizations covering financial services, consumer products, electronics, cement, tyers and automobiles. The results shows that the employees perceived as favorable the value of autonomy.

Mangaraj (1999), “HRD system a case study of Rourkela Steel plant”, in her study focuses that the system of the HRD in RSP. It is concluded that employee’s opportunities to express their view points are quite successful.

Patel, (1999), “HRD Climate: A Comparative study among two ends of performance”, the present study shows that a comparative study of 20 branches , using 105 employees from 10 high performing branches and 10 low performing branches were selected, the study concluded that trust recorded above average.

Shakeel (1999), “HRD in Universities”, the present study examines the research study on human resources development in universities, this study concludes that the existing level of OCAPACE Culture at a low degree.

RESEARCH DESIGN:

A Research design is simply the framework or plan for the study that guides the collection and analysis of data. The type of research design used in this study is descriptive research. It describes data and characteristics about the population. The study is confined in ERODE city. The universe of the study consists of employees of Ponni Sugars Erode LTD with a total number of 325. Out of the total population data could be collected from 200 employees. The research instrument used is Questionnaire. Close Ended Questions were used to get the opinion from the respondents. As the question generate direct information the data were analyzed using Statistical tools such as, Percentage analysis, Rank correlation, Chi-square , T-tes and ANOVA

LIMITATION OF THE STUDY:

The attitude of the employee changes from time to time, hence the results of the study may be applicable only at present. It is tough to collect the exact information because some of the employees are reluctant to share their information. It is difficult to elicit responses from employees who do night shifts.

DATA ANALYSIS AND INTERPRETATIONS:

DEMOGRAPHIC PROFILE OF THE EMPLOYEES

Employees ‘demography is the study of the composition of a social entity in terms of its members’ attributes. Demographics would include such factors as age, gender, marital status, education qualification, number of dependents, monthly income, and span of service. The researcher would normally include those factors which are assumed to have explanatory value in the research.

**Table No.1
 Demographic Profile of Respondents**

Demographic Factors	Descriptions	No of Respondents	Percentage
GENDER	Male	199	99.5
	Female	1	.5
AGE	Below 25 Years	18	9.0
	25 - 35 Years	60	30.0
	35 - 45 Years	88	44.0
	45 - 55 Years	22	11.0
	Above 55 Years	12	6.0
	Below 25 Years	18	9.0
MARITAL STATUS	Married	175	87.5
	Single	25	12.5
ACADEMIC QUALIFICATION	SSLC	41	20.5
	HSC	35	17.5
	Diploma	44	22.0
	Graduate	64	32.0
	Others	16	8.0
DESIGNATION	Programmer	10	5.0
	Manager	20	10.0
	Clerical	20	10.0

	Officer	20	10.0
	Staff	30	15.0
	Worker	100	50.0
DEPARTMENT	EDP	16	8.0
	Accounts	15	7.5
	Personnel	22	11.0
	Sales	26	13.0
	Manufacture	35	17.5
	Engineering	54	27.0
	Cane	12	6.0
	Workshop	20	10.0
EXPERIENCE	Less than 5 Years	33	16.5
	5 - 10 Years	45	22.5
	10 -15 Years	67	33.5
	15 - 20 Years	31	15.5
	Above 20 Years	24	12.0
MONTHLY INCOME	Below Rs.10,000	29	14.5
	Rs.10,000 - Rs.15,000	64	32.0
	Rs.15,000 - Rs.20,000	82	41.0
	Rs.20,000 - Rs.25,000	15	7.5
	Above Rs.25,000	10	5.0
NATURE OF JOB	Permanent	153	76.5
	Temporary	21	10.5
	Contract Basis	17	8.5
	Others	9	4.5
SOURCES OF INCOME	Interest on Deposit	86	43.0
	Income on Asset	60	30.0
	Spouse Salary	44	22.0
	Others	10	5.0

Source: Primary Data

From the above table, consisted of 99.5 percent male and 0.5 percent female. Hence, it was observed that the majority of the employees were male respondents. It was alleged that 44.0 percent of employees were in the age group of 35-45years and 6.0 percent of the employees were belonging to above 51 years of age. The marital status wise classification of the respondents depicted that, 87.5 percent of the employees were married and 12.5 percent of them were Single. It was inferred that 32.0 percent of the employees are Graduates and the lowest academic qualification of employees are only 8.0 percent. It is evident that 50 percent of the respondents are workers of the organization next 30 percent is of manager, clerk and officer with equal proportion, 15 percent staff members and 5 percent programmers were in the organization. The highest proportion is 27.0 percent of the employees are belonging to Engineering and the lowest proportion is 6.0 percent of the employees are belonging to Cane department. It is clearly states that the majority of the respondents (33.5 percent) who have 10-15 years experiences and 12.0 percent of the employees are belonging to above 20 years. It is clearly evident that most of the respondents are belong to the income group ofRs.15, 000 – Rs.20, 000 and only 5.0 percent of the employees who get Above Rs.25,000. The Majority of the respondents are belong to permanent job and 10.5 percent of the employees belongs to the nature of temporary job. It is clear that the table shows 43.0 percent of the employees additional income is interest on deposits, 30.0 percent of the employee’s additional income is income on asset, 22.0 percent of the employees additional income is spouse salary, and 5.0 percent of the employees additional income is related to others. Hence it is clearly states that majority of the respondents have interest on deposits.

RELATIONSHIP AMONG THE FACTORS OF EMPLOYEES BEHAVIOUR ON OCTAPACE CULTURE

The relationship among various factors of Employees Behavior on OCTAPACE Culture has been established to make this study more meaningful. The combination of these factors is considered as the major influencing factor among the employees behavior towards Organizational Culture. In this regard, Spearman’s rank coefficient of correlation is employed to find out the inter-relationship among the factors of Employees Behavior on **OCTAPACE** Culture.

Table No. 2

RELATIONSHIP AMONG THE FACTORS OF EMPLOYEES BEHAVIOUR ON OCTAPACE CULTURE

Variables	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank6	Rank7	Rank8
OPENNESS	35	55	30	17	10	7	26	20
CONFRONTATION	14	22	41	29	23	20	22	29
TRUST	33	24	25	28	26	26	20	18
AUTHENTICITY	18	25	12	28	28	30	38	21
PROACTION	34	14	23	24	35	28	20	22
AUTONOMY	16	22	27	27	22	31	23	32
COLLABORATION	22	23	18	22	32	25	27	31
EXPERIMENTATION	27	14	25	26	24	33	23	28

The rank correlation results indicated that the first factor ‘Openness’ positively correlated with Confrontation and Trust, the spearman rank correlation $P=0.123, 0.061$. ‘Openness’ negatively correlated with Authenticity, Proaction, Autonomy, Collaboration, and Experimentation, the spearman rank correlation $P= -.199, -.238, -.358, -.216, -.176$. The second factor ‘confrontation’ positively correlated with Authenticity, the spearman rank correlation $P=.220$. Confrontation negatively correlated with Trust, Proaction, Autonomy, Collaboration, and Experimentation the spearman rank correlation $P=-.028, -.209, -.252, -.410, -.399$. The third factor ‘Trust’ negatively correlated with Authenticity, Proaction, Autonomy, Collaboration, Experimentation the spearman rank correlation $P=-.090, -.016, -.382, -.285, -.247$. The fourth factor ‘Authenticity’ negatively correlated with Proaction, Autonomy, Collaboration, and Experimentation the spearman rank correlation $P=-.236, -.136, -.243, -.200$. The fifth factor Proaction positively correlated with Autonomy the spearman rank correlation $P=.025$, Proaction negatively correlated with Collaboration and Experimentation the spearman rank correlation $P= -.052, -.258$. The Sixth factors ‘Autonomy’ positively correlated with Collaboration and Experimentation the spearman rank correlation $P= .081, .046$. The Seventh factors ‘Collaboration’ positively correlated with Experimentation the spearman rank correlation $P= .177$. Hence it is concluded that the relationship between Confrontation and Authenticity is highly positive correlated $P=0.220$.

ASSOCIATION BETWEEN CULTURE PRIORITY AND CULTURE VALUE

Chi Square test is applied in statistics to test the goodness of fit to verify the distribution of observed data with assumed theoretical distribution. Therefore, it is a measure to study the divergence of actual and expected frequencies. The null hypothesis was framed to test the cultural priority and cultural values such as “There is no significance difference between Culture dictates priority to establish and Culture value has strong impact on behavior of the persons”.

Table No. 3
Culture Priority and Culture Value

Variables	Yes	No	Total
Culture Dictates Priority to Establish	164	36	200
Culture Value have Strong Impact on Behavior of the Persons.	92	108	200
Total	256	144	400

Table No. 3.1
Association between Culture Priority and Culture Value

Tests	Value	df	Sig.
Pearson Chi-Square	56.250	1	.000
Likelihood Ratio	58.200	1	.000
Linear-by-Linear Association	56.109	1	.000

The chi-square test indicated that the Pearson Chi-square calculated Pvalue 0.000. The value is highly significant. which is less than 5% level of significant. Hence, the null hypothesis is rejected. Therefore, it is concluded that there is an association found between Culture priority and Culture have strong impact.

INFLUENCES OF EMPLOYEES BEHAVIOR AND OCTAPACE CULTURE

The eight dimensions of organizational culture, such as openness, confrontations, trust, authenticity, proaction, autonomy, collaboration, experimentation as identified, on employees’ behavior have been analyzed to measure their influences. One way Analysis of variance (ANOVA) is applied to find out the influences of employees behavior and OCTAPACE culture.

Ho: *“There is no significance difference between employees’ behavior and OCTAPACE culture”*

Table No. 4

EMPLOYEES BEHAVIOR AND OCTAPACE CULTURE

Factors		Sum of Squares	df	Mean Square	F	Sig.
Openness	Between Groups	9.500	13	.731	1.462	.577
	Within Groups	.500	1	.500		
	Total	10.000	14			
Confrontation	Between Groups	9.500	13	.731	1.462	.577
	Within Groups	.500	1	.500		
	Total	10.000	14			
Trust	Between Groups	8.000	13	.615	.308	.905
	Within Groups	2.000	1	2.000		
	Total	10.000	14			
Authenticity	Between Groups	7.500	12	.625	.500	.822
	Within Groups	2.500	2	1.250		
	Total	10.000	14			
Proaction	Between Groups	8.000	13	.615	.308	.905
	Within Groups	2.000	1	2.000		
	Total	10.000	14			
Autonomy	Between Groups	8.000	13	.615	.308	.905
	Within Groups	2.000	1	2.000		
	Total	10.000	14			
Collaboration	Between Groups	8.000	13	.615	.308	.905
	Within Groups	2.000	1	2.000		

	Total	10.000	14			
Experimenting, Feedback	Between Groups	22.500	16	1.406	1.688	.371
	Within Groups	2.500	3	.833		
	Total	25.000	19			

The ANOVA results divulges that the Factors, that the OCTAPACE and Feedback value is comparatively highly positive. Since the calculated ‘P’ value is greater than the 0.05 level of significant. Hence accept the null hypothesis. There is no significance difference between Employees Behavior on OCTAPACE Culture.

CONCLUSION:

Culture is a process of "sense-making" in organizations. Sense-making has been defined as "a collaborative process of creating shared awareness and understanding out of different individuals' perspectives and varied interests." Note that this moves the definition of culture beyond patterns of behaviour into the realm of jointly-held beliefs and interpretations about "what is." It says that a crucial purpose of culture is to help orient its members to "reality" in ways that provide a basis for alignment of purpose and shared action. The present study focuses that the overall OCTAPACE culture in the organization under study seems to be above average with 60.06%. As far as dimensions of OCTAPACE are concerned, collaboration ranked first amongst the ethos of organization culture, following authenticity, autonomy, trust, pro-activity, openness and confrontation. In comparison to the dimensions of OCTAPACE confrontation ranked lowest.

REFERENCES:

1. Adam, Sharon, Catherine, (2009)"Role of employee proactivity, Academy of Management journal, 54 (3), pp. 528–550.
2. Alphonsa, V.K, Sr., (2000), HRD Climate in a Private Hospital in Hyderabad-An Empirical Study, IJTD, Vol.XXX (4) Oct –Dec.
3. Monish Kumar (2013), Effect of leadership behaviors on knowledge creation in Indian Organizations, Delhi Business Review X Vol. 14, No. 2 (July - December 2013).
4. Carole V. Wells, David Kipins, (2001), “Trust, Dependency, and Control in the Contemporary Organizational”, Journal of Business and Psychology, 15(4), pp.593-603.
5. Hersey, P.,Balanchard, K.,& Johnson, D.(2000) Management of Organizational Behavior: leading human resouces. Upper Saddle River, NY: Prentice-Hall.
6. Eelke De Jong, Roger Smeets, Jeroen Smits, (2006) “Culture and Openness”, Social Indicators Research, 78 (1), pp.111-136,
7. Feza Tabassum Azmi and Richa Sharma, (2007) Profiling OCTAPACE culture: An empirical study of banking and IT sectors in India”, The Icfai Journal of Management Research, Vol VI, www.iupindia.org. December 2007
8. Fiol, C.M., & Lyles, M.A. (1985), Organizational learning, Academy of Management Review, Vol.10 (4): 803-813.

9. Ferres, N.; Connell, J., and Travaglione, A., (2004). "Co-worker Trust as a Social Catalyst for Constructive Employee Attitudes", *Journal of Managerial Psychology*, Volume: 19(6), pp. 608-622.
10. Gurkoo & Mufeed S.A (2007), Need to focus on key elements of OCTAPACE Culture in Universities-An Empirical Assessment, *The journal Contemporary management Research Tiruchirappalli* PP-28-51.
11. .Mughees Uddin Siddiqui (2013), "Perceptual Mapping of Private and Government Doctors As Regards to Organizational Values: A Comparative Study", *International journal of management research and business strategy*, Issue No-4, Volume-2, ISSN 2319-345X.
12. Dr. Sharma Ritual (2014), "Organizational Values & Employee Performance", *ZENITH International Journal of Business Economics & Management Research*, Issue 3, Volume: 4, Online ISSN:2249-8826.pp.172-178.
13. Lok, P., and Crawford, J., (1999). "The Relationship between Commitment and Organizational Culture, Subculture, Leadership Style and Job Satisfaction in Organizational Change and Development", *Leadership and Organization Development Journal*, Volume: 20(7), pp. 365-373.
14. Pollitt, D., (2005). "Diversity is About More Than Observing the Letter of the Law", *Human Resource Management International Digest*, Volume: 13(4), pp. 37-40.
15. Kliuchnikov, A., (2011). "Leader's Authenticity Influence on Followers' Organizational Commitment, Emerging Leadership Journeys", Volume: 4(1), pp. 70-90.
16. Shivani Raval (2014), "Organizational Cultures: Hospitality v/s Banking A Detailed Study on the Contrasting Sectors", *International Journal of Conceptions on Management and Social Sciences* Vol. 2, Issue. 2, May' 2014; ISSN: 2357 – 2787, pp.48-54.
17. Panchamia, Jallavi (2013), "A Study of OCTAPACE Culture in Civil Hospital, Gandhinagar", *IUP Journal of Organizational Behavior*; Apr2013, Vol. 12 Issue 2, p43.
18. Neeraj kumari (2013), "A study on the OCTAPACE culture of an organization", *Open Journal of Social science Research*, Issue 10.12966, March 2013, Volume 1(8), pp. 211-225.
19. Dr. Nirmala chaudhary (2011), "HRD CLIMATE AND JOB SATISFACTION: An Empirical Investigation", *International Journal of Computing and Business Research*, Issue 2 May 2011, ISSN (Online) : 2229-6166 ,Volume 2,
20. Muna Kalyani (2011) "Innovative Culture: An Intervention Strategy for Sustainable Growth in Changing Scenario", *International Journal of Business Administration*, ISSN 1923-4007(Print) ISSN 1923-4015(Online), Vol 2, No 4, p.84.
21. Mohammad Hassan Jafri., (2012). of Retailing & Rural Business Perspectives © Pezzottaite Journals, Volume 1, Number 2, "An empirical study of OCTAPACE culture and organizational commitment", *International Journal October-December' 2012*, ISSN (P):2279-0934, (O):2279-0942, pp.187-194.
22. Dr.MU.Subrahmanian (2012), "Achieving high involvement & satisfaction through OCTAPACE culture in it companies", *Zenith International Journal of Business Economics & Management Research*, Vol.2 Issue 5, May 2012, ISSN 2249 -8826 ,pp.131-138.
23. Mu.Subrahmanian and P.Renganathan (2013), "Employee's perspective towards organization culture in Automobile Industries in Chennai", Issue 1, January 2013
24. Sapna Rijal, Purbanchal University, Nepal (2010) Leadership Style And Organizational Culture In Learning Organization: A Comparative Study, *International Journal of*

Management & Information Systems – Fourth Quarter 2010 Volume 14, Number 5, pp.119-128.

25. Sanjeev K.Sharma and Aditi Sharma (2010), “examining the Relationship between organizational culture and Leadership Styles”, Journal of the Indian Academy of Applied Psychology, Issue 1, January 2010, Volume.36, pp.97-105.
26. M. Srimannarayana, (2008)"Human Resource Development in India", Indian Journal of Industrial Relations, 44(2), pp. 248-255.
27. Mufeed S.A (2006) The need for a focus on key elements of HRD climate in Hospitals- an Empirical study, Management of Labour Studies XLRI, Jamshedpur Vol. 31 PP 57-65.
28. Mufeed, S.A., (2006), Enhancing Educational Institutions Effectiveness through HRD climate: An Empirical Study, Management and Change, Vol. 10 N2 PP 25-64.
29. Mattoo A R and Ahmad M P (2005), HRD Climate in the Hospital of J and K state and Empirical Study”, The Business Review, Vol. 11, No. 2.
30. B. K .Punia and Luxmi (2005), “Organizational culture in service sector: An exploration”, Delhi Business Review, X Vol. 6, No. 1 (January - June 2005), pp.45-51.

.....