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RESEARCH ARTICLE

A COMPARATIVE STUDY ON DIMENSIONS OF ORGANIZATIONAL CULTURE BETWEEN TOP AND MIDDLE MANAGEMENT OF UNIVERSITIES IN RAJASTHAN

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ABSTRACT

The eight values of organizational culture namely (openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation) were analyzed through t-test. The purpose of the present research work is to compare culture of universities of Rajasthan i.e. top and middle management. Respondents were directly contacted for filling up the standard questionnaire of OCTAPACE-Profile, developed by Dr. Udai Pareek. The results conclude that there is significant difference on openness, confrontation, trust, authenticity, pro-action, collaboration and experimentation dimensions of top and middle management. The significance of the study is based on the challenges facing higher education and to improve their academic standard through organizational culture of top and middle level management.

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INTRODUCTION

The roughly meaning of word "university" is "community of teachers and scholars." The university's culture played an important role to build reputation in the society. The culture followed by employee of organization i.e. employee of top, middle and lower management. We have to need study of organizational culture for operation of organization sound and smooth. Organizational culture means Organizational culture is the collective behavior of humans that are part of an organization, it is also formed by the organization values, visions, norms, working language, systems, and symbols, it includes beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling.

Review of Literature

Muya James Ng'ang'a, Wesonga Justus Nyongesa (2012) conducted research on the topic. "The Impact of Organizational Culture on Performance of Educational Institutions". This paper explores what is entailed in an institutional culture, measurement of an institutional culture, measurement of an institutional performance and the effect of

an institutional culture on its performance. For the long term performance, three main criteria needed to develop a suitable culture: It must be strategically relevant; it needs to be strong; the culture must have an intrinsic ability to adapt to changing circumstances. The three factors that seem to greatly contribute to the building up of a strong culture are; a founder or an influential leader who established desirable values, a sincere and dedicated commitment to operate the business of the institution according to these desirable values and a genuine concern for the well-being of the institution's stakeholders. The developed and perpetuate of a strong culture in an Ravasi and Schultz (2006) state that organizational culture is a set of shared mental assumptions that is to guide interpretation and action in organizations by defining appropriate behavior for various situations. At the same time although a company may have "own unique culture", in larger organizations, there is a diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team. The organizational culture may also have negative and positive aspects.

Objectives of the Study: The objectives of the present research are as follows:

1. To study the organizational culture in the Top and Middle Management employees of universities of Rajasthan.
2. To study the different values of organizational culture namely openness, confrontation, trust, authenticity, pro-

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action, autonomy, collaboration and experimentation of university employees.

- To compare the different values of organizational culture between Top and Middle Management employees of universities.

MATERIALS AND METHODS

First of all the head of the institutions were contacted and after taking permission for data collection, respondents were contacted at their comfort zone of time. Then the OCTAPACE-Profile questionnaires were distributed and collected after 45 minutes. Thereafter scoring was done with the help of manual and interpretation was done. Thereafter t-test was applied for the comparison of top and middle management university in the context of different values of organizational culture.

Tool

OCTAPACE-Profile developed by Dr. Uday Pareek was used. The Profile consists of eight values of organizational culture namely openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation. The test is reliable (reliable coefficient 0.90) and valid (validity coefficient 0.48).

Research Design

Data were collected from 270 employees drawn from Public, Private and Deemed Universities. For testing the differences on present organizational culture between Top and Middle Universities, the distribution of sample is as follows: Top management= 180 and Middle management =90.

Sample

The sample consisted of a total number of 180top management (academic) and 90 non academic staff of employees of middle management and from six universities of Rajasthan.

Analysis and data interpretation

H: There will be no significant difference between Top and Middle Management regarding values of organizational culture namely openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation of University's employee.

The above table shows that 't' scores for openness dimension of organizational culture is found to be 4.808 which is significant at 0.01 level it infers that there is significant differences in openness dimension of organizational culture between top and middle management.

The above table indicates that 't' scores for confrontation dimension of organizational culture is found to be 5.724 which is significant at 0.01 level it infers that there is significant differences in confrontation dimension of organizational culture between top and middle management.

The above table reflects that 't' scores for trust dimension of organizational culture is found to be 3.927 which is significant at 0.01 level it infers that there is significant differences in trust dimension of organizational culture between top and middle management.

The above table depicts that 't' scores for authenticity dimension of organizational culture is found to be 6.215 which is significant at 0.01 level it infers that there is significant differences in authenticity dimension of organizational culture between top and middle management.

The above table reveals that 't' scores for Pro-action dimension of organizational culture is found to be 6.599 which is significant at 0.01 level it infers that there is significant differences in Pro-action dimension of organizational culture between top and middle management.

The above table observes that 't' scores for autonomy dimension of organizational culture is found to be 1.068 which is insignificant at 0.05 level it infers that there is insignificant differences in autonomy dimension of organizational culture between top and middle management.

The above table refers that 't' scores for collaboration dimension of organizational culture is found to be 9.688 which is significant at 0.01 level it infers that there is significant differences in collaboration dimension of organizational culture between top and middle management.

The above table exhibits that 't' scores for experimentation dimension of organizational culture is found to be 3.148 which is significant at 0.01 level it infers that there is significant differences in experimentation dimension of organizational culture between top and middle management.

Table 1. Comparison of Top and Middle Management on dimensions of Organizational Culture

| Dimensions | Type of Management | N | Mean | S.D. | Mean Diff | t | p value |
|-----------------|--------------------|-----|-------|-------|-----------|-------|---------|
| Openness | Top | 180 | 14.58 | 3.080 | 2.022 | 4.808 | .000 |
| | Middle | 90 | 12.56 | 3.589 | | | |
| Confrontation | Top | 180 | 14.38 | 3.035 | 2.244 | 5.724 | .000 |
| | Middle | 90 | 12.13 | 3.044 | | | |
| Trust | Top | 180 | 12.48 | 3.373 | 1.694 | 3.927 | .000 |
| | Middle | 90 | 10.79 | 3.279 | | | |
| Authenticity | Top | 180 | 12.84 | 2.952 | 2.344 | 6.215 | .000 |
| | Middle | 90 | 10.50 | 2.861 | | | |
| Proaction | Top | 180 | 15.29 | 3.275 | 2.961 | 6.599 | .000 |
| | Middle | 90 | 12.33 | 3.848 | | | |
| Autonomy | Top | 180 | 13.61 | 4.986 | .689 | 1.068 | .287 |
| | Middle | 90 | 12.92 | 5.017 | | | |
| Collaboration | Top | 180 | 15.78 | 3.420 | 4.711 | 9.688 | .000 |
| | Middle | 90 | 11.07 | 4.383 | | | |
| Experimentation | Top | 180 | 12.73 | 2.896 | 1.178 | 3.148 | .002 |
| | Middle | 90 | 11.56 | 2.903 | | | |

Interpretation

Openness dimension of organizational culture Top management had significantly more Openness from Middle management it may be due to Top management executes with more sharing of thoughts and feelings without defensiveness in comparison to Middle management.

Confrontation dimension of organizational culture Top management had significantly more Confrontation from Middle management it may be due to Top management executes with willingness of teams to discuss and resolve sensitive issues.

Trust dimension of organizational culture Top management had significantly more Trust from Middle management it may be due to Top management executes with more assurance that others will help, when such help is needed and will an honour Mutual commitments and in comparison to Middle management

Authenticity dimension of organizational culture Top management had significantly more Authenticity from Middle management it may be due to Top management executes with more undisputed credibility in comparison to Middle management.

Pro-action dimension of organizational culture Top management had significantly more Pro-action from Middle management it may be due to Top management executes proactive functions at all the three levels of feeling, thinking and actions in comparison to middle management.

Autonomy dimension of organizational culture Top management having more free to do job in comparison to Middle management it may be due to Top management executes responsibility, take decision, and role Autonomy.

Collaboration dimension of organizational culture Top management had significantly more Collaboration from Middle it may be due to Top management executes productivity reports, more meetings, involvement of staff, more joint decisions, better resource utilization, and higher quality of meetings.

Experimentation dimension of organizational culture Top management had significantly more Experimentation from Middle management it may be due to Top management executes a different approach as the risk seems to be too high and yet, complex problems require new approaches to their solutions.

Findings

It infers that there is significant differences in openness, confrontation, trust, authenticity, pro-action, collaboration and experimentation dimension of organizational culture between top and middle management.

Conclusions

There is significant difference between Top and Middle management on dimension Openness, Confrontation, Trust, Authenticity, Pro-action, Collaboration and Experimentation.

Recommendations

1. Top management maintained all seven subsystems of organizational culture Openness, Confrontation, Trust, Authenticity, Pro-action, Collaboration and Experimentation While middle management required all seven subsystems.
2. The organizational culture refresher program for both levels top and middle should be organized.
3. Lower management requires improve in Openness, Confrontation, Trust, Authenticity, Pro-action, Collaboration and Experimentation dimensions of organizational culture and it can be done through orientation program.

Limitation of the Study

This research is limited to the educational sector of Rajasthan. This study relied on self report and surveyed data.

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