

# CULTURE, COMPETENCE AND ORGANIZATIONAL EFFECTIVENESS

## MOVING BEYOND "STRONG" CULTURE

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**C**ULTURE is the social energy that drives or fails to drive an organization. To ignore culture and move on the assumption those formal documents, organizational strategies and structure with different appraisal systems are enough to guide the complex human behavior at work may well turn out to be a step in the wrong direction. The studies in the area of organizational culture demonstrated that most of what goes on in an organization guided by the cultural qualities expressed in shared values, belief systems, for-granted assumptions, and unwritten rules. The relationship between the culture and functioning of social organization has been a recurring theme in the social sciences for over five decades. Each of these authors focused culture as a critical aspect of adaptation of social organizations and viewed culture as a system of 'socially transmitted behaviour patterns that serve to relate human communities to their ecological settings' (Kessing, 1974). This perspective has been reflected in the work of ethnographers such as Whyte (1949) and by psychologists such as Schein (1985, 1990) and Hofstede (1980, 1991 & 1990).

The purpose of this paper is to draw attention on certain aspects of work culture. The period of post July 1991 in India, which has witnessed economic liberalization in the country, initiated tremendous changes. This metamorphosis has invited multinationals to invest in the Indian market. In a developing country, multifaceted innovations bring the native people in contact with alien culture and influence the life goals. Contemporary techniques are of technocratic planning with a purely economic approach. These approaches evolve a new style of life a new culture, which throws a challenge of acculturation. On the other hand certain structural and functional features of organizations are intrinsic to all organizations and their operational peculiarities of ten reflected diverse cultural ethos and yield disparate results. Thus, the broader framework of cultural context determines the immediate work culture of a given organization, which will regulate the behaviour of employees in specific ways, which in turn will influence the organizational goals. This line of reasoning creates an interesting situation when people from alien cultures are involved in running the organization, as it would lead to gaps, discrepancies and intermission between the culture of the people and the culture of the organization. The accretion presence of multinationals in Indian sub continent present such an opportunity to examine inter and intra-cultural similarities and differences in work culture and its consequences at the levels of individual and organization. This analogy and atypicality may be perceived as threat, harm and challenge by the people and may lead to diverse effects depending upon the type of combination of individual, organizational and contextual variables. It is assumed and expected that free market economy evolve a competitive environment, where "Quality and Efficiency" becomes the buzzword or the "Gayatri Mantra" for the way to success and growth.

Organizational researches have also addressed the relationship between culture and functioning (Wilkins & Ouchi 1983, Barney, 1986; Barley et. al 1988; Saffold, 1988; Ott, 1989) but have seldom developed explicit theories of organizational culture and effectiveness or presented

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supporting evidences (Shiel & Martin 1990). Progress has been made in related research areas such as socialization (Van Mannen & Schein 1979, Chatman, 1991) and change (Schein 1985) (Kotter & Heskett 1992) but with few exceptions (e.g. O'Reilly 1989) little attention has been given to the issue of organization culture and effectiveness (Denison & Mishra, 1995).

As pointed out by Pareek (1994) that culture provides a strong rim for a fast moving wheel, which keeps several factors, integrated and acts as a binding force to manage the difficult terrain. Similarly organizational culture provides a context for managing and dealing with change which is evident in globalization of organizations. It gives the vita forces, a guiding law, subjects them to some moral and rational government and leads them beyond their natural formulations, until it can find for life the clue to a spiritual freedom, perfection and greatness.

In the Indian context, Sinha (1994) pointed out that the move to get out the western mould and indigenous Organizational Behavior research in India has taken three routes. The first read towards a religious – philosophical model of human beings who strive to relate by seeking purity and peace of mind, cultivating a sense of detachment and accenting work as a duty. The second emphasizes strategic role of organizations in nation building. The third yields to Socio-economic and political compulsions and explores that how people work in the organization. The three approaches often overlap and taken together presents a contrast to a western view of culture. However, there are instances of meaningful borrowings and blending which help and entertain the possibility of a worthwhile program of integrative indegenisation.

There are a plethora of perspectives available on organizational culture. Barbara (1992) discussed organizational culture as an umbrella concept where almost all studies can find a place if their authors so wish. Studies in these areas seem to be connected almost naturally to anthropology, yet in many cases it is just a metaphor that has been borrowed and not the approach as such. However, these perspectives available namely, Smircich's 1983 anthropological, Jaques (1951) Schein (1985) perspective. For this research work Schein's perspective is used.

An organization may have significant and idiosyncratic beliefs and the combination of these will contribute towards the development of unique culture of the organization. The cursory overview of these perspectives suggested that there are serious overlapping concerns between and among these perspectives. On the basis of these understandings it may be asserted that these perspectives need to be juxtaposed in a complementary manner and the insights from all the perspectives need to be drawn and utilized for understanding, examing and managing organizational culture. These perspectives offer a reasonably meaningful way of looking at the issue of organizational culture in particular and culture in general. Apparently, it seems that they are mutually exclusive and independent perspectives. However, there is more of complementarity. They offer a meaningful insight into the various processes and issues like a conceptual mosaic on the floor of organizational culture. Against this backdrop an attempt has been made to examine organizational culture, competence and organizational effectiveness.

## **Method**

### **Organizational Sites**

The present study aimed at investigating the nature of organizational culture and its relationship with organizational effectiveness and competence in the three multinational organizations namely Maruti Udyog Limited, Escorts Limited and Pepsi Foods Ltd. The three organizations are managed apparently in Japanese, Indian and American managerial system. The three selected organizations are highly profit making growing industry and performing extremely well in the market as well on other fronts of organization.

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## Sample

Sample consisted of 450 employees working with Maruti, Escorts and Pepsi included employees from three hierarchical levels i.e. Managers, Executives and Supervisors working in three organizations.

TOTAL SAMPLE (N = 450)		
Maruti (N – 150)	Escorts (N – 150)	Pepsi (N – 150)
Managers (N – 50)	Managers (N – 50)	Managers (N – 50)
Executives (N – 50)	Executives (N – 50)	Executives (N – 50)
Supervisors (N – 50)	Supervisors (N – 50)	Supervisors (N – 50)

It was observed that most of the employees working with the Maruti Udyog were technocrats followed by the employees of the Escorts Limited while mostly professionals were working with Pepsi Foods Limited.

## Measures

The present study used three sets of measures, namely:

- **Measures of Organizational Culture:** Super and Nevell (1986) identified and used by Sinha (1987) for Indian organization was used. The 10-item questionnaire belongs to four super ordinate factors. These are Self-Realization, Status Enhancement, Sulphitic values and Socio Economic Support.
- **Measures Organizational Effectiveness:** Taylor and Bower (1972) developed this scale. It takes considerations of three factors namely Group functioning, Satisfaction and Goal Integration.
- **Measure of job competence:** This scale was designed and developed by Martin (1974). There are five dimensions describing four categories of job performance and employee competence.

## Procedure

Data collection in the three chosen organizations namely Maruti, Escort and Pepsi were done only after obtaining the formal permission to conduct the study. The subjects were contacted during the working hours. Personally, they were requested to go through the questionnaire and give their responses. At the outset, the respondents were assured of confidentiality of their responses. Subjects were assured that they need not mention management personnel had not commissioned the study their name and also that and that their participation is to be on an entirely voluntary basis. The subjects were asked to answer all the statements as honestly and completely as possible and not to leave any item unattempted only.

## Results

Data were collected from 450 employees altogether, there were 150 employees equally drawn from the three organizations which include Maruti (A), Escorts (B) and Pepsi (C). From each of these three organizations 50 managers, executives and supervisors were selected for this study. In order to examine the pattern of organizational culture prevailing in Japanese, Indian and American rooted organizations the values endorsed by the employees were analyzed. The scores of employees belonging to these three types of organizations working at three hierarchical levels namely Managers, Executives and Supervisors are shown in Table 1. With a view to ascertain this effect of type of organizations and hierarchical level in values, the scores were subjected to separate 3\*3 factorial ANOVAS. The summaries of these ANOVA'S appear in Table 2.

**Table 1 : Means and Standard deviations of the scores on the measures of work values by type of organization and Hierarchical Level of employees**

Organization	Hierarchical Level	Self Realization		Status enhancement		Sulphitic Value		Socio Economic Support	
		M	SD	M	SD	M	SD	M	SD
A	M	82.78	7.72	80.80	7.39	78.64	10.09	81.44	7.74
	E	76.90	7.22	78.84	6.20	80.22	6.60	81.82	7.40
	S	65.54	7.70	66.90	6.80	66.90	4.84	67.38	7.37
B	M	80.30	11.10	81.24	10.67	77.96	11.08	80.18	12.06
	S	64.80	9.88	66.54	9.76	66.14	10.05	68.82	10.42
	E	60.78	7.56	62.10	9.11	61.14	9.54	63.38	9.63
C	M	83.92	5.65	84.66	5.02	84.52	6.20	84.98	5.03
	S	70.30	7.81	71.16	8.40	70.76	9.47	72.78	8.90
	E	65.98	9.10	66.10	7.96	67.28	7.32	68.30	8.51

Note 1 :  
 A = Maruti (A Japanese Organization)  
 B = Escorts (An Indian Organization)  
 C = Pepsi (An American Organization)

In Hierarchical level (M = Managers, E = Executives, S = Supervisors)

**Table 2: Summaries of 3\*3 factorial ANOVA's performed on the scores of the measures of values**

Source of Variation		Self realization		Status enhancement		Sulphitic Value		Socio economic support	
Type of	DF	MS	F	MS	F	MS	F	MS	F
Organization A	2	1681.72	24.52**	1232.94	18.79**	1882.88	25.46**	1504.29	19.54**
Hierarchical B	2	1278.07	186.48**	1199.60	170.7**	8740.96	118.19**	9418.81	122.37**
Level A*B	4	369.72	5.39**	625.55	9.53**	859.73	11.62**	683.74	8.88**
Within	441			65.60		73.50		76.96	

**Table 3 : Means scores on the measures of Work Values by type of organization and Hierarchical level**

	Maruti (A)	Escorts (B)	Pepsi (C)	Manager	Executive	Supervision
	M	M	M	M	M	M
	X	Y	X	A	B	C
Self Realization	75.07	68.63	73.42	82.33	70.69	64.10
Status Enhancement	75.51	69.90	73.97	82.23	72.18	65.03
Sulphitic values	75.25	68.65	74.18	80.37	72.61	65.11
Socio Economic Support	76.88	70.79	75.35	82.20	74.47	66.35

**Note:** Similar subscripts do not differ significantly.

It was observed that all the main interaction effects were statistically significant. Table 3 presents the results of mean comparison of the score as a function of main effects of type of organizations and level of hierarchy. It was observed that all the four values were endorsed at significantly higher level by the employees of Organization A (the Japanese organization) than the rest of the two organizations namely Organization B (the Indian organization) and C (the American Organization) which did not differ significantly. The mean comparison as a function of hierarchical level revealed that the managers scored significantly higher followed by Executives and Supervisors respectively. All the mean comparisons were statistically significant and yielded a strong effect of hierarchical level.

The results of ANOVA's have yielded significant interaction of the type of organization and hierarchical level. The mean score as a function of these interactions are precisely because the pattern of scores in the case of organization (A) follow a different pattern than organization (B) and Organization (C). It is apparent that on Sulphitic and Socio economic dimension the executives of organization (A) scored higher than managers while in the other organization, the managers scored higher than executives did. On the values of self-realization and status enhancement somewhat similar but slight less strong trend was noted. In fact the group of supervisors scored consistently lowest in all the three organizations. The managers of organization (A) have scored lower than organization (C) on all the four values.

On the effectiveness dimension as shown in Table 4 that all the three dimensions of effectiveness, which includes Group functioning, Satisfaction and Goal integration. To visualize the effect of three types of organizations and hierarchical levels of employees the summaries of ANOVA'S are presented in Table 5.

**Table 4: Means and Standard deviations of the scores on the measures of Effectiveness by type of organization and Hierarchical Level of employees**

Organization	Hierarchical Level	Group Functioning		Satisfaction		Goal Integration	
		M	SD	M	SD	M	SD
A	M	26.34	1.29	26.00	1.49	7.46	1.05
	E	22.84	1.82	22.70	2.44	7.48	1.337
	S	19.28	2.43	20.64	3.18	6.16	1.20
B	M	23.00	3.53	21.80	3.77	7.48	1.337
	S	18.80	2.91	18.46	3.53	5.64	1.43
	E	11.26	2.97	15.60	3.47	4.84	1.60
C	M	22.02	3.05	22.70	3.34	7.10	1.72
	S	21.46	3.11	22.02	3.50	7.46	1.82
	E	21.96	3.13	23.12	3.44	7.32	1.61

**Table 5 : Summaries of 3\*3 factorial ANOVA's performed on the scores of the measures of values**

Source of Variation		Group Functioning		Satisfaction		Goal Integration	
Type of (I)	DF	MS	F	MS	F	MS	F
Organization	2	477.06	60.89**	909.66	88.8	79.82	35.93**
Hierarchical (ii)	2	810.24	103.42**	53.09	52.09**	53.01	23.86**
Level	4	198.43	25.32**	164.14	16.02**	27.29	12.28**
(i) x (ii) Within	441	7.83		10.24		2.22	

**Table 6: Mean scores on the measures of Work Values by type of organization and Hierarchical level**

Effectiveness	Maruti (A)	Escorts (B)	Pepsi (C)	Manager	Executive	Supervision
	M	M	M	M	M	M
	X	Y		A	B	C
Group Functioning	22.82	19.35	21.81 Z	23.79	21.03	19.17
Satisfaction	23.11	18.62	22.61 X	23.5	21.06	19.78
Goal Integration	7.03	5.92	7.29 X	7.28	6.86	6.11

**Note:** Similar subscripts do not differ significantly.

While Table 6 shows that the employees of organization A scored higher on all the dimensions of effectiveness. Three hierarchical levels of employees, i.e. Managers, Executives and Supervisors. Managers scored little higher followed by Executives and Supervisors. The ANOVA'S have yielded a significant interaction between type of organization and hierarchical level. These significant interactions reveal that on group functioning and satisfaction dimension Supervisors of organization C scored higher than their counterpart Managers and Executives. While on Goal integration dimension of effectiveness, Managers of Organization B scored relatively higher than their fellow Managers in Organization A and C.

On the competency dimension as shown in Table 7 that all the dimensions of Job competency, which includes is interesting to note that when mean comparisons were made all the five dimensions of competency which included competency in communications, dependability, positive attitude towards work, job competence, leadership and job commitment. The employees of Maruti scored higher followed by Pepsi and Escorts employees.

**Table 7: Means and Standard deviations of the scores on the measures of Competency by type of organization and Hierarchical Level of employees**

Org.	Hierar-chies	Communication		Dependability		Attitude to Work		Job Competence		Leadership		Job Commitment	
		M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
A	M	21.38	1.34	16.88	1.81	30.2	2.4	28.3	1.95	42.1	2.61	40.5	1.77
	E	17.10	1.60	15.86	1.34	6.0	9.0	2.0	2.69	0	3.99	8.0	33.1
	S	18.80	4.06	13.86	2.51	30.1	3.1	25.6	3.69	43.2	2.72	38.3	6.0
B	M	19.14	2.84	15.60	3.46	32.5	5.4	24.1	4.32	41.5	6.74	34.1	4.06
	S	14.28	3.34	10.34	2.25	6.0	9.0	0	4.68	8.0	6.11	0	5.83
	E	12.30	2.92	9.68	1.93	23.7	5.0	17.4	3.61	31.6	6.96	30.6	6.70
C	M	17.90	1.54	14.08	2.40	30.1	3.6	25.6	3.55	40.1	6.23	35.2	5.25
	S	17.18	2.27	13.26	2.60	0	8.0	8.0	3.12	4.0	6.05	6.0	6.66
	E	17.16	1.94	13.44	2.30	29.4	4.2	24.3	2.93	39.6	5.73	37.6	6.34
						2.0	5.0	8.0		4.0		2.0	
						30.0	4.0	25.2		41.6		38.8	
						8.0	2.0	4.0		6.0		6.0	

However, on Leadership, Positive attitude to work and Job Commitment dimensions, employees of Pepsi scored relatively higher in comparison to remaining organizations. It is also evident that the Managers scored little higher than the Executives and Supervisors. The significant interaction between type of organization and hierarchical level yielded significant F values. The mean scores showed that Managers of Escorts scored higher than their fellow Managers of Maruti and Pepsi. Whereas, on the Job Competence and Commitment dimensions, Supervisors of Pepsi scored higher than the Executives across the three organizations. To visualize the effect of three types of organizations and hierarchical levels of employees the summaries of ANOVA'S are presented in Table 8.

**Table 8: Summaries of 3\*3 factorial ANOVA's performed on the scores of the measures of Competency**

Source of Varification		Communication Dependability				Attitude to work		Job Competence		Leadership		Job Commitment	
		MS	F	MS	F	MS	F	MS	F	MS	F	MS	F
Type of													
Organization (I)	2	5984	8410	5294	9056	27389	1469	182018	15018	233868	7808*	140262	4914*
Hierarchical (ii)	2	55704	8368	41209	7419	92905	49833	86474	7135*	327221	10925*	67660	2370*
(i x ii) within	4	15174	2279	12074	2174	82302	4414	21108	1741*	156030	5209*	79546	2787*
	665		555		1864		1212		2985		2853		

**Table 9 : Mean scores on the measures of Competency by type of organization and Hierarchical level**

	Maruti (A)	Escorts (B)	Pepsi (C)	Manager	Executive	Supervision
	M	M	M	M	M	M
Communication	19.09	15.24	17.41	19.47	16.19	16.09
	X	X	Z	A	B	A
Dependability	15.53	11.87	13.59	15.52	13.15	12.33
	X	Y	Z	A	B	C
Attitude	28.71	27.17	29.87	30.97	28.77	26.01
	X	Y	X	A	B	C
Job Competence	25.57	19.31	25.20	26.03	22.49	21.45
	X	Y	X	A	B	A
Leadership	38.26	32.81	40.48	41.27	38.18	32.09
	X	Y	Z	A	B	C
Commitment	36.03	31.45	37.24	36.65	35.53	32.54
	X	Y	X	A	A	B

**Note:** Similar subscripts do not differ significantly.

It is interesting to note that when mean comparison were made all the five dimensions of competency which included competency in communications, dependability, positive attitude towards work, job competence, leadership and job commitment. The employees of Maruti scored higher followed by Pepsi and Escorts employees. However, on Leadership, Positive attitude to work and Job Commitment dimensions, employees of Pepsi scored relatively higher in comparison to remaining organizations. It is also evident that the Managers scored little higher than the Executives and Supervisors. The significant interaction between type of organization and hierarchical level yielded significant F values as shown in table 9. The mean scores showed that Managers of Escorts scored higher than their fellow Managers of Maruti and Pepsi. Whereas, on the Job Competence and Commitment dimensions, Supervisors of Pepsi scored higher than the Executives across the three organizations.



In order to attain the degree of relatedness between organizational culture and performance, multiple regression analyses were performed. The MRA were computed using Group functioning, satisfaction, and Goal integration of organizational performance as criterion and work values and competency as predictors for the total sample (N=450). Table 10 reveals that Job competence, self-realization, and competency in leadership and communication contributed significantly to effective group functioning.

**Table 10: Stepwise Multiple Regression: Criterion variable- Group Functioning (N= 450)**

Variables	Multiple R	R2	F
Job competence	.506	.256	154.54**
Self realization	.583	.340	115.06**
Competency in Leadership	.626	.392	71.67**
Competency in Communication	.639	.408	50.97**

Table 11 revealed that job competence, self-realization contributed significantly and these two variables lead to satisfaction. While table 12 indicated that competency in leadership and sulphitic values contributed significantly to Goal integration.

**Table 11: Stepwise Multiple Regression: Criterion variable- Satisfaction (N= 450)**

Variables	Multiple R	R2	F
Job competence	.476	.227	131.26**
Self realization	.542	.293	92.74**

**Table 12: Stepwise Multiple Regression: Criterion variable- Goal Integration (N= 450)**

Variables	Multiple R	R2	F
Competency in Leadership	.413	.171	92.34**
Sulphitic Values	.454	.206	58.15**

## Discussion

In the present research, an attempt has been made to map the organizational culture as experienced by the employees of three organizations rooted in three apparently cultural backgrounds namely: Japanese, Indian and American Organizations. Indian employees manage the organizations by and large; however, the various aspects of universal features of organizations find expression according to the contextual as well as managerial system of particular organizational settings. Against such a backdrop of assumption the present study was conceived. The framework was partially derived from the Schein's (1984) work on organizational culture, which emphasized the role of shared values as central to any analysis on organizational culture. Furthermore, while distinguish three fundamental levels at which culture manifests itself: (I) Observable artifacts, (ii) Values and (iii) Basic underlying assumption highlights the role of values as central theme to any analysis on values.

Researches in the area of organizational culture indicate that individual values as well as organizational values play an important role in determining how well an individual fits into the organizational context (Rousseau, 1990). However, there is a considerable disagreement on the issue of the level at which cultural values are meaningful to the individuals and organizations.



For example Enz (1988) conceptualized and measured values at sub unit levels, while O'Reilly et al (1991) did so at the level of the organizations. Besides, many researches have conceptualized and measured values at the individual level (Katzu 1986, Prakash, 1982, Rokeach 1973; Sinha 1990 in his efforts to understand organizational culture and related processes. Similarly the functionality of culture and organizational effectiveness have been inculcated and shaped through organizational culture. This variable represents the two major kinds of influences operating to shape the cultural processes of any organization it is their interactive patterns, processed outcomes shaped give rise to those features which may be called organizational culture. This variable represents the two major kinds of influences operating to shape the cultural processes of any organization it is their interactive patterns, processed outcomes shaped give rise to those features which may be called organizational culture. For example individual entering into the organization not only receive influences from the organization but also influence many of the organizational processes. Such a bi-directional symbiotic relationship plays a crucial role in shaping organizational culture.

This research work was designed to map organizational culture of Japanese, Indian and American Organizations by understanding commonality and differences in individual as well as organizational level variables and processes. To this end organizational culture was measured in terms of Self Realization, Status enhancement, Sulphitic values and Socioeconomic support. It was evident from the finding of the study that socioeconomic support was consistently found to score higher in all the three organizations. Status enhancement, sulphitic values and self-realization followed this. The reason could be that the respondents were working in a context which is experiencing tremendous amount of change around them thereby realizing that socioeconomic well being will provide them the necessary amount of stability in continuously changing surrounding.

Furthermore, the Indian studies reference have provided ample evidence that process of socialisations that though organizations are outcomes but have to be adaptive to its environment. The work boundaries of Indian organizations are much more permeable than their western counter parts. Organizational culture is a subculture of the large engulfing societal culture. Integration is therefore, crucial at three levels within the organization, between environment and between various forces of the environment. Sinha (1995) has looked for the sources of organizational culture in its socioeconomic milieu. Furthermore, the evidence from literature support this contention that similar work related experiences result to uniformity of perception of cultural characteristics Schein 1987, Van Mannen, 1976.

As evident from the findings of the study that the group of managers across the organization strongly endorsed the values leading to self realization that may be due to the fact that managers perceived themselves to be valuing ability utilization, achievement, advancement, peace of mind and personal development through their work. Where as both the groups, i.e., Executives and Supervisors scored high on socioeconomic support dimension, such findings provide support to a truism that market economics have the inevitable consequences of rendering organizations competitive. A fierce struggle for existence sets in where no one can afford to ignore an opportunity to show his best. What Newman (1972) said about Western work relationship is likely to appear to a great extent in Indian Organizations as well. That is an employee concern is likely to become universalistic one move in hierarchical ladder of organizations as the individualistic orientation becomes much stronger. Organizations would experience constant pressure to ease out misfits and to upgrade a series of conditions of better employees in order to retain them.

Now, it may however, be asserted that despite certain universal features of the organizations the cultural characteristics are different and unique in case of three organizations in the study. Though we tend to believe that multinationals coming to India will create organizational culture having universal characteristics. The findings of the study helped us establishing clearly that such a belief can not be granted empirical support. Multinationals coming to India may bring with them

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certain kind of technology, structure, philosophy and work format which are getting processed and assimilated by the environmental and social forces of the recipient cultural context. As argued by Ganesh (1990) that such a position provides us sufficient foundation to say that organizational functioning of Indian organizations are not determined technologically but socially.

This trend in result clearly showed that value systems that are classified both as functional and traditional are most likely to contribute to the development of proper values and consequently, to organizational effectiveness. As evident from the finding that in Maruti, which is apparently devoted in Japanese system encourage two elements, as suggested by Hatch (in press), that are necessary for effective setting of corporate goals, policies and strategies:

- (i) Broad organizational participation embedded in the realities of day to day business conduct, rather than a ritualistic, top down approach and
- (ii) Patient, hard to copy, step by step changes and improvements, rather than ambitious, ostentatious or trendy strategic leaps.

The value system in many Japanese firms, particularly the large and small ones, seem to fit this type, as Abegglen, 1958; Pederson, 1991, pointed out that the resulting values. Largely functional and rooted in tradition such as the importance of quality, cooperation, effort, Sempai – Kohai relationship, shared obligations, image of Sensai and loyalty seem very likely, under most conditions, to contribute to organizational effectiveness. These kind of shared values are important factor in their prosperity. The success of American companies, such as IBM, 3M, Walt Disney Productions among others may be attributable, in part, to such values. Henceforth, the clarion call has become the Hobson's choice, where all the Indian Organizations should put their head down and inculcate these values for the coming millennium if they want to sustain in the competitive global village.

It is reasonable to expect that a phenomenon as pervasive as organizational culture affects organizational performance and in this millennium, organizations have to move beyond the "strong" culture model and it must inculcate the values towards the self-realization in organizational members. Since organizations across the globe are experimenting with different approaches to improve the creation, capture storage, availability and utilization of most precious resource for dealing with the challenges of the 21<sup>st</sup> century. Henceforth, the HR professionals have to play a very important especially in sub-continent and they must understand what wisdom or "intellectual human capital" is how it can be developed and managed in different cultures and conditions.

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