

Octapace Culture

A Study of Hospitality Sector in Lucknow Region

Rekha Khosla

Amity Business School, Amity University, Lucknow
E-mail: rkhosla@lko.amity.edu



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Abstract

Purpose: *The study aims to identify the profile of the organizational culture in the hospitality sector and to understand the level of impact of various OCTAPACE parameters across the hospitality sector in Lucknow region, as it affects the overall effectiveness of the organization.*

Design/methodology/approach: *The study adopted a mixed research design which includes Exploratory and Descriptive Research Design. Further, in-depth interviews of 200 employees working in hospitality sector were conducted to interpret and validate the survey results.*

Findings: *The results of the study indicate that organization culture has a significant impact on organizational effectiveness. The organizations need to develop a performance driven organization culture to bind the employees for high performance, to sustain the competitive advantage.*

Research limitations/implications: *The study is static and does not focus on the changes over time as in the case of survey empirical studies. A longitudinal follow up studies would be required to prevent this bias. Second, the response bias can also affect the self-report led data.*

Practical implications: *The present study signifies that the management must work for developing a performance driven environment that sketches strong associations between culture, management practices and organizational effectiveness, which is interconnected and essential for every organization for its development and enhancing employee performance.*

Originality/value: *The results of the present study increase extant knowledge and understanding on the knowledge of the relationships between various organizational culture parameters.*

Keywords: Organizational Culture, Hospitality Sector, OCTAPACE.

INTRODUCTION

Today's organization is predominantly dynamic that pose enormous opportunities and challenges to the corporate practitioners and policy makers. Understanding such dynamism is very crucial to pursue the organizational strategic objectives. This paper examines the OCTAPACE culture of the hospitality sector operating in Lucknow as the organizational culture plays a very significant role in making organizations get the best out of themselves. Culture provides the energy needed to function well as the heart ensures a proper circulation of blood to all the organs for proper functioning of the body.

ORGANIZATIONAL CULTURE

'Culture is the soul of the organization – the beliefs and values, and how they are manifested. I think of the structure as the skeleton, and as the flesh and blood. And culture is the soul that holds the thing together and gives it life force.'

– Henry Mintzberg

Organizational culture is being recognized increasingly as an important determinant of organizational performance. Culture serves as one of the most effective managerial control mechanisms in organizations because performance standards are enforced by the employees rather than by top-down bureaucratic rules and regulations (John E., Kralewski, Terence D. Wingert, Michael H. Barbouche, 1996). The discussion on the term 'organizational culture' has gained importance as a way to comprehend and to be aware of human behaviours. Culture comprises the symbolic side of an organisation, and it gives dimensions to the human contemplation and behaviour in the system. Organisational Culture comprises beliefs and values of an organization, which helps in formulation of organizational norms, the guidelines and expectations that prescribe the apposite kinds of behaviour by employees and manage the actions of organisational employees towards one another.

Organizational culture is a descriptive term concerned with how employees perceive the characteristics of an organization's. Culture plays an important role in shaping any organization. It evolves with the business perspective, internally and externally.



Shafritz and Ott (2001) explained the 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'. Scholz (1987) defined

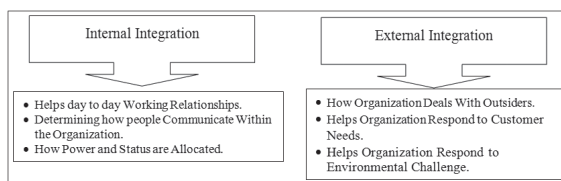
corporate culture as the implicit, invisible, intrinsic and informal consciousness of the organisation, which guides the behaviour of the individuals. Deal and Kennedy (1982) defined organizational culture as the way things get done around here.

Schein (1985) analyzed organisational culture as the ‘essential assumptions and beliefs that are commonly shared by employees of the organisation’. Schein (1985) also holds the notion of collective understandings of culture as the patters of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have 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 these problems.

Schein further argues that to understand the content and dynamics of culture, one should know those aspects, which provide information about how basic assumptions arise and why they persist. He categorizes these aspects into two groups. These two aspects are:

1. External adaptation, and
2. Internal integration.

Schein’s External Adaptation vs. Internal Integration Tasks: from Hatch M.J. (1997)



Organizational culture is considered as an internal variable meaning that is something that organization has. This perspective of

culture has been taken by a number of researchers. It has been described as a set of assumptions (Schein, 1985), rituals and ceremonies (Deal and Kennedy, 1982), shared management practices (Hofstede, 1993) and shared values (O Reilly, 1991), Peters and Waterman (1982) argued that a strong culture distinguishes successful organizations from their organizations. They emphasized that any organization, in order to survive and achieve successes, must have a sound set of beliefs. If an organization is to meet the challenge of a challenging work, it must be prepared to change everything about itself except those beliefs as it moves through corporate life.

The theory propounded by Edgar Schein has been most influential in understanding organizational culture. Culture exists at three levels ranging from latent to manifest. At the latent level lies a core of beliefs and assumption, in middle the values and at the manifest levels are artifacts. Schein believes that the core of basic assumptions and belief is the essence of culture. This core guides the values and behavior norms, which the members recognize, respond to and maintain.

Pareek (1988) relied on the functionalist approach to study culture. Culture related concepts can be seen as multi level concepts. Values, beliefs attitudes and norms are inter-related. Pareek (1997) discussed the concept of ethos, as the underlying spirit of character or group and is made of its beliefs, customs or practices. At the base of ethos is core values, i.e. ‘People need to vie and get something from the occupation that goes beyond simply earning a salary’.

A healthy organizational culture rests on eight strong pillars of ‘OCTAPACE’ refer-

ring to Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration and Experimentation. Uday Pareek and T.V. Rao pioneered the concept of HR Culture and propounded the OCTAPACE culture.

HOSPITALITY INDUSTRY – AN OVERVIEW

Hospitality means kindness in welcoming strangers or guests. The word Hospitality is derived from the Latin word *hospes*, meaning guest, and developed into *hospice*, a place of shelter for travelers. The hospitality business is a massive industry encompassing all forms of transport, tourism, accommodation, dining, drinking, entertainment, recreation and games. It is the world's largest employer of people and a vast consumer of physical resources. The hotel Industry contributes to 6.23 percent to the National GDP and 8.78 percent of the total employment in the country. Constant transformation, functional growth and improving standards have gained the hospitality industry of India approval all over the world. The Indian hospitality sector has been growing at a cumulative annual growth rate of 14 per cent every year adding significant amount of foreign exchange to the economy. The major factors contributing to this growth include stable economic and political conditions, booming service industry, FDI inflow, infrastructure development, emphasis on tourism by the central as well as state governments and tax rationalization initiatives to bring down the tax rates in line with the international levels. The growth of hospitality has always been tied to the expansion of business, tourism and travel, and is arguably the oldest professional activity.

SWOT Analysis of Hospitality Industry

<p><i>Strengths</i></p> <ul style="list-style-type: none"> • Natural and cultural diversity • Demand-supply difference • Government supportability • Increased the market share 	<p><i>Weakness</i></p> <ul style="list-style-type: none"> • Poor infrastructure support • Poor implementation of government initiatives • Vulnerability to political events and unrest
<p><i>Opportunity</i></p> <ul style="list-style-type: none"> • Rising income levels of Indians • Open sky benefits stimulating demand and improved infrastructure 	<p><i>Threat</i></p> <ul style="list-style-type: none"> • Fluctuations in international tourist arrivals • Increasing competition as international majors entering the Indian markets

LITERATURE REVIEW

The research studies done by various researchers indicates that the strong culture contributes to the organization's healthy working environment and self-assessment capabilities which in turn increase the proficiencies of individual, teams and the entire organizations. Empirical studies conducted by (Kumar and Patnaik, 2002; Rohmetra, 1998; Kumar, 1997; Mishra, Dhar and Dhar, 1999; Bhardwaj, 2002; Alphonsa, 2000; Rao and Abraham, 1999) depicts that the culture of OCTAPACE (Term coined by T.V. Rao) values is assimilated by the culture of the many organizations to a good or moderate degree. These values help in gearing up a climate of persistent development for human resources. In a study on HRD climate in India with 1905 respondents from manufacturing, services and IT sector. M. Srimannarayana (2008) concluded that the overall OCTAPACE culture in the organizations under study seems to be above average with 60.06%. As far as dimensions of

OCTAPACE are concerned, collaboration with mean score 62.45 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. It had also been observed by M. Srimannarayana that manufacturing sector ranked higher than service and IT sectors in OCTAPACE culture. Service sector is at first place with respect to pro-activity. Instead of getting third rank in OCTAPACE culture, IT sector was found to be better with respect to confrontation in the comparative analysis with service sector. M. Srimannarayana (2007) in his study on HRD climate in Dubai observed that that OCTAPACE culture was more widespread than HRD mechanisms and general HRD climate. Carole V. Wells and David Kipnis (2001) in their study concluded that distrust of subordinates by managers (n = 275) was associated with the use of strong tactics of influence, little dependency on employees, and the use of personal-related characteristics to explain distrust. It was also found that distrust of managers by subordinates (n = 267) was associated with the use of strong methods of influence, less interaction, less attempts to influence, and the use of personal-related characteristics to explain lack of trust. The study also suggested that both employees and employers could benefit from considering the significance of a trusting relationship in the workplace. Adam, Francesca and David (2011) in their study on 'Role of employee proactivity' observed that proactive behaviors may be more effective with quieter leaders who are more receptive. Bhardwaj and Mishra (2002) in their study analyzed that the private sector managers perceived collaboration at their workplace more than average level. The study conducted

by Rainayee (2002) in commercial banks, team spirit and collaboration in both the banks are found to be satisfactory. Another study conducted by Adam, Sharon and Catherine (2009) suggested that proactive behaviors are more likely to contribute to higher supervisor performance evaluations when employees express strong prosocial values or low negative affect. Derek C. Man and Simon S. K. Lam (2003) in their study on cross cultural analysis found that increase in job complexity and/or task autonomy will increase group cohesiveness, which subsequently translates to better performance. The positive effects of job complexity and autonomy on group cohesiveness are also found to be more prominent for individualistic rather than collectivistic work groups. Mufeed (2006) in his study on hospital analysed that the value of experimentation has been discouraging whereas the value of authenticity had been well developed. The management and higher level manager never encouraged the potential employees by sharing their new ideas and suggestions.

NEED AND SCOPE OF THE STUDY

A strong culture is the driving force and this study helps to identify which cultures as compulsory adherence as rules and are not liked by the employees. This study helps to identify how organizational culture acts as an intrinsic motivation for the employees in organizations of Hospitality industry. Practitioners are coming to realize that, despite the best-laid plans, an organisational change must include not only changing structures and processes, but also changing the corporate culture as well. The scope of study after the research would be that the organization which adopted the comparatively good culture can

be adopted by other organization to bring about organization effectiveness as a result it will help the organization to build their culture in such a way that it brings about standardization in the industry. Another will be that it will help in the retention of the employees in the organization as work environment of the organization plays an important and vital role in the retention of employees.

OBJECTIVES OF THE STUDY

1. To describe the prevailing organizational culture in the hospitality sector.
2. The extent of the OCTAPACE dimensions like Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation.

HYPOTHESES OF THE STUDY

- H1.1: There is a significant difference between the perceived OCTAPACE organisational culture of hospitality sector as in selected units hotel-1 and hotel-2
- H2.1: There is a significant relationship between the OCTAPACE organisational culture variables in hospitality sector.

RESEARCH METHODOLOGY

Research Design

Exploratory Research Design, where the primary objective was to gain insights and comprehension of the issues related to organizational culture and employee performance in the hospitality sector.

Research Population and Sample

The research population is two hotel units situated in Lucknow, Uttar Pradesh and

employ a total of 390 and 250 employees respectively. The sampled population of the research included all employees of the selected units, which accounted for mainly 100 employees of the Hotel-1 and 100 employees of Hotel-2.

The study made use of multi-stage sampling to attain its objectives of a representative sample. For the purpose of this research, convenience sampling was used for the choice of hotels and stratified random sampling for the selection of employees.

Research Measuring Instruments

OCTAPACE Scale

The original OCTAPACE profile is a 4-point scale developed by Pareek (2003), is a 40 items instrument that gives the profile of the organisation's culture in eight values.

- *Openness*: The spontaneous expression of feelings and thoughts, giving the receiving feedback are the outcomes of openness.
- *Confrontation*: It is defined as facing rather than shying away from problems. Deeper analysis of interpersonal problem is also confrontation.
- *Trust*: It is defined as maintaining the confidentiality of information provided by others and not misusing it.
- *Authenticity*: Congruence should be there is what one feels, says and does.
- *Proaction*: It means taking the initiative, preplanning and taking preventive actions.
- *Autonomy*: It means using and giving freedom to plan and act in ones own sphere.
- *Collaboration*: Collaboration is giving help to others and asking for help, and working together.

- *Experimenting*: This means using and encouraging innovative approaches to solve problems, encouraging creativity, and taking a fresh look at things.

Research Method

The survey was administered through the use of questionnaires over three weeks on site at the two hotels. The onsite data collection sessions consisted of one hour long session with different groups of respondents from the selected hotels for making the objective of the research clear.

Statistical Tools of Analysis

SPSS 20 was used for the analysis and was divided into descriptive and inferential analysis.

DATA ANALYSIS

Table 1: The Sample Summary of the Study

	<i>Selected Hotel-1</i>	<i>Selected Hotel-2</i>
Population	100	100
Sample/Total Responses 181	100 (55.24%)	81 (44.75%)
Usable Responses 178	80	98
Usable Response Rate 178/181 = 98%	99/100 = 99%	79/81 = 97.5%
Total Response Rate 181/200 = 90.5%	Response Rate 100/100 = 100%	Response Rate 81/100 = 81%

Table 2: Comparison of Mean Scores on Organization Culture between Employees of the Two Hotels

<i>Organizational Culture</i>	<i>Mean Value (N=178)</i> <i>Hotel 1 (N=80)[#]</i> <i>Hotel 2 (N=98)^{##}</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>	<i>t-value</i>	<i>Df</i>	<i>Level of Significance (p-value)</i>
Overall	4.02 [#] 4.38 ^{##}	1.03 .92	.05 .06	-4.27	176	.840 > .05 (Null Hypothesis Accepted)

The Organizational Culture Profile

This section identifies the profile of the organisational cultures within the selected hotels, as well as ascertaining whether there is a gap between the existing organisational cultures across the selected hotels as perceived by their employees.

Testing the First Set of Hypotheses

Objective: To understand whether there is any difference between the perceived OCTAPACE organizational culture across the hospitality sector as depicted in the selected units – Hotel-1 and Hotel-2

The purpose of this section is to achieve the first objective of this research, namely to identify the profile of the organisational cultures within the selected hotels.

H1.1: There is a significant difference between the perceived organisational culture of company hotel-1 and hotel-2.

Independent samples t-test was used for comparing the mean scores on the existing overall organisational culture of hotel-1 and hotel-2 and its sub-scales between employees of two hotels. The null hypothesis that there is no difference in the perception of the existing organisational culture of company hotel-1 and hotel-2 was accepted at 0.05% level of significance. There is a no significant difference between the existing organisational culture of company hotel-1 and hotel-2 as shown in Table 2.

The mean OCTAPACE score for employees of two hotels is 4.16, hinting at a high perceived organizational culture in general for the hospitality sector employees. The mean score for OCTAPACE for Hotel-1 is 4.02 and for Hotel-2 it is 4.38. In this case the hypothesis of no difference between the mean scores of employees of hotel 1 and hotel 2 is not rejected implying that there is no difference in the organizational culture of the two hotels.

Comparison of Mean Scores of the Organisational Culture and its Sub-scales

Objective: To understand the status of the OCTAPACE organisational culture of selected units – Hotel-1 and Hotel-2

The null hypothesis was broken down further into sub-hypotheses, which were examined for greater insights into factor wise perceptions of the hotel-1 and hotel-2 employees. The sub-scales of openness, confrontation,

trust, authenticity, proaction, autonomy, collaboration and experimentation were examined using independent samples t-test to understand the factors which have a greater contribution to maintaining balance between the spheres of work and life of employees of two hotels. The results of the test are shown in Table 3.

The analysis clearly suggests that autonomy (mean = 4.655, t = -4.27, p = 0.060), authenticity (mean = 4.53, t = 1.020, p = 0.308), collaboration (mean = 4.285, t = -0.22, p = 0.828), proaction (mean = 4.16, t = -3.93, p = 0.490) and experimentation (mean = 3.56, t = -2.27, p = 0.240) are more visible in the two hotels than openness (mean = 2.92, t = -0.677, t = 0.499), trust (mean = 2.85, t = 0.100, t = .920) and confrontation (mean = 2.76, t = -0.384, t = 0.701)

In Hotel 1, the mean score for authenticity (4.57) is the highest and lowest for

Table 3: Comparison of Mean Score of the Sub-scales of Organisational Culture

Sub-scales of Organizational Culture	Mean Value (N=178) Hotel 1 (N=80)# Hotel 2 (N=98)##	Std. Deviation	Std. Error	t-value	Df	Level of Significance (p-value)
Confrontation	2.75#	0.675#	0.035#	-.384	176	.701 > .05
	2.77##	0.593##	0.040##			
Openness	2.90#	0.736#	0.038#	-.677	176	.499 > .05
	2.94##	0.718##	0.049##			
Trust	2.80#	0.986#	0.051#	.100	176	.920 > .05
	2.90##	0.921##	0.063##			
Authenticity	4.57#	0.985#	0.051#	1.020	176	.308 > .05
	4.49##	0.848##	0.058##			
Proaction	3.95#	1.30#	0.07#	-3.93	176	.490 > .05
	4.37##	1.15##	0.08##			
Autonomy	4.39#	1.48#	0.08#	-4.27	176	.060 > .05
	4.92##	1.36##	0.09##			
Collaboration	4.28#	0.61#	0.03#	-0.22	176	.828 > .05
	4.29##	0.58##	0.04##			
Experimentation	3.47#	0.98#	0.05#	-2.27	176	.240 > .05
	3.65##	0.88##	0.06##			

confrontation (2.75). This implies that there is a high level of congruence between management beliefs, practices and procedures, as per the perception of the employees. Further, it is stated that for Hotel 2, the mean scores for autonomy is highest (4.92) whereas lowest for confrontation (2.90), implying that employees enjoys freedom to plan and act in their own sphere developing willingness to take responsibility as per the sample data. The two hotels vary on the sub-scales predominance for the OCTAPACE culture but on the basis of the mean values of the two hotels (*Hotel-H1 is 4.02 and for Hotel-H2 it is 4.38*), there is no difference between the OCTAPACE culture for the two hotels. *The culture of Hotel 1 is more visible than that that of Hotel 2 on the basis of OCTAPACE scale.*

FINDINGS

The Organisational Culture

The organisational culture of the hospitality sector as depicted by the selected hotels was diagnosed through the use of OCTAPACE culture questionnaire. The organisational culture was assessed according to how respondents interpret the organisation's culture. The employees within the selected hotels identified that there is no difference between the organizational cultures of the two hotels and there is no organizational culture gap implying that the OCTAPACE culture of the hospitality industry is more or less the same.

The analysis clearly brings out of the eight parameters of organization culture, authenticity, autonomy, collaboration, proaction and experimentation are more visible in the hospitality sector than openness, confrontation and trust as per the employees perception of the selected units for the study.

The high authenticity scores imply that

there is a high level of congruence between management beliefs, practices and procedures, as per the perception of the employees. Accepting people at their face value and trusting their words and approach in the true spirit promotes authenticity.

The study indicates that culture with Collaboration and Autonomy values influences employee's performance. This may be probably working together and in team (collaboration) helps in addressing business problems more effectively and may be enjoyable also and this may probably develops emotional attachment with their colleagues and organization. Similarly people, who work independently (autonomy), feel valued and consider it as a reward (intrinsic satisfaction) and this may increase employee's performance. Thus having the opportunity of responsibility and freedom to develop own work activities, can encourage the sense of identification and attachment to work that in turn increases employee's performance.

Proaction dimension of OCTAPACE culture was also found to be the predictor of organizational culture where employees invest their knowledge, skills; abilities etc. for taking initiatives, preplanning, etc., and this investment make them probably to perform effectively in the organization.

Experimenting values exhibits that the organization in average encourages its employees towards innovative approaches to solve problems, using the feedback for improving and taking a fresh look at things for finding solutions.

The empirical evidence exhibits that the three components of OCTAPACE culture which is less visible and the hospitality sector needs to work upon are openness, confrontation and trust. This implies that there is a low freedom

of expression, low level of communication and less transparency.

The findings of the study support the assertion that OCTAPACE culture influences employee performance significantly. It may be possible that OCTAPACE culture works as a psychological force that helps in generating employee's commitment towards their organization.

Implications of Findings

- Employees are facing the problems and challenges they confront in the work situation and not run away from it. They go deeper into the problems, analyze them and try to find the solution. They believe in finding a solution out and not just identifying the problem areas.
- Employees believe in helping and supporting each other but the level of trust is low. They do not trust their seniors, subordinates and peers and nor rely on each other in time of crisis.
- There is lack of openness among employees and they do not freely discuss and communicate their problems and ask for help. During meetings or discussions, they do not come up with genuine information, feeling and thoughts, due which there exist a gap between actual feelings and perceived feeling/behavior. Thus a culture of seeking help and support when the need arises may be developed.

CONCLUSION

Organization where the focus is not trust, openness and confrontation – the positive attributes – perform better and become more productive. Fighting and adjusting to the negative attributes require patience and a lot of energy is wasted to cope with negativity

shown by employees. Culture, which is based on negativity breeds, negative energy and degenerates the organizational process. In the course of time it is reflected in the poor performance of the organizational members and ultimately of the organizations. Ethos that fosters honesty and trust, replenish members energy, build collective strength and develop emotionally intelligent culture. Thus a positive workplace atmosphere deriving out of the unique culture is worth developing, as it becomes the foundation of true organizational success.

The unique high performing culture of any organization helps it to gain competitive advantage. Organizational culture and strong ethos help a company achieving competitive advantage because the manner in which it contributes value to the organizations' products or services is rare, hard to substitute for and difficult to imitate. A competitor cannot reverse the culture of the company at the same time it cannot imitate it. Organizational culture leads to organization capabilities. In a dynamic and changing environment culture's flexibility, adaptive ness and responsiveness create organizational capabilities. Organizational culture can play a vital role in the successful formulation of strategy.

In general, the top management should promote and imbibe culture among the employees to feel free to discuss their ideas, activities and feelings about the area of their operations related to their job

description. The management should encourage their subordinates to confront problems bravely without searching escape routes. The employees should be given training in developing confrontation abilities and approaches for the creative problem solving. The management should exhibit a

very high level of authenticity implying that what it says, it means and what it means, it says. Accepting people at their face value and trusting their words and approach in the true spirit promotes authenticity. The culture of pro-activity resolving issues should also be promoted. The management should involve people to anticipate the problems and arrangements for their resolutions well in advance so that the necessary systemic and process changes are made without compromising quality and quantity. Thus, the management should work for developing the conducive organisational culture that requires the culture of openness, collaboration, trust, pro-activity, autonomy, authenticity, confrontation and experimentation.

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