

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

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**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

**UNPUBLISHED DISSERTATIONS AND THESES**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

## A STUDY ON ORGANIZATIONAL CULTURE WITH SPECIAL REFERENCE TO IMPETUS PRIVATE LIMITED, INDORE

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### ABSTRACT

*The success of any company depends in part on the match between individuals and the culture of the organization. Organizational culture is the set of operating principles that determine how people behave within the context of the company. Underlying the observable behaviors of people are the beliefs, values, and assumptions that dictate their actions. Managers need an accurate understanding of the organization's culture in order to direct activities in a productive way and to avoid the destructive influence of having employees who are not committed to the company's goals. A shared sense of purpose starts with the hiring process and continues with careful attention to how employees are motivated and rewarded for their efforts. Managers need to continually transmit the values of the culture through efforts such as story telling, rituals and firm-sponsored social events, as well as consistent positive feedback that gives each member of the organization a sense of importance. The purpose of this study was to examine its general ability in Impetus Private Limited, Indore. This research instrument was translated into questionnaires and distributed to executive and non-executive employees in the organization. Data from 100 respondents was collected and were analyzed. The result generally supports the hypothesis and shows that there is no significant difference between the perception of executive and non-executives towards OCTAPACE (Openness, confrontation, trust, autonomy, pro-action, authenticity, collaboration, experimentation) culture in Impetus Pvt. Ltd, Indore.*

### KEYWORDS

organizational culture, Impetus private limited.

### INTRODUCTION

 Organizational Culture is defined as a pattern of basic assumptions invented, discovered or developed by a given group, as it learns to cope with the problems of external adaption and internal investigation that has worked well enough to be considered valid and therefore is to be taught to the new members as the correct way to perceive, think, and feel in relation to those problems. Organizational Culture is a set of shared understandings, norms, values, attitudes and beliefs of an organization which can foster or impede change.

When people join an organization, they bring with them the values and beliefs that they have been taught. Quite often, however these values and beliefs are insufficient for helping the individual succeed in the organization. The person needs to learn how the particular enterprise does things.

A common misconception is that an organization has a uniform culture. However, at least as anthropology uses the concept; it is probably more accurate to treat organizations as if they had a uniform culture. All organizations have culture, in the sense that they are embedded in specific societal cultures and are part of them. According to this view, organization culture is a common perception held by the organization's members. Everyone in the organization would have to share this perception. However, all may not do so to the same degree. As a result, there can be a dominant culture as well as subcultures throughout a typical organization.

A dominant culture is a set of core values shared by a majority of the organization's members. The values that create dominant cultures in organizations help guide the day-to-day behavior of the employees. Important, but often overlooked, are the subcultures in an organization. A subculture is a set of values shared by a minority, usually a small minority of the organization's members. Subcultures typically are a result of problems or experiences that are shared by members of a department or unit. Subcultures can weaken and undermine an organization if they are in conflict with the dominant culture and overall objectives. Successful firms, however find that this is not the case always. Most subcultures are formed to help the members of a particular group deal with the specific day-to-day problems with which they are confronted. The members may also support many, if not all, of the core values of the dominant culture.

### A FEW DIMENSIONS OF ORGANIZATIONAL CULTURE

#### 1). VIGILANCE

Prior to pondering whether or not to communicate an ethical, compliance, or legal concern, an employee must first be in a position to detect violations. "What are the standards in this organization?" "What is my role in upholding these standards?" Accordingly, the first step in supporting employee communication and reporting behaviors is to influence a culture that promotes not only awareness of an organization's commitment to integrity, but a shared understanding of organizational standards. A look out for threats to organizational integrity also must be cultivated among organization members.

Thoughtful attention to training employees on the values and standards outlined in the organization's code of conduct will facilitate awareness building.

However, the most fundamental and powerful values of an organization are not written down and exist only in the shared norms, beliefs, and assumptions reflected in the organization's culture. These norms, beliefs, and assumptions guide how organization members think and act. The Organizational Culture informs members how to relate to each other and to outsiders, how to analyze problems, and how to respond to situations encountered in the organization. To promote a shared understanding of which "code" to follow, the formal code of conduct or the unwritten code of culture, the dynamics of Organizational Culture on an employee's ability to accurately interpret the ethical standards of the organization must be addressed.

To support a culture of vigilance, employees also must be educated on the relationship between organizational integrity and the organization's strategic positioning. Employees who observe wrongdoing may not report it because they cannot fully estimate the resulting damage. Therefore, the organization should ensure employees are in a position to identify the potential consequences of ethical, compliance, and legal breaches, including opportunity costs and harm to the organization, its reputation, and stakeholders.

**2). ENGAGEMENT**

The cultural dimension of engagement is multifaceted and complex. Engagement is concerned with organizational and individual factors that contribute to a personal state of authentic involvement in the organization. Organizational processes used to recruit, orient, socialize, and manage employees influence engagement. Employee's sense making, psychological contracts, and perceptions of fairness in organizational dealings influence the degree of authentic involvement by them. Managing these organizational processes and individual perceptions to facilitate high degrees of organizational commitment and identification encourages a culture of engagement that supports internal whistle blowing.

If an organization member is not committed to high ethical standards there may be a tendency to rationalize questionable behavior as a common or even necessary practice in performing job duties. On the other hand, if an employee has high ethical standards that are not supported by the organization, there is a tendency for the employee to experience internal conflict. Such conflict will arise when organizational demands on employees are inconsistent with personal or professional values. The result is decreased commitment and an unwillingness to exert effort on behalf of the organization.

Once employees enter the organization, socialization methods, including training on ethical standards can be used to deepen employee commitment to organizational values and norms.

**3). CREDIBILITY**

A culture of engagement that supports organizational commitment and identification, however, may not be sufficient for prompting employee disclosures. An employee will also seek to "test" the organization's commitment to integrity. Leadership behavior is a key determinant of employee perceptions and beliefs.

The most powerful strategy that can be relied upon to facilitate credibility is employee belief in espoused ethics and values including organizational expectations for employee disclosure, attending to and monitoring congruence in the Organizational Culture. The role of leadership is central to this strategy.

Aligning leadership behaviors with formal policies and consistent modeling of espoused values are important practices for fostering credibility. Demonstrating personal commitment to organizational values builds trust and creates a safe environment for employees to come forward and report concerns.

**4). ACCOUNTABILITY**

Accountability for communicating knowledge of wrong doing will be carefully judged by employees. "Is it my job to report?" "Isn't this someone else's responsibility?" "Why should I get involved? After all, I am not the only one aware of what is going on here." Again, values, beliefs, and norms embedded in the Organizational Culture and picked up by employees will influence employee reflections.

**PROBLEMS AND FRAMEWORK**

Eight percent of all comments (fully one in five of those in the organizational problem category) focused on how the culture within the organization (the unwritten rules and exceptions) worked against balance. Men, managers, employees with eldercare responsibilities and those working in the public sector were substantially more likely than respondents in the other groups to express concerns with respect to the organization's culture. What kinds of culture did Canadians talk about? From the comments, we identified the following Organizational Cultures as problematic:

- Culture of hours
- Disconnected culture: good policies, poor practice, poor role models at the top
- Culture of money: money rather than people is what is important
- Management culture
- Culture of backlash
- Culture of guilt
- Culture based on the myth of "separate worlds" (i.e. work *or* family)

**COMPANY PROFILE****IMPETUS Pvt. Ltd:** An Introduction

The main issues that the organization deals in,

- Pioneers in Outsourced Product Engineering
- Founded 1991 in India; Incorporated in USA in 1996
- 1100+ engineers
- Innovation based differentiated services
- Profitable since the 1st year of operations  
*Completely self funded*
- Spun off successful product companies  
*Servigistics, ClearTrail, Intellicus*

**MISSION**

"To create asymmetric advantages for technology businesses through Software Product Engineering and Innovation Excellence."

**VISION**

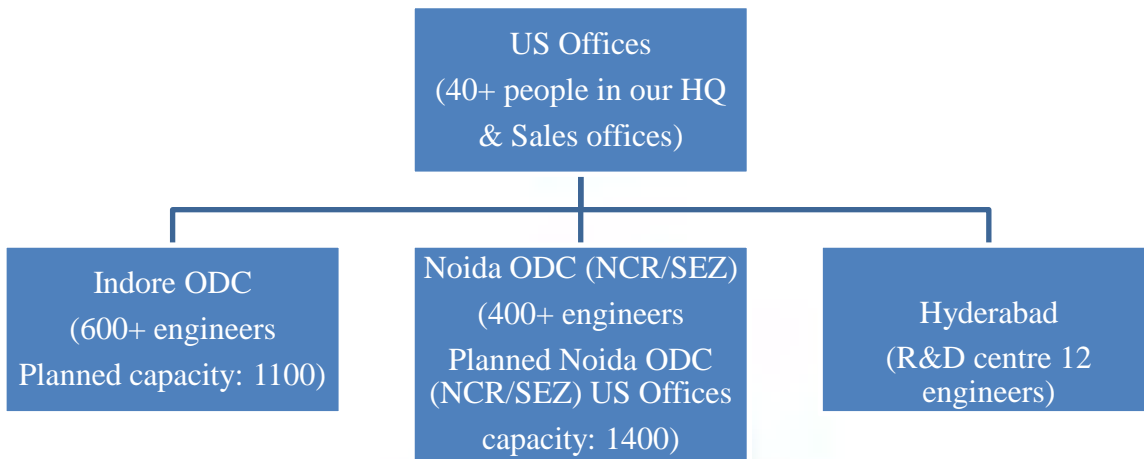
Build Great Software, Be Known for Innovation and R&D, Be Thought Leaders in Product Engineering.

**LEADERSHIP OF IMPETUS**

NAME	DESIGNATION
Praveen Kankariya	Founder & CEO
Pankaj Mittal	Chief Technology Officer & Sr. Vice President
Anand Raman	Vice President Sales & Account Management
Sanjeev Agrawal	Vice President Operations & Human Empowerment
Rajeeva Gupta	Vice President Engineering
Larry Pearson	Vice President Marketing



DEVELOPMENT CENTERS



VALUE DELIVERY/INVESTMENT STRATEGY



HIRING	TRAINING	RETENTION
<ul style="list-style-type: none"> <li>• Seek Product Developers</li> <li>• Mix of professional hires and campus hires</li> <li>• Full time internal recruiters; hiring agencies and referrals for senior level positions</li> <li>• Entry level hiring at Campuses (top 15 schools)</li> <li>• Rigorous Selection Process</li> <li>• Technology</li> <li>• Cultural Fit</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging trends and Technologies</li> <li>• Best practices of project Management</li> <li>• Communication and soft Skills</li> <li>• Shadow Resource Pool</li> <li>• Creates a pool of proficient experts to augment a project</li> <li>• Campus hires will average 8-12 months of experience before assigned to a client</li> <li>• Cross-platform training to help develop versatile skills</li> </ul>	<ul style="list-style-type: none"> <li>• Very high retention rate 85-90% vs. industry average of 70-75%</li> <li>• Success Factors</li> <li>• Intense focus and emphasis on technology &amp; innovation</li> <li>• Challenging product R&amp;D Assignments</li> <li>• Highly competitive and rewarding work culture</li> <li>• Competitive and attractive compensation packages</li> <li>• Work hard – Play hard</li> </ul>

## LITERATURE REVIEW

The supremacy of human element and urgency of creating a learning organization through development of organizational capabilities all the times, make out a strong case for the evaluation of HRD climate in organizations. Various studies reveal that the HRD climate contributes to the organization's overall health and self-reviewing capabilities which in turn increase the capabilities of individual, dyads, team and the entire organizations companies.

The various researches conducted in this field are as follows:-

### ➤ Study of the existence of good culture in the organization, by Bhardwaj and Mishra (2002)

They conducted a study with a sample of 107 senior, middle and lower level managers of private sector organization which is one of India's largest multi-business companies. Thus, on the whole, the existence of good HRD climate in the organization covered under study. The managers in general showed a favorable attitude towards HRD policies and practices of the organization. They were satisfied with the developmental policies of top management as well as happy with the prevailing HRD climate in the organization.

### ➤ Study of HRD climate in private hospital of Hyderabad by Alphonsa, (2000)

They conducted the study with sample of 50 supervisors from different departments participated in present study. The crux of the study highlights that the supervisors perception about the HRD climate is satisfactory and there exists reasonably, good climate with respect to top managements belief in HRD climate.

### ➤ Perception of medical staff towards Organizational Culture, by Mufeed (2006)

He conducted comprehensive study in one of the major hospitals of the Jammu and Kashmir namely Shri-Kashmir Institute of Medical Sciences (SKIMS) about perception of medical staff towards HRD climate in the said hospital. The result of the study shows the existing HRD climate in the hospitals to a large extent is significantly poor. The study also shows that HRD in organization uses various instruments like performance appraisal system, training, promotion, rewards, organizational development and counseling etc., to create a climate conducive to achieve organizational efficiency and effectiveness.

### ➤ Understand relationship between value institutionalization and Organizational Culture by Sharma and Purang, (2000)

A Survey of 27 middle level managers in engineering sector, manufacturing primarily power sector equipment with a view to understand relationship between value institutionalization and Organizational Culture. The study highlights that there exist positive relationship between value institutionalization and Organizational Culture.

## RATIONALE OF THE STUDY

The term has been coined by Professor T.V. Rao of IIM-A, India. The OCTAPACE culture is characterized by the occurrence of openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation. It deals with the extent to which these values are promoted in the organization. Empirical studies conducted by (Rohmetra 1998; Rao and Abraham 1999; Alphonsa 2000; Bhardwaj and Mishra 2002; Kumar and Patnaik 2002) indicate that the culture of the OCTAPACE values is imbibed in the culture of the many organizations to a good or moderate degree. These values help in fostering a climate of continuous development of human resources.

### OPENNESS

Employees feel free to express their ideas and the organization is willing to take risks and to experiment with new ideas and new ways of doing things. Krishna and Rao (1997) surveyed the organizational climate of the BHEL which shows that the environment of openness works well among the middle and senior managers in the company. A study conducted by Rohmetra (1998) on banking sector of J & K space for determining the HRD climate showed that the environment is less open for employees.

### CONFRONTATION

Employees face the problems and work jointly with others concerned to find its solution. They face the issues squarely without hiding them or avoiding them for fear of hurting each other.

### TRUST

The employees department and groups trust each other and can be relied upon to 'do' whatever they say they will do. Rohmetra (1998) found that an intimate degree of trust enjoyed in the bank. Sharma and Purang (2000) showed that there exists a good degree of trust among the middle level managers in an organization in engineering sector.

### AUTHENTICITY

Authenticity is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons.

### PRO-ACTION

Employees are action – oriented, willing to take initiative and to show a high degree of pro-activity. They anticipate the issues and act or respond to the needs of the future. Mufeed and Gurkoo (2007) in their comparative study in the universities of Jammu & Kashmir found the value of pro-activity as unfavorable.

### AUTONOMY

Autonomy is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role/job.

### COLLABORATION

Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together.

### EXPERIMENTATION

Experimentation as a value emphasizes the importance given to innovation and trying out new ways of dealing with the problems in the organization. Alphonsa (2000) in his empirical study found that the employees were not encouraged when they suggested new things or new ideas.

**OBJECTIVES AND METHODOLOGY**

**OBJECTIVES**

Organizational Culture is hypothesized to play a decisive role in the development of a unique corporate identity. This unique identity provides organizations with the opportunity to attain strategic leadership. Keeping in view the vital role that OCTAPACE culture plays in the success of any organization, the present study was undertaken with the objective of studying the Organizational Culture in Impetus Pvt. Ltd, Indore. The study is based on the concept of the OCTAPACE culture – an acronym for Openness, Confrontation, Trust, Authenticity, Pro action, Autonomy, Collaboration, and Experimentation.

1. To study the conceptual framework of Organizational Culture.
2. To study how the different groups (executives and non-executives) of the organization perceive its culture.

Thus, the study attempts to uncover the culture of the organization.

**HYPOTHESIS**

To study the Organizational Culture with special reference to Impetus Pvt. Ltd, Indore, to conduct this study certain hypothesis were to be framed.

On the basis of above objectives, the following hypotheses were formulated:

For objective number- 1, No hypothesis is required since it is an exploratory study. And for objective number-2, hypothesis is mentioned below:

H<sub>0</sub>: There is no significant difference between the perception of executive and non-executives towards OCTAPACE culture in Impetus Pvt. Ltd, Indore.

**RESEARCH METHODOLOGY**

**THE SAMPLE SIZE**

The sample consists of 100 Executives and Non-Executives of Impetus Pvt. Ltd, Indore.

**THE SAMPLING TECHNIQUE**

Sampling is the process of systematically selecting that which will be examined during the course of a study. Use of Convenience sampling will be done to select the Sample Units.

In convenience sampling, the selection of units from the population is based on easy availability and/or accessibility. It is a sampling method in which units are selected based on easy access/availability. The disadvantage of convenience sampling is that the units that are easiest to obtain may not be representative of the population. For example products on top of a box of parts may be a different quality from those at the bottom, people who are at home when the market researcher calls may not be representative of the entire population. It is also called as Accidental Sampling.

For achieving the objectives of study, survey was conducted. For survey, questionnaires were filled from of the Management & workers in the organization. It was selected as the mode of survey to make the study more meaningful & so that maximum information could be collected. For conducting the personal interviews of the workers, a questionnaire was made. The questionnaire was structured with close ended questions.

**DATA COLLECTION**

Questionnaire consisting of scales on Organizational Culture were created for collecting the primary data to conduct this research.

The respondents were asked to fill some necessary personal information also and the results were obtained by using standardized scales for the measurement which have high reliability and validity.

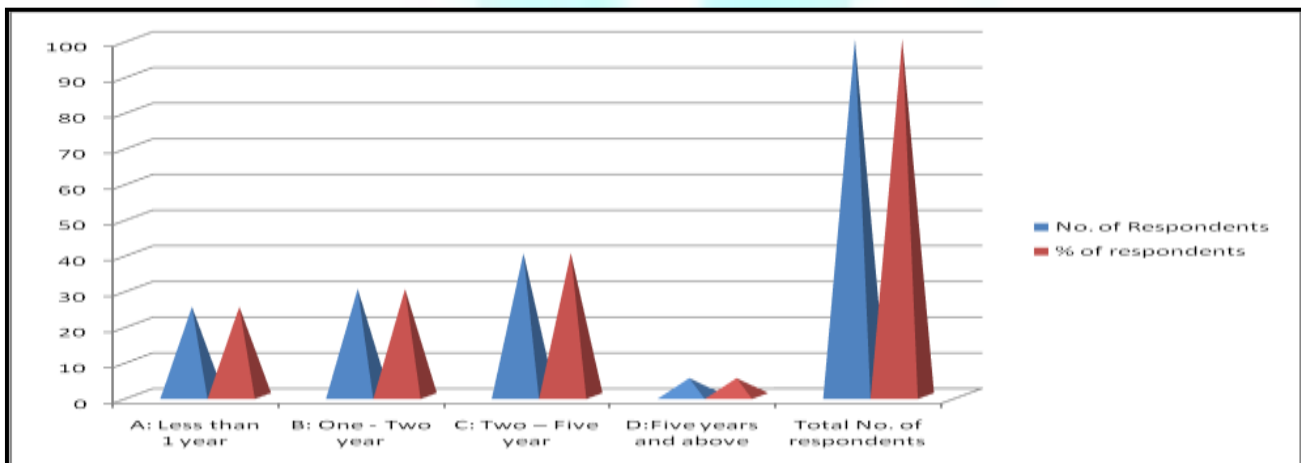
**TOOLS FOR DATA ANALYSIS**

Statistical Package for Social Sciences (SPSS) has been used to calculate Mean and Standard Deviation. Pyramids were used to show the analysis between one or more variables.

**DATA ANALYSIS**

Q No.1 How long have you been working for company?

Option	No. of Respondents	% of respondents
A: Less than 1 year	25	25
B: One - Two year	30	30
C: Two – Five year	40	40
D:Five years and above	5	5
Total No. of respondents	100	100

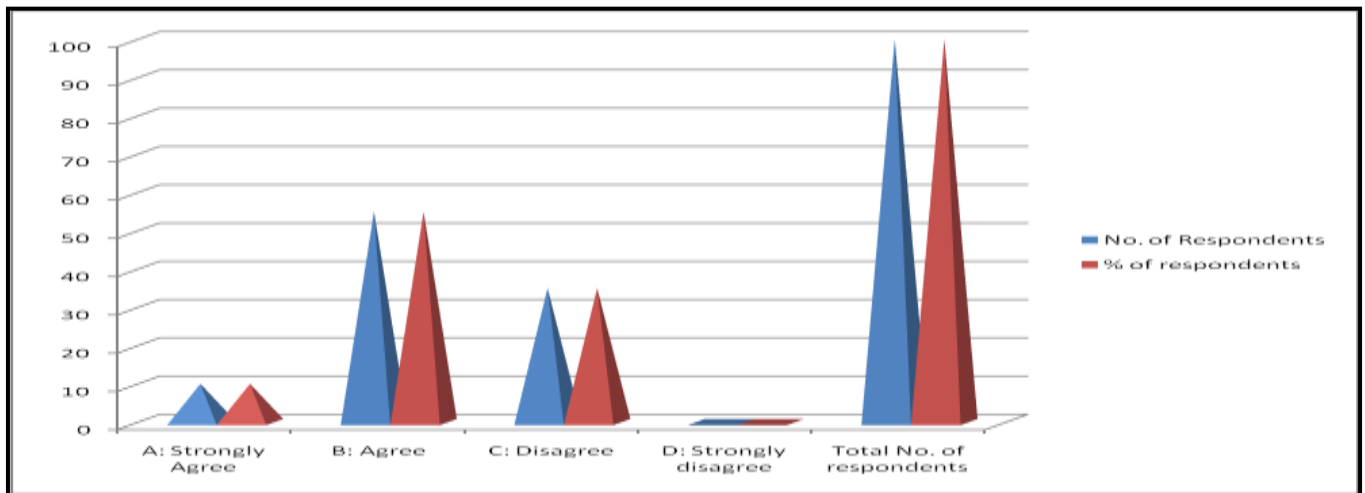


**Interpretation**

Majority of employees in IMPETUS Pvt. Ltd. are working from past two to five years that means they are satisfied with the company and want to stay there.

Q No. 2 Are you satisfied with the working conditions provided by the company?

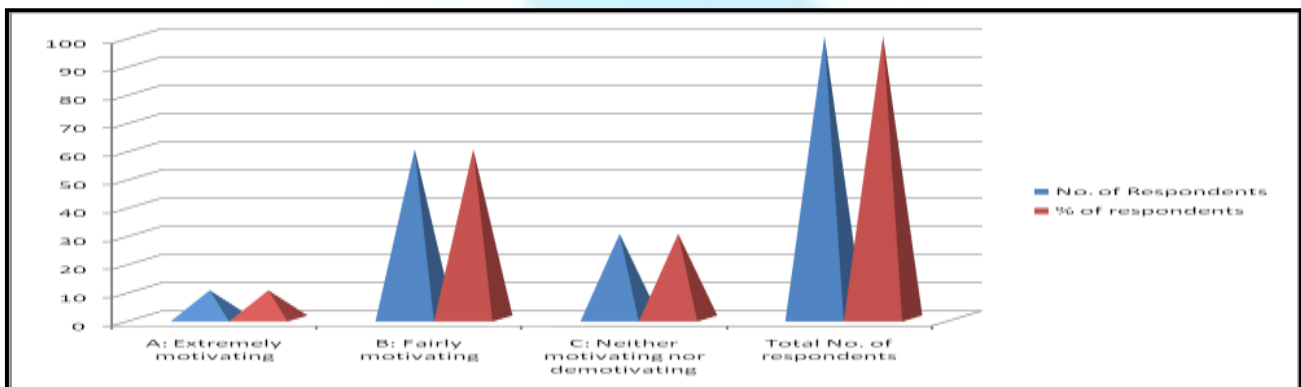
Option	No. of Respondents	% of respondents
A: Strongly Agree	10	10
B: Agree	55	55
C: Disagree	35	35
D: Strongly disagree	0	0
Total No. of respondents	100	100



**Interpretation**

More than half of the employees in the organization feel satisfied with the working conditions but they may improve this % to some more extent.  
 Q No.3 How motivating is the work environment?

Option	No. of Respondents	% of respondents
A: Extremely motivating	10	10
B: Fairly motivating	60	60
C: Neither motivating nor demotivating	30	30
Total No. of respondents	100	100

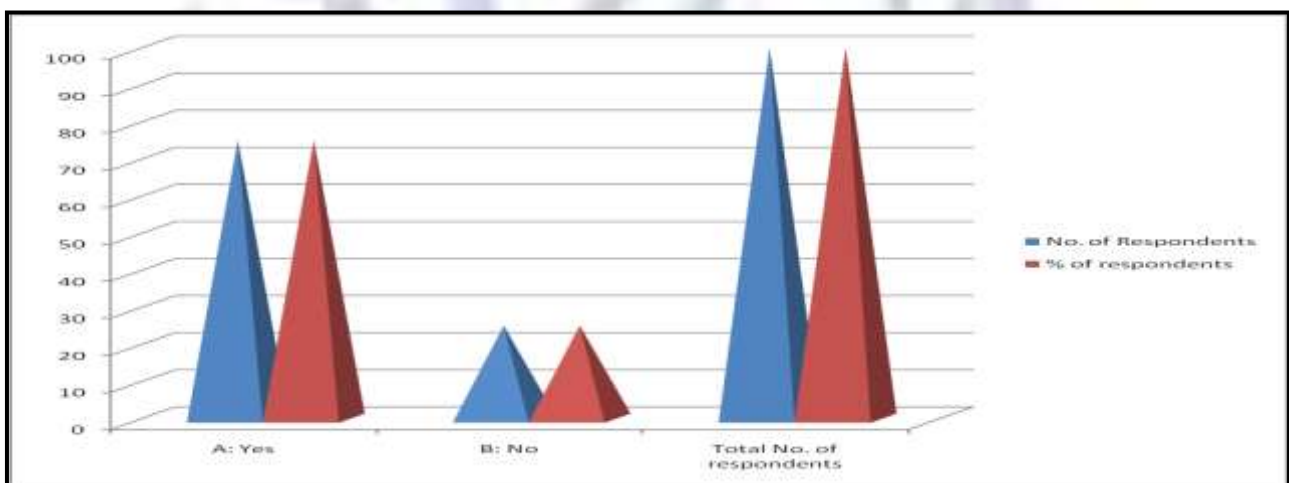


**Interpretation**

Most of the employees feel that the environment is motivating, that means that the organization is making constant efforts to keep their employees motivated and encouraged.

Q No.4 Do all the other departments in the organization cooperate with each other?

Option	No. of Respondents	% of respondents
A: Yes	75	75
B: No	25	25
Total No. of respondents	100	100

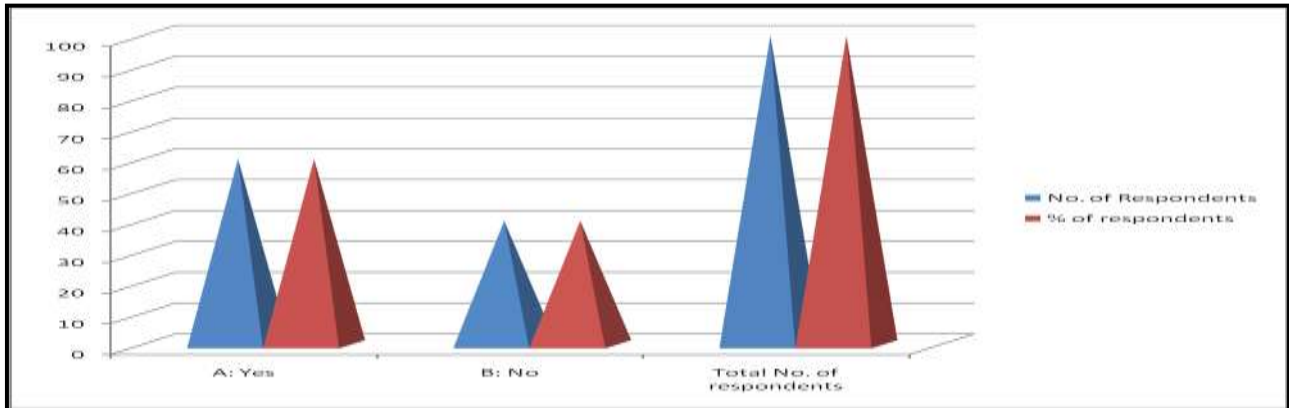


**Interpretation**

75% of the employees feel that all the departments coordinate with each other very well. That means there is a proper spirit in the organization.

Q No.5 Do you feel free to offer comments and suggestions?

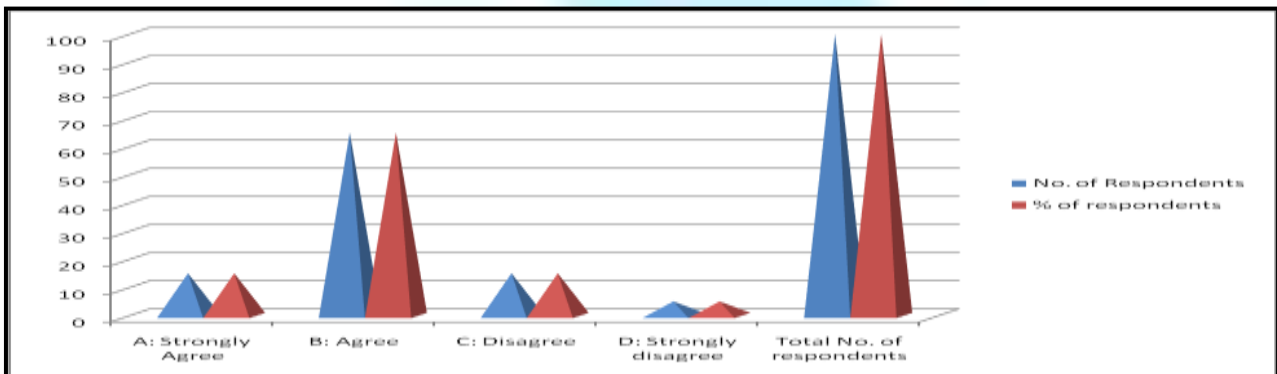
Option	No. of Respondents	% of respondents
A: Yes	60	60
B: No	40	40
Total No. of respondents	100	100



**Interpretation**

More than half of the employees feel that they can give suggestions to the organization that means they are given proper freedom to express their views. Q No.6 is there a harmonious relationship with your colleagues in the company?

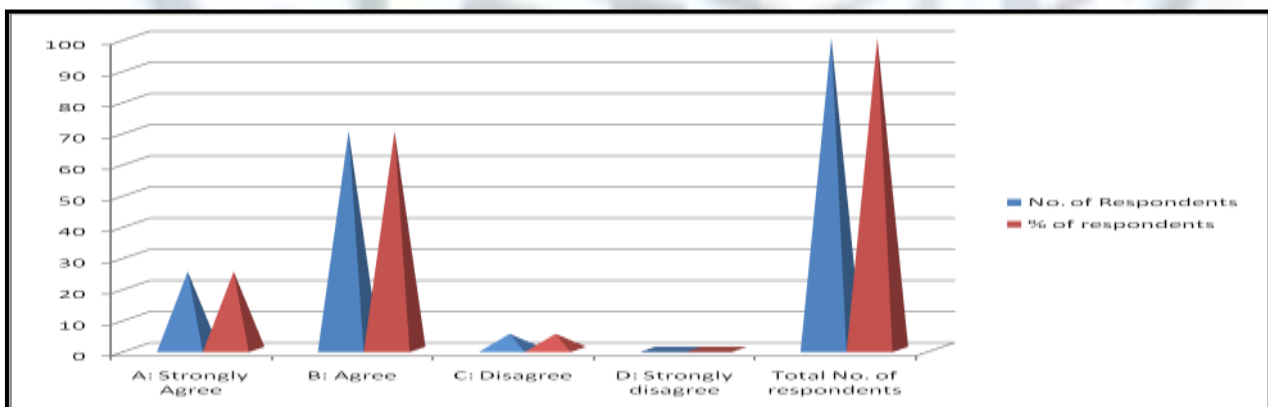
Option	No. of Respondents	% of respondents
A: Strongly Agree	15	15
B: Agree	65	65
C: Disagree	15	15
D: Strongly disagree	5	5
Total No. of respondents	100	100



**Interpretation**

60% of the employees feel that there is a harmonious environment in the organization that means there are favorable relationships between the employees. Q No. 7 Do the sense of belongingness increases with the cooperation?

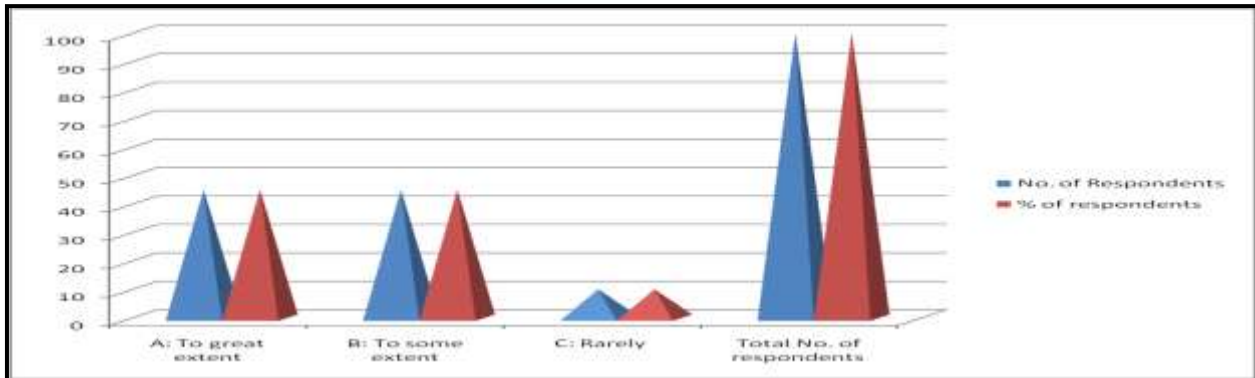
Option	No. of Respondents	% of respondents
A: Strongly Agree	25	25
B: Agree	70	70
C: Disagree	5	5
D: Strongly disagree	0	0
Total No. of respondents	100	100



**Interpretation**

Almost three fourth of the employees feel that belongingness and cooperation go hand in hand that means there is a positive relation between both of them.  
Q No. 8 How far training programs help an employee to achieve the required skill for performing the job efficiently?

Option	No. of Respondents	% of respondents
A: To great extent	45	45
B: To some extent	45	45
C: Rarely	10	10
Total No. of respondents	100	100

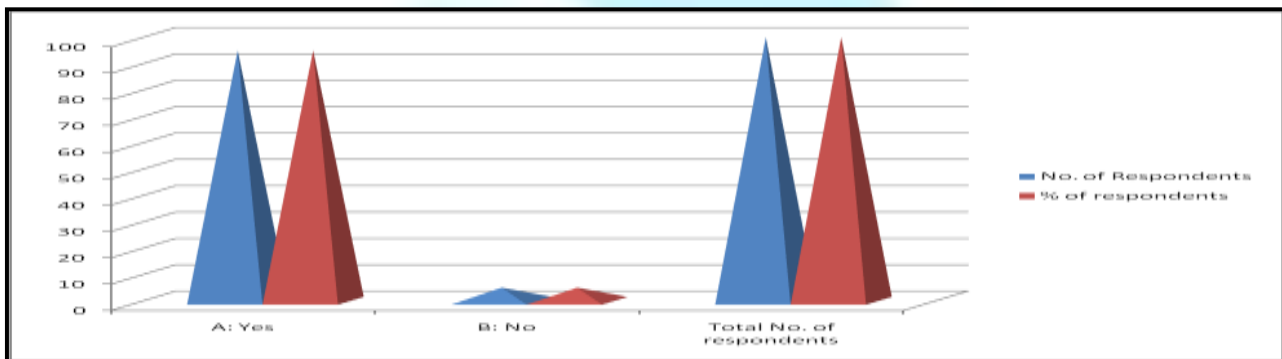


**Interpretation**

Nearly all the employees feel that training program helps an employee to achieve the required skill to perform the job efficiently, that means the organization has a proper training and development programs.

Q No. 9 Do you think the training programs helps in improving relationship among employees?

Option	No. of Respondents	% of respondents
A: Yes	95	95
B: No	5	5
Total No. of respondents	100	100

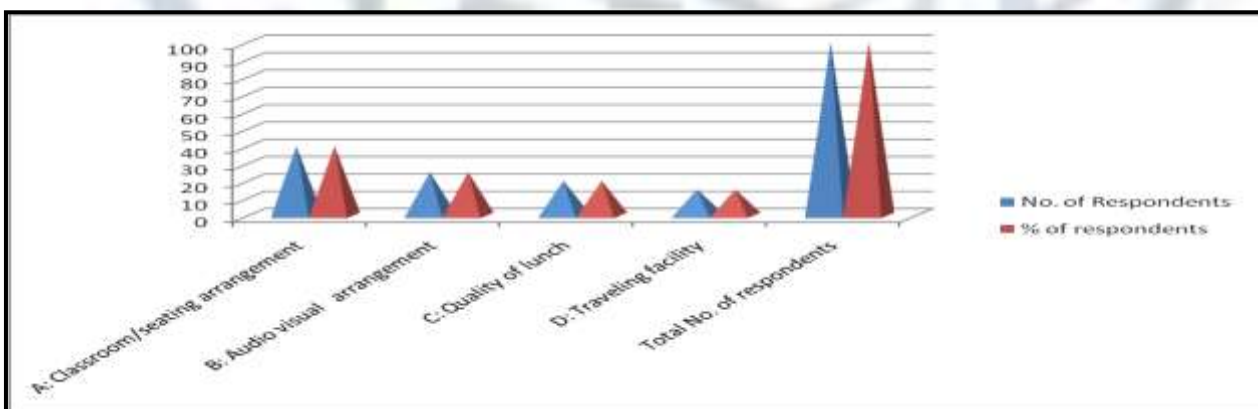


**Interpretation**

Almost all the employees feel that training helps in improving the relationship between colleagues that means it really does so.

Q No. 10 Which one of the following infrastructure Appraisal is Excellent?

Option	No. of Respondents	% of respondents
A: Classroom/seating arrangement	40	40
B: Audio visual arrangement	25	25
C: Quality of lunch	20	20
D: Traveling facility	15	15
Total No. of respondents	100	100

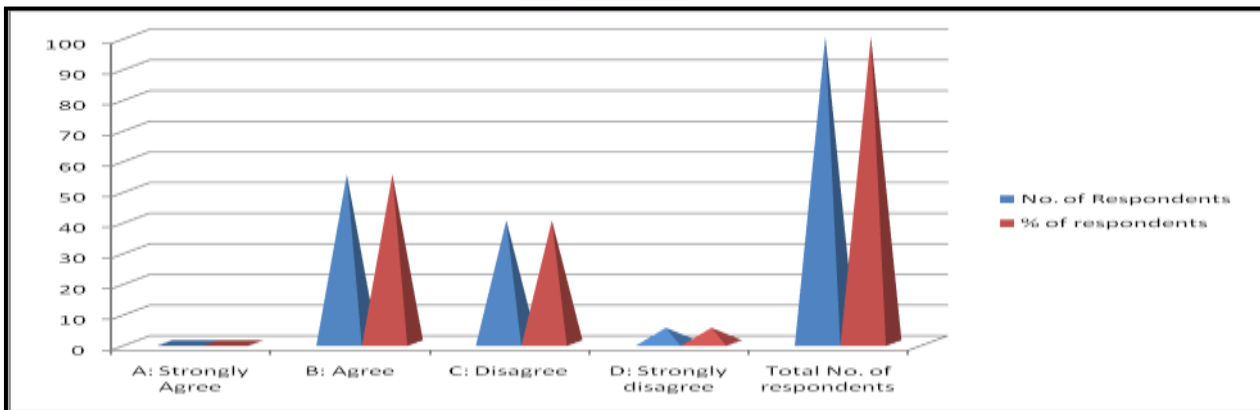


**Interpretation**

Most of the employees feel that the classroom and seating arrangement are the most excellent facilities provided by the organization. The company needs to improve on the other four facilities.

Q No. 11 Have you been provided with adequate and fair compensation for the work you do?

Option	No. of Respondents	% of respondents
A: Strongly Agree	0	0
B: Agree	55	55
C: Disagree	40	40
D: Strongly disagree	5	5
Total No. of respondents	100	100

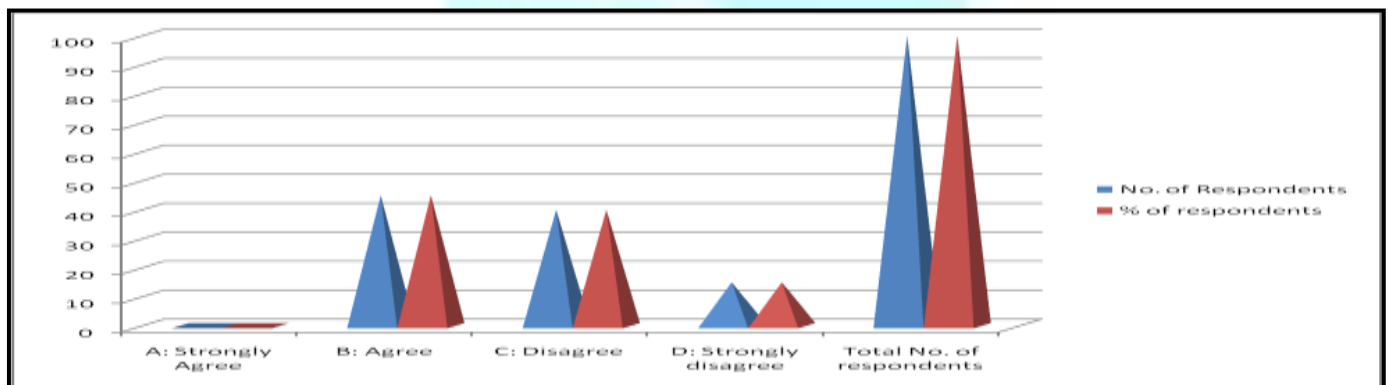


**Interpretation**

More than half of the employees feel that they are given proper and adequate salary that means the organization pays according to the work given to the employees.

Q No. 12 Does your organization pay salary by considering responsibilities at work?

Option	No. of Respondents	% of respondents
A: Strongly Agree	0	0
B: Agree	45	45
C: Disagree	40	40
D: Strongly disagree	15	15
Total No. of respondents	100	100



**Interpretation**

This is the case where almost equal number of employees have responded in opposite manner that they are been according to their responsibilities and some say they are been not paid accordingly. Thus the organization needs to get the feedback of employees on this.

**DISCUSSIONS**

- Majority of employees in IMPETUS Pvt. Ltd, Indore are working from past two to five years that means they are satisfied with the company and want to stay there.
- More than half of the employees in the organization feel satisfied with the working conditions but they may improve this percent to some more extent.
- Most of the employees feel that the environment is motivating, that means that the organization is making constant efforts to keep their employees motivated and encouraged.
- 75% of the employees feel that all the departments coordinate with each other very well. That means there is a proper spirit in the organization.
- More than half of the employees feel that they can give suggestions to the organization that means they are given proper freedom to express their views.
- 60% of the employees feel that there is a harmonious environment in the organization that means there are favorable relationships between the employees.
- Almost three fourth of the employees feel that belongingness and cooperation go hand in hand that means there is a positive relation between both of them.
- Nearly all the employees feel that training program helps an employee to achieve the required skill to perform the job efficiently, that means the organization has a proper training and development programs.
- Almost all the employees feel that training helps in improving the relationship between colleagues that means it really does so.

- Most of the employees feel that the classroom and seating arrangement are the most excellent facilities provided by the organization. The company needs to improve on the other four facilities.
- More than half of the employees feel that they are given proper and adequate salary that means the organization pays according to the work given to the employees.
- This is the case where almost equal number of employees have responded in opposite manner that they are been according to their responsibilities and some say they are been not paid accordingly. Thus the organization needs to get the feedback of employees on this.

### SUMMARY AND CONCLUSION

Organizational Culture is a pattern of basic assumptions that are taught to the personnel as the correct way to perceive, think and act on a day-to-day basis. Some of the important characteristics of Organizational Culture are observed behavioral regularities, norms, values, rules, philosophy and so on. While everyone in the organization will share the organization's culture, not all may do so to the same degree. There can be a dominant culture, but also a number of subcultures. Some organizations have strong cultures and others have weak cultures. The strength of the culture will depend on trust and intensity. In some cases organizations find that they must change their culture in order to remain competitive and even survive in their environment.

With reference to the organization in this project, we had analyzed the value system of the Impetus Pvt. Ltd, Indore and found that it has built its Organizational Culture which holds its employees together in line with the vision and mission of the organization. It has also built an organization of repute - an enterprise that stands apart which even during the last economic downturn was unshaken. The organization has given its culture an innovative and futuristic approach with customer as the top priority.

- Identify the goals of the organization that are shared by all involved parties and make these central to the organization's statement of purpose. These might include ethical business practice, a secure income for all employees and seeking a certain market share within the organization's field.
- Consult with management and employees to clarify their goals for the organization. Do this privately or in larger groups, depending on the nature of the inquiries and what works best within your organization.
- Publicize these shared goals to all members of the organization and make it clear that the attainment of these goals is being sought for the benefit of everyone involved.
- Clarify any uncertainty in the minds of employees or management about who is responsible for what, who reports to whom and who sits where within the organizational structure. Find the productive window between authoritarian hierarchy on the one hand and ineffective disorganization on the other, and work to stay within that window.
- Develop working structures and subcommittees in which individuals are assigned clear individual goals to accomplish. Make it clear in a positive way that the attainment of these goals is required for the success of the group. Motivate employees to work together to attain these goals within the structure of the organization.
- Maintain work areas such as offices and factories so that they are pleasant places to work. Workplaces that are not too hot, cold, crowded, or dirty will make employees more satisfied and help to create an Organizational Culture of positivity and contribution.
- Minimize the griping and backbiting that often undermine Organizational Culture by providing legitimate channels of complaint and suggestion for dissatisfied employees. This might take the form of suggestion boxes, private and public meetings with employees and written complaint forms that are read and taken seriously by people in power.

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