

1-1-2015

Profiling organizational culture of different sectors in Pakistan

Zaki Rashidi
SZABIST, Karachi, Pakistan

Nadeem A. Syed
SZABIST, Karachi, Pakistan

Sajida Zaki
SZABIST, Karachi, Pakistan

Follow this and additional works at: <https://ir.iba.edu.pk/businessreview>



Part of the [Business Commons](#), [Industrial Organization Commons](#), and the [Organization Development Commons](#)



This work is licensed under a [Creative Commons Attribution 4.0 License](#).

iRepository Citation

Rashidi, Z., Syed, N. A., & Zaki, S. (2015). Profiling organizational culture of different sectors in Pakistan. *Business Review*, 10(1), 31-46. Retrieved from <https://ir.iba.edu.pk/businessreview/vol10/iss1/4>

This article is brought to you by *iRepository* for open access under the [Creative Commons Attribution 4.0 License](#). For more information, please contact irepository@iba.edu.pk.

ARTICLE

**PROFILING ORGANIZATIONAL CULTURE OF DIFFERENT
SECTORS IN PAKISTAN**

Zaki Rashidi

SZABIST, Karachi, Pakistan

Nadeem A Syed

SZABIST, Karachi, Pakistan

Sajida Zaki

NED University of Engineering and Technology, Karachi, Pakistan

Abstract

Organizational Culture is gaining importance in the modern organization theory and research. Managers are more emphasizing to understand the culture and climate of their organization to enhance the effectiveness and productivity of the organization. Organizational development practitioners and change management flag bearers harmoniously favoring to comprehend the culture of any organization for any kind of change or transformation. Organizational Culture Profile (OCP) provides the basic tool to analyze and figure out the type and nature of cultural stream of any organization. The OCP helps to create the cultural-profile of the organization through a survey of the employees. This study encompasses the applicability of OCP in various organizations of different sectors of Pakistan. An extensive research survey conducted in eight different sectors to collect the primary data to identify the dominant cultural aspect of these sectors. The research study is conducted in banking, insurance, pharmaceuticals, hospitals, manufacturing, textile, media and other service sectors. The analyses reveal that these sectors have their own specific dominant cultural trait and there are different dominant factors in each cultural type. Hospitals have 'social responsibility' as the salient characteristic, while banking and insurance have 'performance orientation' and 'emphasis on reward' as the key cultural indicators to prevail in this sector. Interestingly 'innovation' is found as the lowest priority in all organizational-sectors of Pakistan. The study reveals further interesting statistics and provides the insight into the organizations. This study is useful for managers, leaders and other consultants who are interested to understand the local organizational culture to transform these organizations and enhance their effectiveness. It will also provide a base to those researchers who are interested to develop a profile of their organization or any specific sector.

Keywords: Organizational Culture, Organizational Cultural Profile (OCP), Cultural Dimensions

Introduction

In last three decades the concept of organizational culture has gained wide acceptance in order to understand human systems and many researchers along with popular business publications had emerged. Famous books like: Theory Z (Ouchi, 1981), Corporate Cultures (Deal & Kennedy, 1982), In Search of Excellence (Peters & Waterman, 1982), Organizational Culture (Frost, Moore, Louis, Lundberg, & Martin, 1985), Organizational

Culture and Leadership (Schein, 2010), Diagnosing and changing organizational culture: Based on the competing values framework (Cameron & Quinn, 2011), created greater awareness among the organizations; while popular press explored culture and published special issues on organizational cultures like Administrative Science Quarterly. However, still many organizations are entangling with the concept of the culture of their organization to embrace innovative change and provide agile leadership (Schein, 2010). They are not only trying to profile their organizational culture but befitting with the national cultures of their diverse global operating branches as well (Cameron & Quinn, 2011).

Organizational culture, also known as corporate culture, comprises of the attitudes, experiences, beliefs and values of an organization possess. It has been defined by Hill and Johns (2001) as:

“... the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational values are beliefs and ideas about what kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behaviour organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines or expectations that prescribe appropriate kinds of behaviour by employees in particular situations and control the behaviour of organizational members towards one another” (p.416).

The culture of a group can be defined 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” (Schein, 2010, p.32). In other words, as groups evolve over time, they face two basic challenges: integrating individuals into an effective whole, and adapting effectively to the external environment in order to survive (Borg, et al. 2011; Dann, 1996). As groups find solutions to these problems over time, they engage in a kind of collective learning that creates the set of shared assumptions and beliefs we call “culture” (Alvesson, 1993, Hertnel, Ou, & Kinicki, 2011, O’Reilly, Chatman & Caldwell, 1991). The concept of culture is particularly important when attempting to manage organization-wide change. Practitioners are coming to realize that, despite the best-laid plans, organizational change must include not only changing structures and processes, but also changing the corporate culture as well (Rudelj, 2012).

Elements of organizational culture may include stated and un-stated values, overt and implicit expectations for member behaviour, customs and rituals, stories and myths about the history of the group etc. (Narenjo-Valencia, Jimenz-Jimenz, & Sanz-Valle, 2011). Because the culture is so deeply rooted in an organization’s history and collective experience, working to change it requires a major investment of time and resources (Cabera & Bonache, 1999, Rudelj, 2012, Schein, 2010, Schneider, 1980). In Pakistan different sectors have evolved over last fifty years, and they have gone through various transactional and transformational changes in terms of structure and processes through local and global pressures. Different sectors like banking, manufacturing, healthcare, and media sectors have evolved their own cultural identity, which is shared across the organizations in that sector. There is lack of research and literature related to local cultural profiles. The current study is an attempt to prepare a cultural profile of different sectors based on local and multinational organizations operating in Pakistan. It creates an understanding of the cultural profile of different sectors and helps the organizations to implement the strategic plans and bring the

desired changes; along with motivating employees; enhancing effectiveness by understanding the cultural differences in a given sector.

The aim of this study is to develop Organizational Culture Profile (OCP) of different sectors of Pakistan. This profile will help to prevailing culture of the organization and ultimately provide a support and assistance in transforming the organizations to meet the challenges of 21st century. The study is revolving around one central research question; what are the dominant cultural characteristics of different sectors and how these characteristics can be profiled to differentiate them? The objectives of the study are to: identify different corporate cultures prevailing in the organizations of Pakistan; classify these cultures according to sectors; explore the dominant cultural characteristics in these organizations; and to seek whether OCP scale is suitable to explore the cultures in Pakistan. The outcomes of this study will help researchers, strategic level managers, and organizational development consultants to understand the aspects of culture in different sectors of organizations working in Pakistan. It will further aid the OD consultants to decide about the suitable mode of interventions according to the culture profile and help leaders, CEOs, and other stake holders to bring positive change with minimum risk of failure.

Literature Review

Organizations are defined as “social inventions for accomplishing common goals through group efforts” where the term ‘social inventions’ refers to the coordinated presence of people (Cummings & Worley, 2005). There are several ways to define an organization for example; organizations are social entities, goal directed, and designed to as deliberate structure to deliver goods and services by taking input from their environment (Daft, 2004, Martin, 2000). There are various types of organizations, some are large, multinational corporations, operating globally, and some are small like family business with their local presence; they can be for-profit and not-for-profit. Organizations are all around us shaping our lives in many ways (Handy, 1985; Parker, 2000). They exist to bring resources to achieve desired goals and outcomes, produce goods and services efficiently, facilitate innovation, adapt to and influence a changing environment, create value and satisfaction for owners, employees, and customers, accommodate ongoing challenges of diversity and ethics, and sustain by absorbing the external pressures of the environment (Black, 2003, Daft, 2004). Organizations differ in many ways like their structure, size, processes, capital, working environment and culture etc. Culture plays an important in shaping the organizations and creating effectiveness (Sarros, Cooper & Santora, 2008, Trice & Beyer, 1992).

The culture, originally an anthropological term, refers to the underlying values, beliefs and codes of practice that makes a community (Gregory et al., 2009). The customs of society, the self-image of its members, the things that make it different from other societies, are its culture (Kotter, 1992). Culture is powerfully subjective and reflects the meanings and understandings that we typically attribute to situations, the solutions that we apply to common problems in our common life (Jermier, 1991). Organizations are the part of the society and employees of any organizations come directly from the society hence they bring along with themselves their own culture with them (Yarborough, Morgan & Vorhies, 2011). However, it is still possible for organizations to have cultures of their own as they possess the paradoxical quality of being both ‘part’ of and ‘apart’ from society (Bellou, 2010, Sarros, Cooper, & Santora, 2008). They are embedded in the wider societal context but they are also communities of their own with distinct rules and values (Ouchi, 1981). In fact, the term ‘culture’ is generally agreed in organizational research as, ‘reflections in the practices, values, beliefs and underlying assumptions of formal and informal groups’ (Schien, 2010). Kaarst-Brown et al. (2004) quoted the definition of Schein (1985) as:

“Culture – a pattern of basic assumptions – invented, discovered, or developed by a given group as it leans to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught new members as the correct way to perceive, think, and feel in relation to those problems (p.9).”

There are several definitions of organizational cultures available in literature; however, all of them emphasize on prevailing norms, shared beliefs and common values (Phegan, 2000, Trice & Beyer, 1993). Organizational culture is the set of values, norms, guiding beliefs, and understandings that is shared by the members of an organization and taught to new members as correct (Brown & Starkey, 1994; Duncan, 1989; Smircich, 1983). It represents the unwritten, feeling part of the organization. Schein (2005) stated that organizational culture is, “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.” In other words, as groups evolve over time, they face two basic challenges: integrating individuals into an effective whole, and adapting effectively to the external environment in order to survive (Gregory et al., 2009). As groups find solutions to these problems over time, they engage in a kind of collective learning that creates the set of shared assumptions and beliefs we call “culture.” According to Morgan (1997) culture is, “an active living phenomenon through which people jointly create and recreate the worlds in which they live” (Hartnell, Ou, & Kinicki, 2011, Rudelj, 2012).

Culture has long been on the agenda of management theorists (Schein, 2005, 2010). Often management scientists try to understand the culture to bring change in the organizations (Schneider, 1980). Where change means changing the corporate ethos, the images and values that inform action and this new way of understanding organizational life must be brought into the management process (Black, 2003; Joyce & Slocum, 1982). There are a number of central aspects of culture: There is an evaluative element involving social expectations and standards; the values and beliefs that people hold central and that bind organizational groups (Pettigrew, 1987). Culture is also a set of more material elements or artefacts. These are the signs and symbols that the organization is recognized by but they are also the events, behaviours and people that embody culture (Morgan 1997, Sarros, Cooper, & Santora, 2008, Yarbrough, Morgan, & Vorhies, 2011).

Deal and Kennedy (1982) argue that culture is the single most important factor accounting for success or failure of an organization (Parker & Bradley, 2000). They identified four key dimensions of culture. Values, the beliefs that lie at the heart of the corporate culture; heroes, the people who embody values; rites and rituals i.e. routines of interaction that have strong symbolic qualities; and the culture network which is the informal communication system or hidden hierarchy of power in the organization. Peters and Waterman (1982) proposed a psychological theory to link between business performance and organizational culture. Culture can be considered as a reward of work; where employees sacrifice much to the organization and in turn the corporate culture emerged as a form of return.

Hofstede (1993, 1999), the most promising writer on culture, described, culture is symbolic and it can be explained by telling stories about how we feel about the organization. A symbol stands for something more than itself and can be many things, but the point is that a symbol is invested with meaning by us and expresses forms of understanding derived from our past collective experiences (Hofstede, 1993). The sociological view is that organizations exist in the minds of the members. Stories about culture show how it acts as a sense - making

device (Peter & Waterman, 1982). Culture is unifying and refers to the processes that bind the organization together. Culture is then considered as consensual but not in conflict (Joyce & Slocum, 1982). The idea of corporate culture reinforces the unifying strengths of central goals and creates a sense of common responsibility (Bellou, 2010, Kotter, 1992, Martin, 2002). Culture is holistic and refers to the essence – how people deal with each other and what behaviours are expected from each other in an organizational setting (Martin, 2002). All of the above elements are interlocking; culture is rooted deep in unconscious sources but is represented in superficial practices and behaviour codes. Because organizations are social organisms and not mechanisms, the whole is present in the parts and symbolic events become microcosms of the whole (Hofstede, 1999, Parker, 2000, Hartnell, Ou & Kinicki, 2011).

Many researchers (e.g. Carmeli, 2005, Denison, 2003, Khan & Rashid, 2012, Yiing & Zaman, 2009) have worked to develop the tools to measure the dimensions of culture or attempted to establish them various outcome variables. Through various studies it is established that the culture has either direct or mediating relationship with organizational performance (Kotter, 1992), Strategic success of the organization (Black, 2003), communication and information (Brown & Starkey, 1994), competing values (Cameron & Quinn, 2011, Quinn & Rohbaugh, 1983), leadership (Phegan, 2000, Sarros, Cooper & Santro, 2008, Schein, 2010). Besides these other prominent studies related the organizational culture to the strategy (Cabela & Bonache, 1999, Yarbrough, Morgan & Vorhies, 2011), organizational identity (Parker, 2000), person organization fit (O'Reilly, Chatman & Caldwell, 1991), organizational climate (Schneider, 1980), organizational effectiveness (Hartnell, Ou & Kinicki, 2011, Gregory et al., 2011) innovation (Naranjo-Valencia, 2011) and job satisfaction (Bellou, 2010).

Ying and Zaman (2009) have reported the mediating affect of different types of cultures like bureaucratic, supportive, and innovative on leadership behaviour and organizational commitment (Khan & Rashid, 2012). Another important study, Carmeli (2005) supported the relationship of organizational culture with employee behaviour and concluded that organizational culture affects the behaviour of employees that consequently changes the functioning and productivity of the organization, and further may lead to employee withdrawal behaviour. Organizational culture is considered an important factor in explaining the variation in organizational performance. Several studies reported a link that organizational culture and leadership are the two most important elements that affect the performance of an organization. Other studies also identified the relationship of culture with employee retention, quality of work, customer satisfaction, and organizational effectiveness (Sarros, Gray & Desnten, 2000; Willmott, 1993).

Various qualitative and quantitative studies proposed the methods and scales to measure the culture depending on the goals and purpose of research (Sackmann, 2011). Among these scales, most widely used and quoted measures are organizational culture inventory (Murphey, Cook & Lopez, 2013, Cameron & Quinn, 2011); Organizational Beliefs Questionnaire (Sashkin, 1984), and Organizational Culture Profile (O'Reilly, Chatman, & Caldwell, 1991, Agle & Caldwell, 1999). Organizational culture inventory comprises of 120 items based on five-point Likert scale and has internal reliability range from .67 to .92 (Detert et al., 2000), which evaluates styles with an organization along three dimensions. Organizational beliefs questionnaire consists of 50 items based on five-point Likert scale and reports a range of internal reliability as .35 to .78 (Xenikon & Furnham, 1996), divided into 10 dimensions used as subscales to measure culture of an organization. Whereas organizational culture profile (OCP) reports 54 items (O'Reilly et al., 1999) with average reliability .88 and used to assess the person organizational fit (Taras et al., 2013).

Ashkanasay et al. (2000) conducted a detailed review of 18 cultural measures published in different research studies from 1975 to 1992; and it is found that reliability and validity of these instruments were not much reported by the researchers. Later various modifications are proposed in those scales, for example, Judge and Cable (1997) proposed modifications in the scale developed by Cook and Laferty (1987), which was further revised and shortened by Sarros et al. (2005) by incorporating new cultural dimensions. Sinha and Arora (2012) have conducted an exploratory study to find a fit between organizational culture and business excellence. This study attempted to find cultural dimensions that lead to business excellence by using the Ashkansay and Broadfoot (2000) OCP by collecting the data from 400 executives and 1900 non-executives and reported the differences through 15 dimensions.

Research Methodology

This research study is based on post-positivist philosophy, and deductive approach is adopted to test the prevailing nature of culture in different sectors of Pakistan. A cross-sectional survey is conducted of employees belong to different organizations in eight selected sectors. The sectors selected for this study are banking and insurance, manufacturing and textile, healthcare and pharmaceuticals, media and services. These sectors are selected on the basis of diverse cultural background across different organizations. Population of the study comprises of all the employees working in these sectors in a large metropolitan city and associated to the same organizations for at least two years to understand, absorb and reflect upon the prevailing culture. As the target population size is very large (above one million), therefore minimum sample size is estimated 384, on the basis of 95% confidence interval and 5% margin of error (Saunders et al., 2013). In practice sample size is considered of 1000 due to two reasons; first, eight sectors are considered therefore to provide more representations to them minimum sample size of each sector would be less than 50, which is not a suitable representation for an entire sector; and second most important reason to run factor analysis on different sectors a fairly large sample is required (Brown, 2012; Hair et al., 2010). The questionnaire is distributed through trained enumerators and follow-up is made after every two weeks. After three follow-up visits total forms collected are 639 of which 587 forms are found usable. Therefore actual response rate of the questionnaire is 58.7%.

The scale of OCP is adapted from Sarros, Gray, Densten & Cooper (2005), face and content validity of the scale items are ascertained through pilot testing and expert evaluation. The reliability of the scale through pilot study by 48 sampling units (different from actual sample) is found to be .81 (28 items). Through minor changes in the language, without deleting any item, and by adding demographic profile questions, final questionnaire is prepared which is based on five-point Likert Scale (1=not at all, 2=minimally, 3=moderately, 4=considerably, 5=very much). Seven constructs, viz. competitiveness, social responsibility, supportiveness, innovation, emphasis of reward, performance orientation, and stability having four items each with total 28 items included in the final OCP scale. Statistical analysis is applied to achieve the research objectives; and factor analysis is applied to verify the suitability and appropriateness of the constructs.

Data Analysis and Findings

The data analysis is applied to those forms only which have completed in all respects, i.e. complete case approach is adopted to avoid missing value treatment. The reliability of the scale, by using Cronbach's alpha is found to be .92 (28 items) of 587 cases; whereas split half reliability is reported the value of Spearman-Brown .8653 with alpha of first 14 items as .86 and next 14 as .85. The sector-wise reliability analysis is performed and it is found that all the sectors have the reliability coefficient Cronbach' alpha above .85. The

sample composed of 22.1% from banking, 5.3% from hospital, 5.3% from insurance, 12.3% from manufacturing, 5.1% from media, 23% of pharmaceuticals, 23% of services, and 6.6% of textile of the total sample unit of 587. The sample composition according to the age-group is found about 18% to 20% data is uniformly divided in various age groups. Majority of the sample, 70% is composed of the age group 25 to 40 years. It contains 91% males and 9% females; hence it is male-oriented sample. In fact in some of the cases females hesitated to provide the data. According to marital status there are approximately 75% people involved in the survey are married while 24% are unmarried, while others have not reported the status.

Table 1: Demographic profile of respondents

		Frequency	Percentage
Gender	Male	534	91%
	Female	53	9%
Age	Less than 25	40	6.81
	25 – 35	212	36.11
	Above 35	335	75.08
Marital Status	Married	438	74.6
	Unmarried	149	25.4
Industry / Sector	Banking	130	22.1
	Insurance	31	5.3
	Services	119	20.3
	Media	30	5.1
	Pharmaceuticals	135	23.0
	Healthcare	31	5.3
	Manufacturing	72	12.3
	Textile	39	6.6

The cross-sectional analysis reveals that in hospitals, insurance, pharmaceutical and textile sector majority of respondents included are from upper strata of age while in media lower stratum of age group are dominant. The composition of the sample according to the gender represent that highest number of female participants are from banking and services and next in pharmaceuticals. In terms of percentages, banking, hospitals, insurance and services are the sectors in which women are about 13% of the respective group sample. In terms of percentage in media sector about 40% sample respondents are unmarried, while in hospitals are the most 93.5% people are married. The highest experience is found in manufacturing and insurance sectors, after that the next higher average experience is found in hospitals, textile and pharmaceutical industries, whereas the lowest previous experience is found in banking, media and services industries. The highest association is also found in manufacturing and after that insurance and hospitals. The lowest association is again found in banking sector, which indicates a quick turnover in this industry.

Following are the means and standard deviations of seven factors (variables) considered in this study. These seven factors are competitiveness, social responsibility, supportiveness, innovation, emphasis on reward, performance oriented, and stability.

Table 2: Descriptive statistics and reliability (Cronbach alpha) of OCP factors

Factors	No. of items	Reliability (Cronbach Alpha)	Mean	Standard Deviation	Rank (by mean)
1. Competitiveness	4	.765	3.7713	.8381	4
2. Social Responsibility	4	.694	3.8152	.7779	1
3. Supportiveness	4	.658	3.6848	.7780	6
4. Innovation	4	.681	3.5711	.8259	7
5. Emphasis on Reward	4	.737	3.7739	.8242	3
6. Performance Orientation	4	.669	3.8109	.7507	2
7. Stability	4	.713	3.7147	.8309	5

The table shows that overall highest average is found for social responsibility i.e. 3.8152 on a scale of 1 to 5 (where these scales are representing as 1- Not at all, 2-Minimally, 3-Moderately, 4-Considerably, 5-Very much). Hence our sample suggests the organizations included in sample are considerably socially responsible in the eyes of their employees. The next factors after this are ‘performance orientation’ and ‘emphasis on reward’. The factor having the smallest mean is ‘innovation’. Hence the organizations in Pakistan are considered less innovative and supportive by their employees.

The following table shows the correlation among seven factors considered in this study.

Table 3: Correlations Matrix among seven OCP factors

	1	2	3	4	5	6	7
1. Competitiveness	1						
2. Social responsibility	.574	1					
3. Supportiveness	.520	.463	1				
4. Innovation	.478	.482	.550	1			
5. Emphasis on reward	.536	.522	.485	.502	1		
6. Performance orientation	.553	.540	.533	.518	.620	1	
7. Stability	.431	.452	.456	.477	.477	.502	1

All coefficients are significant at .01 level of significance

The correlation table suggests that highest correlation is found between factor 5 and 6 i.e. emphasis on reward and performance orientation; although all correlations are significant at 1% level of significance. Hence those organizations that give emphasis on reward also demand performance from their employees. These factors also are highly almost highly correlated with the remaining factors. Stability is found least correlated with all other six factors.

Sector-wise correlation analysis reveals that in banking sector all factors are highly correlated with each other while innovation and stability are found highly correlated with almost all other factors except supportiveness. The lower correlations are found among supportiveness and social responsibility. In hospital sector, all factors are not correlated with each other. For example competitiveness is not correlated with performance orientation. Social responsibility is not correlated with innovation, and social responsibility is not correlated with emphasis on reward. In insurance sector ‘stability’ is not correlated with emphasis on reward and performance orientation; while the highest correlation is found in between competitiveness and performance orientation. In manufacturing all factors are correlated with each other, whereas lowest correlation is found in between stability and emphasis on reward. In media sector, no correlation is found between emphasis on reward and performance orientation, emphasis on reward and social responsibility, and competitiveness and stability; while other factors are moderately correlated. In pharmaceutical industries all factors are correlated with each other except competitiveness and stability, and social responsibility and stability. In services no correlation is found in between innovation and emphasis on reward, while stability is very low correlated with all other factors. In textiles, there is no correlation among these seven factors. All correlations are very low or negative. Negative correlations are found of competitiveness with social responsibility and performance orientation. There is only one moderate correlation is found between supportiveness and performance orientation.

Before performing the factor analysis KMO and Bartlett’s tests are applied for sampling adequacy and suitability for factor analysis. KMO measure of sampling adequacy is found as .934. The Bartlett’s test of Sphericity is significant at 0.000 with approx chi-square value of 5166.967 and df 378. The factor analysis confirms the seven factors with approximately 56% variance explained through principle component analysis.

Table 4: Total variance explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.650	30.891	30.891	8.650	30.891	30.891	2.631	9.396	9.396
2	1.501	5.360	36.251	1.501	5.360	36.251	2.398	8.563	17.959
3	1.334	4.766	41.017	1.334	4.766	41.017	2.375	8.482	26.441
4	1.218	4.349	45.365	1.218	4.349	45.365	2.316	8.273	34.714
5	1.074	3.835	49.200	1.074	3.835	49.200	2.296	8.202	42.916
6	1.062	3.792	52.993	1.062	3.792	52.993	1.906	6.808	49.724
7	.895	3.197	56.189	.895	3.197	56.189	1.810	6.465	56.189

Extraction Method: Principal Component Analysis.

One of the important requirements of the analysis is to develop the profile of different sectors on the basis of seven OCP factors. For this purpose mean analysis of seven factors is applied to see the dominance factor. The following table provides mean of seven variables according to the each sector considered in this study.

Table 5: Mean of OCP factors according to Sector

	Banking	Health care	Insurance	Manufact	Media	Pharma	Services	Textile
Competitiveness	3.7635	4.2258	4.0000	3.5556	3.7667	3.8296	3.6176	3.9231
Social Responsibility	3.7288	4.3306	4.2500	3.4444	3.7167	3.9037	3.7668	3.9487
Supportiveness	3.5769	3.7500	4.0645	3.4792	3.7250	3.6259	3.8319	3.7949
Innovation	3.6192	3.6774	3.6935	3.2778	3.5667	3.5796	3.6197	3.5962
Emphasis on Reward	3.8019	3.8548	3.7339	3.3889	3.8667	3.9148	3.8277	3.6346
Performance Orientation	3.7519	4.1048	4.0726	3.4201	3.8083	3.8963	3.8466	3.8846
Stability	3.5942	4.0403	4.0887	3.5972	3.5083	3.7944	3.7773	3.4679

It is also desired to seek whether these seven factors are statistically significantly different among different sectors. For this purpose analysis of variance is applied for each factor to compare the equality of means across the sectors. Following table represents this analysis. The findings reveal that all sectors are significantly different on six variables i.e. competitiveness, social responsibility, supportiveness, emphasis on reward, performance orientation, and stability; but not for innovation.

Table 6: Comparison of different sectors for each OCP factor by analysis of variance

		Sum of Squares	df	Mean Square	F	Sig.
Competitiveness	Between Groups	15.552	7	2.222	3.248	.002
	Within Groups	396.056	579	.684		
	Total	411.609	586			
Social Responsibility	Between Groups	27.286	7	3.898	6.896	.000
	Within Groups	327.284	579	.565		

	Total	354.570	586			
Supportiveness	Between Groups	12.724	7	1.818	3.078	.003
	Within Groups	341.971	579	.591		
	Total	354.695	586			
Innovation	Between Groups	7.628	7	1.090	1.609	.130
	Within Groups	392.090	579	.677		
	Total	399.718	586			
Emphasis on Reward	Between Groups	15.068	7	2.153	3.254	.002
	Within Groups	382.973	579	.661		
	Total	398.041	586			
Performance Orientation	Between Groups	17.596	7	2.514	4.655	.000
	Within Groups	312.664	579	.540		
	Total	330.260	586			
Stability	Between Groups	15.481	7	2.212	3.291	.002
	Within Groups	389.098	579	.672		
	Total	404.579	586			

The dominance of cultural factor is sought by sorting through the mean. Most and least prevailing cultural factors are identified for each sector. Emphasis on reward and social responsibility are found the most prevailing factors. On the contrary innovation and stability are least prevailing cultural factors in different sectors as perceived by the employees. The

factors for different sectors on the basis of mean of each sector are given in the following table.

Table 7: Most and least significant factor among the sectors on the basis of mean

Sector	Most	Least
Banking	Emphasis on reward, Competitiveness	Supportiveness
Hospitals	Social responsibility, Competitiveness	Innovation
Insurance	Social responsibility, Stability	Innovation
Manufacturing	Stability, Competitiveness,	Innovation
Media	Emphasis on reward, Performance orientation	Stability
Pharmaceutical	Emphasis on reward, Social responsibility	Innovation
Services	Supportiveness, Emphasis on reward	Competitiveness
Textile	Social responsibility, Competitiveness	Stability

Conclusion and Recommendations

The organizational culture profile (OCP) analysis of eight sectors viz. banking, hospitals, insurance, manufacturing, media, pharmaceutical, services, and textile in Pakistan is conducted through a standard OCP questionnaire. This questionnaire contains 28 items divided into seven factors, namely, Competitiveness, Social responsibility, Supportiveness, Innovation, Emphasis on Reward, Performance Orientation, and Stability.


From various analyses and statistical tests performed on the data collected, following key findings are obtained.

1. Out of seven factors, on basis of overall average, it is found that ‘social responsibility’ is the dominant factor. Hence our sample suggests the organizations included in sample are considerably ‘socially responsible’ in the eyes of their employees. The next factors after this are ‘performance orientation’ and ‘emphasis on reward’. The factor having the smallest mean is ‘innovation’. Hence the organizations in Pakistan are considered less innovative and supportive as perceived by their employees.
2. The overall correlation analysis suggests that highest correlation is found between ‘emphasis on reward’ and ‘performance orientation’; however, the correlations among all seven factors are statistically significant. Therefore those organizations that give emphasis on reward also demand performance from their employees.
3. According to the analysis on different sectors, it is found that ‘emphasis on reward’, ‘social responsibility’ and ‘competitiveness’ have high means while ‘innovation’ and ‘stability’ have low scores.
4. In sector analysis, banking sector has a low score for supportiveness; hospitals, pharmaceuticals and manufacturing are low in innovation, while media and textile are low in stability.
5. The correlation analysis reveals that there are various factors that are not correlated in every sector. In banking and insurance all factors are correlated with each other. While in hospitals social responsibility is more correlated with other factors. In manufacturing all factors are correlated with each other, whereas lowest correlation is found in between

stability and emphasis on reward. In media sector, no correlation is found between emphasis on reward and performance orientation, emphasis on reward and social responsibility, and competitiveness and stability; while other factors are moderately correlated. In pharmaceutical industries all factors are correlated with each other except competitiveness and stability, and social responsibility and stability. In services no correlation is found in between innovation and emphasis on reward, while stability is very low correlated with all other factors. In textiles, there is no correlation among these seven factors. All correlations are very low or negative. Negative correlations are found of competitiveness with social responsibility and performance orientation. There is only one moderate correlation is found between supportiveness and performance orientation.

6. The overall analysis of variance indicates that the means of all seven factors are not equal. The sector analysis shows that hospitals, pharmaceuticals, and textile sectors have not equal means of all seven variables, while in remaining five sectors mean of all the variables are equal.
7. Different sectors are dominated by different factors; hospitals and insurance sectors have 'social responsibility; banking, pharmaceuticals, and media has 'emphasis on reward'; manufacturing and textile has competitiveness; and services has 'supportiveness' as the dominant characteristic.

The organizational cultural profile analysis for different sectors of Pakistan reveals that different sectors have their dominant characteristics. These characteristics also vary from different demographic factors, like gender, age, previous experience, and marital status. All seven factors considered in this study are highly relevant to the industries and different business sectors in Pakistan. The OCP is quite reliable in nature and valid in drawing various conclusions. We can conclude that the tool of OCP can be used to perform organizational analysis of different industries or individual organizations in Pakistan. Different sectors have their own specific organizational profile with its explicit characteristics.

It is recommended that this questionnaire should be used to individual sectors with much larger sample and with extensive demographic data to understand the nature of different sectors. Also, this should be repeated in Lahore and Islamabad or other large cities of Pakistan, for the comparison of the organizational culture of different cities. This will also provide a good comparison of organizations that are operating in different cities of Pakistan; for example for large number of branches operating of various banks in Pakistan. 

References

- Agle, B. R., & Caldwell, C. B. (1999). Understanding research on values in business a level of analysis framework. *Business & Society*, 38(3), 326-387.
- Ashkanasy, N. M., Broadfoot, L. E., & Falkus, S. (2000). Questionnaire measures of organizational culture. In N. M. Ashkanasy, CPM Wilderom, & MF Peterson (Eds.), *Handbook of organizational culture and climate* (pp. 131-146).
- Alvesson, M. (1993). *Cultural Perspectives on organizations*, Cambridge University Press, Cambridge, England.
- Bellou, V. (2010). Organizational culture as a predictor of job satisfaction: the role of gender and age. *Career Development International*, 15(1), 4-19.
- Black, R. J. (2003). *Organisational Culture: Creating the Influence Needed for Strategic Success*, London UK.

- Borg, I., Groenen, P. J., Jehn, K. A., Bilsky, W., & Schwartz, S. H. (2011). Embedding the organizational culture profile into Schwartz's theory of universals in values. *Journal of Personnel Psychology*, 10(1), 1-12.
- Brown, A. D. and Starkey, K. (1994). The effect of organizational culture on communication and information, *Journal of Management Studies*, 31(6), 807 – 828.
- Brown, T. A. (2012). *Confirmatory factor analysis for applied research*, Guilford Press.
- Cabera, E. F. and J. Bonache (1999). An expert HR system for aligning organizational culture and strategy, *Human Resource Planning*, 22(1), 51–60.
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. John Wiley & Sons.
- Carmeli, A. The relationship between organizational culture and withdrawal intentions and behavior. *International Journal of Manpower* 26.2 (2005): 177-195.
- Cummings, T. G. and Worley, C. G. (2005). *Organization Development and Change*, 8th ed., Thomson South-Western, USA.
- Daft, R. L. (2004). *Organizational Theory and Design*, 8th ed. Thompson South-Western, Singapore.
- Dann, S. (1996). Public sector reform and the long-term public servant", *Journal of Public Sector Management*, 9(2), 28-35.
- Deal T. E. and Kennedy, A. A. (1982). *Corporate Cultures: The Rites and Rituals of Corporate Life*, Harmondsworth, Penguin Books.
- Denison, D. R. (1996). What is the difference between organizational culture and organizational climate? *Academy of Management Review*, 21(3), 619 – 654.
- Detert, J. R., Schroeder, R. G., & Mauriel, J. J. (2000). A framework for linking culture and improvement initiatives in organizations. *The Academy of Management Review*.
- Duncan, W. J. (1989). Organizational culture: getting a fix on an elusive concept, *Academy of Management Executive*, 3 229 – 236.
- Frost, P., Moore, L., Louis, M., Lundberg, C., & Martin, J. (Eds.). (1985). *Organizational culture*. Beverly Hills, CA: Sage Publications, Inc.
- Gregory, B. T., Harris, S. G., Armenakis, A. A., & Shook, C. L. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62(7), 673-679.
- Handy, C.B. (1985). *Understanding Organizations*, 3rd ed., Harmondsworth, Penguin Books.
- Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). Organizational culture and organizational effectiveness: a meta-analytic investigation of the competing values framework's theoretical suppositions. *Journal of Applied Psychology*, 96(4), 677.
- Hill, C. W. L., and Jones, G. R. (2001). *Strategic Management*. Houghton Mifflin.
- Hofstede, G. (1980). *Culture's Consequences: International Differences in Work Related Values*, Beverly Hills, CA, Sage Publications
- Hofstede, G., Neuijen, B., Daval Ohayv, D., and Sanders, G. (1990). Measuring organization cultures: A qualitative and quantitative study across twenty cases *Administrative Science Quarterly*, 35, 286-316.

- Hofstede, G. (1993). Cultural constraints in management theories. *Academy of Management Executive*, 7(1), 81-94.
- Hofstede, G. (1999). Problems remain, but theories will change: The universal and specific in 21st century global management. *Organization Dynamics*, 21(1), 34-44.
- Jermier, J. (1991). Reflections on Street Corner Society, in P. Frost, L. Moore, M. Louis, C. Lundberg, & J. Martin (eds.) *Reframing Organizational Culture*, Newbury Park, CA: Sage, 223–233.
- Judge, T. A., & Cable, D. M. (1997). Applicant personality, organizational culture, and organization attraction. *Personnel Psychology*, 50(2), 359-394.
- Joyce, W. F. & Slocum, J. (1982). Climate discrepancy: Refining the concepts of psychological and organizational climate, *Human Relations*, 35, 951 – 972.
- Kaarst-Brown, M. L., Nicholson, S. and Von Dran, G. M. and Stanton, J. M. (2004). Organizational cultures of libraries as a strategic resource, *Library Trends* 53(1), 33-53.
- Khan, S. K., & Rashid, M. Z. A. (2012). The mediating effect of organizational commitment in the organizational culture, leadership and organizational justice relationship with organizational citizenship behavior: A study of academicians in private higher learning institutions in Malaysia. *International Journal of Business and Social Science*, 3(8), 83-91.
- Kotter, J. (1992). *Corporate Culture and Performance*, Free Press, New York.
- Martin, J. (2002). *Organizational culture: Mapping the terrain*. Thousand Oaks, CA: Sage.
- Morgan, G. (1997). *Images of organization*, Thousand Oaks, CA: Sage Publications.
- Murphy, P. J., Cooke, R. A., & Lopez, Y. (2013). Firm culture and performance: intensity's effects and limits. *Management Decision*, 51(3), 661-679.
- Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R. (2011). Innovation or imitation? The role of organizational culture. *Management Decision*, 49(1), 55-72.
- O'Reilly, C. A., Chatman, J. and Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit, *Academy of Management Journal*, 34(3), 487 – 516.
- Ouchi, W. (1981). *Theory Z: How American business can meet the Japanese challenge*, Reading, MA: Addison-Wesley
- Parker, M. (2000). *Organizational Culture and Identity*, London: Sage.
- Parker, R. & Bradley, L. (2000). Organization culture in the public sector: Evidence from six organizations, *The International Journal of Public Sector Management*, 13(2), 125-141.
- Peter, T., & Waterman, R. (1982). *In search of excellence: Lessons from American's best-run companies*. NY, NY: Warner Books.
- Pettigrew, A. (1987). Context and action in the transformation of the firm, *Journal of Management Studies*, 24, 649-670.
- Phegan, B. (2000). *Developing Your Company Culture, A Handbook for Leaders and Managers*, Context Press.
- Quinn, R. E. and Rohrbaugh J. (1983). A spatial model of effectiveness criteria: Toward a competing values approach to organizational analysis, *management Science*, 29(3), 363 – 377.

- Rudelj, S. (2012). Model of the preferred organizational culture. *Strategic Management*, 17(1), 27-41.
- Sackmann, S. A. (2011). Culture and performance. *The handbook of organizational culture and climate*, 2, 188-224.
- Sarros, J. C., Cooper, B. K., & Santora, J. C. (2008). Building a climate for innovation through transformational leadership and organizational culture. *Journal of Leadership & Organizational Studies*, 15(2), 145-158.
- Sarros, J. C., Gray J, and Densten I. L (2004). The nest generation of the organizational culture profile. *Working Paper Series*, Monash University, Australia.
- Sashkin, M. (1984). The Organizational Beliefs Questionnaire. *Bryn Mawr, PA: Organization Design and Development*.
- Schein, E. H. (1985). Defining organizational culture. *Classics of organization theory*, 3, 490-502.
- Schein, E. H. (2005). *Organizational Culture and Leadership*, 3rd ed., Jossey-Bass, San Francisco.
- Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.
- Schneider, B. (1980). *Organizational climate and culture*, Jossey-Bass, San Francisoc.
- Sinha, A., & Arora, B. (2012). Fit between Organizational Culture and Business Excellence: A Case Study of Heavy Electrical Equipment Plant, BHEL. *Vikalpa: The Journal for Decision Makers*, 37(3), 19-27.
- Smircich, L. (1983). Concepts of culture and organizational analysis, *Administrative Science Quarterly*, 28, 339 – 358.
- Taras, V., Caprar, D., Rottig, D., Sarala, R., Zakaria, N., Zhao, F., ... & Huang, V. (2013). A global classroom? Evaluating the effectiveness of global virtual collaboration as a teaching tool in management education. *Academy of Management Learning & Education*, amle-2012.
- Trice, H., & Beyer, J. (1993). *The cultures of work organizations*. Englewood Cliffs, NJ: Prentice Hall.
- Willmott, H. (1993). Strength is ignorance; slavery is freedom: managing culture in modern organizations, *Journal of Management Studies*, 30(4), 515-552.
- Xenikon, A.M. & Furnham, A. (1996) A correlation and factor analytic study of four questionnaire measures of organisational culture, *Human Relations*, 49, pp. 349 – 373.
- Yarbrough, L., Morgan, N. A., & Vorhies, D. W. (2011). The impact of product market strategy-organizational culture fit on business performance. *Journal of the Academy of Marketing Science*, 39(4), 555-573.
- Yiing, H. L., & Zaman A, K. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30(1), 53-86.