Role of HR in Developing and Shaping Organizational Culture: A Study in Geometric Limited

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Abstract

"We found that firms with cultures that emphasized all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels outperformed firms that did not have those cultural traits by a huge margin".
John Kotter & James Heskett, Harvard Business School, Corporate Culture and Performance (1992)
Purpose: *To study and analyze how HR play a vital role in developing and shaping organizational culture and thereby helps in achieving organizational objectives in an effective and efficient manner.*
Design/Methodology/Approach: *The research design adopted for this study is exploratory in nature. Hypotheses are formulated and proved. The researcher makes use of random sampling to select the required number of samples. The organization selected for the study is Geometric Limited, Vikroli, Mumbai. The primary data are collected through the distribution of structured questionnaires. Literature outlining role and responsibility of HR in building and shaping organizational culture is summarized.*
Findings: *HR plays a major role in developing and shaping organizational culture and could bring remarkable progress in organizational effectiveness.*

Key Words: *Organization Culture, Values, HR Manager, Leadership, Geometric Limited and Shared Meaning.*

1. INTRODUCTION

Culture has been an important and viable term to understand human societies and groups for a long time. Similarly culture also defines an organization. Here the culture is termed as organizational culture. According to **Marguardt (2002)**, culture is an organization's values, beliefs, practices, rituals and customs. Every organization has its own culture. An organizational culture is understood as a characteristic of the day-to-day environment as seen and felt by those who work there (**Wallace et al., 1999**; **Choueke & Armstrong, 2000**).Organizational culture forms the glue that holds the organization together and stimulates employees to commit to the organization and to perform. It is concerned with how employees perceive the characteristics of an organization's culture irrespective of they like or dislike them. In current management literature on organizational culture for example **Deal and Kennedy (1982)**, **Peters and Waterman (1982)** and **Schein and Edger (1990)**, culture is widely understood as an instrument to be used by management to shape and control in some way the beliefs, understandings and behaviors of individuals, and thus the organization to achieve specified goals. Strong organizational culture can take the organization to a new height, whereas sometimes it can be the major resistance for change management.

Here comes the role of human resource management in managing the organizational culture in the best way for the highest benefit of the organization. The main purpose of this research is to study and analyze how HR plays a vital role in developing and shaping high performance organizational culture and thereby helps in achieving organizational objectives in an effective and efficient manner. If high performance is generated by people, the people-specialist function should be uniquely well placed to act as change agent and culture builder.

2. LITERATURE REVIEW

2.1 Culture and Organizational Culture

Culture is the complex mixture of assumptions, behaviors, stories, myths, metaphors, and other ideas that fit together to define what it means to be a member of a particular society. From the last few decades of the 20th century until now, there have been extensive researches on organizational culture. Over the last few years, the evidence confirming the strength of the relationship between culture and performance is simply becoming overwhelming. Various definitions have been given to the concept of organizational culture within the context of anthropology, organizational psychology and management theory. These are as follows:

- The dominant values that are espoused by the organization.
- The philosophy that guides the organization's policy toward employees and customers.
- The way things are done around here.
- The basic assumptions and beliefs that are shared by members of an organization.
- Organizational culture is the set of important understandings, such as norms, values, attitudes, and beliefs, shared by organizational members.

Gibson et al. (1991) described organizational culture as personality or feel of the organization, explaining how the organization and the people within the organization behave in different circumstances. According to **Johnson (1992)** organizational culture consists of various stories, myths, rituals, symbols, routines and control systems. Organizational culture holds the

organization together and encourages employees not only to perform well but also to feel committed to the organization (**Wilderom et al. 2004**). Numerous studies illustrate the role organizational culture plays in the performance and efficiency of an organization (**Furnham & Gunter, 1993**; **Inkpen, 1996**; **Cullen, 2002**).

From the above definitions it can be summarized that, organizational culture refers to a system of shared meaning. It is the set of important understandings, such as norms, values, attitudes, and beliefs, shared by organizational members.

According to **Schein (1990)** organizational culture is a pattern of basic assumptions; invented, discovered or developed by a given group….as the correct way to perceive, think and feel in relation to cope with problems. In his view culture exists on three levels: *Artifacts, Espoused Values, and Underlying Assumptions. Artifacts* are the first level of organizational culture. These are the things that one sees, hears, and feels when one encounters a new group with an unfamiliar culture and these things come together to define a culture and reveal what the culture is about to those who pay attention to them. These include products, services, and even behaviour patterns of the members of an organization. For example in case of an organization: is there a certain way that people dress? Is it a regular feature to celebrate every employee's birthday? *Espoused Values* are the second level of organizational culture. These are the reasons given by an organization for the way things are done. As per Schein most organizational cultures can trace their espoused values back to founders of the culture. For example at DuPont, many products and procedures are a result of the espoused value of safety. *Basic Assumptions* are the third level of organizational culture. These are the beliefs that are taken for granted by the members of an organization. Culture prescribes the right way to do things at an organization, often through unspoken assumptions.

The study conducted by Harvard Business School researchers John Kotter and James Heskett over a period of 11 years by taking more than 207 companies such as IBM, Wal-Mart, Procter & Gamble, Time, Swiss Air, Digital Equipment, 3M and Hewlett-Packard etc. determined which factors make some organizational cultures more successful than others. If success factors could be isolated, they reasoned, and then companies could embark on programs to change their cultures in order to be more successful. Kotter and Heskett identified two levels of culture i.e. "visible" and "invisible". The visible level includes the behavior patterns and styles of the employees. The invisible level includes the shared values and assumptions that are held over a long period of time and is more difficult to change. According to the two researchers changes in the behavior patterns and styles over time can lead to a change in the more deeply held beliefs.

This study indicates that culture has a strong and increasing impact on the performance of organizations. But performance of the organization has a direct linkage with the people of the organization thereby making the role of HR very important.

The key characteristics (both structural and behavioral) along which culture differs are:

- *Individual Initiative:* It is the degree of responsibility, freedom, and independence that individuals have.
- *Risk Tolerance:* It is the degree to which the employees are encouraged to be aggressive, innovative, and risk-taking.

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- *Direction:* It is the degree to which the organization creates clear objectives and performance expectations.
- *Integration:* It is the degree to which units within the organization are encouraged to operate in a coordinated manner.
- *Management Support:* It is the degree to which managers provide clear communication, assistance, and support to their subordinates.
- *Control:* It is the number of rules and regulations, and the amount of direct supervision that are used to oversee and control employees' behavior.
- *Identity:* It is the degree to which members identify with the organization as a whole rather than with their particular work group or field of professional expertise.
- *Reward System:* It is the degree to which reward allocations (i.e. salary increases, promotions) are based on employee performance criteria in contrast to seniority, favoritism, and so on.
- *Conflict Tolerance:* It is the degree to which employees are encouraged to air conflicts and criticisms openly.
- *Communication Patterns:* It is the degree to which organizational communications are restricted to the formal hierarchy of authority.

Organizational effectiveness requires that the organization's culture, strategy environment and technology be aligned. The stronger the organization's culture the more important it is that the culture fits properly with these variables. The successful organization seeks a good external fit- its culture can be shaped to its strategy and environment and internal fit- its culture properly matched to the technology.

How a culture does begin?
The founding fathers/mothers of an organization traditionally have a major impact in establishing the early culture. They have a vision and mission of what the organization should be. The organization's culture results from the interaction between the founders' biases and assumptions and what the original members whom the founders initially employ learn subsequently from their own experience.

What reinforces and sustains them once they are in place?
The three forces that play most important part in sustaining a culture are:
- Organization's selection practices
- The actions of top management
- Organization's socialization methods

How do employees learn culture?
Culture is transmitted to the employees in a number of forms such as:
- **Stories:** They contain a narrative of events about the organization's founders, key decisions that affect the organization's future course, and the present top management. For example Ford Motor Company.
- **Rituals:** Activities such as recognition and award ceremonies, year-end parties, baby's day out, annual company picnics are rituals that express and reinforce the key values of the organization.

- **Material symbols:** The design and physical layout of spaces and buildings, furniture, executive perks, and dress attire are material symbols that convey to employees who is important, the degree of social equality desired by the top management and the kinds of behaviors (risk-taking, conservative, authoritarian, participative, individualistic, and social etc.) that are appropriate. For example Bank of America
- **Language:** Many organizations and units within the company use language as a way to identify members of a culture or sub-culture. Some organizations, overtime, develop unique terms to describe equipment, offices, key personnel, suppliers, customers or products that relate to the business.

Robert A. Cooke (Cook & Lafferty, 1987) introduced the Organizational Culture Inventory (OCI) instrument for measuring organizational culture. OCI measures twelve behavioral norms and these norms have been grouped into three culture types which are as follows:

The constructive cluster: This culture types consists of behavioral norms that represent interaction of the members with colleagues and also the way organization members achieve their goals. The four behavioral norms in this category are: achievement, self-actualizing, humanistic-encouraging, and facilitative.

The passive/defensive cluster: In this culture types members have sufficient knowledge and they help each other and interact in ways with other members that normally do not threaten their own security. This culture type consists of approval, conventional, dependent, and avoidance.

The aggressive/defensive cluster: This culture type includes behavioral norms like oppositional, power, competitive and perfectionist. Members who ask for help are considered weak. Therefore, members in this culture type complete task in such a way that protects their status.

According to strong culture hypothesis (**Dennison, 1984**) if an organization's culture is to contribute to enhanced performance, it must be both 'strong' and possess distinctive 'traits': particular values, beliefs, and shared behavior patterns. Some scholars have claimed that positive cultural traits boost performance in proportion to the strength of their manifestation.

2.2 The Role of HR in Developing and Shaping Organizational Culture

The three 'traditional' main areas of HR responsibility are:

1. Transactional HR (administration, employment law, pay and benefits, special advice, recruitment and selection etc.)
2. Issues relating to capability development and talent management (management development, leadership development, training, performance management, retention initiatives, and strategic planning etc.)
3. Issues relating to organization development and effectiveness (cultural change, cost-reduction initiatives, knowledge management, innovation, performance climate, re-engineering initiatives, industrial relations/consultation, and communications etc.)

In carrying out these roles, HR professionals are required to wear different 'hats' – as coach to line managers, architect of policies, designer of structures and facilitator of change processes, in addition to being expert in HR processes.

As the steward of organizations HR plays vital role (especially advisor and coach involving both strategic and tactical work) in helping to create, support, and enable a positive organizational culture through managerial action, selection, training and socialization, structural design,

empowerment, leadership, performance evaluation, and reward systems. Culture is created in the organization by how the business is run, by every decision made, how priorities are assigned, how a person is promoted and how meetings are conducted. Culture is not a stream of work that happens off to the side of the business. The 'walk' of every executive in their daily life sends signals much stronger than any initiative that can be planned to build the culture. The HR team can play an important part in role modeling, in addition to their likely contribution as the managers of some of the cultural initiatives their organization may choose to take on. To influence in a credible fashion, HR functions must first and foremost be a model for the future culture themselves. If a high performance culture is the goal, it is completely unacceptable for the HR function to carry poor performers within its ranks. If collaboration across the business is a priority for the business strategy, the HR function should be leading the way through transfer of best practice across divisions, working well with other functions and avoiding duplication of effort.

HR department is a visible Role Model, communicates ethical expectations, provides ethical training, visibly rewards ethical acts and punishes unethical ones and provides protective mechanisms. Cultural Management is crucial for HR professionals. An important perspective of change and cultural management deals with developing new patterns of behaviour and mindsets among employees. Having realized this some organizations have initiated several culture awareness programs. When measuring culture, the HR department is often one of those with the largest gap to close in terms of being closest to the organization's target culture. Perhaps HR practitioners see the negative elements of culture most clearly and are personally affected by this.

3. OBJECTIVES OF THE STUDY

Realizing the contribution of role of HR towards organizational culture, in order to achieve the goal of organizational improvement and individual development, which are the buzzword of the hour and after extensive review of the literature, this piece of work has been preceded with the following two objectives:

1. To study the pervasiveness of HR practices in Geometric Ltd.
2. To study the contribution of HR towards organizational culture in Geometric Ltd.

4. SCOPE OF THE STUDY

The study has been undertaken in Geometric Ltd., Vikroli, Mumbai.

5. HYPOTHESES

Based on the objectives as stated earlier, the following hypotheses have been proposed to be tested.

1. Values are given the most importance in Geometric Ltd.
2. HR plays a significant role in developing and shaping culture in Geometric Ltd.

6. METHODOLOGY OF THE STUDY

6.1 Sources of Data

The data for the present study have been collected from two sources i.e. primary and secondary. (i)The primary data referring to contribution of HR towards organisational culture were collected by administering structured questionnaire (designed by the researcher) to the officials and wherever felt necessary interviews were held with concerned officials to elicit relevant data. (ii)

Data relating to the history of the organization, size and structure of manpower, and training have been collected from secondary sources like company records, leaflets, bulletin, and websites etc.

6.2 Sample Technique and Size

For the purpose of present study the samples were selected randomly as random sampling gives each element in the population an equal probability of getting into the sample; and all choices are independent of one another. The sample consisted of 50 respondents, taking a mixture of Leads/Managers, Senior Executives and Junior Executives, in the age group of 21-40. Proper attention has been paid in selection of the sample.

6.3 Research Design

The researcher has followed quantitative research, as the process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. Exploratory research design has been followed. Exploratory research seeks to find out how people get along in the setting under question, what meanings they give to their actions, and what issues concern them. The goal is to learn 'what is going on here?' and to investigate social phenomena without explicit expectations.

6.4 Development of Instruments (Question Schedules)

The instruments used for the purpose of data collection have been developed and tested by the researcher.

7. ORGANIZATIONAL PROFILE

Geometric Limited is a specialist in the domain of engineering solutions, services and technologies. Its portfolio of Global Engineering services and Digital Technology solutions for Product Lifecycle Management (PLM) enables companies to formulate, implement, and execute global engineering and manufacturing strategies aimed at achieving greater efficiencies in the product realization lifecycle. It is headquartered in Vikroli, Mumbai, India. Geometric was incorporated in 1994 and is listed on the Bombay and National Stock Exchanges. The company recorded consolidated revenues of Rupees 6.21 billion (US Dollars 136.47 million) for the year ended March 2011. It employs over 3900 people across 10 global delivery locations in the US, Romania, India, and China. Geometric was assessed as CMMI 1.1 Level 5 for its software services and is ISO 9001:2008 certified for engineering operations. The company's operations are also ISO 27001:2005 certified.

The Vision of the organization is "to be the world's most innovative provider of product realization solutions" and the mission of the organization is "to help the customers achieve their business goals through excellence in global product realization. The organization enables this through solutions based on innovative technologies, efficient processes and world-class competencies in its people.

Unyielding integrity has been Geometrics' core ideology since its inception in 1984, and has been at the heart of each of its business relationships with its customers and partners. It translates into a simple mandate to conduct all activities with honesty and transparency. Integrity is the fundamental value that it looks for in every individual. Passion for excellence is a force that has

catapulted Geometric into an enviable league, with its own patented technologies and world class solutions. Devising innovative ways that make its solutions technologically more advanced, more effective and dependable for its customers is what this value is about. It comes from paying attention to every minute detail and a promise to excel. Customers are at the center of Geometrics' organization model, emphasizing the value that each part of the organization derives from and delivers to the customers. Driven by the corporate philosophy 'People Building Partnerships', Geometric has, over the years, successfully built enduring relationships, which have given direction to the competency growth and business models. Geometric has always operated in markets around the world, and the inorganic growth has introduced significant diversity in its workforce. At Geometric, 'global' stands for the assimilation of differences to create 'one' organization, that understands the unique needs of users across the world and also positively leverages them to meet the global vision. Geometric fosters an environment of trust and transparency, where people can freely express themselves through their talent and ideas, thus ensuring a constant sense of self-actualization. With 'empowerment', a key ingredient that drives motivation; and mutual respect that promotes learning and sharing, employees are able to create innovative solutions, which deliver on customer expectation, as well as drive the goals and aspirations of the organization and the individual.

7.1 Leadership

At Geometric the Board's composition is a balanced blend of competence and experience. The Board of Directors is thought-leaders recognized in their own fields globally. Their expertise ranges across Engineering, Technology, Human Resource and Finance, allowing them to guide the Geometric management on all aspects of business and growth. Their able leadership is evident from the company's consistent growth and its long term relations with technology partners having built a reputation for innovative products and technologies. Geometrics' management team consists of young, yet seasoned professionals with vast experience, a passion to succeed and a strong vision for the company. Their dedication and commitment have been steering the company to greater heights in the national and international arena.

7.2 History and Milestones

Geometric began as a part of the Godrej group, one of the oldest and largest business conglomerates of India with expertise in engineering and consumer products. Founded in 1897, the Godrej group is known for its philanthropy, besides being recognized for its values of fair, transparent and ethical dealings. Geometric was set up as a division of Godrej and Boyce in 1994. Today it is one of the leading providers of global engineering services, PLM solutions, and outsourced product development in the world. Geometric has over two decades of proven experience in CAx, PDM and MPM, as well as over six decades of experience in engineering service, providing customers unparalleled solutions for their product realization needs. Geometric's strategic alliances with global PLM giants including Dassault Systèmes, Siemens PLM Software, PTC and Oracle have further strengthened its position in the PLM space. Being one of the pioneers of software technology in India, Geometric launched one of the first drafting software on the UNIX platform as early as 1987. The very same year saw the launch of its first solid modeling CAM and FEA software. Geometric made an initial public offering in February

2000 and was listed on the National and Bombay Stock Exchanges. Headquartered in Mumbai (India), Geometric has 20 offices across the globe.

Geometric does the corporate social responsibility activity named as UDAAN to provide better access to education and career improvement opportunities to underprivileged children and youth. UDAAN stands for Understanding, Dedicated, Affectionate and Action for Nobility.

The various subsidiaries of Geometric Ltd. are Geometric Americas, Inc.(USA),Geometric Asia Pacific Pte. Ltd. (Singapore), Geometric Japan K.K. (Japan), Romani Geometric SRL (Romania), Geometric SAS (France), and Geometric China, Inc. (China).

7.3 Geometrics' Culture

Geometrics' culture fosters honesty in relations with colleagues, partners and customers; respect for individuals and their personal aspirations and needs; an abiding passion to solve customer needs; and a shared sense of celebration in the daily work. Geometrics' culture plays the following roles:

* Realizing people are the most important asset.
* Respecting each individual as a human being with human dignity.
* Respecting and welcoming the diversity among individuals in terms of capacities, interests, values and cultures.
* Striving to satisfy the increasing levels of human needs, from physiological to self-actualization.

8. ANALYSIS AND FINDINGS

8.1 Analysis of Demographic Characteristics and Findings

Table-1 shows the demographic characteristics of the respondents.

Nearly 60 percent of the respondents were at least 21- 30 years old thus, underscoring the youthful nature of the workforce. Majority of the respondents (63) percent possess educational qualification of Bachelor in Technology. A substantial proportion of the workforce has Master Degree. There is a Manager having Doctorate Degree. This is an indication that the corporate workforce of Geometric Ltd. is composed of highly educated people. In general, the study gives a favorable picture concerning the level of education of the organization's Junior Executives, senior Executives and Leads/Managers.

About 52 percent of the respondents hold Junior Executive position, 20 percent of the respondents hold Senior Executive position and rest 28 percent are Leads/ Managers depicting a holistic point of view.

Majority of the respondents (76) percent have put in at least 4 years of service and 24 percent of respondents have put in 8 to 9 years of service. This is also an indication that the respondents have actually spent enough time in the service to capable enough to institutionalize the organizational culture within them.

8.2 Analysis of Data and Findings

The major elements covered in the questionnaire were: 'Values and Beliefs', 'Rituals in Meetings', 'Communication', 'Rules and Regulations', 'Leadership', 'Performance', and 'Talent Attraction'.

The views of the respondents were ascertained on a four point scale and the ratings given as 4-Always, 3-Often, 2- Sometimes, and 1-Never.The Cronbach's alpha value is 0.767 indicating internal consistency of data.

8.2.1 Values and Beliefs
8.2.1(a) Consideration is given to values in the organization (Refer Figure-3)
Mean value is 3.32, which indicates that values are significantly important. As depicted in Figure -3, 46% of respondents viewed that organization always gives consideration to values and beliefs, whereas 40% of respondents viewed that organization often gives consideration to values and 14% of respondents viewed that organization gives importance to values sometimes. From the above analysis it is implied that near about half of the total employees strongly feel the importance of values in the organization.
8.2.1(b) Organizational values are widely shared in the organization (Refer Figure-4)
Mean value is 3.02, which is quite significant. As shown in Figure-4, 64% of the respondents viewed that organizational values are always widely shared among the employees and 14% believed that organizational values are sometimes widely shared. From the above findings it is clear that in Geometric Ltd., values govern the behavior of employees to some extent and thereby partially prove hypothesis no-1 i.e. "Values are given the most importance in Geometric Ltd."

8.2.2 Rituals in Meetings
8.2.2 (a) Each senior member has a room with large table and space for holding meetings (Refer Figure-5)
With respect to the rituals followed in meetings, it is evident from Figure-5 that only 14% of the respondents viewed that each senior member has always a room with large table and space for holding meeting. The mean value is 2.66, which is not much significant. From this it is implied that junior employees are also given adequate facilities in conducting meetings.
8.2.2 (b) People are indifferent to meetings and try to avoid them (Refer Figure-6)
On being asked whether people are indifferent to meeting, 72% of the respondents viewed negatively. It is shown in Figure-6. Only 6% of respondents viewed avoiding the meeting sometimes. Also the mean value is 1.75, which is insignificant. From this it is clear that Geometrics' employees are very careful towards core activities of the organization.
8.2.2 (c) There is an implied hierarchy in the sitting pattern at meetings (Refer Figure-7)
On being asked whether there is an implied hierarchy in the seating arrangement pattern in the meeting, 74% of the respondents answered negatively. This is quite visible in Figure-7.The mean value is 1.42 which is insignificant. From this it is implied that Geometrics' employees are less egoistic in nature, which fosters team work.

8.2.3 Communication
8.2.3 (a) There is not much work related communication among people (Refer Figure-8)
Asking question with respect to whether there is not much work related communication among the people, 90 % of the respondents replied negatively, as shown in Figure-8. Also the mean value is 1.98, which justifies the finding. From the analysis it is clear that communication system in Geometric Ltd. is effectively meeting organizational requirements.

8.2.3 (b) All Communication is in writing, mails, memos, etc. (Refer Figure-9)
Asking question about the pattern of communication, only 20% of the respondents replied that in the organization all communication is always in writing, mails, memos etc., where as 56% of the respondents viewed in often. These are evident in Figure-9. The mean value is 2.96, which implied that it is significant to some extent. From the above analysis it is clear that there are other patterns of communication in the organization.

8.2.4 Rules and Regulations
8.2.4 (a) There is openness to suggestions from people at all levels of the organization (Refer Figure-10)
The mean value is 3.52. From the above Figure-10, it is observed that 54% of the respondents viewed that there is always openness to suggestions given by the employees at all levels. This indicates more than half of the total employees believe that the organization follows the culture of openness. It shows respect towards the valuable opinions and suggestions of the employees.
8.2.4 (b) Rules and regulations are given high importance (Refer Figure-11)
As shown in Figure-11, 38% of the respondents viewed that organization often gives high importance to rules and regulations, which implied that to some extent rules and regulations are not being strictly followed in the organization. The mean value is 2.96, which is less significant.
8.2.4 (c) People are busy recognizing rules and regulations (Refer Figure-12)
From the above Figure-12, it is clear that 40% of respondents viewed that people are often busy in recognizing rules and regulations, which again implied that rules and regulations are not being strictly followed in the organization. The mean value is 2.52 which is less significant.
8.2.4 (d) Organizational policies (Refer Figure-13)
On being asked about organizational policies, it is evident from Figure-13 that 52% of the respondents viewed that organizational policies are always reviewed annually to assess effectiveness, which implied that rest 48% of respondents are not strongly favoring the effectiveness of organizational policies.

8.2.5 Leadership
8.2.5 (a) Leaders are expected to be unconditionally followed (Refer Figure-14)
On being asked whether the leaders are unconditionally followed, 84% of respondents replied negatively. Also the mean value is 1.78, which is significantly low. From this it is clear that employees of Geometric Ltd. have the power to question their bosses. They do not accept and follow anything unconditionally. It is quite visible in Figure-14.
8.2.5 (b) Leaders are considered as role models (Refer Figure-15)
On the other side, from the above Figure-15, it is observed that 80% of the respondents viewed that leaders are always considered as role models for the organization and set the standards of performance. As explained earlier leaders in Geometric Ltd. are dedicated and committed to steer the company to greater heights in the national and international arena.

8.2.6 Performance
8.2.6 (a) High Performance is celebrated with everybody joining in (Refer Figure-16)
From the above Figure-16, it is visible that 70% of the respondents viewed that the organization always gives importance to high performance, as it is celebrated with everybody. The mean value

is 3.66, which is significantly high. From this it is clear that Geometric Ltd. gives equal importance to both old and new employees. This is one of the important criteria for motivation. It is able to create an adaptable, change-oriented culture in which accountabilities are clear and employees are highly motivated and committed.

8.2.6 (b) Performance evaluation measures an employee's adaptation to change (Refer Figure-17)

As depicted in Figure-17,42% of the respondents viewed that performance evaluation always measures an employee's adaptation to change, which implied that rest 58% of respondents are in favour of other functions of performance evaluation.

The Pearson Correlation Coefficient (r) between "Values and Beliefs" and "Performance" is found to be 1 which implied that culture of Geometric Limited and employees' performance are positively correlated.

8.2.7 Talent Attraction

8.2.7 (a) HR department is creative in finding new ways to attract top talent among the diverse groups(Refer Figure-18)

From the above Figure-18 it is observed that only 32% of the respondents viewed that the HR department is always creative in finding new ways to attract top talent among the diverse groups and 22% replied negatively. The mean value is 2.56, which is not much significant. This indicates that HR department has to improve a lot in terms of talent acquisition patterns.

The above analysis and findings partially prove hypothesis no-2 "HR plays a significant role in developing and shaping culture in Geometric Ltd."

9. SUGGESTIONS

Though it has been observed from the analysis that HR is playing a major role, many improvements are required for the long run benefit of the organization. The following recommendations have been suggested by the researcher:

- HR leaders of Geometric Ltd. may have to take a stand for the values and behaviors that will underpin the culture of the future, and this can mean being counter-cultural oneself in the short term. There is nothing more compelling and persuasive than a division that is walking its talk. People follow leaders who do not compromise their values and standards for reasons of expediency, who keep their word, support the success of others, make and stick to clear decisions, look at themselves from the customer perspective, and are disciplined and are consistent in their approach.

- The HR people may have to become culture champions. They may demonstrate the benefits culture can deliver. They may ask for lots of feedback, measure themselves against the cultural targets they are setting, take a look in the mirror, and set HR performance expectations with both behaviour and results orientation.

- They may cast an objective eye over all of the HR policies, websites and documentation. Meeting disciplines may be strictly followed in the organization.

- The HR department may create an organizational environment where behaviour and employees' value systems together enhance organizational productivity.

- The HR department may initiate a productive culture promoting diversity, creativity and knowledge sharing.
- The HR department of Geometric Ltd. may arrange training on harassment and discrimination prevention, whistle-blowing and retaliation, confidentiality and trade secrets, e-mail usage, blogging, Internet usage, data protection and privacy, workplace-violence prevention, and the drug-free workplace laws.
- Changes in the organizational structure or processes bring a change in employee relations. In consequence workplace attitudes too change. The HR department of Geometric Ltd. may be engaged in creating "designer employees" to foster better relations. These employees understand market requirements and the organization's business needs better. Designer employees are comfortable when trained for efficiency and allowed flexibility in the work environment.
- To prevent knowledge drain, Geometric Ltd. needs to codify knowledge. Codifying enables easy identification of knowledge resources and ensures replenishment of the same. HR department may help in starting culture programs aiding in codifying this knowledge thereby bringing stability to the organization.
- The HR department may start culture programs helping transparent organizations and employee participation in the decision making process. Employees thereby become more responsible, committed and accountable to their work. Culture programs thus empower employees.
- Towards effective delivery of culture programs the HR department may follow: Assessment: HR may audit employee's views and collect the feedback for a clear understanding of the prevalent culture. This helps in structuring the new set of values, Value statement: Audit of the opinions and may help forming a value statement representing the organization's image, and Workshops: Consultation workshops may be conducted in order to acquire the most favored opinion across all functions of the organization.
- Geometric Ltd. may conduct a series of meetings with the employees to come to a consensus on the organization's work environment and goals. Based on the information it may develop a new set of values with the objective to create a sense of bonding among the employees and the company.

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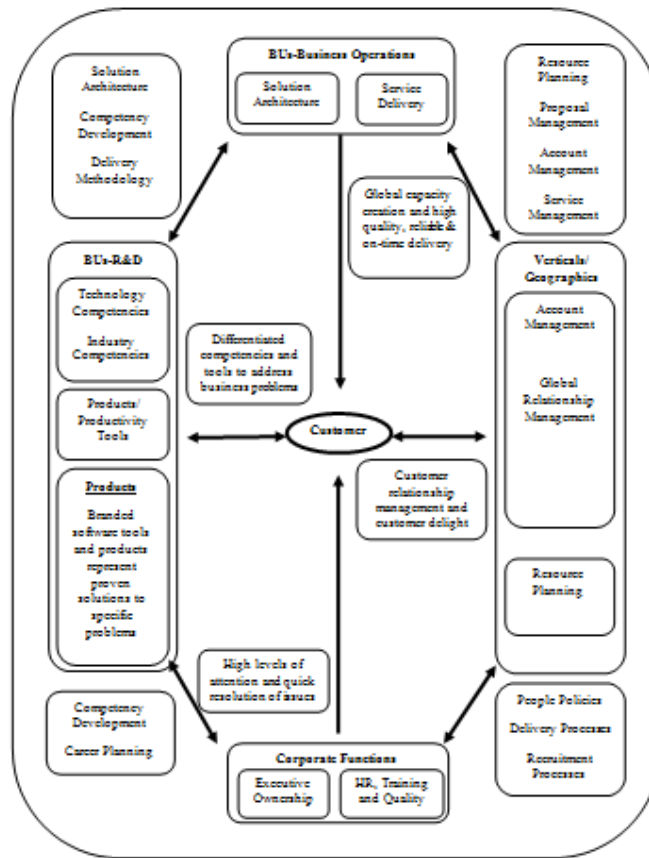
Figure 1: Organizational Overview
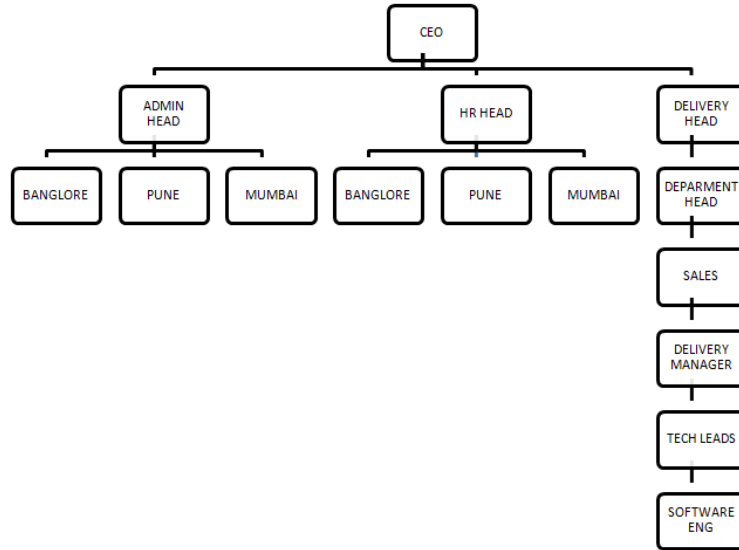
Figure 2: Organizational Chart

Characteristics		Frequency	Percentage (%)
Age	21-30 Years	30	60
	31-40 Years	20	40
Qualification	B.Tech or its Equivalent	34	68
	Masters Degree	15	30
	Doctorate Degree	1	2
Designation	Junior Executives	26	52
	Senior Executives	10	20
	Leads/Managers	14	28
Years of Service	1-4 Years	38	76
	5-10 Years	12	24

Table 1: Demographic Characteristics of the Respondents (N=50)
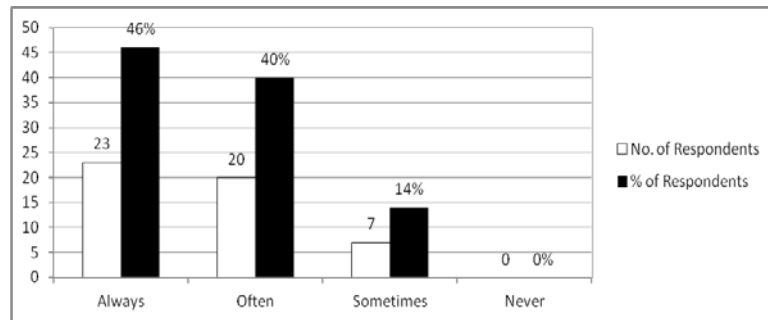
Figure 3: Consideration for values
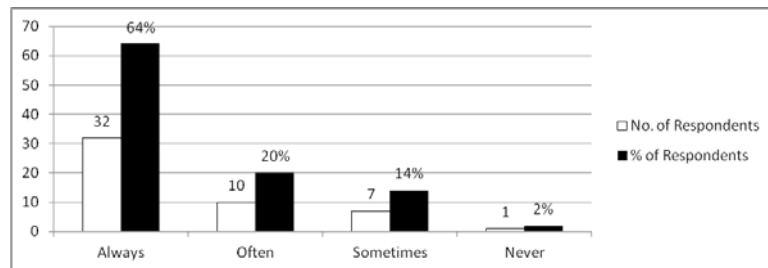
Figure 4: Organizational values are widely shared
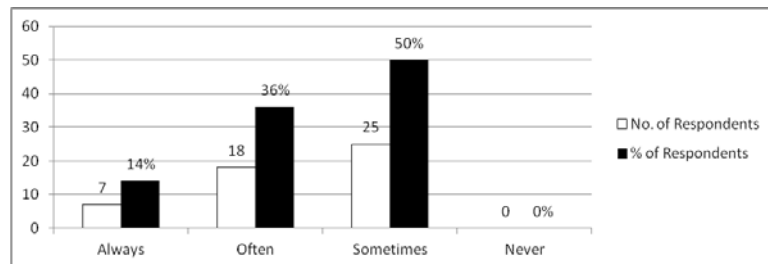
Figure 5: Each senior member has a room with large table and space for holding meetings
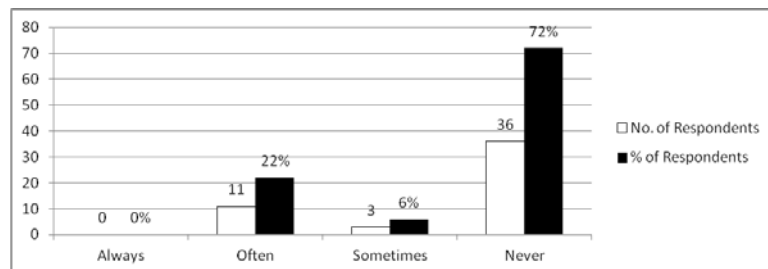
Figure 6: People are indifferent to meetings and try to avoid them
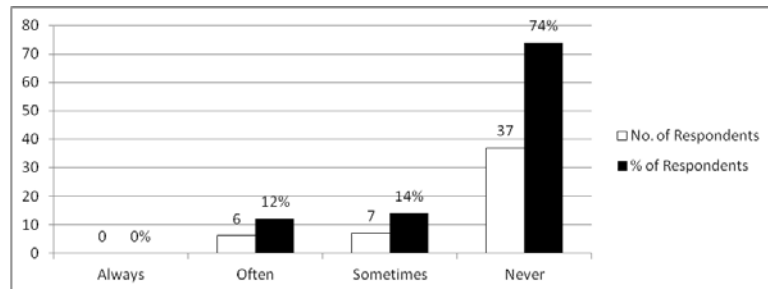
Figure 7: Implied hierarchy in the sitting pattern at meetings
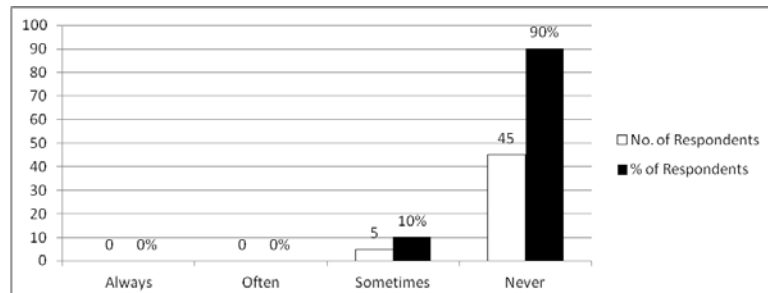
Figure 8: Not much work related communication among people
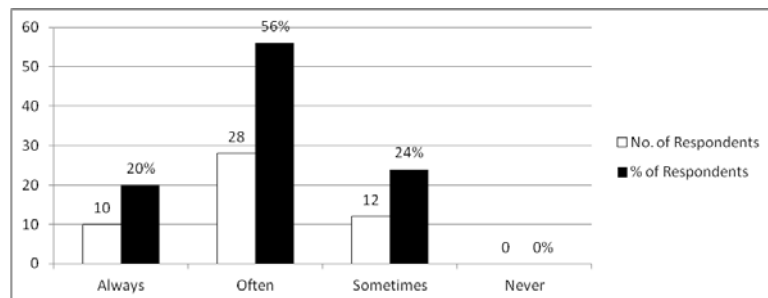
Figure 9: All Communication is in writing, mails, memos, etc.
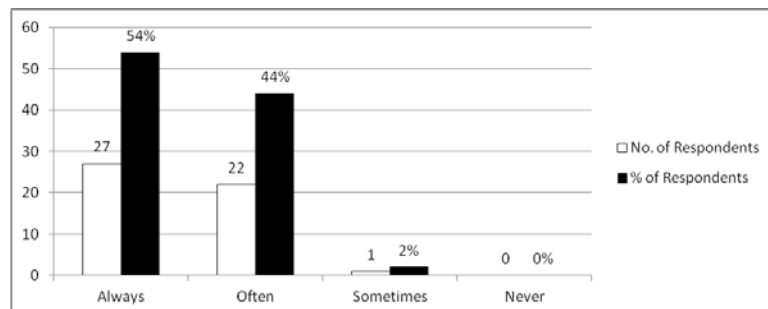
Figure 10: Openness to suggestions from people at all levels of the organization
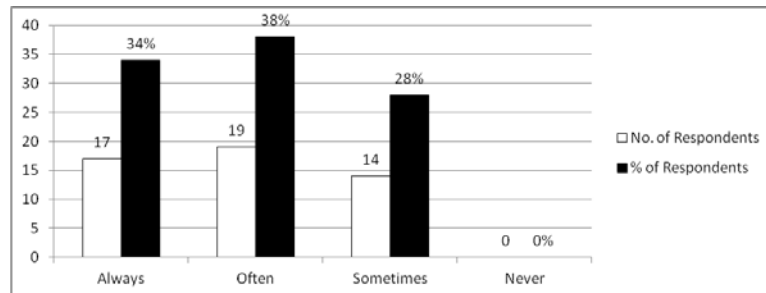
Figure 11: Rules and regulations are given high importance
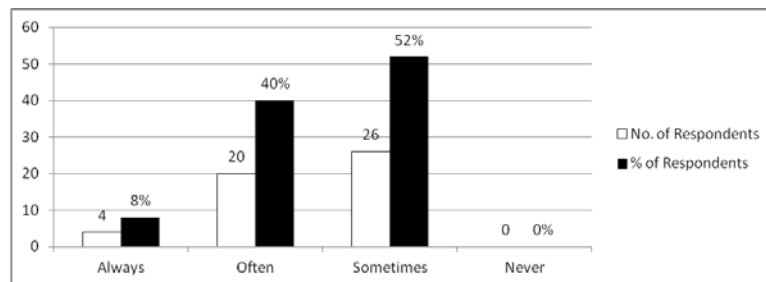
Figure 12: People are busy recognizing rules and regulations
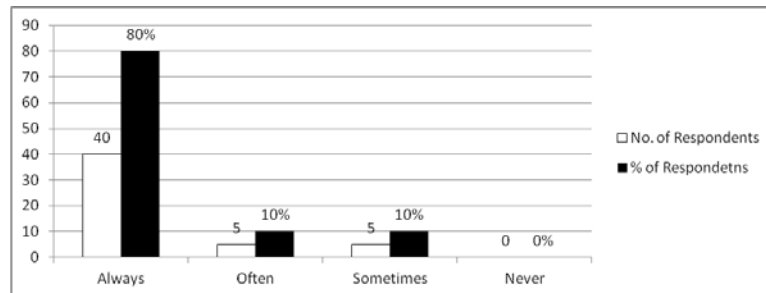
Figure 13: Organizational policies
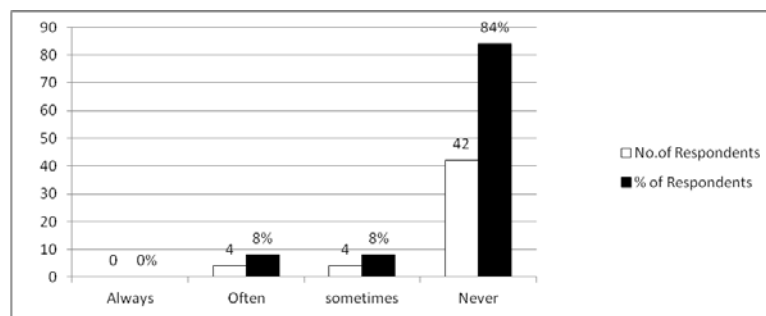
Figure 14: Leaders are expected to be unconditionally followed
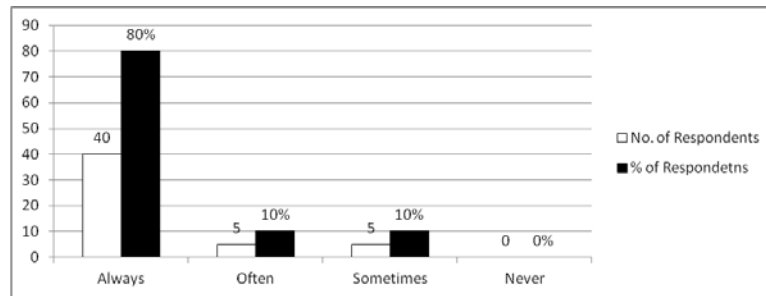
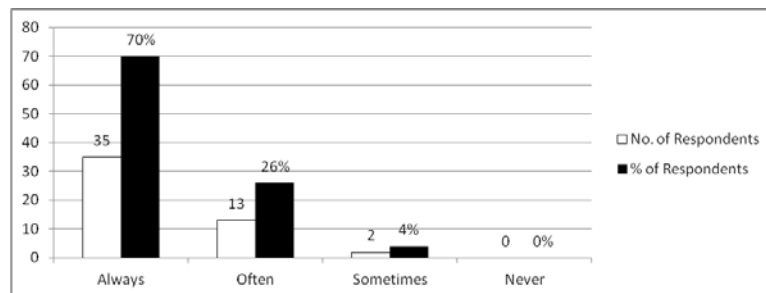**Figure 15: Leaders are considered as role models**

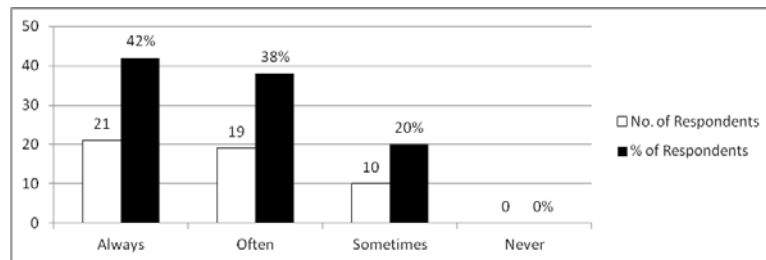**Figure 16: High Performance is celebrated with everybody joining in**

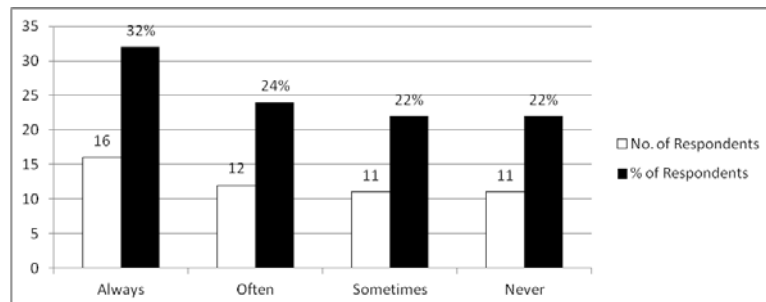**Figure 17: Performance evaluation measures an employee's adaptation to change**

Figure 18: HR department is creative in finding new ways to attract top talent among the diverse groups.