

Why Mission Statements Become a Show Piece? Case of an Indo-American Joint Venture

Abinash Panda and R K Gupta

RESEARCH

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Executive Summary

This paper is based on a case study of an Indo-American joint venture in the satellite-based communication services. The objective of the study is to explore why an organization fails to elicit emotional commitment for its espoused mission statements which are viewed as critical to the long-term interests and survival of the organization. It is a qualitative study based on data gathered primarily through open-ended ethnographic interviews and non-participative observation.

The study briefly enumerates the process of developing an effective mission statement. It also explores the prevailing organizational culture to find out how employees identify themselves with the espoused organizational mission by exploring their experiences in the organization through one-to-one interviews.

The organization has a leader (Chairman and Managing Director) who has been inspiring, intellectually stimulating, and considerate. He has explicitly shown his personal commitment to the espoused organizational values, beliefs, and missions. His leadership style comes close to what is known as charismatic leader. Organizational members adore him. It seems that he has become a 'cult figure' rather than a leader for the organizational members.

In spite of all these, the study found that he has failed to elicit emotional commitment of the employees. It could be because of inadequate efforts in translating the espoused values into organizational practices and systems or because of insufficient awareness or appreciation of the values desired by the organizational members.

The study reveals that:

- There are gaps among the 'espoused' (by the top management of the organization), 'prevailing' (what is actually being practised), and 'desired' (what is preferred by the organizational members) organizational culture.
- Though the organization has developed vision, mission, values, and beliefs, organizational members are not emotionally committed to these.
- The weak emotional commitment could be because of (a) non-involvement of middle and junior level employees in the mission development process; (b) lack of or minimal involvement of senior executives in disseminating the espoused organizational missions throughout the organization; (c) actual organizational practices not always following the espoused ones; and (d) values desired by the employees being neither espoused nor followed.

On the basis of these findings, the authors suggest that:

- Emotional commitment develops within organizational members when the espoused organizational values and practices match with their desired ones.
- Organizational values and practices as prescribed by the top management of the organization should match the socio-cultural values of the society in which the organization is located.
- A leader should do the following for eliciting emotional commitment of the employees for the espoused mission statement: (a) involve all the stakeholders including the employees in the mission development process; (b) develop a highly cohesive top management team, who should live by espoused organizational values; and (c) implement earnestly what they espouse in public for ensuring credibility. ✓

KEY WORDS

Organizational Culture

Emotional Commitment

Socio-cultural Values

Espoused Values

Organizational leaders, in most cases, feel the need of having mission statements for their organizations that are viewed as critical to the long-term interests and survival of the organization. Though developing mission statements is not a cakewalk for organizational leaders, yet the greater challenge for the organizational leaders is how to elicit emotional commitment from or create a sense of mission among the organizational members. When organizational leaders become successful in eliciting emotional commitment from the employees, the employees, in most cases, would become committed to the organizational goal which might enhance the performance of the organization. One of the requirements to develop an effective mission statement is employee-organization fit, which essentially means organizational values should be in congruence with the socio-cultural values of the place where the organization is located. Influence of congruity/incongruity in value between organization and its members on mission development process has not been adequately addressed by researchers. Mismatch between personal values of organizational members and organizational values might contribute to the gaps in desired, prevailing and espoused organizational culture as values are at the core of any culture. Organizational leaders, in spite of their best efforts and having well designed organizational processes and systems, may fail to elicit emotional commitment if they do not address adequately this aspect of mission development process.

This paper reports the findings of a study undertaken to explore why the leader of an Indo-American joint venture has failed to elicit emotional commitment for its espoused mission statements. Four antecedent factors have been identified that might have contributed to the lack of emotional commitment.

DEVELOPMENT OF AN EFFECTIVE MISSION STATEMENT

Mission statements are usually viewed as a declaration of corporate philosophy whose objectives are to influence thoughts and deed of the organizational members (Bart, 1997), inspire and motivate organizational members to exceptional performance by influencing their behaviour (Bart, 1997), provide a sense of purpose and direction to the organization, safeguard the interests of stakeholders, sharpen the focus of business (Bart, 1997; Baetz and Bart, 1996), promote shared values and behavioural standards which are at the core of organizational culture (Quigley,

1994), and shape policies of hiring, assessing, and promoting employees (Knowling, 2002). Various authors have identified numerous performance benefits for organizations from having mission statements which are generally viewed as important to the long-term interests and survival of the organization (Bart and Baetz, 1998).

A mission statement has four components — purpose, strategy, values and standards, and behaviour (Campbell, 1992). Purpose and strategy are the result of intellectual endeavour. They need to be converted into policy and behaviour guidelines that help organizational members to decide what to do on a day-to-day basis. Values provide meanings to the behaviour standards. Behaviour standards would appeal to organizational members the most if they find these meaningful both intellectually and emotionally.

A committed employee tends to approach his or her job with a sense of pride and strive for excellence and superiority (Quigley, 1994). Employees who work for an organization with a well-defined and motivating mission and who buy into values such as customer service, superior quality, integrity, and excellence are apt to derive satisfaction from their work (Quigley, 1994). A mission statement is most effective when organizational members develop emotional commitment for the mission or purpose stated in the mission statement (Campbell, 1992). But, defining, articulating, and sustaining organizational values are neither easy nor painless.

A mission statement that is successful in eliciting emotional commitment of the organizational members can be called an effective mission statement. The process of developing such an organizational mission is not a cakewalk for the leaders. Researchers on mission statements in organizations from the West have found that developing an effective mission statement requires involvement of stakeholders, transformational leadership, effective communication, top management support and congruity of organizational and individual values.

Involvement of Stakeholders in the Development Process

Creating mission statements, in practice, seems to be senior managers' privilege/prerogative (Baetz and Bart, 1996; Bart, 1997). Bart (1997), on the basis of his study on mission satisfaction, observed that usually the top management group was the one most involved in creating the mission statement which has been found to be a source of employees' dissatisfaction with mission statements.

Bartlett and Ghoshal (1994, p 82) suggested that, 'the statement must be broad enough to invite — and indeed require — the organizational involvement in interpreting, refining, and making it operational. In practice, this means tapping into the reservoir of knowledge and expertise that is widely distributed throughout the company.'

Organizational leaders play a critical role in the mission development process. They help conceive the mission statements as well as make organizational members accept these statements wholeheartedly. If it is conceived and communicated effectively, it would achieve its purpose of influencing the behaviour of organizational members (Bart, 1997). Jack Welch, former CEO of General Electric, said that leaders must articulate a mission and the rationale for it and find a mechanism to engage the whole organization in achieving it (Quigley, 1994).

Need for a Transformational Leadership

Transformational leaders might be of great help to an organization desirous of developing an effective mission statement. This is so because such leaders possess the capability to motivate employees to look beyond their self-interest for the benefit of individual workgroups and the organization as a whole by inspiring, energizing, intellectually stimulating (Bass, 1985), and consistently demonstrating espoused organizational values in their actions and behaviour (Ghoshal and Bruch, 2002). Typically, such leaders are seen as charismatic and capable of providing individualized consideration to stakeholders in efforts to satisfy their unique interests and needs. Charisma is likely to be associated with a mix of intellectual stimulation and inspirational leadership (Bass, 1985, p64). A transformational leader may be necessary to marshal the support required to effectively implement a mission statement and to share the vision it embodies (Bass, 1985, p 64).

Intellectual stimulation emphasizes rationality through logic and analysis whereas inspirational leadership appeals to sensation and intuition (Bass, 1985, p 64). Yukl and Van Fleet (1982) defined inspirational leader as a leader who 'stimulates enthusiasm for the work of the group and says things to build confidence in their ability to successfully perform assignments to attain group objectives' (p 90). Individualized consideration implies 'seniors maintaining face-to-face contact or at least frequent telephone contact with juniors' (Bass, 1985, p 86). It essentially is related to promoting familiarity and contact through various organizational mechanisms.

Expression of appreciation for a job well done will be most important. Superiors can also point out weaknesses of subordinates constructively. It may also include promoting self-confidence among employees, utilizing their special skills, and providing them opportunities for learning. The two most important mechanisms are walk-around management and informal communication channels (Bass, 1985). Walk-around management collapses the barriers of distance and hierarchical levels that block open, immediate, face-to-face communication. Mintzberg (1975) noted that two thirds to three quarters of the total work time of managers is spent in oral communication. He concluded that regular face-to-face debriefing sessions by superiors with subordinates to disseminate important information to them would provide a better basis for eliciting emotional commitment from employees. Emotions drive behaviours. Understanding and managing emotions underlie the success of change management. 'Organizations that create a meaningful vision for the future are often able to stimulate these emotions in their people' (Ghoshal and Bruch, 2002, p1).

A leader should induce desired behaviour from the organizational members rather than compelling them to do so (Hock, 2002). Further, a leader should be open to criticism and introspection. He should encourage employees to field queries regarding organizational missions and visions (Quigley, 1994; Lencioni, 2002).

Founder leaders, who are often considered as transformational leaders (Bass, 1985), play a critical role in institutionalizing a particular set of values, beliefs, and behaviour in an organization (Peters and Waterman, 1982), become embedded in the emerging organizational culture (Martin, Sitkin and Boehm, 1984). That is the reason why academicians and practitioners often identify organizational cultures as mainly the product of one transformational leader — Wriston of Citicorp, Revson of Revlon or Watson of IBM (Bass, 1985, p 26).

Bass (1985) has also observed that not all charismatic leaders have transforming or inspirational influence on the followers which depends on how their charisma embodies with other transformational factors of individualized consideration and intellectual stimulation in specific leaders. The charismatic who is not transforming will appear in the role of celebrity, shaman, miracle worker or mystic (Bass, 1985) and will rely more on emotional approach rather than rational intellectual persuasion. However, compared to the later group of

charismatic, the transformational leaders rely more on rational, intellectual persuasion (Bennis, 1983).

However, a leader may fail to elicit emotional commitment from his or her employees if he or she becomes stubborn and insensitive, cold and arrogant, untrustworthy, fails to delegate or staff and build a team (Mc Call and Lombardo, 1983).

On the whole, on the basis of foregoing discussions, one can safely argue that a transformational leader may be able to elicit emotional commitment from his/her subordinates if he/she provides inspiration, intellectual stimulation, and individualized consideration to them.

Support from Top Level Managers

Developing a mission statement without philosophical and operational commitments from the senior management can be counterproductive (Ireland and Hitt, 1992). True consensus is an absolute necessity within the top team (Campbell, 1992). Otherwise, the cascading process to the frontline will break down (Wall, Solun and Sobol, 1994). Bart (1997, p 9) observed that 'a major cause of failure in most organizations is the inability of top management to identify and agree on what the organization is really trying to accomplish. When this occurs, employees throughout the firm, especially senior managers, become confused and easily distracted in both day-to-day and long-term orientations.'

Action is Better Communicator than Words

Bartlett and Ghoshal (1994, p 85) suggested that, 'planting new values takes more than inspiring speeches. At best, the speeches can only confirm the message sent by senior executives' daily action. Management is the message; speeches only call attention to it.'

Developing mission statements may require a complex reorientation of the organization which affects all aspects of an organization, including the culture. Top managers must develop communication networks that effectively convey a firm's newly formed mission statement to all its stakeholders. Often, face-to-face meetings are more effective for discussing a mission and determining the individuals' reactions and roles they should play in implementing the mission statement. Pollard (2002, p 53) emphasizes the communication process and congruity of peoples' values and organizational values.

Mission Statement Should be the Reference Point

Andrew Grow, then Intel's CEO, believed that a mission statement is valuable when it is 'used as a constant guide

for the actions of managers and workers' (Henkoff, 1990). It is the responsibility of key individuals 'to verify that once developed, mission statement is used consistently as a guide for all organizational decision and actions' (Ireland and Hit, 1992, p 41). Desirable behaviour in congruence with the organizational values should be encouraged whereas behaviour that is not in congruity with the organizational values must be discouraged.

Congruity between Organizational Values and Employees' Values

Though it has been suggested that a sense of mission occurs when there is a match between the values of an individual and those of the organization (Campbell, 1992, p 11), there has not been many studies on the relationship between the matching of values on the emotional acceptance of the organizational missions. However, various researchers have studied the nature of relationship between value congruity and commitment. Congruence between characteristics of the individuals and characteristics of the organization itself can impact on attitudes and behaviours (Chatman, 1989, 1991; Caldwell and O'Reilly, 1990; O'Reilly, Chatman and Caldwell, 1991; Ravlin and Meglino, 1987). Greater the person-organization fit, greater the commitment to the organization (Luthans, Baack and Taylor, 1987; Vancouver and Schmitt, 1991). Values are key determinants of attitudes, which in turn affect work-related (and all other) behaviour (Becker and Connor, 1986; Conner and Becker, 1975, 1994; Kristof, 1996; Finegan, 2000).

Organizational missions that fail to elicit emotional commitment of the employees may generate cynicism and disillusionment. Instead of acting as inspiration for employees, the statement causes confusion, making employees cynical about their leaders. Bart's (1997) findings revealed that:

Most of the mission statements appear to be more hype and hysteria than real beliefs, philosophies, and attitudes on the part of the corporation. No wonder they are held in such contempt. They just don't seem to work—at least for most companies. But perhaps that is because most companies don't know how to get the maximum benefit out of them. Existing pronouncements about mission statements and their development are based largely on unsubstantiated and frequently anecdotal evidence (p 14).

Values are at the core of any culture. Mismatch

between personal values and organizational values may get manifested at the organizational level. Personal values, developed through early socialization, are shaped by socio-cultural values of the society in which they are brought up. Personal values influence the preferences/desire of individuals within any context. In an organizational context, these preferences of desire could be related to organizational policies, practices or rituals, which constitute the culture of an organization. This set of preferences could be different from what is espoused by the top management or what is prevailing.

'DESIRED,' 'ESPOUSED,' AND 'PREVAILING' ORGANIZATIONAL CULTURE

This paper makes a distinction between 'desired,' 'espoused,' and 'prevailing' organizational culture. We have defined 'desired' organizational culture as 'what is preferred by an individual working in an organization.' Desired organizational culture is rooted in the shared expectations of the organizational members about values and behavioural standards in an organizational context. The shared expectations regarding organizational values and behavioural standards are guided by the personal preferences of the organizational members. The shared personal preferences of the organizational members are the manifestations of the socio-cultural values into which they have been socialized in their home, schools, etc. 'Desired' aspect of the organizational culture is related to 'what should be' whereas 'prevailing' aspect of the organizational culture is related to 'what is.' The espoused organizational culture, and hence, the espoused organizational values and behavioural standards are those values and behavioural standards which are promoted or desired by the top management of the organization. Espoused organizational culture is related to 'what is publicly espoused and encouraged by the organization, in essence, by the top management.'

The gaps between the 'desired' and the assessment of the 'prevailing' culture as perceived by an organizational member or the 'desired' and the 'espoused' culture may influence his or her commitment toward the organization.

MULTINATIONAL CORPORATIONS OPERATING OUTSIDE THE COUNTRY OF ORIGIN

Multinational corporations (MNCs), which become successful in their countries of origin, may try to extract intellectual agreement from the employees and

management on the mission statements which are developed in the countries of origin in the subsidiaries and joint ventures where they are the major partners located in alien cultures. This approach seems to have been guided by the belief that if the mission statement has worked in the country of origin, it would work elsewhere also. Another inherent belief which seems to have been associated with this approach is that the organization would recruit like-minded people who can be socialized (i.e. secondary socialization in the organization) to espoused organizational values and behavioural standards through various organizational intervention mechanisms such as induction, orientation, and behavioural training. The emphasis has always been on indoctrination and communication. As Kanungo and Jaegar (1990) mentioned, 'North American-based technology and knowledge *as well as practices* have been imported *into developing countries* with the hope that what has worked for American economic and human resource development will work for rest of the world' (italics added) (p 6). Kanungo and Jaegar's arguments are in line with the arguments put forward by both strategic management theorists and 'internationalization theory' in economics that an MNC is a relatively effective mechanism for transferring knowledge and practices across borders (Bartlett and Ghoshal, 1989; Buckley and Casson, 1985; Teece, 1997). Within MNCs, benchmarking and transfer of best practices are important processes which exchange information within the firm and between countries (Mueller, 1994).

However, there is a high possibility that the prescribed values that are supposed to give meaning to policies and behaviour standards may become meaningless for the members of the organizations located in alien cultures. This is because conceiving organizational mission is an intellectual process. It is all about linking behaviour to purpose. Converting individuals to mission is about socialization in an organization which is an emotional process. Rationalization and justification carry little importance in the process of creating emotional commitment for the mission statements.

DESIGN AND METHODOLOGY OF THE STUDY

We conducted this study in an Indo-American joint venture located in India to explore the prevailing organizational culture and later find out how employees identify themselves with the espoused organizational mission. We found that in spite of the best efforts of the

leadership, there were incongruities between (a) desired organizational culture and espoused organizational culture and (b) espoused organizational culture and prevailing organizational culture (Panda and Gupta, 2002). We discovered that the Managing Director of the organization had done everything what a transformational leader 'can possibly do' or 'should do,' which led us to conjecture that the weak emotional commitment of the organizational members could be because of the fact that the espoused organizational values and behavioural standards seemed to be not in congruence with the socio-cultural values of the society within which the organization was located. We argue that the success of the transformational leader is contingent upon the congruity between the espoused organizational values and organizational members' values. Consequently, we propose that:

Organizational values should be congruent with the employees' values so that these are emotionally meaningful to the organizational members. Consequently, organizational leaders would be able to elicit emotional commitment from the employees.

Profile of the Organization under Study

Hi-Tech Communications (HICOM)* is one of the ISO-9001 certified companies of HTS (Hi-Tech System) located in India. HTS* and Excots,* the Indian partner, tied up in 1992 to form HICOM with a business motive of providing VSAT-based communication services to corporate clients. The operation started in 1995. Ajit, the founding Managing Director, joined the organization in the year HICOM began its operation. HICOM is one of the first private companies to provide satellite-based services in India.

Gaining Access

We conducted the study at the request of the then Managing Director of HICOM to help him understand the prevailing organizational culture as a part of the Fellow Programme in Management (FPM) course requirement. Though the senior executives in the organization were of the firm belief that the organization had a strong culture, it was never subjected to scientific investigation earlier to this study. The Managing Director and the Senior Director (Human Resources) allowed the first author unhindered access to the organization.

*Names disguised to ensure confidentiality.

The Study Design

We have adopted a semiotic approach to capture and interpret the 'native' viewpoint of the prevailing culture. The organization is conceived as a 'social world that is constructed, interpreted, and modified by its members in the course of their interactions *with their colleagues* (Mouly and Sankaran, 1995, p 32; italics added). Culture is viewed as a 'root metaphor' for the organization (Smircich, 1983). This study is a single revelatory holistic case study (Yin, 1994), where each of the respondents (the organizational members) has been interviewed to understand his or her 'lived experience' in the organization.

Multiple Data Sources

The first author collected data from multiple sources keeping in mind Yin's (1994) recommendation. He spent around 30 full working days in the organization to carry out field work between July and December 2000. During his visits to the corporate headquarters in New Delhi and hub station in Gurgaon, he conducted ethnographic interviews of 33 organizational members. He relied on ethnographic interviews as such an approach 'carries as few preconceptions with it as possible or constantly attempts to discover possible sources of bias and minimize their effect' (Saville-Troike, 1982, p 125). The emphasis was on understanding the culture of the organization 'as seen from the inside,' which is the core of ethnographic approach. Each of the interviews was open-ended and lasted for 60 to 90 minutes, which was conducted on an one-to-one basis in a secluded place inside the office premise with a purpose to understand and capture the 'lived experience' of each of the interviewees. The interviewees were selected randomly cutting across all functional areas and levels of hierarchy that includes the Managing Director as well as the Receptionist. The contents of the interviews were either noted down (mostly *verbatim*) in the field notes or were tape-recorded if allowed by the interviewee (Box 1).

Besides ethnographic interviews, the study relied on other sources of evidence such as non-involved observation, inter-office communication, and organizational records and documents such as handbooks containing competency profiling attributes, competency dictionary, analysis report of exit interviews, Employees' Handbook, *Voice of Customers* – a report on the findings of internal customer satisfaction survey of service departments, the home page (world wide web) of the organization, a handbook containing war stories and so on.

Box 1: Interviewing Process

In the beginning, the first author (the interviewer) used to mention briefly the objective of the interview, i.e., how the interviewee experiences the culture of HICOM. Before initiating further discussion, he also used to gather personal information (name, designation, years of service in HICOM, and the functional area to which he/she belongs to) of the interviewee.

The interview was anchored primarily on the following six questions:

- A. What do you mean by 'organizational culture'?
- B. How do you describe the culture of HICOM?
- C. How do you assess the culture of HICOM?
- D. What are the areas of concern?
- E. Does HICOM follow what it espouses (keeping in mind the mission, vision, values, and beliefs espoused)?
- F. How do you evaluate the efforts of senior management in building the espoused culture?

Besides, during his stay in the organization, the first author also spent time in observing the physical artifacts and the way members were interacting with each other. He was maintaining field notes which contained organizational members' perceptions and his observations on various events and aspects of daily life at the organization.

Data Analysis

We have carefully described and presented the data collected from various sources under identified key themes, keeping the central question of emotional commitment in mind in as coherent a manner as possible. The key themes were identified through taxonomic analysis of the data gathered. We have adopted interpretive approach to derive inferences on the basis of data gathered from multiple sources. Before developing the conjecture, we have taken care to eliminate all possible alternate explanations for weak emotional commitment. Such an approach of data analysis is consistent with Yin's (1989) recommendation.

Ensuring Validity and Reliability

We have addressed the issues of validity and reliability of this study keeping in mind various recommendations and suggestions relevant to qualitative research in general and case study research in particular. We have presented all the views that include both mainstream and counter views of all employees interviewed in a coherent manner with an expectation that it would provide a genuine insight about the organization as well as the organizational phenomenon under study, keeping in mind Chell's (1998, p 71) recommendation that 'The qualitative researchers can only present interpretation of events recounted to them. The worth of this approach is that it

yields genuine insight into the process that shapes behavior, and as a coherent account, it makes sense, that is, it has face validity.'

Secondly, construct validity is ensured by seeking feedback from the interviewees (Yin, 1994) and gathering data from multiple sources (e.g., organizational documents, archival records, on-site observation, interviews and so on) (Yin, 1994). Further, 'valid interpretation' (Maxwell, 1996) that is ensured through members' check (Maxwell, 1996) about the correspondence between what the study's participants meant and what the researcher inferred helps ensure construct validity (Lee, 1999). Feedback from interviewees ensures 'valid description' (Maxwell, 1996), which is related to the 'accuracy with which what the researcher saw, heard, and experienced is represented in the data' (Lee, 1999, p 166). Maxwell (1996) recommends that the researcher employ audiotape, videotape, and *verbatim* transcriptions of text.

As mentioned earlier, the contents of the interviews were either noted down (mostly *verbatim*) in the field notes or were tape-recorded if allowed by the interviewee keeping Maxwell's (1996) recommendations in mind. Further, the first author used to get the transcripts verified at the end of each interview by each of the interviewees. The interviewee used to go through the transcript and suggested changes if he/she felt so. There have been many cases where the suggestions were incorporated. We sought feedback from interviewees to ensure honesty, veracity, and clarity as recommended by Yin (1994) and 'valid description' as recommended by Maxwell (1996). This also ensured that our biases did not creep into the interpretation.

In this study, as mentioned earlier, we have explored multiple sources such as:

- Ethnographic interview of 33 employees across all functional areas and various levels in organizational hierarchy.
- Non-involved observation.
- Examination of inter-office communication texts and various documents/ reports relevant to this study.
- Examination of physical arrangement inside the office space/cabins for gathering data.

Consistent with Maxwell's (1996) recommendation for valid interpretation through members' check, we submitted a report containing the preliminary findings of the study to the Chairman and Managing Director and other key employees such as Senior Director (Human Resources), Manager (Quality), and Assistant Manager

(Human Resources).

This approach also ensures the integrity of the research as suggested by Chell (1998). 'The integrity of research is maintained by either permitting public access or disseminating sufficiently widely, thus enabling wider debate and critical appraisal' (Chell, 1998, p 71).

Reliability is related to examine whether a case study's procedures can be repeated (Yin, 1994). Yin (1994) suggests that the researcher should write a case protocol and create the case study's database.

Reliability of the study was ensured by having a well-defined interviewing process (as detailed earlier), having case database (both suggested by Yin, 1994) and using multiple informants (33 employees were interviewed) (suggested by Lee, 1999). Use of multiple informants implies internal consistency which, as Lee (1999) observes, relates to reliability. Reliability was also ensured through 'valid description' as recommended by Lee (1999).

Further, keeping in view Schein's (2000) belief that existence of mutual trust and confidence between the researcher and the organizational members is vital to the study of organizational culture (behaviour), the employees were promised anonymity and confidentiality vis-à-vis other organizational members. Names, therefore, have been changed, but the gender, functional responsibilities, and designations retained. Such an approach, we believe, would enhance the credibility of data gathered, and hence, the validity and reliability of the study.

Finally, Hartley (1995) argues that the case study method might help the researchers develop theoretical propositions or conjectures rather than any generalized observation about the population. In this paper also, we have developed conjectures for further investigation on the basis of their evidence and interpretation.

This study also used questionnaires with members of the organization in addition to detailed investigation through observation and interview. The first author also personally administered a modified version of Payne's (2000) Cultural Intensity Questionnaire to 66 members (out of 140 members working in the corporate headquarters and the hub station). The items in the questionnaire were based on information gathered through interviews and espoused documented mission, vision, values, and beliefs. The objective was to explore the shared perceived organizational norms in HICOM (Gupta and Panda, 2003). Two of the five factors identified namely: (a) Hierarchy Orientation (with eigen value 1.844 and

explained variance 12%) and (b) Empathic Orientation (with eigen value 1.397 and explained variance 9%) matched with two of the four cultural characteristics discussed in this paper. Empathic orientation is what has been discussed in this paper under preference for personalized relationship.

HICOM: A PROFILE

As mentioned earlier, HICOM was formed in 1992 by Hi-Tech System (HTS) and Excots. HTS is the world's largest provider of broadband satellite network solutions for businesses and consumers, operating in more than 85 countries. It pioneered the development of high-speed satellite Internet access services. The espoused spirit of the parent organization of HTS is:

Progress doesn't happen by following the rules. It occurs when someone comes along with the courage and the vision to break the thought barrier—someone insightful and determined enough to accomplish what appears impossible to everyone else (Source: HTS Website).

They proudly mention that:

Our insistent creativity has spurred us to venture into uncharted industries where other companies have feared to tread — inventing new business models and forging the dominant brands in every market we enter. It has led us to consistently deliver the breakthrough products and services that enable the future (Source: HTS Website).

The quality policy of HTS is as follows:

- To set the standard for excellence in our industry.
- Earn the respect of our customers and suppliers throughout the world.
- Satisfy customers by meeting their needs and exceeding their expectations.
- Deliver error-free, competitive products on time and services second to none.
- Ensure that every job is done right the first time, every time.

Profile of the Founding Managing Director

Ajit, the founding Managing Director, is a graduate of English literature from Bombay University. He joined IBM as a trainee and worked for 17 years till IBM closed its Indian operations in 1977. Though he was offered a

position in an overseas operation of IBM, he preferred to stay in India. He worked for various Indian organizations before joining HICOM in 1995. Though he is educated in liberal arts, he always keeps himself abreast of the latest developments in the technological front. He admits that he has been influenced by the culture of IBM which is built around three commitments:

- The individuals must be respected.
- The customers must be given the best possible service.
- Excellence and superior performance must be pursued.

Ajit, who has been practising '*Patanjali yoga*' for the past 48 years, seems to have also been influenced by the '*Vedanta*.' During the discussion with us, he said:

It is sad that most of us look at the West to manage our business. Unlike Western management theory, which preaches a lot, the *Vedas* tell us to practice and cleanse ourselves. One cannot manage people without self-realization.

Developing Vision, Mission, Values, and Beliefs

HTS is a technologically driven organization and believes in leveraging technological breakthroughs. HICOM, being an affiliate of HTS, also gives priority to state-of-the-art technology. Excots, the Indian partner, has only financial stake in the joint venture. It does not have any influence on the day-to-day operation of HICOM. It, however, closely monitors the financial performance of the organization.

Most of the top executives joined the organization in 1995 and a core team was formed for developing the mission, vision, values, and beliefs of the company. The core team included the top executives, senior managers in charge of business operations, and the functional heads.

It took four years for the top management of HICOM to formulate the vision, mission, values, and beliefs for the organization (Table 1). The approach adopted by HICOM is 'intellectual' approach (Campbell, 1992) where the mission of the organization is decided after intellectual deliberation and later used as the guide for changes in behaviour and decision-making in the organization. In this approach of mission development, three aspects are critical for the success and wholehearted acceptance of the mission by the employees. These are:

- consistency of the top executives' decision-making
- strength of the socialization process in the organization
- hiring and promoting like-minded people.

Table 1: Vision, Mission, Values, and Beliefs of HICOM

Vision

We wish to be universally admired and benchmarked as an organization for customer care, employee satisfaction, and business operations, forging an enduring and profitable relationship with stakeholders.

Mission

To be the leading value added service provider, continuously adding value to customers' business by offering state-of-the-art products and services, primarily using satellite technology.

Values

- Ethics: Honesty, truthfulness.
- Customer care: Meet and exceed explicit and implicit customer requirement.
- Financial acumen: Focus on value for money ensuring financial discipline, propriety, and viability.
- Stakeholders' care: Understand and fulfil expectations of those having a stake in the organization.
- Benchmarking: Continuously identify and evaluate best practices.
- Relationship building: Understand and establish mutual interdependence and meet implicit and explicit expectations of all stakeholders.

Beliefs

- Respect and care for individuals.
- Transparency in our interactions, transactions, and operations as a whole.
- Maintain high standards of ethics in business transactions.
- Be an equal opportunity employer.
- Raise the bar continuously in every aspect of our business.
- Be a learning organization.
- Promote team spirit and passion for excellence.
- Develop paranoid approach in meeting commitment, objectives, and milestones.
- We exist only because of our customers.

It seems to have been influenced by the desire to reach an intellectual agreement among the priorities of stakeholders. It is centred on the following:

- respect for individuals
- customer orientation
- leveraging technological developments
- desire for excellence
- financial acumen
- ethical way of doing business.

The way HTS influences HICOM is clearly evident from the fact that the annual theme for ethical training in HICOM is decided by HTS. In spite of being in India, HICOM abides by 'Foreign Corrupt Practices Act of USA' and 'no gender discrimination' at the insistence of HTS. The objectives of HICOM are expressed in quantitative terms. This could be because of two factors: (a) HTS, being an American organization, has the tendency to quantify and (b) Excots' insistence on financial performance (Table 2).

Besides, HICOM has developed formal policies and guidelines related to quality (Table 3) and 'ten command-

Table 2: Objectives of HICOM

-
- Double net worth every three years.
 - Increase employee, customer, and stakeholders' satisfaction by at least 50 per cent of the preceding year's growth.
 - Expand addressable markets by introducing new products/ services every year to reach revenue of at least Rs 50,000 million in five years.
 - Expand new business areas every 2/3 years to reach a revenue of at least Rs 1,00,000 million in five years.
-

ments of good business' with regard to customer orientation (Table 4) to be followed by employees ritually. Quality policy was redrafted ten times before the top management accepted it. Both have the flavour of the 'quality policy' of HTS. All three are focused primarily on the organizational concerns for customers and quality.

Leadership Behaviour in HICOM

The most critical aspect of a leader getting acceptance among his followers is that he should demonstrate through his actions and decisions that he follows the values he espouses. This would provide experiential validity and enhance his credibility among the organizational members. A leader's behaviour sets a company's moral tone and reinforces its purpose. Thus, how a leader acts is crucial to ensuring that his decisions promote and defend espoused organizational values. Organizational members assess a leader through the managerial decisions and actions he takes. Ajit believes in what he calls 'demonstrative leadership.'

Enhancing Visibility through Personal Mission Statements

Ajit has developed a mission statement for himself titled 'my mission as a professional manager,' which he claims to follow religiously. There appears to be no discrepancy between his personal mission and the organizational values. He advises each of the employees to have one's own mission statement though he admits that 'it is not easy to write a mission statement. Nevertheless it is

Table 3: Quality Policy

We, the HICOM team, believe that HICOM's future depends on our ability to contribute to the profitability of our customers with the help of our products and services. Therefore, we commit to:

- Creating an organization of trained and dedicated people to meet customers' requirements.
 - Periodically reviewing and benchmarking our processes and conducting customer satisfaction surveys to improve the quality of our products and services.
 - Conducting our business in line with corporate obligations, ethical standards, and regulatory/ statutory requirements.
-

Table 4: Ten Commandments of Good Business

-
- The customer is the most important person in our business.
 - The customer is not dependent on us – we are dependent on him.
 - The customer is not an interruption in our work – he is the purpose of it.
 - The customer does us a favour when he calls – we are not doing him a favour by serving him.
 - The customer is part of our business – not an outsider.
 - The customer is not a cold statistic – he is a human being with feelings and emotions.
 - The customer is not someone to argue or match wits with.
 - The customer is a person who brings us what he wants – it is our job to fulfil those.
 - The customer deserves the most courteous and attentive treatment we can give.
-

extremely important. Once you do so, following it becomes easy' (Box 2).

Upholding Espoused Organizational Values

Ajit tries to inculcate truthfulness, openness, and honesty among the HICOM employees. He emphatically says, 'I do not believe that any of my employees should tell a lie for excuses.' He advises everyone not to tell lie. 'Be truthful to customers. If you are not meeting the deadline, tell them that we have failed to meet the deadline. Most of the problems arise after one tells a lie.' During one of the interviews with the first author, Ajit elaborated an incident that spoke of how he handles value-related dilemmas. A job seeker approached him for a position in HICOM. During the discussion, he spoke of how he helped HICOM indirectly in getting a particular order instead of his current employer. Ajit believed that was unethical and dishonest. Needless to say, he was never considered for a position in HICOM. He also mentioned an instance of how it lost a government deal to its competitor because HICOM did not bribe the government official.

Personal Communication from the Managing Director

Ajit keeps advising frequently to all employees irrespective of ranks. He believes that 'it would motivate each of them to achieve job-related targets with personal satisfaction.' One of his letters contains the following (Box 3):

...monetary rewards by themselves do little to motivate people on a sustainable basis. At best, for a few, they ... create motivation for a little while longer. At the end of the day, what each of us looks for is a better quality of life for self and family.

In this letter, he encourages everyone to focus on

Box 2: Personal Mission of Ajit — the Managing Director

My mission is to lead a wholesome and contented life based on integrity, high standards of morality, ethics, fairness, thrift, and simplicity and make a substantial contribution to the company I work for to improve the quality of life of my colleagues as much as my own.

To fulfil this mission, I will:

- Demonstrate and teach the above principles to those around me who are ready to listen and learn.
- Create a team spirit to achieve common goals and objectives especially the financial targets in the organization I work.
- Seek more knowledge than may be necessary for doing my job on subjects that interest me, viz. management principles and trends, marketing, sales, and the Indian scriptures which are limitless fountain of wisdom.
- Develop leadership qualities in myself and those around me to get things done in optimum time, effort, and cost.
- Learn to be a good follower, especially of the law of the land, company policies, rules, and regulations, and the people I respect and admire.
- Try to be a good listener as also look at issues from the others' point of view.
- Make the management of the company I work in as transparent as possible.
- Try to be always punctual as I value the time of the other people. It is also an acid test of how I am managing myself.
- Regularly practice *yoga* and transcendental meditation to enrich my inner self, to comfortably absorb the pressures and tensions of the job, and still maintain a high level of physical and mental fitness.
- Put my company's progress, prosperity, and success before my own.
- Respect all individuals irrespective of their colour, nationality, sex, religion, caste, creed, and position.
- Serve my company's internal and external customers in the best possible manner to establish a lasting relationship.
- Fight injustice in my sphere of activities with all the power and strength I have.
- Demonstrate value addition in everything I do and at all times.
- Quit working when I feel that I am unable to add value to the company.
- Never forget the quality of humility.

self-growth through meditation and in the process contribute to organizational growth. He attempts to inculcate modern organizational spirit (team work, acquiring knowledge, and taking up challenges in work place) through Indian traditional wisdom (meditation, ethico-spiritual spirit of Indian ethos and so on). He believes that, in the process, organizational members would be in a position to handle inherent contradictions in life. He gives his solution through eight things besides money, which he argues, 'have to do with the way each of us leads our personal and professional life in which the company plays an important role' (Box 3).

Managing Director's Walk-around Management

People are important for Ajit. According to him, 'equip

them (employees) with tangible and intangible assets. Intangible assets are more important. Compensation is not crucial.' To Ajit, intangible assets are the 'soft' issues such as caring, guiding, counselling, and other emotional issues. He believes that, 'at the end of the day, a person is an emotional being, not analytical one' and feels that caring, guiding, counselling or understanding emotional feelings of others is as important as compensation. According to him, personal touch in interpersonal interactions is very important.

Handing Over Responsibilities: Setting an Example

At present, Ajit handles only the quality-related issues of the services. He is not involved in the day-to-day operations of business. He discussed how he handed over the responsibilities to the current Chief Operating Officer, Arjun. At that point of time, he had three choices: (a) immediately handing over all responsibilities to Arjun, (b) handing over the responsibilities progressively, and (c) having an informal agreement with Arjun so that though Arjun will be handling the operational activities of HICOM, Ajit himself would be advising. He opted for the first one as he values inter-personal trust.

Emphasis on Training and Development

On professional obsolescence, he believes, 'one must keep abreast with the developments that are taking place in the field and the business you are in. Organizations cannot remove the professional obsolescence of the employees. The employee must take the initiative.' He stresses the importance of training and believes that if a leader is not able to groom his successor, he/she will become a 'cult-figure.'

Esponsing Openness through Communication

Openness, Ajit argues, can only be achieved through communication. 'One must communicate good things as well as bad things. The ratio should be 7:3 or 8:2. Corporate plan is no longer a secret affair. It is linked to personal ambition and career growth of each of the employees. This leads to conflict between self-interest and organizational loyalty. A challenge each of the superiors must be able to handle.'

He believes in counselling and mentoring. Any employee can meet him without prior appointment. He is always open to discussion on any organizational issues and decisions.

Policies, Practices, and Rituals in HICOM

HICOM encourages employees to be interactive with the

Box 3: Personal Communication to Employees

October 4, 2000

Dear colleagues,

I want you to join me in complimenting our Senior Management team ...for quickly and efficiently implementing the recent compensation hike.

Now it's time to focus on a few other important issues and attack them relentlessly and efficiently, as research has proved that monetary rewards by themselves do little to motivate people on a sustainable basis. At best, for a few, they buy negative motivation immediately and create positive motivation for a little while longer. At the end of the day, what each one of us looks for is a better quality of life for self and family. How do we achieve it?

The answer is money PLUS other things: While money is important, what are these "other things?" Some have to do with the way each of us leads our personal and professional life and others, where the company plays an important role. I venture to suggest the following (most of what follows is pure common sense):

- Challenging assignments that stretch our mental and physical faculties beyond our "normal" levels. And make achievements of tough goals and objectives exhilarating. We've got to "raise the bar" continually. Are you doing this by continually reviewing your own productivity?
- Acquire more knowledge that we think is needed to do our present job: We are in the knowledge industry, where technologies and techniques keep getting obsolete daily. This attitude gives us the security and the confidence to keep going up the value chain in the organization. If we don't, we become obsolete and unfit to do even our present jobs. So, do read the daily newspapers and the technical magazines (there is a virtual explosion of the media, take full advantage of it). The company must also supplement this individual effort regularly.
- Think teamwork: Individually, each one of us may think we are an Einstein. But, a team's achievements, synergistically, are many times over those of any one individual's achievements. So, the individual's goals and objectives must match those of the team and the company. However, irrespective of how brilliant an individual, if he/she does not believe in teamwork, he/she is of no use to any organization.
- Lead a principled life: Each one of us has been brought up within our 5000 year old Indian value system, mainly comprising honesty, integrity, dedication, respect, and commitment to one's work, family, and company amongst others. If we fall to temptations of making a fast buck we, in fact, are throwing our value system overboard. Avoid the seven deadly sins: Wrath (anger), Sloth (laziness), Lust, Jealousy, Envy, Greed, and Gluttony. You'll discover that living (both your personal and professional life) is a pleasure.
- Identify a role model: To ensure that each one of us is consistently performing to the highest standards and adding value every moment, it helps to benchmark ourselves with somebody we believe is like us but superior to us in many aspects of personal and professional life. You can seek your manager's help in doing this.
- Stay fit — physically and mentally — all the time: Today's highly competitive, fast changing, and globalized business puts an incredible amount of pressure and stress on each one of us. The higher we are placed in an organization the more the stress. So, what do we need to do? The answer, though simple, requires a high degree of self-discipline to implement.
- We have to learn to manage ourselves: Get up early in the morning (two hours before sunrise, known as the "Brahma Muhurtha"). Go for a brisk walk, for at least 30 minutes. Do meditation for about 20 minutes each, twice a day, in the morning and evening, regularly. Research in the US has shown that the blood pressure falls by as much as 11 points in the (upper) Systolic scale and by 5 points in the (lower) Diastolic scale, due to regular meditation. Whatever your age, please do this. The result: ability to manage time, gain extra self-confidence, a high level of alertness, more output, total relaxation, positive thinking, faster career progression, an enviable and happy family life, so on and so forth.
- If you need help in understanding the above, do let me know, as I have been practising them as well as *yogic asanas* for nearly 50 years. (I have had virtually no sickness or disease for about 50 years!)
- Learn to enjoy life and be happy. This world of ours is one of contradictions. There's joy and sorrow, day and night, honesty and dishonesty, love and hate, life and death, etc. We have to learn to manage these contradictions every moment. We may hope for the ideal life but it's a pipedream. Happiness comes to only that person who has found the formula to manage these contradictions and not buckle under them. Purchase things only to fulfil your own and your family's needs not to fulfil desires. The regime I am suggesting is one that comes close to that formula.
- Finally, control your destiny yourself, otherwise, someone else will: Enclosed is my mission statement, which is my guide, road map, Bible or whatever. It has helped me in leading a happy and eventful life — both personally as well as professionally — all these 45 years I have been working!

In the absence of such a mission statement, we are like a ship without a rudder (direction-less) which in turn puts extra pressure on us, makes us insecure, etc. So, please write your own mission statement. Read Stephen Covey's *7 Habits* to get complete guidance. It's not easy to write a mission statement. Nevertheless, it is extremely important. Once you do so, following it becomes very easy!

If you implement/ practise all the above regularly and conscientiously, believe me, you will get the rewards for your efforts without even asking for them! Because Nature itself starts working for you!

I'd be happy to field any question/comment you have.

Cordially,

Ajit

top management by bringing queries, suggestions, and personal and job-related concerns to the attention of the superior or the HR department. The company believes in resolving all issues through open discussion. Quarterly Staff Meetings (QSM), departmental meetings, walk-in, and meet the CEO are some of the important communication channels which help in its effort to build up a culture of openness and trust. Senior managers take almost all strategic decisions in their Management Committee Meetings (MCM). Inputs are taken from the employees at lower levels. Sometimes, if a departmental head takes an urgent decision, he or she gets the decision approved in the following MCM.

Competency Profiling Process

The management of HICOM has identified 23 competencies which are considered by them as critical for the mission of the organization. The core competencies identified by the organization are based on the corporate capabilities that provide the organization's competitive advantage and the values, aptitudes, skills, and knowledge an organization requires to fulfil its business strategy (Table 5).

Induction and Orientation Programmes

Recruitment, selection, promotion, succession planning, and compensation are all guided by matching the competencies required for a position and competencies one possesses. A new recruit is given a well-planned orientation into the organization and job by the HR function and the supervisor. This orientation programme is meant to make a new recruit comfortable in his or her new work environment. Induction programme for new employees takes place within five to six weeks of joining. Top leaders are involved in the induction programme who discuss about the organization, roles, and responsibilities of various functions besides the 'ethical theme' for the year as identified by HTS.

Performance Review and Development Plan (PRDP)

PRDP, in HICOM, has an objective of 'empowering each

Table 5: Twenty-three Competencies in Four Categories

Values (ethics, customer care, empowerment, financial acumen, stakeholder care, technical competence).

Knowledge (business communication technology, business understanding).

Skills (analytical, entrepreneurship, negotiating skills, planning, presentation, process management, project management, relationship building).

Attitudes/Aptitudes (creativity, flexibility, benchmarking, ownership, problem solving, self-development, team work)

HICOM member and institutionalize self-learning for effective functioning' (Source: *Employees' Handbook of HICOM*). It is an ongoing two-way communication between the supervisor and the employees to set roles, responsibilities, and objectives for the new recruits, review his or her performance jointly through monthly review sessions, critical incident record, and help him or her through performance enhancement plan and training and other career supports.

Training and Development in HICOM

Training and development activities in HICOM are driven by the organizational goals of providing opportunities for professional development for each of the employees. Training activities could be need-based and focused or regular. Need-based training programmes are based on individual development, organizational development, and customer needs, which are identified through competency profiling. Regular training programmes are periodic.

Socialization and Welfare-oriented Activities

Over the past five years, the HR department has been introducing various programmes that would help employees relieve their work-related stress such as discovery learning programme, picnics, after-office socialization party, pre-Diwali get-together, etc. Most of the employees felt that these programmes created a family-like environment in HICOM. The company has 24 policies related to employees' welfare that covers issues ranging from company lease to wedding gift. All these policies are made available to all the employees on the Intranet.

War Stories: An Effort to Create a Tradition

All the achievements of various project teams are documented in the form of a booklet appropriately titled *War Stories*. War stories are "any real life stories, any stirring happening of a deal clinched, any incident that won the battle for HICOM or any event that made 'us' the hero or heroine of the hour." The purpose of this ritual is 'to create a record for generations to learn from the endeavours and efficiently implement,' what Ajit calls 'organizational mythology.' It is a booklet that contains the record of project implementation process that includes mission of the assignment, operational exercise, plan, action, customer's comment(s), and a punch line.

Awards of Appreciation

In the year 2000, HICOM introduced three awards for employees who are nominated as 'best leader,' 'best

motivator,' and 'best employee to take care of customer's expectations.' In the same year, the company also introduced a new idea of appreciating the subordinates through flower-shaped cards. In addition, the HR department had put a big wallboard titled 'initiatives.com' which was filled with information on the initiatives taken by the employees in the work place and appreciation of their initiatives. As a policy, the management honours an employee who completes five years of service in HICOM with a gold plated appreciation plaque.

General Perceptions of the Prevailing Culture

Lack of Unified Efforts in the Top Management

There seems to be a lack of unified efforts and synchronization among the members of the top team. This is evident from the comments of most of the employees. In fact, most of them also felt that apart from Ajit, HICOM lacks leaders. This is possibly because, besides Ajit, rest of the senior executives confine their relationships with others to task-related issues only.

In spite of his efforts to the contrary, Ajit has become a 'cult-figure' in HICOM. In the year 2000, he was nominated as 'best leader,' 'best motivator,' and 'best employee to take care of customer's expectations.' Realizing the gravity of the issue in terms of succession, he ruled himself out of the competition in future by putting himself in the category of 'Hall of Fame!'

Openness

Most of the employees interviewed mention that, at the personal level, all their colleagues are friendly, cordial, and cooperative but professionally there is a tendency to hoard technical information among the employees. They also believed that there is openness but the problem is that junior employees are afraid of senior management. As a result, they felt that managerial activities within HICOM were not transparent. Though the company espoused 'trust' and 'openness,' both are perceived to be wanting. Ajit admits that, 'as most of the employees are technical persons, they are weak at managing people. The monopolistic situation of HICOM brought a lot of work. As the employees worked under stress to meet the deadlines, they did not have much time for human interactions.'

Relationship with Superiors

Most of the employees interviewed mention that they have cordial and highly informal personalized

relationship with their immediate superiors as there is no hierarchy. However, there are employees in the branches, hub centre, and regional offices who have never met the senior executives of the corporate office because of their perception that the senior management is inaccessible. Also, though junior level employees are empowered to take decisions, most of them escalate (forwarding up in the hierarchy) the decision making responsibility. As a result, there is no real empowerment.

On the whole, it seems, employees have cordial personalized relationship with their immediate superiors — not beyond that. In general, the work environment seems to be highly bureaucratic, impersonal, and lack informality and familial touch.

General Work Environment

Many of the employees who have been in the organization for more than four years observed that, over the years, the work environment in HICOM has become complex, impersonal, and bureaucratic, whereas, earlier, it was a well-knit group of employees who used to value personalized relationship. They also felt that though the organization as a whole has become more professional and knowledgeable, yet, it has become socially disoriented as commercial relationship has taken over personal relationship. With the liberalization in the telecommunication sector, the market environment has become competitive and hence they are becoming stressed because of a feeling of lack of direction in the organization in the changed market environment. In fact, most of the junior and middle level employees felt that senior executives at the higher level are unconcerned about their anxieties. As a result, they feel that most of the employees are not comfortable with the senior management.

On the whole, in spite of some positive aspects like 'no gender discrimination,' 'informality,' and 'freedom,' it seems, over a period of time, the work environment has become bureaucratic and task-driven. Informality seems to be because of lack of well-defined systems (for example, the organization does not have a policy for taking leave and all leave applications are considered on a case to case basis by the immediate superior and the HR department) and prevalence of *ad hocism*. Lack of well-defined systems and *ad hocism* might be the reasons for two contrasting viewpoints about the general work environment. The privileged group seems to have a positive feeling while the deprived group seems to have a negative feeling about the general work environment, where the employees belonging to the latter group seem to outnumber the former.

Communication System

At HICOM, most of the communication takes place either through inter-office memos or e-mail. Many of the employees acknowledged that face-to-face communication is not frequent, and that, top-down communication has been the weakest area. According to them, HICOM has been suffering from the maladies of e-mail culture. The new recruits felt that the leadership in HICOM is autocratic though senior employees felt that it is participative. This is perhaps because new recruits are scared of senior managers whereas older employees over a period of time have developed personal relations with senior managers. Most of the employees expressed a desire that the senior managers should mingle more with lower and middle level employees. They felt that formal top-down communication system is strong but informal communication (communication with personal touch) needs improvement and that the open door policy does not seem to work.

Recruitment and Induction Process

Some of the employees perceived that the quality of employees in terms of technical skills at bottom and middle levels has deteriorated substantially and that competency profiling has not been utilized appropriately. According to them, the top management is not appreciating the worth of competency profiling process may be because it has not understood the process and its utility fully or because of some other reasons. Competency profiling, though a novel effort, seems to be under-utilized and neglected.

Induction Programme

There are many employees in the hub centre and some in the corporate headquarters who have never attended induction programmes, in spite of being in the company for six months to three years. It was felt that the induction and orientation programmes are not strong enough to mould the new recruits the way HICOM requires. Further, some of the employees have not been given induction even after a year for some reason or the other. The HR department waits till a group of 10 to 12 new employees is identified to conduct the induction programme. But, unfortunately, in some cases, they start feeling uncomfortable and look for jobs elsewhere.

Training Efforts

Though there are some exceptions, a good number of employees have not attended any of the behavioural training programmes such as on ethics, stress

management or communication skills. In some cases, employees are briefed about the training content. Ten of the 34 employees interviewed have not attended such training. On the other hand, training on technical aspects of various job is conducted whenever there is a need.

Professional Growth

Most of the employees opined that there has not been any personal or professional growth. In fact, most of the jobs in HICOM, according to them, are related to troubleshooting and maintenance type, which is mundane and routine. Skilled employees soon discover that there is not much learning opportunity and look for jobs outside the organization.

Socialization Activities

The company discontinued both after-office parties on Friday evenings because employees had stopped coming and, discovery learning programme which used to give employees an opportunity to interact and understand members of the group. Pre-Diwali get-together, which initially used to be a corporate affair, had become a departmental affair. The employees mentioned that the socialization activities were discontinued because some senior people felt that it was not adding any value to the business.

Most of the employees interviewed observed that because of the less number of socializing activities within the organization, the work is becoming monotonous and routine and, hence, stressful. This has affected the performance of the employees. Almost all the employees also observed that personal touch is missing in inter-personal interactions as the company, over a period of time, has become 'commercial-minded.' There is a perception that there is a high degree of task-orientation at the cost of relationships. Still, some believed that, at personal level, colleagues are quite open and friendly, but, professionally, they are not that cooperative. Most employees felt that managerial behaviour in HICOM is transaction-based rather than being consonant with the 'espoused' relationship building.

Debatable Values

Though values such as 'transparency' and 'ethics' are debated in HICOM, employees felt that the decision-making process is not transparent. Though the Management Committee, which is constituted of top executives, asks for inputs from employees at the lower levels, the employees are rarely communicated about the issues discussed.

There were differing opinions on transparency and ethics as some employees felt that there is a need for confidentiality and that a business organization need not necessarily be ethical.

Valuing Customers

Most of the employees interviewed agreed that ‘customer-orientation’ has always been the strength of HICOM. All the telephone numbers of the employees, including the residential ones, are made available to the customers and clients. However, they also felt that, in recent years, this aspect seems to be under strain. There is a feeling that customers are becoming more aware of the technology and hence are more demanding. Because of high attrition in the company, they observed that the organization does not have right skills now to take care of customers.

Employees’ Turnover

It was a cause of concern for the Senior Director (Human Resources) and the CMD that in spite of having competitive pay and perks, the attrition rate in the organization (25%) was higher than the industry rate (20 %). They both agreed that ‘something needs to be done with respect to culture.’

Some employees believed that the high attrition rate was not only because of plenty of job opportunities in the market but also because of the fact that the rate of growth has come down (Table 6) and that there is a perception of stagnation in growth among the employees. In fact, according to them, many employees have quit and joined dot-com companies, which is really uncalled for. There were other employees who did not subscribe to such a view. The employees also opined that some of them quit because of mechanistic work life, work pressure, and lack of socializing activities. Moreover, not having induction and orientation at the right time made many new recruits quit the organization within the first year of joining.

Corporate Image

Most of the employees interviewed felt that people have joined the organization because of its corporate image as it was a part of a highly successful American organization

in the automobile sector. However, according to an employee, ‘We are a small company that has grown very fast. We are not a great company. We are arrogant for a wrong reason. Our greatness has come because of no competition in this market. We are blindly following our American counterpart. We are hiding behind them. Some senior executives feel that we need not advertise; business will come automatically to us. How long can we survive like this?’ Some of the employees also felt that though Ajit has provided the value-driven leadership to HICOM, one leader alone cannot influence the process; there should be sincere efforts on the part of all members of the top management.

Culture Building Efforts

According to an employee who was interviewed, culture building exercise is being given lower priority to meeting business needs and training needs. Formal culture building needs are not getting the right priority because of the turbulent business environment, and demand and supply mismatch of skilled manpower. Experienced people are less than the number required at any given point of time because of high attrition rate within HICOM. This view was corroborated by other employees as well.

ANALYSIS AND DISCUSSION

Inferences drawn from the analysis and interpretation of the general perceptions of the organizational members regarding various aspects of organization, as discussed earlier, and organizational documents, records, and reports (like internal customers’ survey reports, exit interview analysis reports) are summarized below:

- Almost all the employees seem to be happy with the value-driven leadership of Ajit. He was nominated as the best leader, best motivator, and best employee with customer focus. His leadership style has the flavour of all the elements of transformational leadership (inspiring, intellectually stimulating, open, believes in mentoring and counselling junior level employees, considerate, and demonstrates through his managerial behaviour and action what he believes in).
- There seems to be a feeling among the employees that senior executives are not cohesive, each presenting different face to the organization and speaking different languages. Many of the employees find them unconcerned about the personal problems of the employees, which makes them very

Table 6: Growth Rate of HICOM

Year	Growth Rate (%)
1996	19
1997	20
1998	75
1999	10
2000	14

uncomfortable. Employees have used terms like 'smart guys,' 'transaction managers,' and 'self-centred lots' to describe senior managers. Some of the employees feel the need for value-driven leaders in middle management.

- Induction and orientation programmes, which are supposed to imbibe a sense of belongingness among the new recruits, seem to have failed on that count. There are a number of employees who have not been provided induction and orientation even after working in the organization for about a year.
- Though junior level employees have been empowered to take decisions, it seems they are not comfortable in taking managerial decisions.
- A large number of employees have only been briefed about the behavioural training themes (ethics training, communication skill training, coping with stress training). This gives a feeling that training and development focus has been weak in the organization, though espoused otherwise.
- Competency profiling, though accepted by employees as a novel concept, has been underutilized. As a result, most of the employees feel that the quality of recruitment has gone down.
- Almost all of the organizational employees suggest that socialization parties should not have been discontinued. They even suggested that family members should also be included in such activities. Employees did not attend after-office socialization activities because they wanted to be with their families.
- Open door policies of the management have not been very effective. This could be because of the fact that junior level employees are not comfortable with the superiors. They are socialized in their childhood to be submissive and respectful of elders. In fact, junior employees seem to be afraid of the people in higher positions.
- Many employees feel that, over a period of time, the work environment has become bureaucratic and commercial-oriented. Social and personal touch is missing in the organization.
- Most of the employees feel that the organization has relied mostly on formal top-down communication and e-mail. Informal face-to-face communication is infrequent, though preferred by all employees. It seems employees would appreciate if senior managers go out of their way to informally mingle

with junior level employees, which is also missing. Values like 'transparency' and 'ethical orientation' are debated in some quarters. This seems to be because of inefficient use of organizational missions, values, and beliefs as reference point for behavioural guidelines.

- Though espoused to be a relationship and employee welfare-oriented work environment, employees broadly perceive it as task-oriented, deadline-obsessed.
- Most of the employees feel that customer orientation of the organization has been under strain.
- Many of the employees opine that high attrition rate has been due to weaknesses in the organizational culture, though some feel that it is related to the industry scenario.
- Quite a few of the employees feel that group spirit is missing.

In spite of having Ajit, an inspiring, intellectually stimulating, and considerate leader as the Managing Director, the organizational members experience all these discrepancies. Though the leadership style of Ajit closely resembles what Bass (1985) calls transformational leadership, such a situation makes us believe that transformational leadership, though essential, may not be sufficient for sustaining a strong culture on its own. The general perceptions would be better understood and appreciated if analysed within the socio-cultural context the organization is located. It is so because all the people employed in the organization have been socialized in that socio-cultural context to the socio-cultural norms and values of the society.

Cultural characteristics, which determine the behaviour pattern, differ across societies. A value that may be considered important in one society may be trivial in another society. The findings of Hofstede's (1980) study have demonstrated that organizational members from different countries perceive the organizational policies and practices differently, which has been the consequence of differences in national cultures. While Hofstede was aware of the influence of a strong IBM culture, he still maintained that even within such a tightly integrated corporate culture, there were still discernible societal variations in the various subsidiaries.

Cultural Characteristics of the Indians

Based on an extensive study of historical research and empirical studies from a psychological point of view,

researchers (Sinha, 1980; Gupta, 1998, 1999) have broadly identified that Indians hold the following values in an organizational context:

- familial orientation
- preference for personalized relationship
- hierarchical orientation
- desire for father-like leader.

Familial Orientation

Clinical evidence of Roland (1988) as well as various studies (e.g. Sinha *et al.*, 1994; Gupta, 1997, 1999) found that concern for family is one of the cultural preferences of Indians. Roland (1987, p 239) observed that, 'In Indian society, with all its enormous heterogeneity, the pervasive dominance of the extended family, almost as an entity unto itself is a constant.' Roland (1988) found the Indians to be strongly family-oriented.

Gupta (1997, p23) observed that 'in spite of the weakening of the joint-family structure and westernized education upholding individualistic values, the Indian continues to be collectivistic, with a very strong allegiance to her/his family.' Family is the most accepted in-group for an Indian (Sinha *et al.*, 1994). She/he remains amenable to the influence of her/his extended family, often at the cost of organizational interest (Gupta, 1997, 1999; Sinha, 1980, 1990). In Indian society, identification with the family is stronger than in Japanese or American society (Gupta, 1999). He suggests that family cannot and should not be ignored in the Indian context. It has a strong cultural basis in the Indian context. The family is not secondary to business or career achievements as for the Western employees, nor does family spontaneously subjugate itself to the employing work organization, as occurring among the Japanese.

Ramaswamy (1996) has pointed out that Indians are motivated to achievement not for the sake of achievement, but for the enhancement of family status. Gupta (1999) advises that it may be necessary to break or go beyond the existing legal, contractual boundary of business organization and find a place for employees' families. He further suggests that business organizations should attempt to become 'truly familial organizations' by extending their emotional boundaries to include the employees' families through appropriate management policies and style.

Preference for Personalized Relationship

Indians' preference for personalized relationship has been established through various studies (Sinha, 1990; Sinha

and Sinha, 1995; Sinha *et al.*, 1994, 2001; Gupta, 1997). Their desire for emotionally intimate relationship as well as respect for hierarchy have been captured in Roland's (1988, 1996) conceptualization of familial hierarchical relationship. He also observed that in Indian familial hierarchical relationship, children and adolescents are raised to be receptive and dependent on the direction, guidance, and advice of family elders on all kinds of matters, large or small, rather than to assert their own choices or make their own decisions.

Roland (1996, p 32) mentions that central to understanding Indian familial hierarchical relationships is the psycho-social dimension of 'emotional intimacy.' These highly personalized, emotionally intimate relationships within the extended family are characterized by an intense emotional connectedness with constant flow of affect and interdependence, a greatly heightened reciprocal asking and giving in an emotional atmosphere usually of affection and warmth, and a highly empathic, non-verbal sensitivity to one another's feelings and needs without the other having to verbalize them. Kakar (1978, p 125) observes that what an Indian is 'sensitive to (or concerned with) are not the goals or work and productivity that are external to the relationship, but the unfolding of emotional affinity.' Indians work more sincerely in a person-to-person role rather than work role (Dayal, 1976). Indians prefer personalized relationship (while respecting hierarchy) to purely legal or contractual relationships. Hence, a mere legal contract of working as an employee has little meaning for an Indian in terms of motivating him to work. All these foregoing discussions lead us to argue that Indians would be more comfortable with face-to-face, personalized communication rather than formal communication through e-mail or inter-office memo.

Hierarchical Orientation

Indians value hierarchy (Dumont, 1970; Kakar, 1978; Roland, 1980). Hierarchical structuring is so ingrained in India that it is easier to work in a superior-subordinate role than as equals (Kothari, 1970). Hierarchy is not only due to instrumental necessity but contains cultural and ideological elements, and as argued by Kothari (1970, p 299) is 'a carry-over of pre-industrial elements into modern work organizations.' Tayeb (1988) found that in comparison to the British, Indians are submissive, more obedient to the seniors, more dependent on others as well as fearful of people in positions of power. Sociologists have related this hierarchical orientation to the

hierarchical structure of the caste system in India as well as the emotional distance maintained by the father from his children (Kakar, 1978). The most acceptable kind of superior is nurturant or assertive, never impersonal or fraternal (Kakar, 1971). As Indians respect hierarchy and are submissive and obedient to superiors, it would be safe to conjecture that juniors would feel uncomfortable to approach seniors on their own. They would expect that seniors should enquire about their problems and come up with solutions. They would feel comfortable if the superior patronizes them.

Desire for Father-like Leader

The nurturant task leader (NTL) style advocated by Sinha (1980) incorporates the basic cultural values of affection, affiliation, dependency, need for personalized relationship, and strong authority patterns with large power distance and hierarchy, and the nurturance and assertiveness of a father-figure. The nurturance of a leader makes subordinates highly receptive to the leader. The NTL style has been found to be effective in Indian organizations (Bhaduri, 2000). Further, such a leadership style at the micro level seems to be 'an integral part of the familial orientation of the organization with respect to employees' families' (Gupta, 1999, p 119).

Emotional Commitment

As discussed earlier, the perceptions of the employees about the prevailing organizational culture have not been in congruence with what has been espoused in the organization. The gaps between espoused and prevailing culture are primarily found in several aspects of the organizational functioning:

- induction and orientation efforts
- training and development efforts
- utilizing competency profiling
- communication systems
- socialization process
- general work environment
- capabilities of the organization to remain customer-oriented.

Some of the organizational members even debate about the organizational values such as 'transparency' and 'ethics.' The perceived gaps between what has been espoused in the organization and what is prevailing may be a contributing factor for employees' dissatisfaction and weak emotional commitment.

Besides, the data have also revealed employees' desire for:

- Ajit-like leaders in the senior and middle levels
- personalized informal face-to-face communication
- family-oriented socialization activities and incentives
- social and personal touch in the organization.

Further, open-door policies such as walk-in or meet the CEO do not seem to be as effective as they should have been. Employees seem to be uncomfortable in discussing their concerns unless otherwise probed by the senior executives. This could be due to the following:

- Indians in general are afraid of people in higher position (hierarchic orientation).
- Indians prefer a dependent relationship with their superiors.
- Indians are generally submissive to superiors.

Hierarchic orientation could also be the reason for junior employees seeking the approval of the seniors by 'escalating' managerial decisions.

Secondly, the desire for social and personal touch in the work environment or personalized informal face-to-face communication could be the manifestation of their need for personalized relationship.

Thirdly, the leadership style of Ajit comes close to NTL. He has successfully demonstrated that he values personal relationship. He uses both formal and informal communication channels to be in touch with organizational members. Consequently, he is accepted wholeheartedly in the organization whereas other senior executives not using such an approach have been branded as 'smart guys,' 'transaction managers,' or 'self-centred lots.'

Fourthly, family has been an important consideration for most of the employees. One of the reasons why socialization activities did not take off has been that employees preferred to spend the evenings with their families rather than in office. Some of them even suggested family coupons as incentives.

Finally, teamwork or group efforts seem to be missing in the organization. This could be because, as Gupta (2002) has pointed out, given the cultural characteristics of the Indians, effective teamwork would be an exception rather than a rule.

As a result, the perceived gaps between the (a) espoused organizational culture and prevailing organizational culture and (b) desired/preferred and espoused organizational culture seem to have affected in more than one ways:

- There is a high attrition rate in the organization.

- Many of the employees feel that the organization has been under strain to meet customers' requirements.
- Many of them have also raised doubt about the future of the organization.
- Most importantly, organizational members seem to find the work monotonous, boring, and hence, not meaningful. A few of them even felt that mission statements are a showpiece.

These findings have suggested that there is a weak emotional commitment of the organizational members for the missions of the organization, in spite of the organization having the systems and processes a modern work organization should have and being fairly successful in the market with steady growth.

Companies like HICOM that rely solely on elaborate systems of transactions through which people exchange money, security, and status do not fulfil employees' deepest needs. These systems are based on what the philosopher Nozick calls, 'capitalist acts between consenting adults' (quoted in Badaracco and Ellsworth, 1989, p 67). If well managed, such exchanges can lead to sound—but not outstanding—performance; this is because they rely on arm's length, unemotional, calculating relationships. They lack the focus, energy, commitment, and creativity that comes from appeals to deeper values. Bart (1997, p 41) also quite appropriately argues that, 'values are primary drivers or motivators, profit is the reward. Leaders need to make values and profits work together toward business success. Neither can one get it done alone. In short, an organization's vision should be as clear as its profit goals. Profit is not enough to motivate employees.'

Bartlett and Ghoshal (1994, p 84) believe that, 'identifying, communicating, and shaping organizational values is more difficult than articulating a strategic vision because it relies less on analysis and logic and more on emotion and intuition. They further emphasize, 'new values cannot be instilled through a crash program, nor should existing belief systems be chucked or subverted without careful consideration of the effect on the relationship between the organization and its members. In fact, the goal for most of the companies should be to build on strengths and modify the limitations of the existing set of values, not to make radical changes in values. And where value confrontation is essential, it requires careful attention, not a broadside attack.' The objective should be to change the relationship from one

in which employees feel they work for a company to one, which they recognize they belong to an organization. It is the difference between hiring out as mercenary and becoming a marine (p 86).

In fact, every individual extracts the most basic sense of purpose from the personal fulfillment he or she derives from being part of the organization. In a way, one of the most critical aspects of organizational missions, we believe, should be the congruity between the organizational values and the employees' preferred/desired organizational values. Rieger and Wong-Rieger (1990), on the basis of their field study of international airlines in developing and developed countries, found that organizations need to function in harmony with their surrounding societal culture in order to be productive and satisfy their employees.

It becomes less challenging for organizational leaders to inculcate emotional commitment among the organizational member when the espoused organizational values match with his/her desired organizational values which are rooted in his/her personal values that he/she has developed over a period of time through primary socialization in social institutions such as family, neighbourhood, and educational institutions. In the absence of congruity, there may be value confrontation which may lead organizational members to feel demotivated and disillusioned.

Organizational members who 'buy into' the mission statements become committed to the organization and develop a strong sense of identity and affiliation with the organization. On the other hand, those who do not 'buy into' those values and standards may quit the organization (Bart, 1997) or may become dissatisfied and demoralized. He further mentions 'when we create alignment between the mission of the firm and the cause of its people, we unleash a creative power that results in quality service to the customer...People find meaning to work' (p 53).

Antecedent Factors of Weak Emotional Commitment

A holistic analysis of the data gathered would reveal four antecedent factors that seem to have contributed to weak emotional commitment in HICOM, in spite of having a leader closely resembling a transformational leader. These factors are:

- non-involvement of employees in the mission development process
- non-cohesive and not-so-committed senior executives

- gaps between espoused and prevailing organizational culture
- desired/preferred organizational culture (Figure 1).

A core committee consisting of top management executives developed the organizational mission in HICOM. The employees at the middle and junior level were not involved in the process. There seems to be an intellectual agreement among the organizational members about the organizational values, but the intellectual agreement does not necessarily translate into an emotional commitment. That could have contributed to disowning of organizational mission by middle and junior executives, and hence, led to the debate on the utility and operational definitions of organizational values such as transparency and ethics.

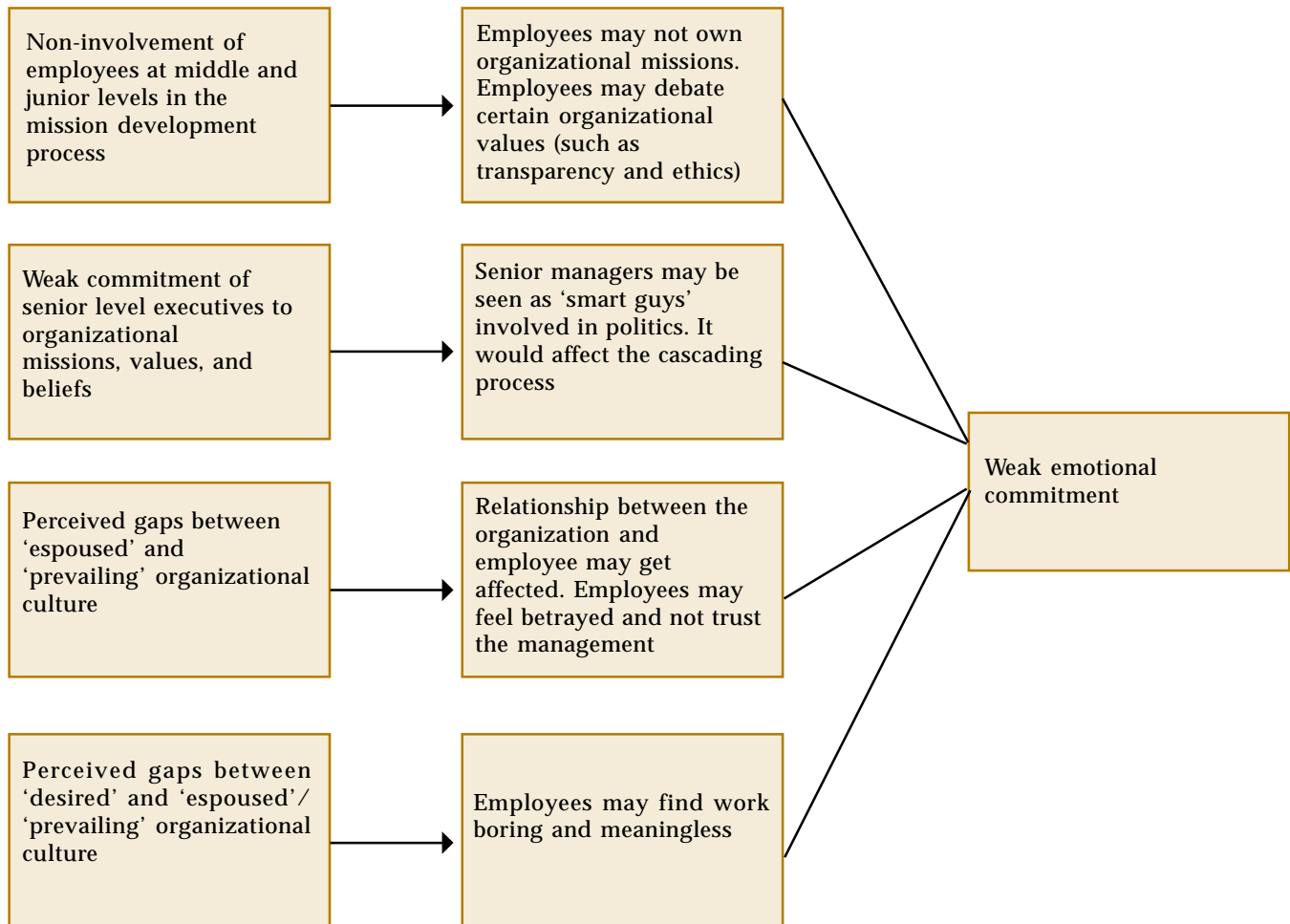
Secondly, the senior executives are perceived as a 'self-centred lot' presenting different faces to employees down below and speaking different languages. If the senior executives are in disagreement with the espoused organizational values and among each other, they cannot

convince other members in the organization to follow the espoused organizational mission, values or beliefs. This might have affected the cascading or roll-out process of the organizational values and beliefs. In reality, these executives have become the 'blinder' between the top leader and the junior executives down below.

Thirdly, the perceived gaps between the espoused and prevailing organizational culture might have affected the relationship between the organization and the employees. If the management does not live by what it espouses, the employees would view the management as untrustworthy. This might also have contributed to weak emotional commitment.

Finally, as discussed above, most of the discrepancies experienced by the employees are the outcome of the incongruities between espoused/prevaling and the desired/preferred organizational culture (practices). Researchers have found and established the fact that incongruities between organizational values and person's values affect commitment. But, the impacts of such an

Figure 1: Antecedent Factors of Weak Emotional Commitment in HICOM



incongruity have not been rigorously investigated in the context of mission development and mission satisfaction, and hence, emotional commitment toward it. These possibilities have led us to conjecture that:

The emotional commitment comes only when organizational members can personally identify with the values and behaviour lying behind the managerial decisions and actions. It is only possible when there is a match between personal values of members in the organization and the organizational values.

Mismatch between the implanted management practices and the cultural values, needs, and basic behaviour dispositions of the indigenous workforce leads to weak emotional commitment, and hence, is dysfunctional (Sinha, 1988). Graves (1972) has shown that differences in background of employees create the need for different kinds of organizational, management, and supervisory styles. The espoused culture of the organization gets diluted if the desired culture of the employees is not in consonance with the espoused culture.

Shared values in any culture provide the basic assumptions that determine how people in a community perceive problems, seek alternative solutions, and make decisions. Since they are grounded in basic beliefs about humanity and have moral character, they tap fundamental human motivation. Thus, values are critical to channelling behaviour. There is a need to understand human behaviour and behavioural expectations prevalent in a society to leverage these for achieving organizational purpose. If an organization leverages the prevalent behavioural expectations to formulate organizational policies and guidelines, the organizational members will develop emotional attachment with little effort. All these findings suggest that organizational leaders must consider the widely shared social values and leverage these values to give meanings to the espoused behaviour and standards necessary for achieving organizational purpose (Panda and Gupta, 2001).

WHAT SHOULD ORGANIZATIONAL LEADERS DO?

It is the responsibility of the leader to conceive organizational mission, values, and behavioural standards that are acceptable to employees' personal beliefs and the organizational philosophy. This is also based on the ability of a leader to resolve the conflict between the personal values of the employees and organizational values what

Barnard (1938) calls the 'judicial function' of a leader.

Leaders should create an inspiring philosophy for the employees which should give them 'faith in the ultimate satisfaction of personal motives, faith in the integrity of objective authority, faith in the superiority of common purpose as a personal aim of those who undertake it' (Barnard, 1938, p 259).

Barnard (1938, p 283) calls these two functions of leadership, namely discharging the judicial function and creating inspiring philosophy, the moral creativeness, 'the highest expression of responsibility' that creates among the employees something close to a sense of mission — common meaning, common purpose, personal conviction, and a spirit that overcomes the centrifugal forces of individual interests and motives.

In Seleznick's (1957, p 93) view, the primary task of leadership is to 'institutionalize' a business so that it becomes a source of fulfillment for its members. 'To institutionalize is to infuse with value beyond the technical requirement of the job at hand. The prizing of the social machinery beyond its technical role is largely the reflection of the unique way in which it fulfills personal or group needs...From the standpoint of the committed person, the organization is changed from an expendable tool into a valued source of personal satisfaction.'

However, as the case has revealed, no one can single-handedly institutionalize such values in a business organization of a considerable size. It is the organization as a whole that makes a difference. A leader at the top needs a highly committed and cohesive team of senior managers who should be equally inspiring, considerate, and intellectually stimulating. Otherwise, the cascading process will fall flat as in the case of HICOM.

The leadership and the team of senior executives must relay and leverage the strength of personalized, informal face-to-face communication to get across the middle and junior level employees. The communication system must be robust and effective.

Finally, the espoused, prevailing, and desired organizational culture should be in harmony with each other. Otherwise, it would contribute in more than one ways to dilute the commitment level of the organizational members. To sum up, the organizational leaders should:

- Involve all the stakeholders in the mission development process.
- Develop a highly committed and cohesive team of senior executives to make the cascading process effective.

- Have a communication mechanism that relies more on informal face-to-face personalized communication.
- Have socio-culturally sensitive and relevant organizational values so that these get accepted by organizational members with little efforts.

CONCLUSION

This study is based on a case study and limited to the corporate headquarters located in New Delhi. Hence, the objectivity of the findings is limited. Secondly, since we have chosen interpretive approach to derive inferences from multiple sources of data, generalizability of the findings in traditional sense should await similar in-depth case studies conducted by other researchers. However, this caveat should not undermine the richness of the interpretive approach. Thirdly, of the four antecedent factors identified, this study does not throw any light on which of the factors is more critical than the others. Fourthly, the framework presented in Figure 1 is based on subjective associations between antecedent factors and consequent factor, i.e., emotional commitment, rather than causal relations. It requires further investigation for establishing causal relationships. In spite of all these limitations, the findings reveal that cultural congruity between organizational values and employees' values influences the mission

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satisfaction and hence, emotional commitment, which we found worth reporting.

Mission statements are generally viewed as important to the long-term interests and survival of organizations. They are really effective only when organizational members develop emotional commitment for the mission or purpose espoused. Emotional commitment develops among organizational members when the espoused organizational values and practices match with the desired culture or shared expectations of the organizational members with reference to organizational values and practices. Gaps between shared expectations of the employees and the espoused or prevailing culture lead to weak emotional commitment, as in the case of HICOM.

Organizational leaders can systematically instil emotional commitment among organizational members by making organizational values congruent with the socio-cultural values of the society, where the organization is located. Further, they should:

- Involve all the stakeholders including the employees in the mission development process.
- Develop a highly cohesive top management team which should live by espoused organizational values.
- Implement earnestly what they espouse in public for ensuring credibility. ✓

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Abinash Panda is currently a Doctoral Student (Fellow Programme in Management) in the Organizational Behaviour Area at Management Development Institute, Gurgaon. His articles have appeared in refereed journals like *Vikalpa*, *Management Review*, *Indian Journal of Industrial Relations*, and *Psychology and Developing Societies*. His current area of interest is culture and organization.
e-mail: abinash@mdi.ac.in

R K Gupta is Professor of Human Behaviour and Organization Development in the Organizational Behaviour Area at Management Development Institute, Gurgaon. He has held membership of several professional associations, editorial boards of refereed journals, and various academic bodies. His articles have appeared in refereed journals like *Vikalpa*, *Management Review*, *Indian Journal of Industrial Relations*, *Indian Journal of Social Work*, and *South Asian Journal of Management*. His areas of teaching, research, and consulting include leadership, cross-cultural management, and organization development.
e-mail: rgupta@mdi.ac.in

Advertising may be described as a science of arresting human intelligence long enough to get money from it.

Stephen Leacock