

Cultural Mapping and Its Ascertainment: A Case Study of PTCL

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Abstract:

This research has investigated the Organization culture Model of Charles Handy on PTCL, Pakistan Telecommunication Company Ltd, the single public sector Telecommunication giant. For this purpose Questionnaire from 40 Sales personal has been filled. Questionnaire was adapted from a phd thesis Tayyab (2012) having 138 statements but reduced till 40 statement for this particular study. Results highlighted that it is person culture which prevails in PTCL whereas results denied existence of Task and Power culture in PTCL. However results are silent about existence of Role culture in PTCL. As PTCL is a large organization, there must be some of the characteristics of Role culture but our study doesnot find Role culture in PTCL. This might be the reason that we have only included 42 responses for Analysis, so insufficient data might be the reason of inconclusive result of Role culture in PTCL.

Keyword: Organization Development, Organization Culture, Charles Handy Model, PTCL

1. Introduction

1.1 Organizational Culture

1.1.1 What is organization?

An organization is nothing but a common platform where individuals from different backgrounds come together and work as a collective unit to achieve certain objectives and targets. The word organization derived from the Greek work “organon” is a set up where people join hands to earn a living for themselves as well as earn profits for the company. An organization consists of individuals with different specializations, educational qualifications and work experiences all working towards a common goal. Here the people are termed as employees.

The employees are the major assets of an organization and contribute effectively in its successful functioning. It is essential for the employees to be loyal towards their organization and strive hard in furthering its brand image. An organization can't survive if the employees are not at all serious about it and treat their work as a burden. The employees must enjoy whatever they do for them to deliver their level best

1.1.2 What is culture ?

The attitude, traits and behavioral patterns which govern the way an individual interacts with others is termed as culture. Culture is something which one inherits from his ancestors and it helps in distinguishing one individual from the other.

1.1.3 What is organization culture ?

Every human being has certain personality traits which help them stand apart from the crowd. No two individuals behave in a similar way. In the same way organizations have certain values, policies, rules and guidelines which help them create an image of their own.

Organization culture refers to the beliefs and principles of a particular organization. The culture followed by the organization has a deep impact on the employees and their relationship amongst themselves.

Every organization has a unique culture making it different from the other and giving it a sense of direction. It is essential for the employees to understand the culture of their workplace to adjust well.

Organization A

In organization A, the employees are not at all disciplined and are least bothered about the rules and regulations. They reach their office at their own sweet time and spend their maximum time gossiping and loitering around.

Organization B

This organization follows employee friendly policies and it is mandatory for all to adhere to them. It is important for the employees to reach their workplace on time and no one is allowed to unnecessarily roam around or spread rumours.

Which organization do you feel would perform better ? — Obviously organization B

The employees follow a certain culture in organization B making it more successful than organization A.

No two organizations can have the same culture. The values or policies of a non-profit organization would be different from that of a profit making entity or employees working in a restaurant would follow a different

culture as compared to those associated with education industry or a manufacturing industry.

Broadly there are two types of organization culture:

Strong Organization Culture:

Strong organizational culture refers to a situation where the employees adjust well, respect the organization's policies and adhere to the guidelines. In such a culture people enjoy working and take every assignment as a new learning and try to gain as much as they can. They accept their roles and responsibilities willingly.

Weak Organization Culture:

In such a culture individuals accept their responsibilities out of fear of superiors and harsh policies. The employees in such a situation do things out of compulsion. They just treat their organization as a mere source of earning money and never get attached to it.

1.2 Types of Organization Culture

The practices, principles, policies and values of an organization form its culture. The culture of an organization decides the way employees behave amongst themselves as well as the people outside the organization.

Let us understand the various types of organization culture:

- i. **Normative Culture:** In such a culture, the norms and procedures of the organization are predefined and the rules and regulations are set as per the existing guidelines. The employees behave in an ideal way and strictly adhere to the policies of the organization. No employee dares to break the rules and sticks to the already laid policies.
- ii. **Pragmatic Culture:** In a pragmatic culture, more emphasis is placed on the clients and the external parties. Customer satisfaction is the main motive of the employees in a pragmatic culture. Such organizations treat their clients as Gods and do not follow any set rules. Every employee strives hard to satisfy his clients to expect maximum business from their side.
- iii. **Academy Culture:** Organizations following academy culture hire skilled individuals. The roles and responsibilities are delegated according to the back ground, educational qualification and work experience of the employees. Organizations following academy culture are very particular about training the existing employees. They ensure that various training programmes are being conducted at the workplace to hone the skills of the employees. The management makes sincere efforts to upgrade the knowledge of the employees to improve their professional competence. The employees in an academy culture stick to the organization for a longer duration and also grow within it. Educational institutions, universities, hospitals practice such a culture.
- iv. **Baseball team Culture:** A baseball team culture considers the employees as the most treasured possession of the organization. The employees are the true assets of the organization who have a major role in its successful functioning. In such a culture, the individuals always have an upper edge and they do not bother much about their organization. Advertising agencies, event management companies, financial institutions follow such a culture.
- v. **Club Culture:** Organizations following a club culture are very particular about the employees they recruit. The individuals are hired as per their specialization, educational qualification and interests. Each one does what he is best at. The high potential employees are promoted suitably and appraisals are a regular feature of such a culture.
- vi. **Fortress Culture:** There are certain organizations where the employees are not very sure about their career and longevity. Such organizations follow fortress culture. The employees are terminated if the organization is not performing well. Individuals suffer the most when the organization is at a loss. Stock broking industries follow such a culture.
- vii. **Tough Guy Culture:** In a tough guy culture, feedbacks are essential. The performance of the employees is reviewed from time to time and their work is thoroughly monitored. Team managers are appointed to discuss queries with the team members and guide them whenever required. The employees are under constant watch in such a culture.
- viii. **Bet your company Culture:** Organizations which follow bet your company culture take decisions which involve a huge amount of risk and the consequences are also unforeseen. The principles and policies of such an organization are formulated to address sensitive issues and it takes time to get the results.
- ix. **Process Culture:** As the name suggests the employees in such a culture adhere to the processes and procedures of the organization. Feedbacks and performance reviews do not matter much in such organizations. The employees abide by the rules and regulations and work according to the ideologies of the workplace. All government organizations follow such a culture.

1.3 Importance of Organizational Culture

A common platform where individuals work in unison to earn profits as well as a livelihood for

themselves is called an organization. A place where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization.

- a. **The culture decides the way employees interact at their workplace.** A healthy culture encourages the employees to stay motivated and loyal towards the management.
- b. **The culture of the workplace also goes a long way in promoting healthy competition at the workplace.** Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform.
- c. Every organization must have set guidelines for the employees to work accordingly. **The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace.** Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines.
- d. No two organizations can have the same work culture. It is the culture of an organization which makes it distinct from others. **The work culture goes a long way in creating the brand image of the organization.** The work culture gives an identity to the organization. In other words, an organization is known by its culture.
- e. **The organization culture brings all the employees on a common platform.** The employees must be treated equally and no one should feel neglected or left out at the workplace. It is essential for the employees to adjust well in the organization culture for them to deliver their level best.
- f. **The work culture unites the employees who are otherwise from different back grounds,** families and have varied attitudes and mentalities. The culture gives the employees a sense of unity at the workplace.
- g. Certain organizations follow a culture where all the employees irrespective of their designations have to step into the office on time. Such a culture encourages the employees to be punctual which eventually benefits them in the long run. It is the culture of the organization which makes the individuals a successful professional.
- h. Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired time frame as per the set guidelines. Implementation of policies is never a problem in organizations where people follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work.
- i. **The work culture promotes healthy relationship amongst the employees.** No one treats work as a burden and moulds himself according to the culture.
- j. **It is the culture of the organization which extracts the best out of each team member.** In a culture where management is very particular about the reporting system, the employees however busy they are would send their reports by end of the day. No one has to force anyone to work. The culture develops a habit in the individuals which makes them successful at the workplace.

1.4 Scholarly Models of Organizational Culture

In context of Organizational Studies, different scholars has identified different dimensions of Culture of any organizations. The prominent scholars exploring organizations Culture are as Follow:

1.4.1 Charles Handy's Model of Organizational Culture

According to Charles Handy's model, there are four types of culture which the organizations follow:

1.4.1.1 Power Culture

There are some organizations where the power remains in the hands of only few people and only they are authorized to take decisions. They are the ones who enjoy special privileges at the workplace. They are the most important people at the workplace and are the major decision makers. These individuals further delegate responsibilities to the other employees. In such a culture the subordinates have no option but to strictly follow their superior's instructions. The employees do not have the liberty to express their views or share their ideas on an open forum and have to follow what their superior says. The managers in such a type of culture sometimes can be partial to someone or the other leading to major unrest among others.

1.4.1.2 Task Culture

Organizations where teams are formed to achieve the targets or solve critical problems follow the task culture. In such organizations individuals with common interests and specializations come together to form a team. There are generally four to five members in each team. In such a culture every team member has to contribute equally and accomplish tasks in the most innovative way.

1.4.1.3 Person Culture

There are certain organizations where the employees feel that they are more important than their organization. Such organizations follow a culture known as person culture. In a person culture, individuals are more concerned

about their own self rather than the organization. The organization in such a culture takes a back seat and eventually suffers. Employees just come to the office for the sake of money and never get attached to it. They are seldom loyal towards the management and never decide in favour of the organization. One should always remember that organization comes first and everything else later.

1.4.1.4 Role culture

Role culture is a culture where every employee is delegated roles and responsibilities according to his specialization, educational qualification and interest to extract the best out of him. In such a culture employees decide what best they can do and willingly accept the challenge. Every individual is accountable for something or the other and has to take ownership of the work assigned to him. Power comes with responsibility in such a work culture.

1.4.2 Hofstede Model of Organizational Culture

Hofstede also known as Geert Hofstede proposed that national and regional factors contribute to the culture of the organization and eventually influence the behaviour of employees in the organization. According to Hofstede there are majorly five factors which influence the culture of the workplace.

1.4.2.1 Power Distance

In Organization A, The power was distributed equally among all irrespective of their designations. Every individual regardless of his level in the hierarchy enjoyed equal benefits and rights. In organization B the superiors enjoyed a special treatment from the management and the team leaders were delegated more responsibilities as compared to the team members.

Power distance index refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice. However in some organizations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every employee gets an equal treatment from the management and has to take ownership of his /her own work.

1.4.2.2 Masculinity vs. Femininity

This refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and softhearted. The responsibilities also vary as per the sex of the employees. The female employees are never assigned something which requires late sittings or frequent travelling.

1.4.2.3 Individualism

There are some organizations which strongly rely on team work. Here individuals with a common interest come together and work in unison as a team. These organizations believe that the output is always more when individuals exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other's help when required. However certain organizations follow a culture where individuals do not believe in working as a single unit and prefer working individually.

1.4.2.4 Uncertainty Avoidance Index

Uncertainty avoidance index refers to a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations. Organizations try hard to avoid such situations and also prepare the employees to adjust well in all conditions.

1.4.2.5 Long Term Orientation

There are some organizations which focus on long term relationship with the employees. In such organizations people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short term objectives. On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity

1.4.3 Robert A Cooke Model of Organizational Culture

Robert A Cooke proposed the following model of organization culture. Every employee has a way of behaving at the workplace which he feels is the correct way and would help him survive in the organization for a longer duration. Such perceptions of employees form the culture of the organization. According to Robert A Cooke, the culture of an organization is the way employees behave at the workplace to ensure stable future and growth. Cooke proposed three types of culture in the organization:

1.4.3.1 Constructive Culture

There are certain organizations which encourage healthy interaction amongst the employees. The individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Conflicts arise when employees feel neglected and are not allowed to speak their minds. People crib amongst themselves when queries remain unattended leading to severe demotivation. A constructive culture encourages discussions and exchange of ideas amongst employees. Constructive culture motivates the employees and eventually extracts the best out of them.

The key features of a constructive culture are:

- **Achievement:** A constructive culture helps the employees to achieve the targets within the stipulated time frame.
- **Self Actualizing:** In this kind of culture, an employee stays motivated and realizes his full potential.
- **Encouragement:** A Constructive culture encourages employees to deliver their level best and strive hard for furthering the image of the organization.
- **Affiliative:** The employees avoid conflicts and unnecessary disputes and promote a positive ambience at the workplace.

1.4.3.2 Passive Culture

In a passive culture, the employees behave in a way contrary to the way they feel is correct and should be the ideal way. In a passive culture, the main motive of the employee is to please the superiors and make his position safe and secure in the organization. In such a culture, employees unhappily adhere to the guidelines and follow the rules and regulations just to save their job.

The characteristics of a passive culture are:

- **Approval:** In such a culture employees can't take decisions on their own. They need to take their boss's approval before implementing any idea.
- **Conventional:** Employees are bound by rules and regulations of the organization and act according to the prescribed standards only.
- **Dependent:** In such a culture, the performance of the employees is dependent on the superior's decisions and they blindly follow their boss's orders.
- **Avoidance:** Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies.

1.4.3.3 Aggressive Culture

Organizations following an aggressive culture promote competition amongst the employees. They encourage the employees to compete against each other so that each one performs better than his fellow worker. In such a culture, employees seeking their colleague's assistance are often called as incompetent employees. Every individual vies for power, attention and strive hard to win appreciation.

The key features of such a culture are:

- Opposition
- Power
- Perfectionist
- Competitive

In the above culture, employees are aggressive, compete against each other and try to become perfectionist by identifying their mistakes and eventually minimizing them.

1.4.4 Edgar Schein model of organization culture

According to Edgar Schein - Organizations do not adopt a culture in a single day, instead it is formed in due course of time as the employees go through various changes, adapt to the external environment and solve problems. They gain from their past experiences and start practicing it everyday thus forming the culture of the workplace. The new employees also strive hard to adjust to the new culture and enjoy a stress free life. Schein believed that there are three levels in an organization culture.

1.4.4.1 Artifacts Level

The first level is the characteristics of the organization which can be easily viewed, heard and felt by individuals collectively known as artifacts. The dress code of the employees, office furniture, facilities, behavior of the employees, mission and vision of the organization all come under artifacts and go a long way in deciding the culture of the workplace.

Organization A

- No one in organization A is allowed to dress up casually.
- Employees respect their superiors and avoid unnecessary disputes.
- The individuals are very particular about the deadlines and ensure the tasks are accomplished within the stipulated time frame.

Organization B

- The employees can wear whatever they feel like.
- Individuals in organization B are least bothered about work and spend their maximum time loitering and gossiping around.
- The employees use derogatory remarks at the work place and pull each other into controversies.

In the above case, employees in organization A wear dresses that exude professionalism and strictly follow the policies of the organization. On the other hand, employees in organization B have a laid back attitude and do not take their work seriously. Organization A follows a strict professional culture whereas Organization B follows a weak culture where the employees do not accept the things willingly.

1.4.4.2 Values Level

The next level according to Schein which constitute the organization culture is the values of the employees. The values of the individuals working in the organization play an important role in deciding the organization culture. The thought process and attitude of employees have deep impact on the culture of any particular organization. What people actually think matters a lot for the organization? The mindset of the individual associated with any particular organization influences the culture of the workplace.

1.4.4.3 Assumed Values

The third level is the assumed values of the employees which can't be measured but do make a difference to the culture of the organization. There are certain beliefs and facts which stay hidden but do affect the culture of the organization. The inner aspects of human nature come under the third level of organization culture. Organizations where female workers dominate their male counterparts do not believe in late sittings as females are not very comfortable with such kind of culture. Male employees on the other hand would be more aggressive and would not have any problems with late sittings. The organizations follow certain practices which are not discussed often but understood on their own. Such rules form the third level of the organization culture.

1.5 Research Problem

“This research will investigate that which type of organizational culture according to Charles handy exist in PTCL”

1.5.1 Research Question

Above Research Problem has been investigated by following Research Question.

- Whether employees of PTCL are under the influence of Power Culture?
- Jobs by employees in PTCL are completed by Task Culture?
- Is Person Culture dominated in PTCL gender wise?

1.6 Objective of the Study

In the current era of information, where both internal and external organization environment is changing like nothing and the only way to keep pace with it is to have a strong culture in consistent with the requirements. This type of strong culture develops, when all employees have same type of perceptions about organization values, believes, processes, rituals and goals. To develop this type of strong culture for having continuous growth, the leadership must have to know the employees mindsets, values and perceptions to change their behaviors as per the requirement.

The objective of this study is to find out the prevalent cultural traits among the Pakistan Telecommunication Limited (PTCL) employees and placing the organization in one of the Charles Handy model of four culture types. More specifically this study will be focusing on Handy's culture model dimensions of power, task, person and role. This study will find out PTCL employees perceptions, values, believes and behaviors around above mentioned culture dimensions. This study will build knowledge on prevalent cultures among Pakistani organizations, employee's perceptions among organization realities, their values and behaviors, which may be very useful for developing and implementing interventions for long term sustainability and keeping competitive edge of the organizations.

1.7 Importance of the Study

The importance of this study is to find out the link between organizational culture and its outputs like sustainability, competitive edges, growth, and staff commitment. Employees strong believes and values are linked with their behaviors, which determine their and organization performance and when these behaviors and organizational goals are totally aligned with each other, it results into desired outputs. This study will determine the organizational prevalent culture and its impact on progress can be determined to align the employee's behaviors with desired outputs. This study will examine the employees attitudes, practices, priorities, communication patterns, interpersonal relations, conflict resolution processes and based on these interventions can be planned to transform these behaviors as per the requirement of the organization. Similarly knowing organizational symbols, power structure, control systems, rituals and routines, stories and myths through organization culture mapping, will help a lot in comprehensively understanding the organization real functioning to transform it for achieving organization goals. Changing employee's mindset and behaviors are imperative for

introducing modern techniques and technologies to keep organization continually grow by keeping competitive edge and organizational mapping help in knowing the employees mindsets and behaviors. The findings of this study will definitely help higher management to determine whether organization structure, processes, purpose, goals and its prevalent culture are aligned with each other and take actions, if there is some discrepancy.

1.8 Limitations

This study will not take into account other models of Organizational Culture due to Time Constraint for this study.

2 Literature Review

2.1 Organizational Culture in Pakistan based Organization

Khan MA (2008) studied Organizational Culture and its impact on organization performance in Pakistan based organization in which he concluded that Now days, there is an era of information and technology, which is earmarked by rapid change in each sphere of the life and now key to success is how to manage and adopt change. Culture plays an important role as a stabilizer factor in this rapidly changing environment and using this change in its own advantage. Culture is deeply embedded values, which are if in alignment to the organizational purpose and adopted by people, lead to superb organizational performance and long term growth and sustainability. Organizational culture is often the reflection of society, especially in Pakistan. There is an established linkage between organizational culture and outcomes (Tidball 1988). In Pakistan, media, globalization and information technology demands new trends, systems and beliefs from a very well established national culture, which requires study of organizational culture to understand the requirements of new systems and practices for restructuring organizations accordingly.

Khan MA(2008) also concluded in his study that to operationalise the organizational culture concepts and dimensions and investigate the impact of culture on organizational performance. His study shows strong impact of four culture dimensions on organization performance with involvement, consistency and mission having positive relationship and adaptability negative relations on organization performance. Employee's strong commitment to organization purpose focuses their efforts to attaining organization goals. The interesting finding has been the insignificant relation of adaptability with organization performance may be due to employee's unfamiliarity with significance of change and organization learning. Organization culture promoting cooperation and mutual bond among employees leads to consistency of work and approach in line with organization values and this study shows significant relation of this consistency and organization performance. The study also demonstrates direct relationship with age, education, experience and management level with increase in organization growth. Language also plays an important role in perceiving culture with Punjabi and Urdu speaking employees showed good perception of culture as compared to Balochi speaking employees. Organization size also played an important role in giving importance to organization culture with large organization paying more importance to culture than smaller ones.

Khan MA (2008) also concluded that culture has a very significant impact of organization performance but at varying level of age, education, experience, management level, organization size, ethnic groups and economic sector. In addition to that varying components of culture also have different level of impact at different levels of age, education, experience and management level. This all proves the strong relation of culture on organization outputs, commitment, productivity and agreement with core values.

As per demand of I.T organization, it demands for innovative culture, more related to task culture. This means that Innovative, creative and dynamic type of organization. Which involve in risk taking decision to bring something new in the market such as Microsoft. In this culture, Gather talented people of the organization with special skills and make it a team for specific project. This is for a task not continues procedure. When one task completed team scatter and again with their special skills make another team with respect to another task. It might be day by day exposed to new task. It is costly because for each task special skills people or professionals are requires. There no requirement of manager rather team leader. This culture applies on those organizations who respond to rapid change in the outside environment. Mostly apply at software industry or other technological organizations (Ali A. 2009).

Culture is dependent on organization's capabilities. Many researchers classified the culture in different way. The ultimate purpose it to find out the loopholes. For e.g Charles Handy, he identifies the culture on the basis of organizational culture. According to on the basis of organizational hierarchy i.e who reports to whom he identified four organizational culture which are as; web culture, in In this culture boss is in the centre and rest are surrounded by a expended circles. This culture has been developed by trust of boss on rest of the people along with relationship or likeness and unlikeness. The person who is more near to boss in good relationship is on nearest circle to boss and who are bad in attitude with boss is outer shell in a circle, even with the passage of time throw out from organization. Decision making is centralized, they make decision by own intuitions or experiences. This culture is suitable for small size organization. Everything based on spider, if spider is weak then whole organization become weak. Sharing vale is same as leaders. Secondly Role Culture, in this type of

culture every one assigned with a specific roles or tasks to complete. They are working on routine activities, their tasks usually are constant and which followed through specific written procedures. They are very much uncreative to change because they are used to do routine predefine task. This culture can not lead it is only managed. This suitable for big organization that bureaucratic type of structure. Next is, Task Culture gather talented people of the organization with special skills and make it a team for specific project. This is for a task not continue procedure. When one task completed team scatter and again with their special skills make another team with respect to another task. It might be day by day exposed to new task. It is costly because for each task special skills people or professionals are requires. There no requirement of manager rather team leader. This culture apply on those organization who responds to rapid change in the out side environment. Mostly apply at software industry or other technological organizations. Last but not least Person Culture, this culture is for those specialist or professional who are self sufficient and expert in their respective field. Number of same specialist or professional with each other perform like a an organization for e.g doctors chambers all are doctors by profession but with different specialization serve their own patient but share a common place. (Ali A. 2009)

Leadership play very important role in organizational development. Because style of leadership can be a positive influencer of organizational culture. Leadership style as well define the way people behave act and react. Develop norms, values, and most important way they interact with each other. (Ali A. 2009)

2.2 Cultural Mapping – Internationally or Globally

The pace with which business activities are expanding at both national and global level has added to the culture complexities, which has raised the urgent need to examine and map culture within organizations. Now employee's association with different cultural elements like ethnicity, religion, gender, region, age and different memberships, has strong influence on their productivity (Gollnick & Chin, 1990). Now organizations are designed and developed to accommodate and solve these cultural complexities and problems (Trompenaars, 1993); so to design organizations, mapping organization culture is very important, which is relatively a new concept developed in the latter part of 20th century, in an effort to move away from mechanistic models of design and enhance international competitiveness (Daniels, Spiker, & Papa, 1997; Modaff & DeWine, 2002).

Organizational culture can be differentiated by (Long, DeJoy, Javidi, & Javidi, 1997):

- Work vs. person emphasis; there is a strong connection between organizational tasks and persons needs
- Empowerment level; the system of hierarchy in the organization
- Goal orientation; employees perception about the organization purpose
- Environmental interface; society overall effect on organization

Organizational culture can also be defined in terms of learning, change, operations, reward systems, conflict management and motivational strategies (Javidi & Javidi, 1991; Trompenaars, 1993).

Work Role Emphasis (Role – Oriented Cultures): This type of culture is based on work and functional roles, which is more dominant in corporations in Germany, the Netherlands and Denmark. This culture is characterized by more power to superior roles, rational learning, growth is linked moving up the hierarchy. Empowerment is deficient in this culture with authority lies in the higher management roles. Applying total quality and participatory management is difficult in this type of culture. Bureaucracy and scientific management are the hallmarks of this culture.

Team Work Emphasis (Project Oriented Cultures): project teams have been the dominant feature of this culture, which is more prevalent in United States, Canadian and British corporate. Status is defined by group contributions with emphasis on work. Empowerment is always there with authority linked to task responsibility. Decisions are taken through participation in project oriented culture. Hierarchy is determined on the basis of job roles or employees. Likert has identified four types of management systems ranging from highly job centered system to the highly employee centered systems.

Team Person Emphasis (Fulfillment Oriented Cultures): this culture place individual at the center and give importance to the contributions of each team member. Individual needs have the most prime importance as compared to organization needs. Status is linked with creativity and new ideas.

Person Role Emphasis (Family Oriented Cultures): employees are given utmost care in this culture, who then keeps organization requirements above than their own. This type of culture is more prevalent in India, Spain and Japan, where individualism is diffused into complementary and supportive groups. Managers are supposed to be a fatherly figure taking care of its team members

Most of the time the differences are very subtle among these culture, for which very precise mapping has to be performed to identify the dominant culture prevalent in the organization. Some important points regarding culture mapping are;

There is no best organizational culture, each culture is best, if serving the organizational needs. Organization cultures are mostly the reflections of society (Goodall, 1985) and there is continues interface between organization micro and society macro culture, effecting each other. Having knowledge about organizational culture helps in understanding the prevalent behaviors in the organization and taking actions accordingly.

3 Research Methodology

3.1 Research Design

This research will be quantitative in nature and will be done through gathering information through a Questionnaire which comprises statements indicating features of Organizational Culture by Charles Handy. This Questionnaire will be filled by the Employee of PTCL.

3.2 Research Procedures

To find out the core objective of study that which type of culture is prevailing in PTCL. A Questionnaire is designed which has 40 statements indicating features of different type of cultures by Charles Handy. Out of these 40 Statements, 9 are related with Power Culture, 13 related to Role Culture, 9 are of Task Culture and 9 are of Person Culture. The Responses of these statement will shows the characteristics o culture prevailed in PTCL. The secondary Objective that whether the employees of PTCL are under influenced of Power Culture and the Jobs are completed in PTCL by Task Culture of not will also be analyzed through these statements of Questionnaire.

3.3 Population, Sample and Sampling Framework

Population for this study was all the Employees of PTCL. Convenient Sampling Technique has been used. For this, one of our classmates “Mr. Asif Ansari” student of Phd, who is Sales Manager in PTCL and leader of 40 sales personnel, has helped us to fill the questionnaire from its sales personnel. He also helped us to refer other departments of PTCL for insights from other departments.

3.4 Instrument Selection

Primary data was collected from the employee of PTCL. For Questionnaire statements to capture organizational culture in PTCL Questionnaire of a Phd Thesis of Quaid-e-Azam University titled “Organizational Culture and Knowledge Management Process in Pakistani Corporate Sector” by Dr. Basit Basharat Tayyab in Department of Administrative Sciences of Quaid-e-Azam University, was taken. Actual Questionnaire has 78 statements in Part II, 31 statements in Part III and 29 statements in Part IV as annexure in thesis but most of the statements were related to knowledge management scenario, so group member with mutual discussion finalized 40 statements falling under relevant culture of Charles handy.

3.5 Variables

For this research four main type of culture according to Charles handy will be captured in PTCL. The statement from 1 to 9 in Questionnaire was related to Person Culture, 10 to 18 related to Power Culture, 19 to 31 related to Role Culture and 32 to 40 were related to Task Culture.

3.6 Hypothesis

- Ha = Employees of PTCL are under influence of Power Culture
- Hb = Employees of PTCL are under influence of Task Culture
- Hc = Employees of PTCL are under influence of Role Culture
- Hd = Employees of PTCL are under influence of Person Culture

4 Results

4.1 Reliability Test

As we have adapted Questionnaire from a Thesis but reduced the statements of Questionnaire, a reliability test is must to examine questionnaire’s internal consistency. So Overall Cronbach Alpha results are as follow:

Table 4.1 Reliability Statistics

Cronbach Alpha	N of Items
.818	40

All the 40 Statements of Questionnaire we checked in SPSS and high co-efficient of Cron bach Alpha which is 0.818 shows that Questionnaire has Internal Consistency.

However, As these 40 Statements were showing four different type of culture i.e. Person, Power, Role and Task as Cronbach alpha for every category was also check which has following results

Table 4.2 Reliability Statistics for Variables

Type of Culture	Person	Power	Role	Task	Overall
Cronbach Alpha	0.168	0.303	0.761	0.685	0.818
No. of Items	9	9	13	9	40

When Variable based statements were check to separate analysis then it was role and task culture whose responses were found to be more consistent than Person and Power culture.

4.2 Hypothesis Testing

4.2.1 Hypothesis

- Ha = Employees of PTCL are under influence of Power Culture

Hb = Employees of PTCL are under influence of Task Culture
 Hc = Employees of PTCL are under influence of Role Culture
 Hd = Employees of PTCL are under influence of Person Culture

Table 4.3 Hypothesis Testing

	Test Value = 4					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Task Culture	-9.511	41	.000	-.650810	-.78900	-.51262
Person Culture	1.791	41	.081	.042286	-.00539	.08997
Power Culture	-19.742	41	.000	-1.206381	-1.32979	-1.08297
Role Culture	1.497	41	.142	.062190	-.02173	.14611

4.2.2 Analysis for Hypothesis Testing

4.2.2.1 Hypothesis for Power Culture

Ha = Employees of PTCL are under influence of Power Culture

4.2.2.2 Analysis for Power Culture:

Negative t value of Power Culture which is -19.74 is showing that there are not influence of Power Culture in PTCL employees and P values of 0.000 suggesting that our conclusion of no power culture in PTCL is significant even at 99.9% confidence level

4.2.2.3 Hypothesis for Task Culture

Hb = Employees of PTCL are under influence of Task Culture

4.2.2.4 Analysis for Task Culture:

Negative t value of Task Culture which is -9.511 is showing that there are not influence of Task Culture in PTCL employees and P values of 0.000 suggesting that our conclusion of no task culture in PTCL is significant even at 99.9% confidence level

4.2.2.5 Hypothesis for Role Culture

Hc = Employees of PTCL are under influence of Role Culture

4.2.2.6 Analysis for Role Culture:

T value of 1.497 for Role culture indicates that Role culture is insignificant in PTCL environment. The reason behind that might be our data is mostly related to specific type of department which is telesales but we cannot conclude that there is no role culture in PTCL due to its P value of 0.142.

4.2.2.7 Hypothesis for Person Culture

Hd = Employees of PTCL are under influence of Person Culture

4.2.2.8 Analysis for Person Culture:

The person culture has T value of 1.791 indicating there are features of person culture in PTCL environment. And P value of 0.081 shows that our inference of person culture existence in PTCL is significant at 90% level.

5 Conclusion

Above Analysis indicate that it is Person Culture which prevails in PTCL where as Results denied existence of Task and Power Culture in PTCL. However results are silent about existence of Role Culture in PTCL. As PTCL is a large organization, there must be some of the characteristics of Role Culture but our study doesnot find Role Culture in PTCL. This might be the reason that we have only included 42 responses for Analysis, so insufficient data might be the reason of inconclusive result of Role Culture in PTCL.

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Questionnaire for PTCL – Cultural Mapping

Part I: Please tick the Option that best describes your answer.	
Age	<input type="checkbox"/> 18 – 25 <input type="checkbox"/> 26 – 40 <input type="checkbox"/> 41 – 60,
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Marital Status	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/> Widow
Managerial Level	<input type="checkbox"/> Executives <input type="checkbox"/> Assistant Managers <input type="checkbox"/> Managers
Educational Level	<input type="checkbox"/> Matric <input type="checkbox"/> Intermediate <input type="checkbox"/> Bachelors <input type="checkbox"/> Masters <input type="checkbox"/> Above Masters

Part II: Please Indicate by circle to what extent following statements fulfills PTCL Environment on following responses:						
No.	Statements	Strongly Disagree (1)	Disagree(2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	In PTCL, employees can decide what information is needed and use it accordingly	1	2	3	4	5
2	In PTCL, employees are free to accomplish assignments in the manner they find feasible	1	2	3	4	5
3	Employees acknowledge juniors who are more knowledgeable	1	2	3	4	5
4	In PTCL, employees observe informal ways for obtaining and using information	1	2	3	4	5
5	Employees share knowledge and skills to seek further expertise	1	2	3	4	5
6	Expert employees are considered powerful In PTCL.	1	2	3	4	5
7	In PTCL employees are encouraged to explore various solutions to problems	1	2	3	4	5
8	This organization has processes for using knowledge in development of new products/services	1	2	3	4	5
9	This organization has processes for using knowledge to solve new problems	1	2	3	4	5
10	In PTCL, coworkers do not provide enough guidance about how to do jobs	1	2	3	4	5
11	Employees of PTCL, don't have the freedom to share knowledge with other employees for the performance of their jobs	1	2	3	4	5
12	In PTCL, employees feel insecure if a colleague or junior is more knowledgeable	1	2	3	4	5
13	This organization rarely empowers its employees to take decisions relating to their jobs	1	2	3	4	5
14	In PTCL, employees rarely search through customer and task related databases to obtain knowledge necessary for the tasks	1	2	3	4	5
15	In PTCL, employees are unable to systematically administer knowledge necessary for the tasks and store it for further use	1	2	3	4	5
16	I am unlikely to refer to best practices and apply them to my tasks	1	2	3	4	5
17	In PTCL, employees are discouraged to attend seminars, workshops and symposia	1	2	3	4	5
18	In PTCL, employees are hesitant to share knowledge	1	2	3	4	5
19	Employees of this organization, observe established practices for sharing information	1	2	3	4	5
20	In PTCL, employees observe formal ways for obtaining and using information	1	2	3	4	5
21	There is a correct way to do things in our organization that everyone knows	1	2	3	4	5
22	This organization links sources of knowledge in solving problems	1	2	3	4	5
23	In PTCL, employees maintain records of legal guidelines and policies related to tasks	1	2	3	4	5
24	In PTCL, employees document knowledge needed for the tasks	1	2	3	4	5
25	Professional knowledge such as customer knowledge and demand forecasting is managed systematically	1	2	3	4	5
26	To build information resources, organization wide standards are used	1	2	3	4	5
27	Employees have few educational opportunities to improve performance of new tasks	1	2	3	4	5
28	University-administered education is offered to enhance employees' ability to perform tasks	1	2	3	4	5
29	I fully understand the core knowledge necessary for my task	1	2	3	4	5
30	In PTCL, employees observe established ways for seeking information	1	2	3	4	5
31	In PTCL employees have complete trust in their management	1	2	3	4	5
32	In PTCL, informal training opportunities are provided for individual development	1	2	3	4	5
33	In PTCL, employees are satisfied by the contents of training programs	1	2	3	4	5
34	In PTCL, employees are free to accomplish assignments in the manner they find feasible	1	2	3	4	5
35	In PTCL, employees are provided incentives for innovations	1	2	3	4	5
36	In PTCL innovations made by employees are recognized	1	2	3	4	5
37	In PTCL, various training programs are provided to improve employee performance	1	2	3	4	5
38	This organization takes advantage of new knowledge	1	2	3	4	5
39	PTCL quickly applies knowledge to competitive needs	1	2	3	4	5
40	In PTCL, innovations by employees are rewarded	1	2	3	4	5

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