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DEVELOPMENT AND STANDARDIZATION OF ORGANIZATIONAL CULTURE SCALE (OCS)

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ABSTRACT :

Organizational culture is the personality of the organization, culture comprises of the assumptions, values, norms and tangible signs of organization members and their behaviours. Culture is one of those terms that is difficult to express, but everyone will sense it. The study of organizational culture is a significant one and for which the investigator has decided to develop and standardize a scale to measure it.

KEY WORDS:

Organizational culture, ideas, value, attitudes.

INTRODUCTION:

Organizational culture has a significant effect on how employees view their organizational responsibilities. A supportive culture exhibits teamwork and a people-oriented, friendly, encouraging, trusting work environment. Organization



culture can be said to contain a whole complex pattern of beliefs, expectations, ideas, values, attitudes and behavior displays by one and all the employees of the organization. Culture around a work place provides a comprehensive framework for understanding the various facts of work behavior. The investigator felt that very scanty tool only available to study the organizational culture. Moreover to conduct intensive study, since the investigator decided to construct and standardize a scale to measure the organizational culture of the school. Likert type scale is a five point scale of "Strongly Agree",

"Agree", "Undecided", "Disagree", "Strongly Disagree". This scale contains 52 items which have been collected from various sources like experts in school administration, principals, school teachers, Books, Journals and web sources.

PILOT STUDY:

This scale with 52 items has been administered to the sample of 100 teachers working in different higher schools of Chennai District, Tamil Nadu, India, in order to carry out the pilot study. Then their responses have been scored carefully and their marks secured by all the samples have been arranged in the

descending order from the highest scorer to the lowest scorer. Then they were subjected to item analysis.

Item Analysis:

The next step in the standardization on organizational culture scale after pilot study is to find out the t-value of each item, which forms the basis for item selection in order to build up the final scale. The Likert type scale calls for a graded response to each item on a five-point scale ranging from "Strongly agree", to "Strongly Disagree". The individual score for all the 100 students and teachers were ranked from the highest to the lowest score. Then 25% of the subjects with the highest total scores and 25% of the subjects with the lowest total scores were sorted out for the purpose of item selection. The high and low groups, were selected, formed the criterion groups and each group was made up

of 25 students (Edward. L. Allen, 1957) [1].

TABLE – I
ITEM SELECTED FOR OCS

Item Number	't' Value	Item selected
1	2.26	S
2	1.84	S
3	3.26	S
4	1.42	NS
5	1.95	S
6	2.56	S
7	2.75	S
8	2.74	S
9	2.42	S
10	2.46	S
11	2.68	S
12	2.58	S
13	2.46	S
14	3.53	S
15	2.82	S
16	0.85	NS
17	3.24	S
18	2.24	S
19	2.95	S
20	2.66	S
21	2.26	S
22	4.42	S
23	3.92	S
24	2.08	S
25	4.22	S
26	3.42	S
27	3.52	S
28	0.74	NS
29	2.66	S
30	2.68	S
31	1.94	S
32	0.84	NS
33	2.85	S
34	1.92	S
35	1.26	NS
36	3.16	S
37	3.84	S
38	2.02	S
39	1.82	S
40	2.48	S
41	2.24	S
42	1.06	NS
43	3.62	S
44	1.92	S
45	3.26	S
46	3.62	S

47	4.52	S
48	2.25	S
49	2.42	S
50	3.30	S
51	0.86	NS
52	2.76	S

S – Selected NS – Not selected

It may be recalled that each item is followed by five different responses of “Always”, “Often”, “Sometime”, “Rarely” and “Never” in the work ethics scale. Then each item was taken individually and the number of teachers who responded “Always”, “Often”, “Sometime”, “Rarely” and “Never” was found out both the high and low groups separately. Thus for all the 52 items, the number of teachers coming under each category was found out separately for both the high and low groups and the t-values for all the 52 items have been calculated with the formula suggested by Allen Edwards (1957) [1]. As many as 52 items having the tvalue greater than or equal to 1.75 (Edward. L. Allen, 1957) [1] have been chosen in order to form the final scale (vide: Table-I). Then this final scale has been administered to 100 teachers working in different high schools of Chennai District, Tamil Nadu, India, in order to establish the scoring procedure, validity and reliability of this scale.

SCORING PROCEDURE

The organizational culture scale has 45 items, out of which 41 items are positively worded and the remaining 4 items are negatively worded. An individual score is the sum of the scores of all the 45 items. The scores range from 45 to 225. Higher score indicates the high organizational culture and the details of scoring are given in the following table. The scoring to the response given by the respondents should be like the following

Table - II
Response Positive Negative Always 5 1 Often 4 2 Sometime 3 3 Rarely 2 4 Never 1 5

Response	Positive	Negative
Strongly Agree	5	1
Agree	4	2
Undecided	3	3
Disagree	2	4
Strongly Disagree	1	5

Reliability

Reliability refers to the consistency with which a test measures, whatever it measures. The concept of reliability suggests both stability and consistency of measurement. The investigator calculated the reliability analysis and it was given in the following table.

Table III:
Table Showing the reliability method and co-efficient values

Method of reliability analysis	Reliability co-efficient
Correlation between forms	0.732
Equal-length Spearman-Brown	0.741
Guttman Split-half	0.762
Unequal-length Spearman-Brown	0.723

Method of reliability Analysis reliability Co-efficient Correlation between forms 0.732 Equal-length

Spearman-Brown 0.741 Guttman Split-half 0.762 Unequal-length Spearman-Brown 0.723.

Validity

Validity reveals the merits of our measurement. This organizational culture scale was given to the experts (20 members) in order to find out its content validity. The experts agreed that the items in the scale provided adequate coverage of the concept. This organizational culture scale also has construct validity.

The intrinsic validity is also called as the index of reliability (Guilford, 1954). The formula to be used to determine the intrinsic validity is the square root of its reliability. Thus the validity of this test is

$$V = R = \sqrt{0.762} = 0.872$$

Percentile Norm

The following table represents the percentile norm for this organizational culture scale.

Percentile	Score Range	Norm
Below P25 (Q1)	Below 80	Low level
P25 To P75 (Q1 to Q3)	Between 80 and 170	Average level
Above P75 (Q3)	Above 170	High level

CONCLUSION

Building a strong culture organizational culture provides a solid foundation for organizational effectiveness. Since the researcher trusts that this scale would contribute effectively to measure organizational culture in future those who want to carry out the same study.

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