

Organizational Culture in Tourism Industry in India

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India's tourism industry is experiencing a strong period of growth, driven by the burgeoning Indian middle class, growth in high spending foreign tourists, and coordinated government campaigns to promote 'Incredible India'. India's governmental bodies have also made a significant impact in tourism by requiring that each and every state of India have a corporation to administer support issues related to tourism. Tourism is a diversified and decentralized industry. The commercial imperatives drive tourism change according to the location, as do the environmental, social and cultural impacts of tourism on particular communities. As almost 20 million people are now working in India's tourism industry, their level of performance, motivation and organizational culture have hardly been measured empirically and well documented. While sporadic references are made, the interrelationship between these correlates hardly exists in the context of tourism sector. The paper analyses empirically the prevalent Organizational culture in tourism industry. The study was carried on different sectors in the tourism industry namely, travel agencies, tour operators, airlines and hotels, consisting of 100 respondents across India. The findings indicate significant relationships among the culture aspects and significant differences in terms of gender and type of organizations wanting a more traditional or modern aspects of organizational culture. Statistical tools like correlation and students t test were used. The implications of the study in tourism industry is discussed in detail and are also included to give ample insight into the need for developing right Organizational Culture in Tourism Industry.

Keywords: Organizational Culture, tourism industry.

Field of Research: Tourism.

1. Introduction

Tourism today is an industry, not just an industry but also a big industry, which is getting bigger every day. It is an industry that has assumed global proportions. It is a social phenomenon itself. For this social phenomenon to grow the design of a Comprehensive Tourism Quality Plan is the first step to be taken by the administrators which should be specially oriented at improvement actions, marketing and image, and the improvement of processes aimed at customers (Lopez et al. 2010). Tourism plays a great role towards socio-economic changes. (Dasgupta S et.al. 2006). It is an important sector of the economy and contributes significantly in the country's GDP as well as Foreign Exchange Earnings (FEE). In the year 2010, the tourism sector witnessed substantial growth as compared to 2009. The Foreign Tourist Arrivals (FTA) in India during 2010 was 5.58 million as compared to the FTAs of 5.17 million during 2009, showing a growth of 8.1%. The growth rate during 2009

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over 2008 was (-) 2.2%. FEE from tourism during 2010 were ` 64889 crore as compared to ` 54960 crore during 2009, registering a growth rate of 18.1%. The growth rate in FEE from tourism during 2009 over 2008 was 8.3% (Annual Report 2010-11 Ministry of Tourism Government of India). The tourism industry in India is substantial and vibrant, and the country is fast becoming a major global destination. But this Industry is facing many challenges today like lack of proper infrastructure, professionalism in its management etc. in the context of its growth and projected development in India. The results of the present study clearly point out that the employees in the tourism industry prefer modern cultural aspects at work than the traditional cultural aspects. The current paper is presented by explicating the conceptual background and operational definition of the term organizational culture, review of literature, the methodology used with respect to the objectives, statement of hypotheses, sampling technique, tools and statistical techniques used, results, implications, and conclusions. Finally limitations of the study are also presented in separate sections.

2.Organizational Culture

Schein (1988) defines culture as a “pattern of basic assumptions-invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that have worked well enough to be considered valid and therefore, to be taught to the new members as the correct way to perceive, think, and feel in relation to those problems.” Pareek (2003) defined culture as the cumulative beliefs, values and assumptions, underlying transaction with nature and important phenomena. Culture in an Organization evolves out of collective perceptions of employees on various aspects of the Organizational work life (Sinha S. et al 2010).

3.Need and Rationale

Academicians and practitioners have shown increased interest in the topic of organizational culture. (Sinha S., et al 2010). Organizational Culture creates a sense of identity for the members of the organization. If Organizational Culture is widely shared by the employees, they can associate themselves with, and feel part of, and even be proud of the organization. It differentiates an organization from others and makes employees feel special and unique, which may give meaning and value to their work. Organizational Culture allows employees to make sense of the organization and encourage employee commitment to the organization by showing a common and higher goal beyond individual self interest. Organizational Culture focuses employees' attitudes and behaviour on values, norms, standards of behaviour etc. that are important for organizational effectiveness. (Deal and Kennedy, 1982). The review of literature establishes that there is strong relationship between types of culture, aspects, performance, satisfaction, commitment and positive attitude. However, there is a relatively low focus visa vie tourism industry in studying organizational culture. The researchers have undertaken the present study to ascertain the type of culture as perceived by the employees of Tourism Industry and to bridge this gap by mapping the cultural aspects with the present and desired level in the tourism industry. It was also the intention of the investigators to explore if the tourism employees desired to have a traditional or modern organizational culture in their organization.

4.Statement of the Problem

Organizational Culture has become an interesting topic of researchers since the year 2000 following the seminal works of Schein, Hofstede, and Cameron etc. However organizational Culture has been further explored by researchers as Organizational Culture is currently undergoing dynamic shifts towards modern aspects from that of traditional aspects. In this context the Tourism Industry mainly being an unorganized sector in India, rarely realized the importance of culture on the effectiveness of the organization. Culture also plays a very important role in the development of this industry. The tourism sector being a service industry that involves direct contact with the customers needs a strong positive culture to grow and develop. Though extensive research has been carried out on organizational culture and employee effectiveness in the manufacturing industry, the research on Organizational culture in tourism industry is very sparse. Thus to evaluate and profile the prevailing organizational culture aspects in the Tourism Industry, the researchers felt the need to undertake the present study stated as “organizational Culture in Tourism Industry in India”

5. Literature Review

The review of literature carried out covers between 2000- 2010. The studies carried out in India and abroad have been reviewed extensively. The study on Cultural variation and the psychological contract made by Thomas et al.(2003), made significant contribution to the researcher’s understanding of the exchange relationship between employees and their employers.

Sengupta and Sinha (2005) in their study “Perceived Dimensions of Societal and Organizational Cultures and their Impact on Managerial Work Behavior” concluded that the spill over of societal culture on organizational culture influenced the work behaviour of managers.

Maryam Alavi et.al,(2006) examined the cultural values and knowledge management approaches within a large global information services company and one of its knowledge communities. The findings highlight the influence of culture on the use of knowledge management technologies and the outcomes of such use.

Hulya Julie Yazici (2010) observed that an organizations’ cultural orientation is a contributing factor to its perceived performance. The study revealed that while clan organizational culture is a sole contributing factor for project and business performance, Project Management Maturity interacts with market culture in improving business performance.

Shunzhong Liu (2009) found that there exist strongly complementary relationships among innovative supportive culture, market orientation culture, learning culture and customer communication culture.

Braunscheidel, et.al.(2010) examined the effects of organizational culture on cultural characteristics to determine the types of cultural characteristics that are strongly associated with efforts to integrate the supply chain and delivery performance.

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Zheng, et.al.(2010)suggested that knowledge management fully mediates the impact of organizationalculture on organizational effectiveness, and partially mediates the impact of organizational structure and strategy on organizational effectiveness.

Asree, et.al.(2010) found that leadership competency and organizationalculture have positive relationships with responsiveness. In addition, responsiveness has a positive relationship with hotel revenue.

McClure and Rex E. (2010) studied the influence of organizationalculture and conflict on market orientation. The study found that conflict mediated the relationship between culture and market orientation.

Catanzaro,et.al. (2010) in a study on the Impact of OrganizationalCulture on Attraction and Recruitment of Job Applicants indicated that organizationalculture interacts with gender to influence applicant attraction.

Joo and Baek-Kyoo (2010)investigated the impact of perceived organizational learning culture and leader member exchange (LMX) quality on organizational commitment and eventually on employee turnover intention. Employees exhibited the highest organizational commitment when they perceived a higher learning culture and when they were supervised in a supportive fashion.

An overview of researches carried out in the area of organizational culture indicates that the variable is extensively studied in the manufacturing industry, in Information service companies and in Hotel industry. Organizational culture has been studied in relation to employee relationship, managerial work behavior, project management, supply chain management, market orientation, attraction and recruitment of employees etc. Similarly study on Organizational Culture has been done across the globe in almost every country the prominent ones being the United States of America, United Kingdom and China. However it to be noted that in the tourism sector very few studies have been carried out especially in India indicating the need for the present investigation.

6. Methodology

This paper is presented as a working paper with an exploratory research approach in order to gain more familiarity, on organizational culture and to gain new insights of organizational culture in tourism industry. The study was undertaken since 2009 to empirically test the hypotheses for relationship, and differences. The study was initiated just as the recession of 2008 was receding to form the genesis of the present study. The investigators were interested to explore the tourism employees' perception of traditional versus modern culture in the recent past and to recommend suggestions for the future.

7.Objectives of the Study

1. To map the present availability of the 15 aspects of culture in the tourism industry.
2. To map the desired availability of the 15 aspects of culture in the tourism industry.

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3. To find out the gaps between the present and desired availability of the 15 aspects of culture in the tourism industry.
4. To find out if the 15 aspects of culture in the tourism industry are correlated.
5. To find out differences across gender and type of organization and the 15 aspects of culture in the tourism industry.

8. Research Hypotheses

The study stated three major hypotheses for testing for relationship and differences, further the hypotheses tested, accepted and rejected are detailed as follows.

H₀ : 1 There will be no significant difference across gender and their preference for traditional and modern cultural orientations with reference to present and desired availability of the 15 culture aspects.

H₀ : 2 There will be no significant difference across type of organization and preference for traditional and modern cultural orientations with reference to present and desired availability of the 15 culture aspects.

H₀ : 3 There will be no significant relationship among the 15 culture aspects on the present and desired availability level in the tourism industry.

9. Sample Size and Technique

The sample of the present study consisted of 100 employee from the tourism organization including employees from private Ltd, Ltd, Multinational companies and others in Bangalore.

In the present study judgemental sampling technique was employed to collect the data on the basis of available information as per the researcher's judgement to represent the total population .The sample size of 100 was considered adequate for the present exploratory study since the data was collected only from the city of Bangalore. The profile of the respondents is listed in the Table below.

Table 1: Showing the sample of the study

Gender	Pvt. Ltd.	Public Ltd.	MNC	Others	Total
MALE	17	6	24	4	51
FEMALE	25	5	19	0	59
TOTAL	42	11	43	4	100

10. Tool Used

The Organizational Culture Survey by Udai Pareek (2003) was adopted. The instrument has 36 items scaled from 1 – not true of your organization and 5- representing the organization very well. The respondent scored on each item twice. Once the present level and second the desired level. The reliability of the tool was established by the Split-half Alpha coefficient for a group of 152 managers and was found to be .73 for the instrument.

11.Limitations

The study has the following limitations.

1. The sample of the study is limited to tourism employees working in travel agencies, hotels and airlines and tour operators only.
2. Only one independent variable and its dimensions are considered for the study, other variables like organizational climate, perceived organizational support can be studied in future researches.

12. Analysis and Interpretation

$H_0 : 1$ There will be no significant difference across gender and their preference for traditional and modern cultural orientations with reference to present and desired availability of the 15 culture aspects.

Table 2: Indicating ‘t’ values to find out differences between gender and on the present and desired availability of the 15 cultural aspects.

Gender Present	N	Mean	Std. Deviation	Std. Error Mean	T	df	p	Significant
MALE	52	1384.21	1110.288	153.969	1.380635	98	0.170532	NS
FEMALE	48	1162.51	65.1787	9.40773				
Gender Desired	N	Mean	Std. Deviation	Std. Error Mean	T	df	p	Significant
MALE	52	1451.39	85.27376	11.8253	.251	98	.8	NS
FEMALE	48	1447.11	84.95823	12.2626				

The hypothesis was accepted and the alternative rejected as no significant difference between men and women on their preference for the 15 cultural aspects both the present as well as the desired availability. However it was found that men (1384.212 & 1451.392) slightly preferred more modern aspects of culture than traditional aspects as compared with women (1162.519 & 1447.11) both on the present as well as the desired availability dimensions.

$H_0 : 2$ There will be no significant difference across type of organization and preference for traditional and modern cultural orientations with reference to present and desired availability of the 15 culture aspects.

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Table 3: Indicating ‘t’ values to find out differences between type of organization and on the present availability of the 15 cultural aspects.

ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	p	Significant
PVT	42	1178.21	68.6641	10.5951	0.5731	51	0.5691	NS
PUBLIC	11	1164.49	78.2758	23.60105				
ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	p	Significant
PVT	42	1178.21	68.6641	10.5951	-1.247	83	0.2159	NS
MNC	43	1413.59	1221.17	186.2263				
ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	p	Significant
PVT	42	1178.21	68.6641	10.5951	0.079	44	0.9374	NS
OTHERS	4	1175.35	73.7313	36.86565				
ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	p	Significant
PUBLIC	11	1164.49	78.2758	23.60105	-0.671	52	0.5049	NS
MNC	43	1413.59	1221.17	186.2263				
ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	p	Significant
PUBLIC	11	1164.49	78.2758	23.60105	-0.241	13	0.8135	NS
OTHERS	4	1175.35	73.7313	36.86565				
ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	p	Significant
MNC	43	1413.59	1221.17	186.2263	0.3863	45	0.7011	NS
OTHERS	4	1175.35	73.7313	36.86565				

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Table 4: Indicating ‘t’ values to find out differences between type of organization and on the desired availability of the 15 cultural aspects.

ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	P	significant
PVT	42	1463.9	77.8624	12.014	1.1	83	0.2843	NS
PUBLIC	43	1444.4	88.325	13.469				
ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	P	significant
PVT	42	1463.9	77.862	12.014	2.1	198	0.0355	S at-.05
MNC	4	1476.1	88.905	44.453				
ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	P	significant
PVT	11	1403.2	86.273		0.9	-1.386	52	NS
OTHERS	43	1444.4	88.325					
ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	P	Significant
MNC	11	1403.2	86.273	26.013	-1	13	0.1743	NS
OTHERS	4	1476.1	88.905	44.453				
ORG	N	Mean	Std. Deviation	Std. Error Mean	t	df	P	Significant
MNC	43	1444.4	88.325	13.469	-1	45	0.4956	NS
OTHERS	4	1476.1	88.905	44.453				

Table 5: Indicating ‘t’ values to find out differences between total present and desired availability of the 15 cultural aspects

	N	Mean	Std. Deviation	Std. Error Mean	T	df	P	significant
Present	100	1463.9	84.7189	8.47189	2.1169	198	0.0355	S at-.05
Desired	100	1403.25	805.888	80.5888				

The hypothesis was rejected and the alternative accepted as significant differences were found between type of organization and preference for the 15 cultural aspects on the desired level of availability. No significant differences were found between type of organization and preference for the 15 cultural aspects on the present level of availability.

It was found that Multinational companies (1413.594), preferred more modern aspects of culture than traditional aspects as compared to Private limited companies (1178.205), others (1175.35), and least being Public limited companies (1164.401) on the presently available cultural aspects in their organizations. These preferences were not significantly different.

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It was found that others (1476.15) preferred more modern aspects of culture than traditional aspects as compared to Private limited companies (1463.895), Multinational companies (1444.414), and least being Public limited companies (1403.245) on the desirable level of cultural aspects in their organizations. These preferences were significantly different.

H₀ : 3 There will be no significant relationship among the 15 culture aspects on the present and desired availability level in the tourism industry.

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Table 6: Indicating Intra correlation between present availability of the 15 cultural aspects

Desired	Internal	Ambiguity Tolerant	Context Sensitive	Narcissistic	Future Orientated	Individualistic	Inner Directed	Universal	Role bound	Androgynous	Power Parity	Expressive	Conserving	Assertive	Expanding
Internal	1														
Ambiguity Tolerant	0.184	1													
Context Sensitive	0.071	-0.217*	1												
Narcissistic	0.468	0.199	0.019	1											
Future Orientated	0.283*	0.313*	-0.022	0.373*	1										
Individualistic	-0.298*	-0.323*	-0.114	-0.417	-0.325*	1									
Inner Directed	-0.04	-0.226*	0.153	0.019	0.101	0.350*	1								
Universal	0.105	-0.004	0.013	0.321	0.298*	-0.325*	0.089	1							
Role bound	0.071	-0.024	-0.056	0.021	-0.067	0.112	-0.13	-0.2	1						
Androgynous	0.162	0.232*	0.054	0.018	-0.017	-0.266*	-0.2	-0.2	0.006	1					
Power Parity	-0.214*	0.017	0.039	0.103	0.057	-0.035	0.182	0.368*	-0.249*	-0.13	1				
Expressive	0.162	0.069	0.164	0.14	0.058	-0.088	-0.03	0.22*	-0.05	-0.06	0.203	1			
Conserving	-0.14	-0.088	-0.031	-0.232*	-0.118	0.198	-0.11	-0.320*	0.168	-0.14	-0.21	-0.292**	1		
Assertive	-0.12	0.074	-0.146	-0.002	-0.015	0.02	0.088	-0.2	0.052	.033	-0.05	-0.39	-0.272**	1	
Expanding	0.048	0.013	0.037	0.19	0.124	-0.163	0.077	0.316**	-0.22	0.148	0.144	-0.206*	-0.5	-0.262**	1

**Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed).

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Positive significant relationships were found between internal cultural aspect and ambiguity tolerant (0.28*), future orientation (0.37**) and significant negative co-relation with individualistic (-0.50**) and inner-directed (-0.21*) aspects.

Ambiguity Tolerant cultural aspect was positively significantly related to internal (0.28*), narcissistic (0.29*) and negatively significantly related to individualistic (-0.36**) and inner-directive (-0.33**). Context Sensitivity cultural aspect was significantly negatively co-related with conservation (-0.20*) aspect.

Narcissistic cultural aspect was significantly positively co-related with ambiguity tolerant (0.29*), future orientation (0.35**), universality (0.20*) and Androgynous (0.29*) aspects.

Individualistic cultural aspect was positively significantly co-related with assertiveness (0.23*) and negatively significantly co-related with internal (-0.50**), ambiguity tolerant (-0.36*) and future oriented (-0.36*) aspects. Inner-directed cultural aspect was significantly negatively related with internal (-0.21*) and ambiguity tolerant (-0.33**) aspects.

Universality cultural aspect was positively significantly related to future oriented (0.27*) aspect. Androgynous cultural aspect was positively significantly co-related to narcissistic (0.29*) aspect. and negatively significantly co-related with power parity (-0.28*) aspect. Conserving cultural aspect was negatively significantly co-related with expressive (-0.35**), assertiveness (-0.30*) and expanding (-0.31*) aspects.

Assertiveness Cultural aspect was positively significantly related to individualistic (0.23*) aspect and negatively significantly related to expressive (-0.23*), conserving (-0.30*) and expanding (-0.43**) aspects. Expanding was significantly negatively co-related to expressive (-0.21*), conserving (-0.31**) and assertive (-0.43**) aspects. There were no significant relations with the other cultural aspects. Most of the relationships, though significant, were found to be moderate to low.

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Table 7: Indicating Intra co-relation between desired availability of the 15 cultural aspects

Desire d	Internal	ity Toleran t	Context Sensitiv e	Narci ssistic	Future Orientat ed	Individu alistic	Directe d	Univers al	Role bound	Androg ynous	Power Parity	Expres sive	Conser ving	Assertiv e	Expand ing
Int ernal	1														
Am big uity Tolera nt	0.184	1													
Co nte xt Se nsitiv e	0.071	- 0.217 *	1												
Na rci ssistic	0.468	0.199	0.019	1											
Fut ure Ori entate d	0.283*	0.313 **	- 0.022	0.373 **	1										
Ind ividual isti c	-0.298 **	- 0.323 **	- 0.114	- 0.417	- 0.325 **	1									
Inn er - Direct ed	-0.04	- 0.226 *	0.153	0.019	0.101	0.350 **	1								
Uni versal	0.105	- 0.004	0.013	0.321	0.298 **	- 0.325 **	0.1	1							
Ro le bound	0.071	- 0.024	- 0.056	0.021	- 0.067	0.112	- 0.1	-0.2	1						
An dro gy nous	0.162	0.232 *	0.054	0.018	- 0.017	- 0.266 **	- 0.2	-0.2	0.01	1					
Po wer Parity	-0.214*	0.017	0.039	0.103	0.057	- 0.035	0.2	0.368 **	- 0.249 **	-0.1	1				
Ex pre ssive	0.162	0.069	0.164	0.14	0.058	- 0.088	-0	0.22*	-0.1	-0.1	0.2	1			
Co ns erv ing	-0.14	- 0.088	- 0.031	- 0.232 *	- 0.118	0.198	- 0.1	0.320 **	0.17	-0.1	-0	- 0.292 **	1		
As ser tive	-0.12	0.074	0.146	- 0.002	- 0.015	0.02	0.1	-0.2	0.05	0.03	-0	-0.4	- 0.272 **	1	
Ex pa nding	0.048	0.013	0.037	0.19	0.124	- 0.163	0.1	0.316 **	-0.2	0.15	0.1	- 0.206 *	-0.5	.262 **	1

**Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed).

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It is observed that the positive significant relationships were found between internal cultural aspect and future oriented (0.28*) and Narcissistic (0.47**) aspects and negative significant relationship with Individualistic (-0.3*) and power parity (-0.21*) aspects. Ambiguity Tolerant Cultural Aspect was positively significantly related to future oriented (0.31**), and Androgynous (0.23) aspects and negatively significantly related to Ambiguity Tolerant (-0.22*), Individualistic (-0.32**) and Inner Directed (-0.23*) aspects. Sensitive Cultural Aspect was negatively significantly correlated with Ambiguity Tolerant (-0.22*) aspect. Significant positive co-relation was found between Narcissistic and Internal (0.47**) and Future Oriented (0.37**) aspect. Negative significant co-relation was found between Narcissistic and Conserving (-0.23*) aspects. The future Oriented Cultural Aspect was found to be significantly positively co-related to Narcissistic (0.37**), Ambiguity Tolerant (0.31**), Future Oriented (0.28*) and Universal (0.3*) aspects. Future Oriented Cultural Aspect was significantly negatively co-related with Individualistic Cultural aspect (-0.33**).

On one side, the significant positive relation was found between Individualistic Cultural Aspect and Inner-Directed (0.35**) aspect. Significant negative co-relation was found between Individualistic and Universal (-0.33*), Future Oriented (-0.33*), Ambiguity Tolerant (-0.32**), Internal (-0.3*) and Androgynous (-0.27**) aspects. The inner-Directed Cultural aspect was significantly positively co-related to Individualistic (0.35**) and negatively co-related to Ambiguity Tolerant (-0.23*) aspects. Significant positive co-relation was found between Universal Cultural aspect and Power Parity (0.37**), Expanding (0.32**) and significantly negatively correlated to individualistic (-0.33*) and conserving (-0.32*) aspects. Significant negative co-relation was found between cultural aspect role bound and power parity (-0.25**) and expanding (-0.22*) aspect. Significant negative correlation was found between Androgynous cultural aspect with Individualistic (-0.27**) and Inner-directed (-0.204*) aspects. Positive significant relationships were found between Power Parity Cultural aspect and Universal (0.37**) and Expressive (0.203) aspects and Negatively Significantly correlated with role bound (-0.25**) and Internal (-0.21*) aspects. Expressive cultural aspect was positively significantly related to Universal (0.23*) and negatively significantly related to Assertive (-0.39), Conserving (-0.29**) and Expanding (-0.21*) aspects.

On the other side, negative significant relationships were found between Conserving Cultural aspect and Universal (-0.32*), Expressive (-0.29**) and Narcissistic (-0.23*) aspects. There was no positive significant correlation between conserving cultural aspect and any other. The assertive cultural aspect was negatively significantly related to Expressive (-0.39**), conserving (-0.27**) and Expanding (-0.26**) aspects. There was no significant positive relationship between Assertive cultural aspect and any other. Positive significant relationship was found between Expanding cultural aspect and Universal (0.316**) aspect and negative significant relationship was found with Assertive (-0.26**), Expressive (-0.21*) and Role bound (-0.22*) aspects. Finally, we observed that there were no significant relationships with the other cultural aspects. Most of the relationships, though significant, were found to be moderate to low. Based on the results exhibited in tables 5 and 6 hypothesis 3 was rejected and the alternative accepted as significant relationships were found between the 15 cultural aspects both on the present as well as desired level of availability.

13. Findings & Implications

- 1) Most Tourism Organizations are individual run or family run and therefore reinforce the narcissistic cultural aspect more often.
- 2) There is a conflict between narcissism and universalistic aspect of culture. If tourism organizations are to be effective, they need to balance the needs and aspirations of themselves (narcissistic) and other stakeholders (universal). Inclusiveness of employees, customers' needs and concerns will increase the effectiveness of these organizations.
- 3) Service Sectors need to have minimal rules and regulations and procedures and increase tolerance to ambiguity by equipping employees to creatively and innovatively respond to situations.
- 4) There seems to be too much of parity between members working in tourism organizations. Employees preferred a little more hierarchy and power distance among members.
- 5) Standardization of basic transactions should be kept to the maximum i.e. reinforcing creativity and innovativeness by encouraging employees to engage in higher order activities by co-creating new packages, products etc.
- 6) Tourism sector needs to engage more on collaborative strategies rather than on competitive strategies.
- 7) Tourism organizations need to be more generous in terms of rewards and recognition mechanisms towards their employees and in some cases a praise is better than raise.
- 8) Cultural Aspects which are positively correlated should be generally strengthened to build a strong culture in the Tourism Industry.

14. Summary and Conclusions

The tourism industry is more of an unorganised sector. At the same time it is one of the fastest growing industries in India. The projection is that in the coming years this industry is going to be more organised with more of government intervention and assistance. Hence a study like this is very important for this industry to make it more effective.

The study indicates that tourism industry employees prefer a more modern Cultural Aspect at work rather than the traditional cultural aspect. There were significant differences between type of organization and preference for modern versus traditional aspects of culture. The study conclusively states that for the Tourism Industry to grow it should become more professional in its management. Tourism Organizations need to create an informal environment that can support creativity and competitiveness. Responsibility with defined roles will enable Tourism Industry to grow and sustain itself in the long run. Tourism Industry will gain more from collaboration than from competition. Collaborating and networking with constituent sectors of Tourism Industry would go a long way toward helping in its growth. The Industry as a whole should develop policies for employee rewards and recognitions to create a strong and modern Organizational Culture.

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