



A Comparative Study of Organizational culture among Public, Deemed and Private Universities of Rajasthan

Chaudhary A.K.* Jain N.**

*Senior Lecturer

Department of Psychology

Government Meera Girls College, Udaipur (Raj.)

**Research Scholar, Faculty of Management, Pacific University

ABSTRACT

The purpose of the present research work is to compare the level of organizational culture among public, private and deemed universities. Respondents were directly contacted for filling up the standard questionnaire of OCTAPACE-Profile, developed by Dr. Uday Pareek. Eight dimensions of culture (openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration experimenting) were assessed through the OCTAPACE-Profile Tool. The statistical techniques used for the study were F-test and t-test. Results conclude that there is no significant difference in openness value of organizational culture among private, public and deemed universities. There is significant difference in remaining seven dimensions of Organizational Culture (confrontation, trust, authenticity, pro-action, autonomy, collaboration experimenting) of organizational culture among private, public and deemed universities. The significance of the study is based on the challenges facing higher education and to improve their academic standard through creating healthy and work oriented organizational culture for public, private and deemed universities.

Key words: Organizational culture, Private University, Public University, Deemed University.

Introduction

Organizational culture is the vehicle through which individuals coordinate whole activities to achieve common goals and expectations. It can be a set of key dimensions, assumptions, understanding and norms that is shared by members of an organization. The well managed culture can improve performance significantly while the unmanaged culture will impede even the intentioned change effort. Ravasi and Schultz (2006) state that organizational culture is a set of shared mental assumptions that is to guide interpretation and action in organizations by defining appropriate behavior for various situations. At the same time although a company may have "own unique culture", in larger organizations. The organizational culture may also have negative and positive aspects. The word "university" is derived from the Latin *universitas magistrorum et scholarium*, which roughly means "community of teachers and scholars." The University Grants Commission (UGC) of India is a statutory organisation set up by Union public in 1956, for the coordination, determination and maintenance of standards of university education. The status of Deemed University is granted only after fulfilling certain criteria laid down by the UGC. The Deemed University status allows the institutions to develop their own syllabus and course work. They also get the autonomy to set its own guidelines

regarding admission and fees. Private Universities established by Entrepreneur with self financed. The Public Universities establish by public.

Review of Literature Lynn Okagaki Mary Kay Helling Gary E. Bingham (2009) conducted research on the topic “American Indian College Students’ Ethnic Identity and Beliefs about Education” 67 American Indian and 96 European-American undergraduate students responded to questions about their educational and ethnic beliefs and their perceptions of their mother’s and father’s support for education. The American Indian participants completed some additional items regarding their ethnic beliefs and their perceptions of their parents’ cultural beliefs and practices. American Indian students placed greater value on the instrumental importance of education, more strongly affirmed their ethnic identity, and felt closer to their ethnic group than did European American students For American Indian students, perceptions of mother’s socialization of cultural beliefs and practices were strongly related to students’ ratings of ethnic identity achievement, ethnic practices and belonging, and importance of ethnic identity Belief in one’s bicultural efficacy was positively correlated with American Indian students’ ratings of academic identity and belief in the instrumental importance of school. The results of this study, further research should be conducted to examine whether causal relations exist among American Indian students’ cultural and academic identities. These studies should focus on identifying mechanisms by which students develop bicultural efficacy and a positive orientation toward schooling. Adkins and Caldwell (2004) found that job satisfaction was positively associated with the degree to which employees fit into both the overall culture and subculture in which they worked. A perceived mismatch of the organization’s culture and what employees felt the culture should be is related to a number of negative consequences including lower job satisfaction, higher job strain, general stress, and turnover intent.

Objective of the Study: The significance of the study is based on the challenges facing higher education and to improve their academic standard through organizational by the public, private and deemed universities.

- 1) To study the organizational culture in the Public, Deemed and Private Universities,
- 2) To study the various dimensions like Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration Experimenting among employees of Public, Deemed and Private Universities
- 3) To compare the various dimensions among Public, Deemed and Private Universities.

Participant : The sample consisted of a total number of 90 academic and non academic staff 30 employees from public universities namely Mohan Lal Sukhadia University, University of Rajasthan, 30 employees from private universities namely Pacific University, Mewar university, and 30 employees from Deemed universities namely Rajasthan Vidyapeeth, Bansthathali Vidhyapeeth.

Methodology: First of all the head of the institutions were contacted and after taking permission for data collection respondents were contacted at their comfort zone of time. Then the OCTAPACE-Profile questionnaires were distributed and collected after 50 minutes. Thereafter scoring was done with the help of manual and interpretation was

done. F-test and t-test was applied for comparing study groups in the context of various dimensions.

Tool : The OCTAPACE-Profile is used This is the instrument which is developed by Dr. Udai Pareek. The OCTAPACE profile contain with 40 items that gives the organization culture in eight dimensions. The scale consist of eight dimensions are Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, and Experimenting. The instrument contain in two parts in part I dimensions are stated in items 1 to 24 (for deciding value of the statement – three statements of each of eight dimensions). Part two contains 16 statements on beliefs two statement of each eight dimensions. It has reliability 0.86 and validity is 0.69.

Tools Used for Data Collection

Questionnaire method was used to collect data from the respondents. The questionnaire was developed to measure organizational culture practices followed in different Universities. OCTAPACE-Profile index was computed by adding the score of all the forty items. Each item is rated with a 4 point scale i.e. 4 highly valued, 3 fairly high value, 2 rather low value, 1 very low value.

Research Design

Data were collected from 90 employees drawn from Public, Private and Deemed Universities. For testing the differences on present organizational culture practices among Public, Private and Deemed Universities, the distribution of sample is as follows: Public Universities = 30; Private Universities = 30; Deemed Universities = 30

Hypothesis

H1: There will be no significant difference among Public, Deemed and Private Universities regarding dimensions of organizational culture like openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimenting

H2 There will be no significant difference in the mean score between Public, and deemed universities regarding dimensions of organizational culture like openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, experimenting among employees.

H3: There will be no significant difference in the mean score between Public, and Private Universities regarding dimensions of organizational culture like openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, experimenting among employees.

H4: There will be no significant difference in the mean score between Deemed and Private Universities regarding dimensions of organizational culture like openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, experimenting among employees.

ANALYSIS AND DATA INTERPRETATION

H1: There will be no significant difference among Public, Deemed and Private Universities regarding dimensions of organizational culture like openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, experimenting

Table 1
Comparison of Public, Private and Deemed University regarding
OCTAPACE-Profile of Organizational Culture

Dimensions of OCTAPACE	Source of Variation	Sum of Square	Df	Mean Square	F	Significance
Openness	Between Groups	11.467	2	5.733	1.101	NS
	within Group	453.033	87	5.207		
	Total	464.500	89			
Confrontation	Between Groups	81.067	2	40.533	12.138	0.01
	within Group	290.533	87	3.339		
	Total	371.600	89			
Trust	Between Groups	67.822	2	33.911	6.302	0.01
	within Group	468.133	87	5.381		
	Total	535.955	89			
Authenticity	Between Groups	69.800	2	34.900	7.019	0.01
	within Group	432.600	87	4.972		
	Total	502.400	89			
Proaction	Between Groups	59.267	2	29.633	5.341	0.01
	within Group	482.733	87	5.549		
	Total	542.000	89			
Autonomy	Between Groups	1541.067	2	770.533	183.444	0.01
	within Group	365.433	87	4.200		
	Total	1906.500	89			
Collaboration	Between Groups	574.156	2	287.078	82.292	0.01
	within Group	303.500	87	3.489		
	Total	877.656	89			
Experimentation	Between Groups	77.267	2	38.633	7.270	0.01
	within Group	462.333	87	5.314		
	Total	539.600	89			

The F-ratio for Openness dimension of Organizational Culture was 1.01 which is insignificant. It infers that there is no significant difference among Public, Private and Deemed Universities over Openness dimension of Organizational Culture. The F-ratio for Confrontation dimension of Organizational Culture was 12.138 which is significant at 0.01 level. It infers that there is significant difference among Public, Private and Deemed Universities over Confrontation dimension of Organizational Culture. The F-ratio for Trust dimension of Organizational Culture was 6.302 which is significant at 0.01 level. It infers that there is significant difference among Public, Private and Deemed Universities over Trust dimension of Organizational Culture.

The F-ratio for Authenticity dimension of Organizational Culture was 7.019 which is significant at 0.01 level. It infers that there is significant difference among Public, Private and Deemed universities over Authenticity dimension of Organizational Culture. The F-ratio for Proaction dimension of Organizational Culture was 5.341 which is significant at 0.01 level. It infers that there is significant difference among Public, Private and Deemed Universities over Proaction dimension of Organizational Culture. The F-ratio for Autonomy dimension of Organizational Culture was 183.444 which is significant at 0.01 level. It infers that there is significant difference among Public, Private and Deemed

Universities over Autonomy dimension of Organizational Culture. The F-ratio for Collaboration dimension of Organizational Culture was 82.292 which is significant at 0.01 level. It infers that there is significant difference among Public, Private and Deemed universities over Collaboration dimension of Organizational Culture. The F-ratio for Experimenting dimension of Organizational Culture was 7.270 which is significant at 0.01 level. It infers that there is significant difference among Public, Private and Deemed universities over Experimenting dimension of Organizational Culture.

H2 There will be no significant difference in the mean score between Public, and Deemed Universities regarding dimensions of Organizational Culture like Openness, Confrontation, Trust, Authenticity, Pro-Action, Autonomy, Collaboration, Experimenting Among Employees.

Table 2
Comparison between Public and Deemed University regarding OCTAPACE-
Profile of Organizational Culture

Dimensions of OCTAPACE	Type	N	Mean	Std. Deviation	Mean Difference	t	Significance
Openness	Public	30	14.90	1.788	0.333	0.713	NS
	Deemed	30	14.57	1.832			
Confrontation	Public	30	15.20	1.627	0.267	0.716	NS
	Deemed	30	14.93	1.230			
Trust	Public	30	14.87	2.129	0.600	1.286	NS
	Deemed	30	14.27	1.413			
Authenticity	Public	30	13.97	2.371	0.300	0.551	NS
	Deemed	30	13.67	1.807			
Proaction	Public	30	16.23	1.654	0.733	1.822	NS
	Deemed	30	15.50	1.456			
Autonomy	Public	30	9.03	2.484	-5.267	-8.561	0.01
	Deemed	30	14.30	2.277			
Collaboration	Public	30	18.87	1.795	4.933	11.456	0.01
	Deemed	30	13.93	1.530			
Experimentation	Public	30	12.20	2.203	1.033	2.098	0.05
	Deemed	30	11.17	1.555			

The mean score for Public Universities on Openness dimension of Organizational Culture was found to be 14.90 and the mean score for Deemed Universities on Openness dimension of Organizational Culture was found to be 14.57. The mean difference was 0.333 and the 't' value was 0.713 which is insignificant. It infers that there is no significant difference in Openness dimension of Organizational Culture of Public and Deemed University. The mean scores represent that both universities having spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness. Both Universities encourages students, parents and outsiders to exchange their ideas, information, feedback, and suggestions. The mean score for Public Universities on Confrontation dimension of Organizational Culture was found to be 15.20 and the mean score for Deemed Universities on Confrontation dimension of Organizational Culture

was found to be 14.93. The mean difference was 0.267 and the 't' value was 0.716 which is insignificant. It infers that there is insignificant difference in Confrontation dimension of Organizational Culture of Public and Deemed University. The mean scores represent that both universities face the problems and take challenges without any hesitation in similar fashion. The mean score for Public Universities on Trust dimension of Organizational Culture was found to be 14.87 and the mean score for Deemed Universities on Trust dimension of Organizational Culture was found to be 14.27. The mean difference was 0.600 and the 't' value was 1.286 which is insignificant. It infers that there is insignificant difference in Trust dimension of Organizational Culture of Public and Deemed University. The mean scores represent that both universities maintains the confidentiality of information and do not misuse of information, they honour mutual commitment and obligations. The mean score for Public Universities on Authenticity dimension of Organizational Culture was found to be 13.97 and the mean score for Deemed Universities on Authenticity dimension of Organizational Culture was found to be 13.67. The mean difference was 0.300 and the 't' value was 0.551 which is insignificant. It infers that there is insignificant difference in Authenticity dimension of Organizational Culture of Public and Deemed University. The mean scores represents that both universities have enjoyed undisputed credibility and reduced distortion in communication. The mean score for Public Universities on Proaction dimension of Organizational Culture was found to be 16.23 and the mean score for Deemed Universities on Proaction dimension of Organizational Culture was found to be 15.50. The mean difference was 0.733 and the 't' value was 1.822 which is insignificant. It infers that there is insignificant difference on Proaction dimension of Organizational Culture of Public and Deemed University. The mean scores represents that both universities employees take initiatives, prepare preplan, and take preventive action, and calculating the payoffs of an alternative course before taking actions. The mean score for Public Universities on Autonomy dimension of Organizational Culture was found to be 9.03 and the mean score for Deemed Universities on Autonomy dimension of Organizational Culture was found to be 14.30. The mean difference was -5.267 and the 't' value was -8.561 which is significant at 0.01 level. It infers that there is significant difference in Autonomy dimension of Organizational Culture of Public and Deemed University. The mean scores represents that Deemed University provide more freedom to their employees for completion of work and take decision, they respecting and encourage individuals and more role autonomy in comparison to Public University. The mean score for Public Universities on Collaboration dimension of Organizational Culture was found to be 18.87 and the mean score for Deemed Universities on Collaboration dimension of Organizational Culture was found to be 13.93. The mean difference was 4.933 and the 't' value was 11.456 which is significant at 0.01 level. It infers that there is significant difference in Collaboration dimension of Organizational Culture of Public and Deemed University. The mean scores represents that Public University have more team spirit, working together (individuals and groups) to solve problems in comparison to Deemed University. The mean score for Public Universities on Experimentation dimension of Organizational Culture was found to be 12.20 and the mean score for Deemed Universities on Experimentation dimension of Organizational Culture was found to be 11.17. The mean difference was 1.033 and the 't' value was 2.098 which is significant at 0.05 level. It infers that there is significant difference in Experimentation dimension of

Organizational Culture of Public and Deemed University. The mean scores represents that Public University followed more innovative approach to solve problems, using feedback for improving skills of their employees, take a fresh look at all things, and encourage for creativity in their work in comparison to Deemed University.

H3: There will be no significant difference in the mean score between Public and Private Universities regarding dimensions of organizational culture like Openness, Confrontation, Trust, Authenticity, Pro-Action, Autonomy, Collaboration, Experimenting Among Employees.

Table 3
Comparison between Public and Private University regarding OCTAPACE-
Profile of Organizational culture

Dimensions of OCTAPACE	Type	N	Mean	Std. Deviation	Mean Difference	t	Significance
Openness	Public	30	14.90	1.788	0.867	1.355	NS
	Private	30	14.03	3.011			
Confrontation	Public	30	15.20	1.627	2.133	4.006	0.01
	Private	30	13.07	2.420			
Trust	Public	30	14.87	2.129	2.067	3.010	0.01
	Private	30	12.8	3.101			
Authenticity	Public	30	13.97	2.371	2.000	3.209	0.01
	Private	30	11.97	2.456			
Proaction	Public	30	16.23	1.654	1.967	2.826	0.01
	Private	30	14.27	3.433			
Autonomy	Public	30	9.03	2.484	-10.133	-20.378	0.01
	Private	30	19.17	1.117			
Collaboration	Public	30	18.87	1.795	5.700	10.953	0.01
	Private	30	13.17	2.214			
Experimentation	Public	30	12.20	2.203	-1.233	-1.837	NS
	Private	30	13.43	2.944			

The mean score for Public Universities on Openness dimension of Organizational Culture was found to be 14.90 and the mean score for Private Universities on Openness dimension of Organizational Culture was found to be 14.03. The mean difference was 0.867 and the 't' value was 1.355 which is insignificant. It infers that there is insignificant difference in Openness dimension of Organizational Culture of Public and Private University. The mean scores represent that both universities have spontaneous expression of feelings and thoughts, and they share without defensiveness. Both Universities encourage students, parents and outsiders to exchange their ideas, information, feedback, and suggestions. The mean score for Public Universities on Confrontation dimension of Organizational Culture was found to be 15.20 and the mean score for Private Universities on Confrontation dimension of Organizational Culture was found to be 13.07. The mean difference was 2.133 and the 't' value was 4.006 which is significant at 0.01 level. It infers that there is significant difference in Confrontation dimension of Organizational Culture of Public and Private University. The mean scores represent that Public Universities have face more problems and take challenges without any hesitation in

comparison to Private University. The mean score for Public Universities on Trust dimension of Organizational Culture was found to be 14.87 and the mean score for Private Universities on Trust dimension of Organizational Culture was found to be 12.80. The mean difference was 2.067 and the 't' value was 3.010 which is significant at 0.01 level. It infers that there is significant difference in Trust dimension of Organizational Culture of Public and Private University. The mean scores represent that Public Universities have more maintains the confidentiality of information and they do not misuse the information, they honour mutual commitment and obligations in comparison to Private University. The mean score for Public Universities on Authenticity dimension of Organizational Culture was found to be 13.97 and the mean score for Private Universities on Authenticity dimension of Organizational Culture was found to be 11.97. The mean difference was 2.000 and the 't' value was 3.209 which is significant at 0.01 level. It infers that there is significant difference in Authenticity dimension of Organizational Culture of Public and Private University. The mean scores represents that Public Universities enjoyed more undisputed credibility and reduced distortion in communication in comparison to Private University. The mean score for Public Universities on Proaction dimension of Organizational Culture was found to be 16.23 and the mean score for Private Universities on Proaction dimension of Organizational Culture was found to be 14.27. The mean difference was 1.967 and the 't' value was 2.826 which is significant at 0.01 level. It infers that there is significant difference in Proaction dimension of Organizational Culture of Public and Private University. The mean scores represents that Public Universities employees take more initiative, preplanning, and preventive actions, and calculating the payoffs of an alternative course before take action in comparison to Private University. The mean score for Public Universities on Autonomy dimension of Organizational Culture was found to be 9.03 and the mean score for Private Universities on Autonomy dimension of Organizational Culture was found to be 19.17. The mean difference was -10.133 and the 't' value was -20.378 which is significant at 0.01 level. It infers that there is significant difference in Autonomy dimension of Organizational Culture of Public and Private University. The mean scores represent that Private University employees got more freedom for completion of work and take decision, they respecting and encourage individuals and implement more role autonomy in comparison to Public University. The mean score for Public Universities on Collaboration dimension of Organizational Culture was found to be 18.87 and the mean score for Private Universities on Collaboration dimension of Organizational Culture was found to be 13.17. The mean difference was 5.700 and the 't' value was 10.953 which is significant at 0.01 level. It infers that there is significant difference in Collaboration dimension of Organizational Culture of Public and Private University. The mean scores represents that Public University enjoyed more team spirit, they working together (individuals and groups) to solve problems in comparison to Private University. The mean score for Public Universities on Experimentation dimension of Organizational Culture was found to be 12.20 and the mean score for Private Universities on Experimentation dimension of Organizational Culture was found to be 13.43. The mean difference was -1.233 and the 't' value was -1.837 which is insignificant. It infers that there is insignificant difference in Experimentation dimension of Organizational Culture of Public and Private University. The mean scores represents that both Universities adopt

innovative approach to solve problems, using feedback for improving culture of the organization, take a fresh look at all things, and encourage creativity among employees.

H4: There will be no significant difference in the mean score between Deemed and Private Universities regarding dimensions of organizational culture like Openness, Confrontation, Trust, Authenticity, Pro-Action, Autonomy, Collaboration, Experimenting Among Employees.

Table 4
Comparison between Deemed and Private University regarding OCTAPACE-
Profile of Organizational culture

Dimensions of OCTAPACE	Type	N	Mean	Std. Deviation	Mean Diff	t	Significance
Openness	Deemed	30	14.570	1.832	0.533	0.829	NS
	Private	30	14.030	3.011			
Confrontation	Deemed	30	14.930	1.230	1.867	3.766	0.01
	Private	30	13.070	2.420			
Trust	Deemed	30	14.270	1.413	1.467	2.358	0.05
	Private	30	12.800	3.101			
Authenticity	Deemed	30	13.670	1.807	1.700	3.054	0.01
	Private	30	11.970	2.456			
Proaction	Deemed	30	15.500	1.456	1.233	1.811	NS
	Private	30	14.270	3.433			
Autonomy	Deemed	30	14.300	2.277	-4.867	-10.512	0.01
	Private	30	19.170	1.117			
Collaboration	Deemed	30	13.930	1.530	0.767	1.560	NS
	Private	30	13.170	2.214			
Experimentation	Deemed	30	11.170	1.555	-2.267	-3.729	0.01
	Private	30	13.430	2.944			

The mean score for Deemed Universities on Openness dimension of Organizational Culture was found to be 14.570 and the mean score for Private Universities on Openness dimension of Organizational Culture was found to be 14.030. The mean difference was 0.533 and the 't' value was 0.829 which is insignificant. It infers that there is insignificant difference in Openness dimension of Organizational Culture of Deemed and Private University. The mean scores represent that both universities have spontaneous expression of feelings and thoughts, and they share without defensiveness. Both Universities encourage students, parents and outsiders to exchange their ideas, information, feedback, and suggestions. The mean score for Deemed Universities on Confrontation dimension of Organizational Culture was found to be 14.930 and the mean score for Private Universities on Confrontation dimension of Organizational Culture was found to be 13.070. The mean difference was 1.867 and the 't' value was 3.766 which is significant at 0.01 level. It infers that there is significant difference in Confrontation dimension of Organizational Culture of Deemed and Private University. The mean scores represent that Deemed Universities face more the problems and take challenges without any hesitation in comparison to Private University. The mean score for Deemed Universities on Trust

dimension of Organizational Culture was found to be 14.27 and the mean score for Private Universities on Trust dimension of Organizational Culture was found to be 12.800. The mean difference was 1.467 and the 't' value was 2.358 which is significant at 0.05 level. It infers that there is significant difference in Trust dimension of Organizational Culture of Deemed and Private University. The mean scores represent that Deemed Universities maintains more confidentiality of information and they do not misuse of the information, they honour mutual commitments and obligations in comparison to Private University. The mean score for Deemed Universities on Authenticity dimension of Organizational Culture was found to be 13.670 and the mean score for Private Universities on Authenticity dimension of Organizational Culture was found to be 11.970. The mean difference was 1.700 and the 't' value was 3.054 which is significant at 0.01 level. It infers that there is significant difference in Authenticity dimension of Organizational Culture of Deemed and Private University. The mean scores represents that Deemed Universities enjoyed more undisputed credibility and reduced distortion in communication in comparison to Private University. The mean score for Deemed Universities on Proaction dimension of Organizational Culture was found to be 15.500 and the mean score for Private Universities on Proaction dimension of Organizational Culture was found to be 14.270. The mean difference was 1.233 and the 't' value was 1.811 which is insignificant. It infers that there is significant difference in Proaction dimension of Organizational Culture of Deemed and Private University. The mean scores represents that Deemed Universities take more initiative, preplanning, and preventive actions, and calculating the payoffs of an alternative course before take action in comparison to Private University. The mean score for Deemed Universities on Autonomy dimension of Organizational Culture was found to be 14.300 and the mean score for Private Universities on Autonomy dimension of Organizational Culture was found to be 19.170. The mean difference was -4.867 and the 't' value was -10.512 which is significant at 0.01 level. It infers that there is significant difference in Autonomy dimension of Organizational Culture of Deemed and Private University. The mean scores represents that Private University employees enjoyed more freedom to take decision regarding assigned job, they respecting and encourage individuals and implement more role autonomy in comparison to Deemed University. The mean score for Deemed Universities on Collaboration dimension of Organizational Culture was found to be 13.930 and the mean score for Private Universities on Collaboration dimension of Organizational Culture was found to be 13.170. The mean difference was 0.767 and the 't' value was 1.560 which is significant at 0.01 level. It infers that there is insignificant difference in Collaboration dimension of Organizational Culture of Deemed and Private University. The mean scores represents that both Universities enjoyed team spirit, they working together (individuals and groups) to solve problems. The mean score for Deemed Universities on Experimentation dimension of Organizational Culture was found to be 11.170 and the mean score for Private Universities on Experimentation dimension of Organizational Culture was found to be 13.430. The mean difference was -2.267 and the 't' value was -3.729 which is significant at 0.01 level. It infers that there is significant difference in Experimentation dimension of Organizational Culture of Deemed and Private Universities. The mean scores represents that Private Universities adopt more innovative approach to solve problems, using feedback for improving organizational

culture, take a fresh look at all things, and encourage creativity among employees in comparison to Deemed University.

Findings There is no significant difference among Public, Private and Deemed universities on Openness and experimentation dimension of Organizational Culture.

There is significant difference among Public, Private and Deemed universities on Confrontation, Trust, Authenticity, Proaction, Autonomy and Collaboration dimension of Organizational Culture.

Recommendations

- 1 Government should provide more freedom to their employees for planning and organizing of any project, they respecting and encouraging individuals and provide more role autonomy to the public university.
- 2 Deemed university and Private University needed to develop in the field of team spirit among employee and inspire to working together (individuals and groups) for solving any problem.
- 3 Deemed University and Public University should uses more innovative approach to solve problems, using feedback for improving organizational culture, take a fresh look at all things, and encourage their employees for creativity.
- 4 Private University needed to face the problems and take challenges without any hesitation, maintaining the confidentiality of information and do not misuse of the information, they have to honour mutual commitment and obligations, to create undisputed credibility and reduced distortion in communication.
- 5 Deemed and Private University should take more initiative, preplanning, and preventive actions.

Limitation of the study: This research is limited to the educational sector of Rajasthan. This study relied on self report and surveyed data.

References

Adkins, B. and Caldwell, D. (2004). "Firm or subgroup culture: Where does fitting in matter most?" *Journal of Organizational Behavior*, 25(8) pp. 969–978

Lynn Okagaki Mary Kay Helling Gary E. Bingham (2009) "American Indian College Students' Ethnic Identity and Beliefs about Education" *Journal of College Student Development*, March/April 2009, vol 50 no 2 pp. 157-176.

Ravasi, D., Schultz, M. (2006), "Responding to organizational identity threats: exploring the role of organizational culture", *Academy of Management Journal*, Vol.49, No.3, pp. 433–458. Retrieved <http://www.jstor.org/stable/1981868> .Accessed: 30/01/2011 14:11