LITERATURE REVIEW –

Review of Literature helps us to distinguish between what has been done and what needs to be done and helps to know recommendations of previous research listed in their studies for further research in the field of culture, leadership and about infrastructure industries in India.

a. LITERATURE REVIEW ON CULTURE

Nebojsa Janicijevic (2011) Analyzed that, In the Thirty-years-long research of organisational culture, two mutually opposed methodological approaches has emerged: objectivistic – quantitative and subjectivistic-qualitative. These two approaches are based on opposite ontological and epistemological assumptions; they include different types of research, and use opposite, quantitative v/s qualitative, methods of research. Each of the methodological approaches has its advantages and disadvantages. For this reason a hybrid approach emerges as a legitimate choice in organisational culture research methodology. It combines elements of both subjectivistic and objectivistic methodological approaches, according to the goals, content, and context of the research and preferences of the researcher. Since it is possible to combine the two principal methodological approaches in various ways, there are several possible hybrid methodologies in organisational culture research.

Judy H. Gray, Lain L Densten (2010), has proposes the integration of the competing values framework knowledge creation and conversion model. Conceptual parallels between the two models are identified and the interaction effects among dimensions are analyzed. The resulting organisational knowledge management models should further understand of the social and organisational cultural processes that drive knowledge creation and underpin organisational effectiveness. Implications for theory and practice, as well as directions for future research, are presented.

Julia C.Naranjo, Valencia, Requel Sanz Valle and Daniel Jime’ nez (2010), they made study on empirically the relationships among organisational culture and product
innovation. Findings are recorded as, Organisational culture is considered to be one of the key elements in both enhancing and inhibiting innovation. The findings provide evidence about this proposition. While adhocratic cultures could enhance the development of new products or services, hierarchical cultures inhibit product innovation. Practical implications are that, first, in order to increase product innovation; companies should foster cultures with external and flexibility orientations. Moreover, the paper suggests that values, beliefs and assumptions that are coherent with adhocratic culture are key drivers for developing new products or services.

Olu Ojo (2009), analyzed and assesses empirically the impact of corporate culture on employee job performance as well as organisational productivity using Nigerian banking industry as the case study. He tries to ascertain if organisational culture affects employee job performance, and to formulate recommendations regarding corporate culture and employee job performance. He comes out with the result that majority of the respondents strongly agrees that corporate culture has effect on employee job performance, and that Majority of the employees respondents agree that corporate culture has effect determines the productivity level of the organisation.

Angela Sinickas (2006), Argues that Corporate culture can help drive business results, but it takes a cultural audit to differentiate which elements of the culture can lead to superior performance. Angela Sinickas conducts employee engagement surveys that are specifically designed to measure the correlation between employee behaviors and attitudes that define an organization’s culture and its financial results. The questions are developed in two categories: behavior defining outcomes with financial value and behaviors and attitudes describing inputs that could affect those outcomes.

William H Mobley, Lena Wang & Kate Fang (Summer 2005), they analyzed that thinking about organisations that are the leaders in business or industry sector. What is it that is living them competitive advantage? cost? Quality? Technology? Product and Process Innovation? Customer Service? Logistics Chain? Talent? Or Brand? Yes, each of these may be a key factor that helps organisations differentiate themselves. However,
there is a much less obvious and less tangible factor that also can be a determining source of competitive advantage and that factor is organisational culture.

Daniel R. Dension, Stephanie Haaland & Paulo Goeler (2004), analyzed one of the most difficult challenges for the field of international management is the application of theories and models developed in one part of the world to understand phenomena that occurs in another part of the world. Much of the early concern about this issue concentrated on the relevance of American theories abroad. But more recently, the same problem has been faced by Japanese theories of quality control and knowledge creation; or by European theories of joint ventures or organisational design. The goal of these efforts is to develop a useful general frame of reference, but also allow for the needed sensitivity to local variation.

Some of the biggest challenges for developing theories with cross-cultural relevance come in the area of organisational studies. Differences in behaviour, work values, and culture have been studied by many researchers in many counties. Several frame works have proven useful for understanding culture difference (e.g., Trompenaars and Hofstede) and have helped to establish some relatively universal dimensions (e.g., individualism, power distance) that can be useful in understanding differences across national cultures. But few researchers have attempted to understand the impacts these behavioral differences have in different national contexts.

ME Sempane, H S rieger & g Roodt (2002), the aim of this study was to establish whether a relationship existed between the variables job satisfaction and organisational culture of employees within a service organisation. After the study significant differences were found between some geographical variables and responses on the OCQ. A significant relationship was found between scores of the OCQ and the MJSQ. The managerial implications of the findings were further explored in the study.

Rosalie L Tung & Alain Verbeke (2000), analysed that while Hofstede’s work was not the first systematic study on cross-national cultures, his seminal book, culture’s
consequences: international Differences in work-related values (1980), Succeeded in putting cross-cultural analysis that the “business of International Business is Culture” (1994:1). Despite the criticisms that have been voiced against his work (see Mc Sweeney, 2002; Oyserman, Coon & Kemmelmeier, 2002), Hofstede’s influence on the fields of IB and Management is undeniable: according to Harzing’s “Publish or Perish” citation index, as of June 2010 there were over 54,000 citations to his work. This is remarkable record that , attests to, first the growing popularity if cross-cultural research in light of continued internationalization of the world economy and second, and Hofstede’s personal impact on scholarly research.

Richard Seel (2000), Conventional approaches to organisational culture and change have been inadequate, partly because they have been based on outmoded models of organisational dynamics. A complexity approach can offer a new perspective which leads to a radically different kind of practice for change agents.

Jaap J. Van Muijen, Paul Koopman, et. al, (1999), They have come out with article describes two studies. The first study concerns the development on an internationally useful questionnaire for measuring organisational culture on the basis of Quinn’s (1998) competing values model. The competing values model describes four cultural orientations. These are the support, innovation, rules and goal orientation. The questionnaire consists of two parts: descriptive part (measuring organisational practices) and an evaluate part (Measuring characteristics of the organisation). The first study shows that seven of the eight scales meet psychometric criteria. The second study shows preliminary results regarding the influence of country and sector on organisational culture. Organizational culture is again divided into practices and values (characteristics). Sector and organisation are expected to explain differences in organisation and expected to explain differences in organisational practices, and country to explain differences in organisational values. Sector does not have a direct effect on practices and values. There is a sector-country interaction effect on practices and values. On the individual level organisation influences both practices and values, whereas country only influences values. Sector has neither a direct nor an interaction effect on organisational culture.
Malcolm G Patterson, Michael A West, Rebecca Lawthom, Stephen Nickell, (1997), they were analyzed, What factors most influence company performance? In the latter half of the twentieth century, a litany in many companies has been ‘our employees are our most valuable resource’. This rhetoric has been so often repeated that it is now cliché. Despite this, many small and medium sized enterprises still neglect to invest resources, time and creativity in the management of people within organisations (West, Lawthom, Patterson and Stainforth, 1996). But the two assumptions of this position need to be carefully tested. These are: that people are the most valuable resource of an organisation, and that the management of people makes a difference to company performance.

Tarun Khanna & Krishna Palepu (2004), they theorize about, and provide data and analyses on, the challenges faced by emerging giants. We mean this term to encompass companies that have their origins in developing countries but have developed business models that allow them to compete with world class companies originating worldwide. The paper draws on our existing formal academic work and on our interactions with executives worldwide over the past several years, performs some new empirical analyses on the journey taken by emerging giants, and illustrates general principles through case studies from countries in Asia, Africa, Latin America and Eastern Europe. Finally, the paper is written primarily for a practitioner audience, through it refers to our background scholarly work.

b. LITERATURE REVIEW ON LEADERSHIP

Noel M, Tichy & David O. Ulrich (2008), In their article the Leadership challenge – A call for the Transformational Leader”, Noel M. Tichy and David O. Ulrich seek to define a new brand of leadership consistent with the changing nature of the US Economy and World Market. They seek to define the qualities of a Transformational leader and delineate the organisational dynamics of change a leader must manage, in terms of structure, culture and the individuals that make up an organization. The following discussion provides an over-view of Tichy and Ulrich’s main points, questions the
outcomes of transformational leadership, and compares and contrasts a transformational leader with the concept of level 5 leadership.

**Kasim Randeree & Abdul Ghaffar Chaudhry (Oct. 2007),** Dubai is regional leader in Infrastructure development. Rapid growth has led to project Management gaining tremendous importance in the construction sector. Employees are an important part of any industry and their job satisfaction and organisational commitment affects the turnover rate and productivity of company (*Benkhoff, 1997; Randeree and Chaudhry, pending*). Leadership has a strong influence on employees’ job satisfaction and organisational commitment (*lok & Crawford, 1999*). Thus, it is vital to examine leadership styles in a rapidly growing industry in what is also such a cosmopolitan city. Hence, the research undertaken aim to study leadership styles in construction project management in Dubai. The findings show that employees feel that consensus and team management leadership styles are predominant in the industry and employees have shown preference for working under these leadership styles.

**S A Masood, S S Dani, N D Burns & C J Backhouse (2006),** This paper analyses and provides a new leadership alignment model incorporating various concepts focusing on leadership styles, organisational leadership, and situational strength. These concepts are brought together to introduce a leadership model, which looks not only at individual leadership and the effect of that on the organisation but also at an organisation as system and how leadership behaviour and culture in individual departments or sections in an organisation can be explained.

**Emmanuel Ogbonna & Lloyd C. Harris, (2000),** Argued that the topics of leadership & Organisational Culture have attracted considerable interest from both academics and practitioners. Much of the interest in the two areas is based on explicit and implicit claims that both leadership and culture are linked to organisational performance. However, while the links between leadership and performance and between culture and performance have been examined independently. Few studies have investigated the association between the three concepts. This paper examines the nature of this relationship and presents empirical
evidence with suggests that the relationship between leadership style and performance is mediated by the form of organisational culture that is present. The paper concludes with a number of implications for theory and practice.

Ela Oney-Yazici, Heyecan Giritli, Gulfer Topc-Oraz & Emrah Acar (2007), Purpose

The main stimulus of this study is to examine the cultural profile of construction organisations within the context of Turkish Construction Industry. Future research direction, it highlights the need of cross-cultural comparison among different countries, and an investigation of the effects of cultural profiles of the organisational members on organisational culture. The questionnaire based on OCAI (Organisational Culture Assessment Instrument) is used, a well-known and widely used measurement tool developed by Cameron and Quinn (1999). The Turkish Construction Industry has been dominated by firms with a mixture of clan and hierarchy cultures. In addition, the analysis reported here indicates cultural differences at organisational level in terms of firm type, size and age.


United States population raises several important questions about the future role of public administration and the delivery of culturally appropriate and culturally responsive public programs and public services in the post modern era of diversity. What is cultural competency in public programs and public service delivery? Can public agencies become culturally competent organisations? What is cultural competency model for public administration and public service delivery?, Aims to answer these questions that point to the need for a “new” kind of public servant and public service agency provider – one who possesses explicit cultural competency skills to work with racial/ethnic and cultural/linguistic groups in the delivery of public programs and public Services. Embracing cultural competency in public service delivery recognizes the salience of understanding the cultural context in which any direct public service encounter occurs. Advancing cultural competency presents an opportunity to address the incomplete and often times inaccurate public services and public programs provided to minority populations. A focus on cultural competency increases the relevancy of public agency’s
administration, services and program to the groups that can best utilize them. Having knowledge, awareness and skills in cultural competency, service delivery professionals are better prepared to do their jobs.

Hee-Jae Cho (2000), Researcher comes out with, how to validate the organisational culture questionnaire, Construction of Scale, usage of Pearson’s correlation, alpha coefficients etc.,

c. LITERATURE REVIEW ON INFRASTRUCTURE INDUSTRIES.
Edwin H. W. Chan and Raymond Y. C. Tse, (2003), they establish a valid groundwork for further research on the impact of cultural issues on contractual arrangements; conflict causation, and the selection of dispute resolution mechanisms for international construction projects. The Researcher reviews the characteristics of international construction activities and discusses the cultural context. They set the research background for disseminating the findings of two surveys, carried out in Hong Kong and in London and Sydney. The study identifies the important features expected for the contract of international construction projects and ascertains their significance to further in-depth research.

Sanford V. Berg (March 2009), The international financial crisis and global downturn will influence prospects for infrastructure investment, particularly in developing countries where income growth will be significantly affected. Likely policy changes (based on short-term political considerations) result in a riskier environment for investment. Furthermore, citizens will be particularly concerned with price increases in those network sectors that government agencies are supposed to be supervising. Thus, it is a good time to examine the factors that affect infrastructure performance—to assist businesses in fine-tuning their investment strategies and to help political leaders appreciate the importance of providing predictable policy environments if they are not to damage these key sectors—energy, water, telecommunications, and transportation. Therefore, the purpose of this paper is to help investors assess trends in these sectors regardless of the nation under consideration.
Arghadeep Laskar and C. V. R. Murthy, (2004), The construction industry is the second largest industry of the country after agriculture. It makes significant contribution to the national economy and provides employment to large number of people. The use of various new technologies and deployment of project management strategies has made it possible to undertake projects of mega scale. In its path of advancement, the industry has to overcome a number of challenges. However, the industry is still faced with some major challenges, including housing, disaster resistant construction, water management and mass transportation. Recent experiences of several new mega-projects are clear indicators that the industry is poised for a bright future. It is the second homecoming of the civil engineering profession to the forefront amongst all professions in the country.

Marcus W. Dicksona, Deanne N. Den Hartogb, Jacqueline K. Mitchelsona, (2003), In researchers view, researchers describe major advances and emerging patterns in this research domain over the last several years. Starting point for this update is roughly 1996–1997, since those are the dates of two important reviews of the cross-cultural leadership literature [specifically, House, Wright, and Aditya (House, R. J., Wright, N. S., & Aditya, R. N. (1997). Cross-cultural research on organizational leadership: A critical analysis and a proposed theory. In: P. C. Earley, & M. Erez (Eds.), new perspectives on international industrial/organizational psychology (pp. 535–625). San Francisco, CA) and Dorfman (Dorfman, P.W, (1996). International and cross-cultural leadership research In: B. J.Punnett, & O. Shenkar (Eds.), Handbook for international management research, pp. 267–349, Oxford, UK: Blackwell)]. Researchers describe the beginnings of the decline in the quest for universal leadership principles that apply equivalently across all cultures, and it focus on the increasing application of the dimensions of culture identified by Hofstede [Hofstede, G. (1980). Culture’s consequences: International differences in work-related values (Abridged ed.), Newbury Park, CA: Sage] and others to describe variation in leadership styles, practices, and preferences. Researchers also noted the emergence of the field of cross-cultural leadership as a legitimate and independent field of endeavor, as reflected in the emergence of publication outlets for this research, and the establishment of long-term multinational multi-investigator research programs on the topic. We conclude with a
discussion of progress made since the two pieces that were our departure point, and of progress yet to be made.