Functional Ethos in Organizations: Validating the Framework

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ABSTRACT

Organizational Ethos represents the underlying spirit of an organization. It is based on core values prevailing in the organisation and is reflected in beliefs, customs and practices therein. Pareek has developed Octapace Profile for measurement of eight core values (Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, and Experimentation) that constitute functional organizational ethos and lead to institution building. The framework of octapace profile has been analysed. Confirmatory factor analysis of 40 items of the instrument, measured on 302 randomly selected executives in a public sector industry, has thrown new light on the conceptual framework of octapace profile. Instead of eight factors, only two clear factors emerged, one representing functional ethos and the other dysfunctional ethos. Correlation of individual items with the score for each subscale has revealed weak items that need to be redesigned for enhancing the reliability and validity of the instrument. The study points to the need for redesigning the framework for measurement of functional organizational ethos.

Keywords: *Core Values, Organizational Ethos, Institution Building, Measurement Framework, Framework Validation.*

INTRODUCTION

Organizational Ethos (Schwaninger, 2006) is reflected by beliefs, customs and practices in an organization. It is based on core values prevailing in the organization. Organizational ethos represents the underlying spirit of an organization. Pareek (1975) identified Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, and Collaboration (collectively represented by the acronym OCTAPAC) as the seven core values of organizational development. These values were extensively used for organization and human resource development (Rao & Abraham, 1990). Later on, a new core value, viz. Experimentation was added to the framework of octapace. The new acronym OCTAPACE emerged with the inclusion of the eighth core value. Pareek (1994a) developed Octapace Profile for measurement of octapace values which are briefly described below.

OctapaceValues

Openness: It is possible to express oneself (to share one's thoughts and feelings) spontaneously without fear or apprehension; there is no defensiveness in expression. When openness is high, honest feedback, either positive or negative, can be easily given in the organization for the benefit of the recipients.

Confrontation: Organization encourages surfacing of problems and solving them, not allowing them to be concealed or avoided. When confrontation is low, problems are not attended to in the organization; they multiply and compound.

Trust: People in the organization honor their mutual obligations and commitments. They maintain confidentiality of information shared with them by others; they do not misuse the same. When trust is high organizational members do not view each other with suspicion.

Authenticity: People in the organization do what they say and say what they do. There is congruence among doing, saying, and feeling. When authenticity is low, people say something but mean the opposite.

Proaction: Organization promotes advance planning and initiates action for preventing the negative manifestation of forthcoming actions or events. When proaction is low, people generally do not initiate action in advance. When they take action, it is invariably in the form of a reaction to the outcome of an action or event.

Autonomy: Organization allows freedom to organizational members to plan and act in their respective areas of responsibility. When autonomy is high, empowerment is promoted.

Collaboration: Spirit of giving and receiving help prevails in the organization. When collaboration is low, teamwork suffers in the organization.

Experimentation: Organization encourages organizational members to look at new ways of doing things rather than maintaining the status quo. When experimentation is high, creativity is promoted in the organization.

ATIONALE FOR THE STUDY

Octapace represents functional organizational ethos and symbolizes eight steps for institution building (Pareek, 1994b). Octapace ethos reinforces internal locus of control at the individual level and promotes functional climate at the organizational level (Pareek, 2002). Strengthening of functional organizational ethos is relevant for promoting individual and organizational effectiveness, while ensuring human well-being in the organization. Measurement of functional organizational ethos is helpful in keeping a track of its strengthening as a result of measures taken. Validation of framework for functional organizational ethos has been undertaken in this study to pave way for enhancing the reliability and validity of its measurement.

CTAPACE PROFILE

Octapace Profile (Annexure) comp items divided into 8 subscales. The items represent values and the represent beliefs. Each octapace represented by 3 values and 2 beliefs. Each item is scor point Likert scale, from 1 to 4 (1 representing not shared and 4 representing highly valued or widely sha items in octapace profile directly contribute to values. 11 items are inversely worded; they negate values. Inversely worded items are marked with an aste they need to be inverted for representing octapace va result of inversion, the actual score of 1, 2, 3, 4, resp becomes 4, 3. 2, 1. Sum of the scores for the direct ite inverted score(s) for the inversely worded item(s) in a s provides the score for the related octapace value included in each subscale are as follows. Open represented by items 1, 9, 17, 25* and 33. Confron represented by items 2, 10, 18, 26* and 34. Trust is repre by items 3, 11, 19, 27 and 35*. Authenticity is repres items 4, 12*, 20, 28* and 36. Proaction is represented by i 13, 21, 29 and 37. Autonomy is represented by items 6, 1 30* and 38. Collaboration is represented by items 7, 15, and 39. Experimentation is represented by items 8, 16, and 40*. Octapace profile has been used in several re studies involving measurement of functional organiz ethos (Srivastav, 1995; Mathur & Singhvi, 1997; Shanna Hazarika, 2004; Srivastava & Srivastava, 2004; Lobo & 2005; Niranjana & Pattanayak, 2005; Azmi & Sharma, Pareek (2002) has reported high internal consis reliability for octapace profile as a whole, at the same pointing out the weakness of five out of eleven inv worded items.

BJECTIVES

- To revalidate the framework of functi organizational ethos used in Oct Profile.
- To identify the scope for enha the measuring capability of Oct Profile.

ETHODOLOGY

The study was conducted in a large I public sector manufacturing industry multiple units in multiple locati Workshops were conducted across the un explain the framework and significance of funct organizational ethos. Octapace data was collected conditioning the participants to undertake the exercise an open mind without apprehensions. Data collection i manner minimized data errors due to possible manipul by the respondents. Participants were promised and their individual octapace profiles. Due care was take include participants representing different kinds of div (age, gender, hierarchical level, and functional alloca obtained in the organization. Filled-in octapace se sheets with complete and valid data constituted 302 octa samples.

Individual scores on each of the 40 items corresponding to 302 respondents (after inverting the scores for inversely worded items) were subjected to Confirmatory Factor Analysis (CFA) (Brown, 2006) to extract eight factors corresponding to eight octapace values using SPSS package. Seven types of extraction followed by four types of rotation for each type of extraction were carried out. The best interpretable extraction-rotation combination was selected for the study of factor structure. Factors with Eigen values greater than one were considered for interpretation. Factor loadings of less than 0.3 were taken as low. Loadings of 0.5 or more were taken as high. Loadings equal to or more than 0.3 but less than 0.5 were taken as moderate. High and moderate loadings were used for interpretation of factors.

Item-Total Correlation (ITC) (Churchill, 1979) was done for each item (after inverting the scores for inversely worded items) with each subscale total. Correlation coefficients > 0.7 were categorized as high; > 0.5 but < 0.7 as moderate; > 0.3 but < 0.5 as low. Correlation coefficients < 0.3 were categorized as very low. Significance levels of $p < .01$, $p < .05$, and $p < 0.1$ were considered.

To ensure a good level of relatedness among items comprising a subscale, each item must have a moderate to high positive correlation with the total score for the related subscale. This promotes higher internal consistency reliability (Kline, 1986) and convergent validity (Enders, 2004) of the subscale. In a multi dimensional scale, the constituent subscales must represent distinctly different dimensions. Each item should clearly represent its targeted dimension (own dimension) and discriminate it with all other dimensions. To ensure good discriminant validity of a multi dimensional scale, positive correlation of the item should be higher with its own dimension and lower with other dimensions. This promotes higher discriminant validity (Enders, 2004) for a multi dimensional scale.

Item scores (after inverting the scores for inversely worded items) were correlated with Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation scores. For an acceptable convergent validity of a subscale, ITC for any constituent item as above should be positive and moderate to high. For an acceptable discriminant validity of subscales, ITC for own subscale should be positive and higher but ITC for other subscales should be positive and lower. None of the correlations as above should be negative, or else the corresponding item would negate the octapace value.

RESULTS

Confirmatory Factor Analysis

• Principal Component Analysis with Varimax Rotation yielded the best interpretable factors. CFA resulted in two factors with Eigen values greater than one. Table 1 illustrates loadings for each item of octapace profile on two factors. Loadings < 0.3 have not been listed in Table 1 as they are not used for interpretation.

Table 1: Factor Loadings

Items	Factor 1	Factor 2
1	.672	
2	.657	
3	.667	
4	.552	
5	.572	
6	.560	
7	.751	
8	.573	
9	.687	
10	.618	
11	.632	
12A	.457	-.304
13	.702	
14A	.598	
15	.597	
16	.733	
17	.667	
18	.689	
19	.738	
20	.681	
21	.656	
22A		
23A		-.387
24	.677	
25A		-.627
26A		-.631
27	.575	
28A		-.603
29	.599	
30A		-.535
31A		-.658
32	.523	
33	.697	
34	.622	
35A		-.539
36	.355	
37	.565	
38	.668	
39	.662	
40A	.437	

- Item 22A does not cluster on any factor.
- Item 12A clusters on both factors; there is a positive medium loading on Factor 1 and a negative medium loading on Factor 2.
- All the directly scored items (1-11, 13, 15-21, 24, 27, 29, 32-34, 36-39) cluster on Factor 1 with positive loadings. Item 36 has a moderate loading but the remaining of these items have high loadings.
- Items 12A, 14A and 40A cluster in Factor 1 with positive loadings; items 12A and 40A have medium loadings; item 14A has a high loading.
- Items 12A, 23A, 25A, 26A, 28A, 30A, 31A and 35A have negative loadings on Factor 2; items 12A and 23A hav loadings; items 25A, 26A, 28A, 30A, 31A and 35A loadings.

Item Total Correlation

Openness Items : As depicted in Table 2, four ite subscale (1, 9, 17 and 33) have high level correla own subscale total. These items also have com lower correlations with other subscale totals. Ite a very low level correlation with own subscale item has the same level of correlation with autor scale total, and nearly the same level of correl collaboration subscale total.

Table 2: ITC for Openness Items

Item	OPEN	CONF	TRUS	AUTH	PROA	AUTO	COLL
1	.71*	.52*	.56*	.38*	.50*	.09*	.42*
9	.75*	.56*	.55*	.36*	.57*	.12*	.45*
17	.77*	.52*	.53*	.28*	.53*	.11***	.44*
25A	.19*	.04*	.00*	.10***	-.07	.19*	.17*
33	.74*	.61*	.57*	.24*	.57*	.14**	.53*

*Notes: 'A' suffixed to an item signifies that the item is inversely worded and its actual score has been inverted; ITC = Correlation; OPEN = Openness; CONF = Confrontation; TRUS = Trust; AUTH = Authenticity; PROA = Proaction; AUTO = A COLL = Collaboration; EXPE = Experimentation; * p ≤.01; ** p ≤.05; *** p ≤.1;*

Confrontation Items: As depicted in Table 3, three items of this subscale (2, 18 and 34) have high level correlations, and (10 and 26A) have moderate level correlations with own subscale total. All the items of this subscale have comparati correlations with other subscale totals.

Table 3: ITC for Confrontation Items

Item	OPEN	CONF	TRUS	AUTH	PROA	AUTO	COLL
2	.55*	.73*	.56*	.36*	.47*	.14*	.42*
10	.54*	.64*	.48*	.28*	.46*	.06	.43*
18	.55*	.75*	.56*	.32*	.56*	.13**	.43*
26A	.26*	.51*	.23*	.35*	.19*	.32**	.36*
34	.50*	.70*	.43*	.22*	.54*	.21*	.47*

*Notes: 'A' suffixed to an item signifies that the item is inversely worded and its actual score has been inverted; ITC = Correlation; OPEN = Openness; CONF = Confrontation; TRUS = Trust; AUTH = Authenticity; PROA = Proaction; AUTO = A COLL = Collaboration; EXPE = Experimentation; * p ≤.01; ** p ≤.05; *** p ≤.1;*

Trust Items : As depicted in Table 4, two items of this subscale (3 and 19) have high level correlations, two items (11 an moderate level correlations and one item (35A) has a low level correlation with own subscale total. All the items of this have comparatively lower correlations with other subscale totals.

Table 4: ITC for Trust Items

Item	OPEN	CONF	TRUS	AUTH	PROA	AUTO	COLL
3	.53*	.5*	.75*	.31*	.52*	.05	.44*
11	.54*	.51*	.66*	.16*	.48*	.09	.43*
19	.62*	.64*	.75*	.34*	.56*	.22*	.47*
27	.47*	.42*	.66*	.27*	.53*	.23*	.44*
35A	.10***	.11***	.38*	.18*	.10***	.27*	.20*

*Notes: 'A' suffixed to an item signifies that the item is inversely worded and its actual score has been inverted; ITC = Item-total Correlation; OPEN = Openness; CONF = Confrontation; TRUS = Trust; AUTH = Authenticity; PROA = Proaction; AUTO = Autonomy; COLL = Collaboration; EXPE = Experimentation; * p ≤.01; ** p ≤.05; *** p ≤.1;*

Authenticity Items : As depicted in Table 5, four items of this subscale (4, 20, 28A and 36) have moderate level correlations and one item (12A) has a very low level correlation with own subscale total. Items 4, 28A and 36 of this subscale have comparatively lower correlations with other subscale totals. Item 12A has low level negative correlations with openness, confrontation, trust, proaction and experimentation subscale totals; it has very low level negative correlation with collaboration subscale total. Item 20 has comparatively higher correlations with confrontation, trust and proaction subscale totals.

Table 5: ITC for Authenticity Items

Item	OPEN	CONF	TRUS	AUTH	PROA	AUTO	COLL	EXPE
4	.47*	.46*	.42*	.54*	.47*	.13*	.37*	.37*
12a	-.31*	-.37*	-.37*	.24*	.31*	-.01*	-.12*	-.32*
20	.50*	.61*	.58*	.57*	.60*	.17*	.44*	.53*
28A	.17*	.24*	.11***	.58*	-.04	.18*	.26*	-.07
36	.23*	.23*	.27*	.54*	.31*	.00*	.18*	.23*

*Notes: 'A' suffixed to an item signifies that the item is inversely worded and its actual score has been inverted; ITC = Item-total Correlation; OPEN = Openness; CONF = Confrontation; TRUS = Trust; AUTH = Authenticity; PROA = Proaction; AUTO = Autonomy; COLL = Collaboration; EXPE = Experimentation; * p ≤.01; ** p ≤.05; *** p ≤.1;*

Proaction Items : Items 13, 21 and 29 have high level correlations with own subscale total. Items 5 and 37 have moderate level correlations own subscale total. All the items of this subscale have comparatively lower correlations with other subscale totals.

Table 6: ITC for Proaction Items

Item	OPEN	CONF	TRUS	AUTH	PROA	AUTO	COLL	EXPE
5	.46*	.46*	.43*	.34*	.68*	.02*	.38*	.36*
13	.54*	.51*	.57*	.32*	.73*	.15*	.51*	.55*
21	.49*	.56*	.46*	.36*	.72*	.13**	.40*	.48*
29	.47*	.42*	.51*	.27*	.76*	.11***	.42*	.43*
37	.44*	.45*	.45*	.26*	.69*	.16*	.45*	.31*

*Notes: 'A' suffixed to an item signifies that the item is inversely worded and its actual score has been inverted; ITC = Item-total Correlation; OPEN = Openness; CONF = Confrontation; TRUS = Trust; AUTH = Authenticity; PROA = Proaction; AUTO = Autonomy; COLL = Collaboration; EXPE = Experimentation; * p ≤.01; ** p ≤.05; *** p ≤.1;*

Autonomy Items : Items 6, 22A, 30A and 38 have low level correlations own subscale total. Item 14A has a very low level correlation with own subscale total. Item 6 has comparatively higher correlation with trust and proaction subscale totals and nearly the same level of correlation with confrontation subscale total. Item 14A has low level negative correlations with openness, confrontation, trust, proaction and experimentation subscale totals; it has very low level negative correlation with authenticity and collaboration subscale totals.

Table 7: ITC for Autonomy Items

Item	OPEN	CONF	TRUS	AUTH	PROA	AUTO	COLL	EXPE
6	.39*	.45*	.51*	.20*	.49*	.46*	.33*	.42*
14A	-.48*	-.46*	-.47*	-.24*	-.46*	.29*	-.29*	-.38*
11	-.17*	.20*	-.16*	-.13**	-.25*	.47*	-.09*	-.13*
30A	.06*	.10***	.09	.21*	-.10***	.49*	.03	.08
38	.54*	.60*	.54*	.31*	.59*	.44*	.43*	.41*

*Notes: 'A' suffixed to an item signifies that the item is inversely worded and its actual score has been inverted; ITC = Item-total Correlation; OPEN = Openness; CONF = Confrontation; TRUS = Trust; AUTH = Authenticity; PROA = Proaction; AUTO = Autonomy; COLL = Collaboration; EXPE = Experimentation; * p ≤.01; ** p ≤.05; *** p ≤.1;*

Collaboration Items : Items 7, 15 and 39 have moderate level correlations with own subscale total. Items 23A and 31A have low level correlations with own subscale total. Item 7 has the same level of correlation with confrontation subscale total and comparatively higher correlation with openness, trust and proaction subscale totals. Item 23A has comparatively lower correlation with autonomy subscale total and no correlation with openness, confrontation, trust, authenticity, proaction and experimentation subscale totals; Item 31A has comparatively lower correlation with authenticity and autonomy subscale totals; no correlation with openness, confrontation, trust, proaction and experimentation subscale totals; and negative correlation with proaction subscale total. Items 15 and 39 have comparatively lower correlations with other subscale totals.

Table 8: ITC for Collaboration Subscale

Item	OPEN	CONF	TRUS	AUTH	PROA	AUTO	COLL	EXPE
7	.67*	.61*	.65*	.36*	.62*	.14*	.61*	.53*
15	.44*	.45*	.52*	.29*	.50*	0.08	.61*	-.45*
23A	-.0.09	-0.02	-0.07	0.08	-0.03	.14**	.35*	-0.06
31A	.0.05	.0.07	0.01	.18*	-.10***	.11***	.36*	-0.06
39	.57*	.54*	.50*	.32*	.58*	.10***	.68*	.42*

*Notes: 'A' suffixed to an item signifies that the item is inversely worded and its actual score has been inverted; ITC = Item-to Correlation; OPEN = Openness; CONF = Confrontation; TRUS = Trust; AUTH = Authenticity; PROA = Proaction; AUTO = Autonor COLL = Collaboration; EXPE = Experimentation; * p ≤.01; ** p ≤.05; *** p ≤.1;*

Experimentation Items : Items 16 and 24 have high level correlations with own subscale total. Items 8 and 32 have moderate le correlations with own subscale total. Item 40A does not have a correlation with own subscale total. Items 8, 16, 24 and 32 ha comparatively lower correlations with other subscale totals. Item 40A has low level negative correlation with openne confrontation, trust and proaction subscale totals. It has a very low level negative correlation with collaboration subscale total a no correlation with authenticity and autonomy subscale totals.

Table 9: ITC for Experimentation Subscale

Item	OPEN	CONF	TRUS	AUTH	PROA	AUTO	COLL	EXPE
8	.46*	.46*	.47*	.18*	.47*	.17*	.55*	.69*
16	.59*	.59*	.65*	.50*	.61*	.18*	.52*	.70*
24	.47*	.57*	.49*	.50*	.60*	.10***	.40*	.75*
52	.42*	.42*	.40*	.25*	.40*	.20*	.55*	.65*
40A	-.54*	-.51*	-.52*	-.08	-.58*	-.05	-.23*	.01

*Notes: 'A' suffixed to an item signifies that the item is inversely worded and its actual score has been inverted; ITC = Item-tot Correlation; OPEN = Openness; CONF = Confrontation; TRUS = Trust; AUTH = Authenticity; PROA = Proaction; AUTO = Autonom COLL = Collaboration; EXPE = Experimentation; * p ≤.01; ** p ≤.05; *** p ≤.1;*

ISCUSSIONS

Emergence of two factors instead of the original eight factors raises some issues concerning the validity of octapace framework. All the eight octapace values merge in Factor 1. Six out of eight octapace values merge in Factor 2. Dimensionality or factor structure of octapace framework has not proved in this study.

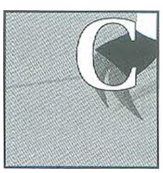
Factor 1 comprises all the directly scored items and three inversely worded items (after inversion) with positive loadings; it therefore represents a combination of functional values (reinforcement of octapace values). This factor can therefore be named as Functional Ethos.

Factor 2 comprises 8 inversely worded items (after inversion); it therefore represents a combination of dysfunctional values (negation of octapace values). This factor can therefore be named as Dysfunctional Ethos.

Eleven items (6, 12A, 14A, 22A, 23A, 25A, 30A, 31A, 35A, 38 and 40A) have lower than acceptable level of correlation (r < .5) with their own subscale totals. These items jeopardize the convergent validity of their own subscales.

Four items (6, 7, 20 and 31A) have higher level positive correlations with one or more 'other subscale totals' as compared to own subscale total. These items fail to discriminate own subscale with one or more 'other subscales' and hence they jeopardize the discriminant validity of octapace profile.

Six items (12A, 14A, 22A, 30A, 31A and 40A) have negative correlations with one or more 'other subscale totals'. Thes items negate one or more octapace values and hence do no measure functional organizational ethos. Pareek (2002) ha also reported that five out of eleven inversely worded item had zero or negative correlation (after inversion of scores fo the inversely worded items) with the total octapace score (sum of the scores for the eight octapace values).



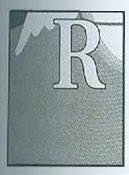
ONCLUSIONS

Nine inversely worded items (12A, 14A, 22 23A, 25A, 30A, 31A, 35A and 40A) and fou directly scored items (6, 7, 20 and 38) ha unacceptable validity.

Four subscales (Authenticity, Autonom Collaboration and Experimentation) have problems due t items that cannot measure functional organizational etho Six subscales (Openness, Trust, Authenticity, Autonom Collaboration and Experimentation) have one or more item that jeopardize convergent validity. Four subscale (Openness, Authenticity, Autonomy and Collaboration) ha items that jeopardize discriminant validity of octapace profil Items with unacceptable validity are distributed in six out eight subscales.

Emergence of two factors representing Functional a Dysfunctional Ethos point to the possibility tha organizational ethos is bi- dimensional, viz., functional an dysfunctional. Mixing of eight octapace values und functional ethos factor points to the possibility that function organizational ethos may be unidimensional. Validity and

dimensionality (factor structure) of octapace profile is questionable. It may possibly be due to unacceptable validity of 13 items (6, 7, 12A, 14A, 20, 22A, 23A, 25A, 30A, 31A, 35A, 38 and 40A).



RECOMMENDATIONS

There is a need to carry out further research on the structure, dimensions and measurement of functional organizational ethos. Particular attention needs to be given for redesigning/replacing 13 items (in octapace profile) having unacceptable validity to enhance internal consistency reliability and convergent and discriminant validity of octapace profile. CFA needs to be redone with the modified items of octapace profile to reassess its factor structure. If called for, additional items should be added to different subscales as may be necessary to represent the related dimensions with better precision. Item purification exercise may be carried out to enhance internal consistency reliability of octapace profile and its subscales.

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Annexure

OCTAPACE PROFILE

Udai Pareek

1. Free interaction among employees, each respecting others' feelings, competence and sense of judgment
2. Facing and not shying away from others.
3. Offering moral support and help to employees and colleagues in a crisis.
4. Congruity between feelings and expressed behavior (minimum gap between what people say and do).
5. Preventive action on most matters.
6. Taking independent action relating to jobs.
7. Teamwork and team spirit.
8. Trying out innovative ways of solving problems.
9. Genuine sharing of information, feelings and thoughts in meetings.
10. Going deeper rather than doing surface-level analysis of interpersonal problems.
11. Interpersonal contact and support among people
12. Tactfulness, smartness and even little manipulation to get things done.
13. Seniors encouraging their subordinates to think about their development and take action in that direction.
14. Close supervision of, and directing employees on, action.
15. Accepting and appreciating help offered by others.
16. Encouraging employees to take a fresh look at how things are done.
17. Free discussion and communication between seniors and subordinates.
18. Facing challenges inherent in the work situation.
19. Confiding in seniors without fear that they will misuse the trust.
20. Owning up mistakes.
21. Considering both positive and negative aspects before taking action.
22. Obeying and checking with seniors rather than acting on your own.
23. Performing immediate tasks rather than being concerned about larger organizational goals.
24. Make genuine attempts to change behavior on the basis of feedback.
25. Effective managers put a lid on their feelings.
26. Pass the buck tactfully when there is a problem.
27. Trust begets trust.
28. Telling a polite lie is preferably to telling the unpleasant truth.
29. Prevention is better than cure.
30. Freedom to employees breeds indiscipline.
31. Usually, emphasis on teamwork dilutes individual accountability.
32. Thinking out and doing new things tones up the organization's vitality.
33. Free and frank communication between various levels helps in solving problems.
34. Surfacing problems is not enough; we should find the solutions.
35. When chips are down you have to fend for yourself (people cannot rely on others in times of crisis).
36. People generally are what they appear to be.
37. A stitch in tie saves nine.
38. A good way to motivate employees is to give them autonomy to plan their work.
39. Employees' involvement in developing an organization's mission and goals contribute to productivity.
40. In today's competitive situations, consolidation and stability are more important than experimentation.