



Organisational Behaviour And Structure In Government Organisation: An Ethnography Study

Neeru Dhama^{1*}, Dr. Krati Agarwal², Anand Seth³, Raman Bisht⁴

^{1*}Research scholar, Dr. B.R. Ambedkar University Delhi neerudhama03@gmail.com

²Assistant Professor, Department of Management, GLA University drkratiagarwal0820@gmail.com

³Research Scholar, Department of Commerce, University of Delhi. anandseth151@gmail.com

⁴Research scholar, Department of commerce, University of Delhi. Email: bishtraman09@gmail.com

Citation: Neeru Dhama, (2024), Organisational Behaviour And Structure In Government Organisation: An Ethnography Study *Educational Administration: Theory and Practice*, 30(5), 3660-3666

Doi: 10.53555/kuey.v30i5.3509

ARTICLE INFO

ABSTRACT

This study examines the organizational culture and dynamics within the Transport Authority of the Government of Delhi, in the context of India's digital transformation. Despite the government's push towards a digital India, government organizations continue to face challenges in adapting to online operations. Through empirical research, this study investigates the challenges encountered by employees and the general public in transitioning to online services, as well as the impact of digital initiatives on organizational processes and stakeholder interactions. Utilizing Schein's levels of culture model, the study explores artifacts, espoused values, and underlying assumptions within the organization to understand the cultural nuances shaping employee behaviors and interactions. Semi-structured interviews and non-participatory observations were conducted with employees to gather qualitative data on organizational culture and relationships with stakeholders. The findings reveal a complex organizational landscape characterized by cooperative staff dynamics, formal hierarchy structures, and challenges stemming from digital illiteracy and aggressive public behavior. Despite efforts towards digitalization, issues such as online registration difficulties and cyber cafes exploiting the public persist, highlighting the need for more comprehensive approaches to digital transformation. The study proposes strategies such as hybrid online-offline modes, staff recruitment, and dedicated service counters to address identified challenges and enhance service delivery. These insights contribute to the broader understanding of digital transformation in government organizations and underscore the importance of considering organizational culture in the implementation of digital initiatives.

Keywords: Organizational culture, digital transformation, government organizations, online operations, stakeholder interactions.

Introduction

Despite the Indian government's push towards a digital India, government organizations still face significant challenges in adapting to online operations. The Transport Authority of the Government of Delhi, serves as a crucial example. Traditional bureaucratic structures, coupled with the complexities of transitioning to digital platforms, pose obstacles to efficient service delivery. Gupta and Kumar (2006) highlight the inherent sluggishness and decision-making complexities prevalent in government organizations, further exacerbated by the shift towards online services. According to recent statistics from the Transport Authority, a significant portion of the general public struggles with the online registration process, facing difficulties with online payments and server issues. Additionally, more than 75% of the population in the Delhi NCR region encounters challenges due to digital illiteracy, hindering the successful implementation of online systems. Despite the ongoing digital initiatives, there remains a gap in understanding how government organizations like the Transport Authority of Delhi, navigate these challenges and adapt their organizational culture and processes to the digital landscape. Existing research primarily focuses on the theoretical aspects of digital transformation in government organizations structures, lacking empirical insights into the ground realities and experiences of employees and the public. Knowing an organization's culture is not easy, as is common knowledge. If it's a

government organization, we can picture attire space filled with tons of paperwork. It is very nasty and overworked. The definition of a government organization relies on public finances and is committed to delivering public services and supporting the other internal government apparatus part. Organizations are typically distinguished by bureaucracy—an environment where decisions are typically made phlegmatic. The inability to make decisions quickly is characterized by specialized knowledge and uncertainty (Gupta, Kumar2006). However, the Indian government is moving forward with its vision of a digital India. And the majority of this is online. Researcher interested in learning about the organizational culture after moving operations online. Additionally, to learn more about the new standard in terms of how employees and the general public interact and what new issues have been brought up via the online posting system.

In this ethnography study, attempt to bring answers to the questions below.

1. What function does the staff perform inside the organization?
2. How are the relationships with the general public?
3. How is the relationship with the head or immediate superiors?
4. How satisfied are they with this organization?
5. How would you describe the organization's culture?
6. How has the digital India campaign affected your organization?
7. What are the organization's upcoming solutions to emerging issues?

Therefore, the main objectives of this study are to:

- Explore the organizational culture and dynamic structurw within the Transport Authority of the Government of Delhi, post the digital India campaign.
- Understand the challenges faced by employees and the general public in the transition to online operations.
- Investigate the impact of digital initiatives on organizational processes and interactions with stakeholders.

Further, this study employs Schein's organizational culture model as a theoretical framework to analyze the cultural nuances and dynamics within the Transport Authority. Schein's model provides a comprehensive understanding of how organizational culture shapes behaviors, interactions, and decision-making processes, thereby guiding the exploration of cultural shifts in the digital era.

In the upcoming sections, we will delve into the existing literature to contextualize the research within the broader landscape of digital transformation in government organizations. Following that, we will elucidate the methodology employed, detail the data analysis process, present the findings, and conclude with implications for practice and future research directions.

Literature Review

The study delves into the cultural presumptions and ideals of People Associates within the framework of Schein's levels of culture model. Schein's model, outlined in his works from 1984 and 1992, offers a systematic and analytical approach to understanding culture, dissecting it into three interconnected levels: artifacts, espoused values, and basic underlying assumptions (Schein, 1984, 1992). Artifacts, as Schein describes, are observable phenomena encountered when interacting with a new cultural group. However, interpreting these artifacts can prove challenging due to their contextual variability across cultures. Espoused values, on the other hand, represent the "sense of what ought to be" within a community, emerging over time as responses to prevalent issues (Schein, 1992). These values shape perceptions and behaviors within the group. The study emphasizes the significance of basic underlying assumptions, which are implicit beliefs guiding behavior and informing individuals on how to perceive, think, and feel about various aspects (Schein, 1984). These assumptions are deeply ingrained within the culture and are rarely challenged or discussed openly. Instead, they operate below conscious awareness, influencing group dynamics and interactions. Schein's works extend beyond merely outlining levels of culture; he explores cultural rules of interaction and the role of culture in group growth and development, particularly in organizational settings (Schein, 1987a). His theories have left a profound impact on the Organizational Development (OD) community, with his insights widely incorporated into OD textbooks to inform discussions on cultural considerations. In recent years, Schein has advocated for a shift towards a deeper understanding of organizational cultural elements through ethnographic field observations, rather than relying solely on abstract survey evaluations (Schein, 1984, 1992). This shift underscores the importance of exploring culture within its context, considering the nuances and complexities that shape organizational dynamics. As the study progresses, it aims to unravel the meaning and implications of Schein's levels of culture model within the specific context of People Associates. By examining how artifacts, espoused values, and underlying assumptions manifest within the organization, the study seeks to provide insights into the cultural dynamics influencing behaviors and interactions among employees.

Methodological Paradigm

Researchers have applied the ethnography approach because Ethnography is a method of social analyses that focuses on cultural subgroups of people and is primarily qualitative (Atkinson et al. 2001; Flick 2009). The community's viewpoint is the main focus of this kind of study. As a result, attitudes, views, and beliefs are of the utmost importance. Studies that use ethnography frequently consider problems that have an influence on the community. Throughout this process, the researcher takes on the non-participant observations, As a result, the researcher maintains an open mind throughout the procedure (Fetterman 2010). The researchers, on the other hand, interprets the findings.

Through a culture that is aligned with the research objectives. This ensures that the observed behaviors, attributes as beliefs are meaningfully analyzed (Flick 2009; Fetterman 2010). The findings of an ethnographic investigation are consistent with other findings. Qualitative method is primarily exploratory and descriptive. Rather than testing a set of hypotheses, it seeks to identify and describe phenomena. hypotheses a priori (Flick 2009; Deegan 2001). Ethnographers use primary research techniques such as observation, interviews, and document/artifact analysis (Flick 2009; Fetterman 2010). Throughout this process, the researchers take on the role of a Mindset that is objective. As a result, the researchers maintain an open mind throughout the procedure (Fetterman 2010). The researchers, on the other hand, interpret the findings. Then, a cultural lens is aligned with the research objectives. This ensures that the observed behavior and beliefs are meaningfully analyzed and the findings of an ethnographic investigation are consistent with other findings. Qualitative techniques method is primarily exploratory and descriptive. Rather than testing a set of hypotheses, it seeks to identify and describe phenomena (Flick 2009).

Sample Decision

Researchers have used the ethnography approach for conducting qualitative research. Studying the organizational culture and relationships between the personnel and the general public of the specific government agency in Delhi is the goal of the research.

In order to research the organization's culture, semi-structured interviews as well as non-participatory observation. Schein's organizational culture model has been used to study the organization, as mentioned in the introduction section. The working population of the organization was the primary sample population for this study. Five employees were interviewed in semi-structured interviews.

Five days of non-participatory observation were undertaken during the organization's business days and hours. The main goal of the observation was to examine the organization's culture, how its employees interacted with the public, how they conducted themselves in public, and all of its physical assets, including the atmosphere of the hall, the chairs used for seating, the efficiency of the air conditioners, etc. An effort has been made to research the department's values in the semi-structured interview as well. Five people with various job profiles have been chosen to participate in the interview, to perform the triangulation check concurrently. Saturation was reached after the fifth interview. Since no new emergent problem was developing.

Data Analysis Method

There are different techniques that have been used in qualitative research to analyze the data. When a researcher claims to have used ethnographic methods, we can assume that he or she has learned about a culture or group through immersion and participation in fieldwork or participant observation and that he or she has also attempted to portray that culture through text. The ethnography analysis employs an iterative process in which cultural ideas that emerge during active participation "in the field" are transformed, translated, or represented in writing. It entails sifting and sorting through data to detect and interpret thematic categorization, looking for inconsistencies and contradictions, and drawing conclusions about what is going on and why. Thematic analyses has been used in the study to generate the findings from the data. In the present study, 4 variables have been found which lead to creating the organizational culture and help in understanding the organisational structure. A model has been created to explain the relationship between employees, employers, the general public (applicants), and the policies of the organization (Fig. 1).

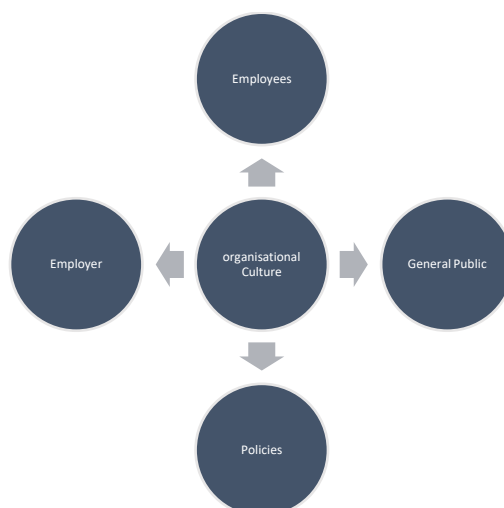


Figure 1: Factors affecting Organisational Culture

Reliability & Validity Check

It used to be common among qualitative researchers to claim that issues like reliability and validity were unimportant to the qualitative endeavor. Instead, they might argue that the reader's acceptance or rejection of the claims made was the sole measure of the work's quality. The qualitative study was considered successful if the findings "rang true" to the intended audience. Many of these researchers have come to the conclusion that systematic, rigorous, and auditable analytical processes are among the most important factors distinguishing high quality research from low-quality research. In this study we have used the triangulation method to validate the findings. As researcher was on the field to observe the culture and the relationship between the subordinate and superior in the organization. 2nd round of validation was done through semi-structured interviews with the organization. And at the last thematic analysis have been done to create better level of credibility in the research. After 5 interviews, there was no emergent issue was coming. So,

Result And Discussion

The study is based on a Thematic analysis of the data which is discussed below:

The answers of the given questions in the need of the study sections, are discussed in the thematic analyses. The analysis part has done in the table given below.

Themes	Explanation	Verbatims
1.Organisation Culture A. Cooperative Staff B. Informal Relation C. Organisational Framework • Formal Hierarchy of The Position In The Government System. D. Public Dealing	Organizational Culture Consist Majorly Four Variables. Such As Employees, Public, Employer and Policies. There Is a Highly Cooperative Staff. Also, There Is Also an Existence of An Informal Relationships Between Staff. As It Is a Government Organization There Is An Existence Of Formal Hierarchy Or Proper Scalier Chain In The Organization. And Public Dealing Is The Routine Work Of The Organization On The Daily Basis.	<i>" Yes Absolutely.... And Whenever They Required Some Help From Me.... I Help Them As Well. Yes..... Everybody Is Good Here".</i> <i>"No ..I Haven't Face Anything Like That Yet . All Are Very Collegial People Here".</i> <i>"Behaviour Is Fine Here. Everybody Is Very Much Cooperative And Supporting. As There Are Less Number Of Staff Members Still We Manage All The Heavy Work Load Of The Files Of The Registration. And Retentions And Many More Work So We Can Say Over All Others Good Staff And Yes We Have Good Relations Everything Is Fine Here".</i> <i>" Everyone Is Cooperative, Everyone Listens To Me Whenever It Requires So Yes The Culture Is Good Here. And My Boss Also He Is Also Very Nice "Saheb Ji Bahut Acche Hain" ".</i>
2. Working Staff A. Permanent Basis B. Temporary Basis C. Contractual Basis	There Are 2 Types Of Working Staff Are Present There. One Is On Permanent Basis Another Is Temporary Basis And Third On Contractual Basis.	<i>"There Are The Staff, Who Is Working Under My Supervision such as</i> <i>2 Are Inspector. 1 Is Junior Assistant.One Senior Assistant.3 Contractual Employees And. 2 Are Main Helpers And Rest Is Unofficial Staff".</i> <i>"Ok So Basically I Am A Driver Of The Inspector Of This Organisation And I Am Working Here As An Informal Staff Only".</i>
3. Job Satisfaction A. Functional a. Solve Public Problems. b. No Discrimination B. Dysfunctional a. Overloaded With Work b. Less Time For	Job Satisfaction Divided Into Functional And Dysfunctional Sub Themes. Functional Includes Solving Problems Of The People, There Is Zero Discrimination Between Staff And In The Dysfunctional , It Includes Overloaded Shoulders Of Employees With The Work, Less Time For The Personal Life And There Is Often Aggressive Behavior From The Customers Side.	Functional <i>"I Don't Found That Kind Of Discrimination Ever. He: Public Could Be Of Any Nature In A Single Day... And I Manage Lots Of Varieties Of The People.... Some Very Good... Some Are Are Very Aggressive As Well.....So Every Kind Of People Came Here And We Have To Manage Them Accordingly..."</i> <i>"I Found Them Very Good. All Are Very Nice. "Saahab G Is Also Good.And Babu Log Bhi Bdhiya Hain .""</i> <i>"We Eat Together And Do The Conversation Apart From The Formal Talks".</i> Dysfunctional

Personal Life. c. Long Working Hours d. Often, Dealing With Aggressive Public.		<p>"Ohkkk So 4 Marks Have Reduced Because Of Time. Which I Am Not Able To Manage Much And Second Is The Overburden Of The Files Sometimes The Public Alegate You So Badly So You Feel Bad These Are The Incidents Which Sometimes Make Me Feel Little Disturb But It Is Fine It Is Not On The Daily Basis So I Found It Very Fine".</p>
4. Public Dealing A. Aggressive Behaviour Of Applicants B. Some Good Experiences	<p>Public Dealing Is The Primary Function Of This Organization . During A One Day, There Are Number Of People Came With Different Moods. Some Are Aggressive , Some Are Very Benevolent. So Every Kind Of Public Come Under This Domain Only.</p>	<p>"Yes We Even Sometimes Crack Jokes With Each Other". "Here I Found Different Kind Of Public. You Know" "Sometimes People Start Blaming....And ...Say " Because Of You My Work Has Not Done". And They Know That Thier Documents Are Inappropriate For The Registration. But, If We Tell Them That You Have To Come Again And You Have To Complete Your Documents Then They Put The Allegations On Us That To Subscribe Some That Don't Sub Best So You All Are</p>
		<p>Sitting Here To Have Bribe Only. So Not Only This..... Sometimes People Appreciate Us And They Thanks A Lot That... "You Made Our Work Easy. Thank You So Much"... Public Dealing Is Like Every Kind Of People We Have To Face And When People Appreciate It Really Makes Us Happy.....And When People Feel Bad They Argue With Us It Make Us Feel Bad As Well". "Sometimes People Appreciate Us And They Thanks A Lot That "You Made Our Work Easy. Thank You So Much", Public Dealing Is Like Every Kind of People We Have To Face And When People Appreciate It Really Makes Us Happy.....And When People Feel Bad.... They Argue With Us It Make Us Feel Bad As Well". "As You Know But All Kind Of People Are Living In This World... Some Are Good ..Some Are Very Good. Some Are Fine... Some Are Very Bad So Every Kind Of People Are There Outside And We Have To Deal With Everyone, Right... I've Seen Every Kind Of People In This Journey.. Sometime What Happens, Actually Some Aggressive People Came To Me And Ask Me To Do Their Work.. And If I Denied Because Of Less Of Document Verification.. Then The Blame Us That You Are The Bribe Takers"</p>
5. Digital India Campaign A. Shift To An Online System a. Struggle In Online Registration. b. Stuck With Online Payment c. Problems In Server d. Lots Of Difficulties By The General Public B. A High Number Of Digital Illiteracy a. More Than 75% Of People Are Struggling In Online Systems .	<p>Due To The Digital India Campaign, All The Offline System Has Shift To Online System, But The Problem Is That , Instead Of Making Ease To People , It Become The Major Difficult Way To Solve The Problem, And Lots Of New Problems Ahas Emerged.</p> <p>There Is Higher Number Of Digitally Illiterate People Present In Delhi Ncr. So It Is The Major Reason Of The Failure Of The Scheme .</p>	<p>"So Yeah I Also Think The Same That Now The Problem Has Increased For The General Public As They Are Looted By The Cyber Cafes And Also They Are Struggling A Lot Because Of Some Software Problems And Many More And You Know What When Some People Came To Ask For The Problems Related To Software So Or Any Three Payment If It Is Possible From Our And Then We Help Them By The Men On The Computer In Our Staff". "Government Has Made It For The Benefit Off Course „But It Doesn't Work Like That People In Delhi And Basically Who Are The Drivers Are Not Very Much Highly Literate People. For Them It Is Really A Very Big Task... To Fill The Form Online ..To Pay The Fee Online... To Transfer The Documents Through Post Office ..It Is Not As Piece Of Cake For Them So They Found It Very Difficult We Have Seen Lots Of People Were Struggling With Arrangements And You Know What These Cyber Cafe People They Have Just Looted the General Public. The Nominal Fees Is 400 Only For the Learning.. For Example.....So They Are Charging 2000 Rupee..Even They Cyber Cafe People Give The Learning Test By Themselves By Taking 3,000 Rupees.... So These Kinds Of Things Make Us Feel Very Bad That This Initiative Was Not For The Attack On The Pocket Of The General Public... But For The Benefit Itself Now Just For The Sake Of Add Our higher authority Has Shown The Authorities Lock.." "See Because Everything Become Online There Is No Need Of Authorities So They Have Just Closed To Authorities " The Things Are Very Different In Practical Life Every Single Person Is A Struggling So Hard Some Time Struck In Payment, Some Time Server Problem Sometimes They Don't Know How To Fill The Forms They Don't Know How to include The Documents, The Role Of Middleman Instead Of Decreasing Has Increased A Lot Now People Came To Us Get Some</p>
		<p>Time Very Aggressive .. But We Understand Their Problem We Cannot Do Anything As It Is The Order From Higher Authority. We Have To Accept It As It Is"</p> <p>"So Shift Is There, But Not In The Good Way Even the Government Has Started One Scheme Of Doorstep....One Man Will Come To Your Home To Fill any Form And He Would Take 50 Rupees As A Charge. But You Know What Is The Problem With This Lots of the Time The Number Got Engaged Only Because They Are Only 4 To 5 People.. Who Are Doing This Services How It Is Possible To Hand Them All Delhi By 4 To 5 People...And To Reach The Destination...? It Is Not An Easy Task At All.... So These Kinds Of Things Are Happening Which Are Beyond Our Control All We Can Do Is To Help As Much As We Can But This This Has Not Given The Fruitful Result..This Is Scheme Is A Big Fail For A Common Man".</p>
6. Role Of Cyber Café A. Charging A Very High Fee B. Unaware People Face Lots Of Problems C. Making Fool Of	<p>Cyber Café Has Taken The Advantage Of Online System Ad Charge The Highest Amount Possible To Fill Their Forms And Pay Fees Etc. They Basically Making</p>	<p>"So Yeah I Also Think The Same That Now The Problem Has Increased For The General Public As They Are Looted By The Cyber Cafes". "If We Look At It From The Public's Perspective.... There Are Many Kinds Of People Registering For The Rc Licensing.</p>

Common Middle Class People.	Fool Of The General Public.	<i>Even Highly Literate People Struggle With The Registration Process..... They Are Ready To Pay A Higher Amount But Not Ready To Do It On Their Own..... And Cyber Cafe People Took The Advantage Of These Innocent Public. They Charge The Highest Amount Possible From Them. Earlier, It Was Little Better As There Were The Counter They Need To Come And Submit Their Fees Offline. There Is No Struggle With Online Payment, No Problem Of Service, No High Amount Charged By Cyber Cafe And Many More".</i>
7. High Interference By Ministers A. Nepotism a. Pressure From The Higher Authority To Complete The Work Fastly Of Relatives.	There Is High Number Of Interference By The Ministers In The Daily Working Of The Office Work.	<i>"Let Me Share Some Examples With You. (Showing Some Documents And Photographs) Here As You Can See, This Number Is A Bunch Number. And He Applied For The Retention. But I Knew That This Number Is Not Valid How Could I Accept The Application For The Retention. So This Man Has Send Me Many Letters Of Other Political Leaders To Permit This Retention .Even This Letter Has Came Yesterday Only And I Have to Reply Him As Well".</i> <i>"Let Me Share You One More Example. How Seniors Are Pressurise Us. One More Application Came For The Retention"</i>
8. Sollutions To The Problem A. Hybrid Mode (Online+ Offline) B. Recruitment Of Staff C. At Least One Counter For Fee Payment.	There Are Some Sollutions Has Given By The Staff Members.	<i>"One Thing Which I Don't Like Is The Less Number Of Staff They Are Very Limited Number Of Staff And They Have A Lot Of Burden On Their Head. They Have To Manage Their Work Accordingly Everyone Is Very Much Burden But The Government Not Employ The Staff These People Get Tired My Boss Is Performing Two Duties At The Single Day We Came Here At 8:30 A.M. And Went At 9:00 P.M. In The Night Night So Yes It Is A Difficult Work I Think This Is Something Which I Found A Very Big Problem And This Need Change".</i>
		<i>"Suggestion Could Be Like This ...First There Should Be Atleast One Counter To Help The People To Fill There Form Online . If They Already Come Here .Why They Again Need To Go To Cyber Cafe To Fill The Form And Send The Documents To Post Office. If They Have Wasted There Time Why Can't They Get The Solution Here Only. So I Think There Should Be Atleast One Counter To Help Them In Filling The Form".</i> <i>"I Believe That Should Be The Combination Of Both Online And Offline. If People Are Coming Here With Some Hope They Must Be One Of The Line Systems And There Should Be Some Staff To Resolve Their Problems To Take The Fee Offline As Well And To Manage That Problem. Those 75% People Who Are Struggling A Lot Would Be Able To Resolve Their Problems And Things Can Be Done In A Better Way"</i>

Conclusion

This research has provided valuable insights into the organizational culture and dynamics within the Transport Authority of the Government of Delhi, NCT, amidst the digital transformation era. By exploring the challenges faced by employees and the general public in transitioning to online operations, as well as investigating the impact of digital initiatives on organizational processes and stakeholder interactions, the study has shed light on crucial aspects of organizational adaptation in the face of technological advancement. The findings reveal a complex landscape characterized by a blend of cooperative staff dynamics, formal hierarchy structures, and challenges arising from digital illiteracy and aggressive public behavior. Despite the government's efforts towards digitalization, issues such as online registration difficulties, server problems, and cyber cafes exploiting the public underscore the need for more holistic approaches to digital transformation. Furthermore, the research highlights the importance of understanding organizational culture through Schein's levels of culture model. By examining artifacts, espoused values, and underlying assumptions within the organization, the study elucidates the cultural nuances shaping employee behaviors and interactions. Schein's model serves as a valuable framework for comprehending the intricacies of organizational culture in the digital age. Moving forward, the insights gleaned from this research can inform policy and practice within the Transport Authority and similar government organizations. Strategies such as hybrid online-offline modes, recruitment of staff, and the establishment of dedicated service counters can address the challenges identified, promoting smoother transitions to digital platforms and enhancing service delivery.

Overall, this research contributes to the existing body of knowledge on digital transformation in government organizations and underscores the importance of considering organizational culture in the implementation of digital initiatives. By bridging the gap between theoretical frameworks and empirical realities, the study offers practical insights that can drive meaningful change and improvement in organizational processes and stakeholder interactions.

References

1. Atkinson, P., Coffey, A., Delamont, S., Lofland, J. & Lofland, L. (2001) Handbook of Ethnography. London, UK: Sage, Inc

2. Deegan, M.J. (2001) The Chicago school of ethnography, in P. Atkinson, A. Coffey, S. Delamont, J. Lofland & L. Lofland (eds) *Handbook of Ethnography*. London, UK: Sage, Inc., pp. 11–26.
3. Fetterman, D.M. (2010) *Ethnography: Step-by-Step* (3rd edn). Thousand Oaks, CA: Sage Publications, Inc
- Flick, U. (2009) *An Introduction to Qualitative Research* (4th edn). London, UK: Sage, Inc
4. Gillingham, P., & Humphreys, C. (2010). Child protection practitioners and decision-Making tools: Observations and reflections from the front line. *British Journal of Social Work*, 40(8), 2598–2616. <https://doi.org/10.1093/bjsw/bcp155>
5. Gupta, M. P., Kanungo, S., Kumar, R., & Sahu, G. P. (n.d.). *A Study of Information Technology Effectiveness in Select Government Organizations in India Information Technology Effectiveness Government Organizations User Satisfaction Organizational Culture* (Vol. 32).
6. Heracleous, L. (2001). An Ethnographic Study of Culture in the Context of Organizational Change. *The Journal of Applied Behavioral Science*, 37(4), 426–446. <https://doi.org/10.1177/0021886301374003>
7. Schein, E. (1983, Summer). The role of the founder in creating organizational culture. *Organizational Dynamics*, 13-28.
8. Schein, E. (1984, Winter). Coming to a new awareness of organizational culture. *Sloan Management Review*, 3- 16.
9. Schein, E. (1987a). *Process consultation: Lessons for managers and consultants* (Vol. 2). Reading, MA: Addison Wesley.
10. Schein, E. (1987b). The clinical perspective in fieldwork. *Qualitative Research Methods*. Thousand Oaks, CA: Sage.
11. Schein, E. (1988). *Process consultation: Its role in organization development* (Vol. 1, 2nd ed.). Reading, MA: Addison-Wesley.
12. Schein, E. (1992). *Organizational culture and leadership* (2nd ed.). San Francisco: Jossey-Bass. Schein, E. (1996). Culture: The missing concept in organization studies. *Administrative Science Quarterly*, 41, 229-240