

Beyond the Paint: The Impact of Organizational Culture on Automotive Paint and Body Repair Operations

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[Abstract] Operational leaders that understand their organizational culture can drive improvement initiatives that foster better operational efficiencies, improved financial performance, and increase employee morale. There is limited research on organizational culture analysis in the automotive paint and body repair industry that shows how an organization's culture can have both positive and negative effects on the organization. The purpose of this qualitative study is to show how operational leaders in the automotive paint and body repair industry can use the typology approach of the Organizational Culture Profile (OCP) to evaluate their organizational culture and the effects it has on operations. A semi-structured interview process was completed by operational leaders of an organization in the automotive paint and body repair industry to show the current state of the organizational culture, how it affected operations, and how leaders should re-prioritize key dimensions of their culture that would aid in improvement initiatives. Results of the interview lead to selective themes and sub-themes using a qualitative coding process from data generated from the interviews. These themes and sub-themes show how the organization's current culture is not only aiding in operational efficiency improvements but also hindering performance in other areas of operations.

[Keywords] organizational culture, operational leadership's perspective, OCP, automotive industry

Introduction

Organizational culture can help drive success in the company or can drive its ultimate failure (Prodromou & Papageorgiou, 2022). If organizational leaders understand the current state of the organizational culture, it can help drive initiatives, achieve operational goals, and improve operational performance. This applies to numerous industries, including service industries like the automotive paint and body repair industry. If operational leaders understood their organization's culture, it would help in decision-making by developing organizational strategies and help guide their behaviors.

The Automotive Paint and Body Repair Industry

The purpose of this general qualitative study is to explore the operational leadership's perspective of how the dimensions of the OCP can influence their business decisions in the automotive paint and body repair industry. This differs from the automotive industry, where their primary purpose is manufacturing passenger vehicles. In this service-related industry, businesses are required to interact with customers daily and the quality, timeliness, and customer satisfaction are imperative to operational excellence.

Organizational Culture

This project is focused on the automotive body paint and repair industry, where organization leaders make business decisions that could affect the organization's initiatives, goals to gain competitive advantage, or their overall financial goals. Organizational culture can help or hinder those decisions. Operational leaders can use a typology approach to understand their organization's culture to ensure that it is conducive to their desired business outcomes. Dauber et al. (2012) described the typology approach as an approach that identifies predefined characteristics and divides them into unique categories. Schein (2017) describes using typology approaches to culture understanding as a means of categorizing observations of behaviors into patterns that represent the organization's culture. While there has been extensive research into organizational culture (Prodromou & Papageorgiou, 2022), there has been little associated with the automotive body paint and repair industry.

Organizational culture can be defined as the beliefs, values, and behavior norms of a group (Schein, 2017). The beliefs, values, and behavior norms are consistent with the group as new employees enter and exit the organization. Schein (2017) continues to describe that organization culture can influence employees' actions, thoughts, and perceptions. Knapp (2015) found that managers often overlook the importance of organizational culture when implementing key initiatives. This could lead to failed initiatives or poor operational performance.

Literature Review

The search methods for the literature review focused on organizational culture, organizational culture profile, the automotive industry, the collision repair industry, and the automotive paint and body repair industry. Academic articles were searched using the Proquest, EBSCO, and New Jersey State Library databases. General academic articles were searched using filters that included recent articles within the last 10 years, full text, and peer reviewed. Results were further filtered by the subjects of leadership and culture.

Search methods for industry literature on the general automotive industry, the collisions repair industry, and the automotive paint and body repair industry were searched using ProQuest, EBSCO, the New Jersey State Library database, and Google Scholar. The focus of search methods was limited to trade journal articles and general industry articles. Filters were used to narrow the search to include terms of organizational culture, leadership, and the automotive paint and body repair industry. Articles were also limited to the previous 10 years.

Exploration of Theory

Organizational Culture. Organizational culture has been identified as an influential factor in analyzing organizations and understand how it may help or hinder operational performance (Dauber et al., 2012). Schein (2017) describes three main levels of culture analysis as artifacts, espoused values and beliefs, and basic underlying assumptions. Artifacts are the tangible aspects of culture that can be seen, felt, or heard. Espoused values are the expressed goals, values, or ideologies. The basic underlying assumptions are the inconspicuous beliefs and values that managers could be accustomed to and lose awareness of. Managers have the largest amount of influence on their organizational culture. Knapp (2015) describes how managers have often overlooked the significance of cultural effects on initiatives. The relevance of culture to organizational performance is documented through numerous academic literature (Prodromou & Papageorgiou, 2022).

There are many different ways to analyze organizational culture, such as dimensional analysis, typographical, or the interrelated approach. Dimensional analysis focuses on empirical analysis, where scales are used that are related to independent variables (Dauber et al., 2012). The interrelated approach relates organizational culture concepts to other constructs (Dauber et al., 2012). The interrelated approach is often used for empirical research. Typology approaches use predefined characteristics as constructs and align those groups into categories. The Typology approach was selected for this project. According to (Schein, 2017), using the typology approach allows individuals to evaluate behavioral and patterns information gathered through interviews or observations that represent the organizational culture.

Organizational Culture Profile

The OCP was developed by O'Reilly III et al. (1991a) to assess organizational culture that could be used to understand how well individuals would fit the perceived culture. Originally, OCP was developed so that individuals could evaluate and rank 54 value statements that were categorized into key dimensions. It related the perceived values from the organizational members to represent the values of the organizational. This would represent the overall organizational culture. O'Reilly III et al. (1991a) originally found 7 key dimensions that could characterize an organization's culture. Cable and Judge (1997) found that the original 54 value statements could be reduced to 40 statements. It was used again as a typology approach to evaluate organizational culture and found it viable when evaluating potential employee candidates were a good fit for the organization. Chatman and Jehn (1994) found that the OCP could be used as a general analysis and applies across different organizations and industries.

OCP as a Typology

Schein and Schein (2019) describe the OCP typology as an assessment of culture by associated preferred work environments to the overall organizational culture. Based on research by O'Reilly III et al. (1991a) and Chatman and Jehn (1994) the dimension of the OCP can be assessed by the perceived values from members of the organization. Employees of an organization can distinguish which elements of innovation, stability, people orientation, outcome orientation, aggressiveness, detail orientation, and team orientation may be major dimensions of their organizational culture or may be of less importance to their organizational culture.

The ranking of the dimensions can vary by industry depending on the values of the organization (Robbins & Coulter, 2002). Electronic companies may value innovation and teamwork to develop the latest technologies where service industries may also value people's orientation and attention to detail. According to Bellou (2008), managers in Greek Hospitals value aggressiveness and attention to detail as major characteristics of their organizational culture. According to (Baird et al., 2018), teamwork innovation, and attention to detail are valued dimensions of organizational culture when implementing an environmental activity management change. The OCP can be used as an assessment of perceived organizational culture by operations leaders.

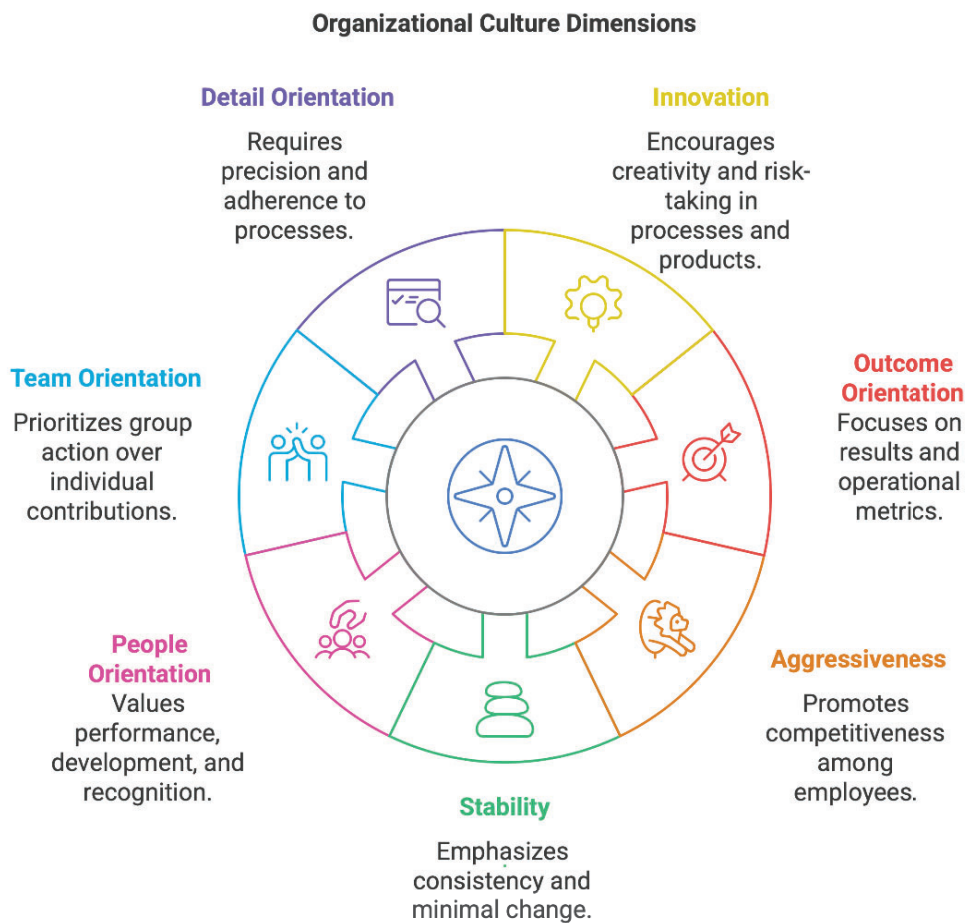
Dimensions of OCP

The OCP, first introduced by O'Reilly III et al. (1991b) is an instrument to evaluate an organization's culture by analyzing from the perspective of different dimensions. It is flexible and can be administrated differently to fit the structure of an organization (Schein, 2017). Once the dimensions are identified, they can be evaluated to determine if they aid or hinder current business

initiatives. The seven dimensions within the OCP first identified by O’Reilly III et al. (1991a) and later revised by Cable and Judge (1997) are: team orientation, innovation, stability, people orientation, outcome orientation, aggressiveness, and detail orientation.

Using the OCP, leaders can evaluate the importance of the seven key dimensions. Those dimensions who rank the highest will influence their organization’s culture. This influence will either support or hinder operational decisions. The seven dimensions were originally defined as ambiguous by O’Reilly III et al. (1991a), but were described in further detail by Robbins and Coulter (2002) and Schein (2017). See Figure 1.

Figure 1
Organizational Culture Dimensions



Note: Adapted from Robbins & Coulter, 2002; Schein, 2017

Methodology

Overview of Project Design

The methodology used for this IRB approved study was to select and conduct qualitative interviews that would later be transcribed and coded to understand the perspectives on how their organization's culture aligned with the organization's initiative. The size of the organizations in this industry varies immensely. Boundaries of the project were limited to operational leaders from a single organization in the automotive paint and body repair industry. The organization was limited to a medium-sized company with a limited geographical location. Data was generated from semi-structured interviews. These boundaries were defined to limit the scope of the qualitative project.

Recruiting Method

Participants for this project were from a targeted organization in the automotive paint and body repair industry within the geographical location of Georgia and South Carolina. After site permission was obtained, potential participants were emailed an invitation to participate in the study. After the agreement, participants were provided with informed consent. Participants who have read, understood, and signed the informed consent were contacted via email to set a time and date for the interview to occur.

Interview Process

The targeted participants were senior managers in operations from a single organization within the automotive paint and body repair industry. Participants were at shop manager or above in the organization. They had tenure of 3 years or more with the organization. All managers were part of the operations department in the organization. The selection criteria ensured interviewees had knowledge and experience of the organization. The time frame also allowed the participants to acquire a perception of the organizational values. Participants were interviewed using online video meeting technology.

Potential interview candidates who were selected had greater than 3 years of experience in a leadership role at a specific organization in the automotive paint and body repair industry. The informed consent forms were sent electronically and were digitally signed. A Zoom meeting was conducted for the interview process for each participant. Two candidates were selected who are currently in leadership roles. They had held the position of shop manager or were in the position of a shop manager level. An interview guide was used for the semi-structured interview. Initially, in the interview, participants were reminded of the consent form, and each key dimension was introduced and defined. Interviewees were asked to prioritize the key dimensions. Follow-up questions were asked to identify which dimensions have recently changed and which ones remained consistent. The final set of questions comprises which key dimensions should be changed to align the organizational culture to aid in operational improvement initiatives. See the appendix for the interview guide. Interviews were video recorded. Video files were uploaded to Otter.ai for transcription. The transcripts were reviewed and edited for accuracy of transcription. They were verified to be accurate by interviewees. Transcripts were then coded using Dedoose software.

Data Analysis

The coding process was found advantageous for qualitative interview data. Linneberg and Korsgaard (2019) highlighted how coding is a structure or process for data analysis and how

different dimension of interest could be analyzed and compared when evaluating interview data. The open, axial, and selective coding process defined by Williams and Moser (2019) was used for coding the data. To start the coding process, the dimensions of OCP were used as the initial opening codes. Questions as to the perception of ranking and the values associated resulted in identifying axial codes. During the axial coding process, responses were categorized to show similarities and differences between the perceptions of OCP dimensions. The categories of axial data were analyzed for themes and sub-themes. This included analyzing coding correlations for the frequency of responses. Responses from the interview questions regarding examples of perceived OCP dimensions identified these themes and sub-themes. These sub-themes added relevancy to the overarching selective themes derived from the coding data.

Assumptions

One assumption is that organizations are similar in operations throughout the industry. The organization in the study is a medium size company in a local geographical location in the industry. Other companies may be a larger organization with multiple sites in multiple states. Another assumption is that the OCP is the appropriate topological approach to analyzing culture in the automotive paint and body repair industry. An additional assumption is that operational leaders can adequately apply to the OCP to understand their organizational culture and the small number of interviewees will adequately represent the organization holistically.

Limitations

While this study provided valuable insights into organizational culture within the automotive paint and body repair industry, several limitations should be acknowledged. The size and scope were identified as limitations. The study's reliance on two participants, while providing deep insights, limits generalizability. Geographic focus on a single region may not capture cultural variations across different markets. Participants' senior management positions may not fully represent perspectives across organizational levels. Methodological Considerations is another identified limitation. The semi-structured interview format, while allowing for rich discussion, may have introduced interviewer bias. The study's cross-sectional nature captures organizational culture at a single point in time. This also had a reliance on self-reported data without triangulation from other sources.

These limitations suggest several promising directions for future research. This includes a quantitative extension using a large-scale survey with the 40 OCP value statements across multiple organizations. This would provide a comparative analysis between independent shops and corporate-owned facilities. In addition, a longitudinal study that tracks cultural changes during organizational initiatives. The stakeholder's perspective is another opportunity for future research. This should include technician-level employees and customers. The additional stakeholders' perceptions should be compared between managers and employees. Another direction for future research would be performance correlation. This would allow for an examination of relationships between OCP dimensions and key performance indicators. Furthermore, a study on performance correlation could include the impact of culture alignment and employee retention or the links between cultural dimensions and customer satisfaction.

Results

Introduction to Results

Interviews were conducted to show how operational leaders prioritized key dimensions of OCP and how it affected operations within their organization. Questions were asked to evaluate how operation leaders valued different OCP dimensions and how it would have impacted operational effectiveness. Primary qualitative data was taken from the interviews that showed not only how the key dimensions have changed within the organization but also how the changes in dimensions have had both positive and negative effects on operations. This showed a selective theme that organizational culture has both helped and hindered operational performance. Sub-themes were developed to show which of the dimensions have changed, which of the dimensions remained consistent, and which dimensions need to be re-prioritized.

Thematic Findings

The Interview process with participants in the organization showed how key dimensions were a higher priority than others. Those with higher priority were shown to have large effects on the organizational outcomes. These priorities both aided and hindered operational effectiveness, which was a minor theme that evolved from the coding process. The interview also showed that some key dimensions were consistently ranked between the participants. The semi-structured interview process showed that participants would have changed some OCP dimensional priorities to improve operations in the organization. The semi-structured interview process was developed to integrate the two research questions of:

Research Question #1: How do the operational team leaders rank, in order of importance, the key dimension of the Organization Culture Profile?

Research Question #2: Do the leaders prioritize key dimensions that align with their company's operational decisions?

The first step in the interview process was to determine the demographic of interviewees. Both interviewees had greater than 3 years of leadership experience in the organization. The next set of questions was to establish the priorities of the OCP key dimensions of team orientation, innovation, stability, people orientation, outcome orientation, aggressiveness, and detail orientation. Follow-up questions were asked to provide examples of each of the high ranked dimensions and lower ranked dimensions. Subsequent questions for the interviewees pertained to dimensions that were both consistent and the ones that have recently changed from either high priority to low priority or low priority to high priority. The final questions and subsequent questions regarded how operational leaders would change the values of key dimensions of the OCP and how that would impact operational effectiveness. The transcribed information was then evaluated for open and axial coding, as described by Williams and Moser (2019). Table 1 summarizes the results of the initial ranking of OCP dimensions and resulting themes and subthemes. Table 2 summarizes the resulting theme and sub-themes as they relate to the research questions.

Table 1*Open and Axial Coding Results in Themes and Sub-Themes*

Open Coding	Axial Coding	Sub-Themes	Themes
Innovation	Mixed	Positive improvement	Status of key dimensions
Stability	Medium	Organization is resistant to change	
Outcome Orientation	High	Has negative effect on operations	
Aggressiveness	Mixed	Has negative effect on operations	
People Orientation	Low	Ranked low, but needs to improve	Affects to operations
Detail Orientation	Low	Ranked low, but needs to improve	
Team Orientation	Medium	No major impact to operations	

Table 2*Major and Minor Case Study Themes*

Case Study Themes	Theme Details	Research Question
Major Theme	Status of Dimensions and Rankings	RQ. 2
- Sub-Theme 1	- Dimensions that are positively changing	RQ. 1
- Sub- Theme 2	- Dimensions preventing improvement	RQ. 1 & RQ.2
Major Theme	Effects of OCP Dimensions on Operations	RQ. 1 & RQ. 2
- Sub-Theme 1	- Negative effects on Operations	RQ. 1
- Sub-Theme 2	- Key Dimensions that need more prioritization	RQ. 2

Note. This table outlines the major and minor themes from interviews conducted and the research questions they are relevant to.

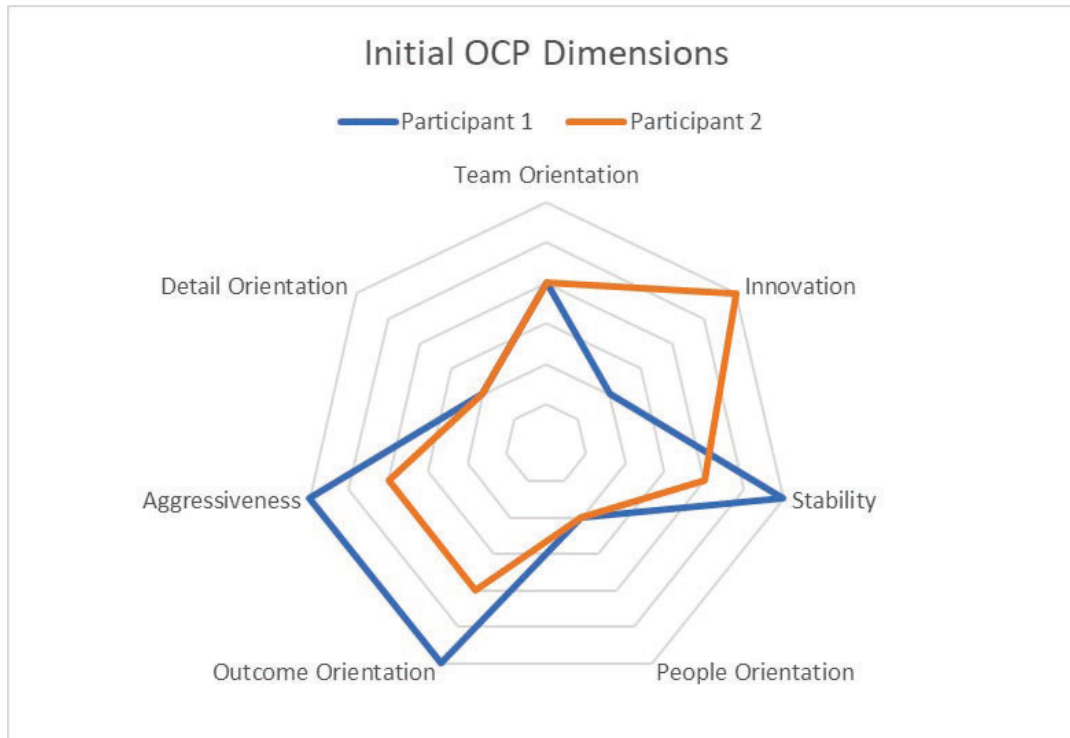
Major Theme: Status of Key Dimensions and Rankings

Each participant was initially asked to rank each of the OCP's key dimensions of organizational culture from their perspective. Figure 2 shows the results of each of the dimensions of organizational culture. Both participants had independently stated that detail orientation and people orientation were a low priority in the organization. Outcome orientation was considered high by both interviewees. The OCP dimension of innovation was mixed, but both participants discussed how the organization is trying to value innovation more. The dimension of stability was

a noted dimension of OCP where they had mixed reviews of the level, but both had stated that it had a large effect on operations. Aggressiveness was another dimension that had mixed results. Team orientation had a consistent review that it was neither high nor low, but medium.

Figure 1

Initial OCP Dimensions



Changes in OCP Dimensions

One of the sub-themes noted from the coding process was the changes in some dimensions of OCP. Participant 2 had discussed how the organization is “trying to do everything in-house instead of going outside” when describing new processes and capabilities that the organization was developing. The participant also noted how the organization “hasn’t changed much in the last 5 years, but in the last two months there are a lot of changes”. Participant 1 had noted how the organization has not fully initiated innovating changes specifically in their process in procedures, but that “they are trying” and they are just not there yet.

Stability Preventing Positive Changes

A second sub-theme that was developed from the status of key dimensions and how they are changing is a key dimension that is not changing, but preventing other improvement initiatives, the OCP dimension of stability. This dimension defines how well the organization is open to change. One example is from participant 2 regarding a new report that was implemented for operations. It is inconsistently implemented and “We’re supposed to do them every day. Some people don’t ever do them”. People continue to do what has always been required of them. Participant 1 noted that regardless of other topics of importance, “all we look at is our sales”. The value of the sales metric has always been high and “everyone knows that”. Another example from

participant 1 is how repairs have consistently been completed in the same manner as they always have been. They are not looking at completing jobs safer or if someone takes a little extra time, it is “the best way to do it”.

Research Question #1

The initial evaluation of the different dimensions of the OCP are shown in table 3. The re-prioritization of the dimensions is presented in table 4.

Table 3
Initial Prioritization of OCP Dimensions

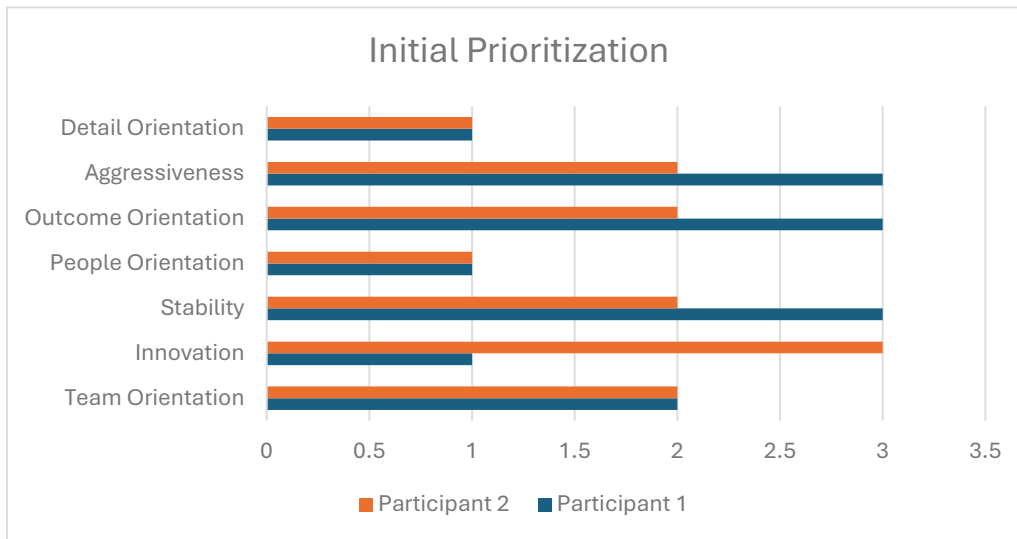
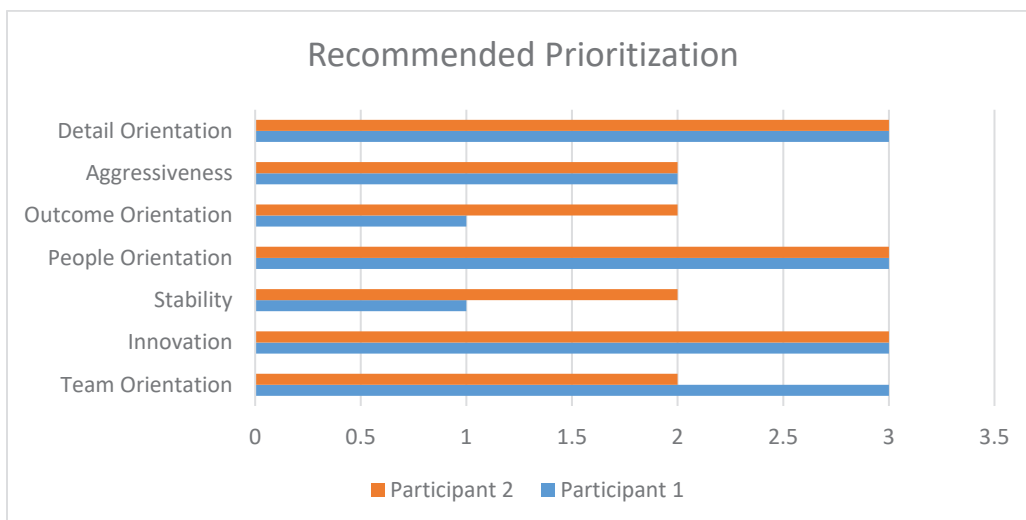


Table 4
Recommended Prioritization of OCP Dimensions



Data from the first set of questions show how the operational leaders of this organization prioritize each of the dimensions. The effect of how the organization values these dimensions has impacted

operations and the organization's efficiency. The two interviewees were consistent in their perception of ranking the dimensions by 42%. One dimension, stability, was ranked on opposite ends of the scale, but both agreed that it is one dimension that the organization is trying to change. Participant 1, who ranked it low, initially commented on how the organization was trying to improve the process, but that is organization is not there yet. 86% of the rankings in the dimensions were the same or within one ranking of the other.

How have the Current Key Priorities Affected Different Areas of Operations

One of the sub-themes that developed from the coding data that pertains to research question 1 was how prioritizing different dimensions of OCP affected operations. The coding process found that the dimensions of stability and innovation had the highest effect on operations. Examples from the interviewees included how the company values consistency in the metrics they report and the lack of continuous improvement by maintaining the status quo.

Research Question #2

The semi-structured interview was also used to determine how well the prioritization of the higher-ranking dimensions of OCP align with operational decisions. Data from the interviews indicated that current prioritization of OCP dimensions does not align with operations. Evidence from the data supports this conclusion with the recommendation to re-prioritize low ranking dimensions. Both interviewees unanimously would recommend re-prioritizing both the lowest current rankings OCP dimensions of people orientation and detail orientation.

What Would You Change or What Key Priorities Would You Change That Would Positively Improve Organizational Culture?

A sub-theme was developed from the dimensions of people orientation and detail orientation that showed they should be re-prioritized to a higher ranking. By increasing the prioritization of people orientation, more emphasis would be on rewards and recognition of individuals. Another example of the people orientation in OCP is how much the organization considers the effects of their decisions on the employees. The example by participant 2 regarding the organization's decision to not provide employee relief when coworkers are out on vacation was perceived as having a negative effect on operations.

Detail orientation was another dimension of OCP that was recommended to be re-prioritized to a higher ranking. Participant 2 discussed how this would increase the amount of training for new hire employees and cut down on mistakes made by employees. It was also recommended by participant 1 that showed if more detailed process were available along with innovating ideas to improve current processes, those should be implemented at other sites that would allow the organization to share best practice amount the different sites.

Discussion

Effects of Key Dimensions on Operations

After discussions about which dimensions of the OCP are valued high, medium, and low, the participants were asked to provide examples of how it affected operations. There were some examples of team orientation and people orientation when interviewees discussed rewards and recognition, but both participants noted that the organization should put more value in the people orientation. The OCP dimensions of outcome orientation and aggressiveness were both identified as OCP dimensions that had negative effects on operations.

Dimensions with Negative Effects on Operations

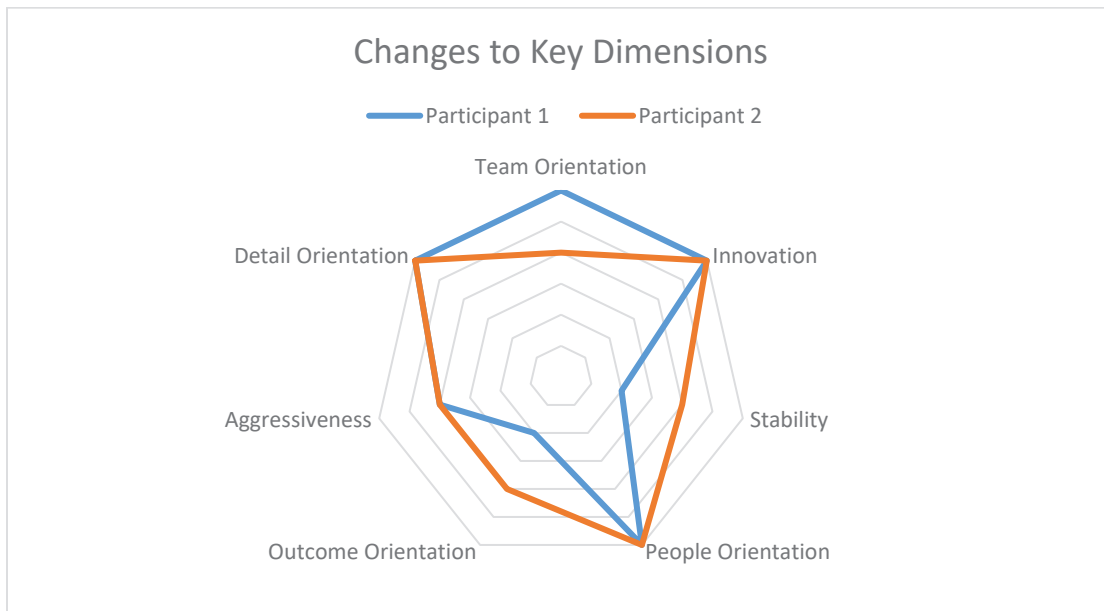
The interviews each discussed the negative effects that outcome orientation and aggressiveness had on operations in the organization. Participant 1 had noted that “the organization does not look at the big picture” and “it’s all about sales” when referencing how the organization is aggressive or competitive internally. It was also conveyed by participant 1 that the organization just “looks at the numbers”, not how the individual sites achieved them or other aspects like safety or striving for improvements. It was also found in the interviews from the mixed scoring on innovation and how the organization valued outcome orientation. Detail orientation and people orientation were lacking prioritization.

The findings regarding low prioritization of people orientation align with Bellou’s (2008) observations in service industries, where customer focus often overshadows employee development. However, our results diverge from Prodromou & Papageorgiou’s (2022) findings in healthcare, where people orientation ranked consistently higher. This difference may reflect the unique pressures of the automotive repair industry, where immediate operational metrics often take precedence over long-term people development strategies.

Key Dimensions that Need Re-prioritizing for Operational Improvement

The final questions consisted of how the dimensions should be re-prioritized to higher levels that would have a positive effect on operational effectiveness. Figure 3 summarizes the answers from the participants.

Figure 2
Changes to Key OCP Dimensions



Both participants recommended that the organization values the dimensions of people orientation, detail orientation, and innovation as the key dimensions of OCP. People orientation was the key dimension that was focused on individual employee reward and recognition. Participant 2 had

noted that while the organization conducts team luncheons, rewarding individual employees, “that’s never done”. Participant 1 also noted how individuals are rarely recognized. It was also discussed from a staffing perspective that roles are not fulfilled. The organization is in such a lean state that participant 2 discussed occasions that when key individuals are out “there is really nobody to come fill that position” leaving the extra duties and responsibilities on other employees. Detail orientation was discussed as an improvement to operational effectiveness, specifically in training. Both participants noted a lack of training and processes. Participant 1 discussed the need to implement a proven process that has been shown to work and then have it implemented and trained at all the shops. New hire training was also discussed as part of the detail orientation dimensions. Participant 2 discussed how new processes are being implemented, but there was little training. If the organization increases the amount of training, there would be “less mistakes”. Innovation was mixed in the initial OCP dimension evaluation, but both participants recommended that innovation be a high priority for the organization to improve operations. As participant 1 noted, new innovative processes need to be developed from the continuous improvement perspective. Once the new process is proven, it should be implemented across all areas of the organization.

Significance of Findings

The purpose of the qualitative study was to utilize the OCP as the identification tool to evaluate the current organizational culture of an organization and show how it may aid or hinder initiatives that could help develop competitive advantages, improve employee morale, increase financial performance or innovation of new products or processes as describe by Gupta (2011) and Dauber et al. (2012). The OCP was selected as the tool to evaluate organization culture by aligning the values perceived by leadership as the values of the organization. This method of understanding organizational culture was first introduced by O’Reilly III et al. (1991a) and later further defined by Chatman and Jehn (1994).

Using this method of evaluating organizational culture, this qualitative study was able to show how an organization within the automotive paint and body repair industry defines its culture and how it affected operations. This is consistent with findings from Prodromou and Papageorgiou (2022) where they had noted that there was a difference between the organizational culture in the health care industry and the desired organizational culture. This study also showed that the key dimensions of the organizational culture were stability and outcome orientation. These two had large effects on operations. It was also found that the two lowest ranking dimensions of people orientation and detail orientation were the two that needed to be re-prioritized to a higher ranking. This is also consistent with both Prodromou and Papageorgiou (2022) and (Bellou, 2008) where they found in the service industry the importance of rewards and recognition within the people orientation and dimension of detail orientation. The deficiency of training discussed in the interview training is also consistent with training issues identified in the industry (“The Dismal State of Training in the Collision Repair Industry,” 2015; Shoemaker, 2023). Both dimensions were significant aspects of customer relations for an organization that operates in a service industry.

This qualitative study also used the OCP dimensions first introduced by O’Reilly III et al. (1991a) and later modified by Chatman and Jehn (1994) as innovation, stability, people orientation, outcome orientation, aggressiveness, detail orientation, and team orientation. Other articles, such as Bellou (2008) and Prodromou and Papageorgiou (2022) used different definitions of the dimensions of OCP or different definitions of the dimensions themselves. This study had used the combined categories of definitions from Prodromou and Papageorgiou (2022), Sarros et al. (2005),

and Robbins and Coulter (2002) to define the dimensions of OCP to evaluate the organization's culture. The focus of this study used the dimensions as previously identified for the evaluation of an organization in the automotive paint and body repair industry. Future research opportunities exist to further standardize the different dimensions of OCP regardless of the industry used in.

A significant contribution of this study is the application of the OCP culture analysis in the automotive paint and body repair industry, where there is little academic support. This study further supports the literature that links organizational culture to operational excellence initiatives (Knapp, 2015). This study also highlighted that the automotive paint and body repair industry relies heavily on customer service, thus lacking the key OCP dimensions that would improve operational performance. Finally, this qualitative study showed how the organization's priorities of OCP dimensions effects operational efficiencies and initiatives.

Recommendations for Applications

This qualitative study highlighted how the automotive paint and body repair industry aligns with other industries that provide services and are heavily influenced by customer relationships. The findings in this study are consistent with other academic literature that suggest organizational leadership can evaluate their organizational culture using the OCP. This will allow managers to understand their current culture and formulate strategies that influence their organization's culture that would align with performance improvement initiatives. This should be an area that could be incorporated with the lack of formal leadership training in the industry.

Based on our findings, automotive repair organizations could implement the following specific changes:

1. Training and Development

- Implement a structured 90-day onboarding program for new technicians
- Create skill-based certification paths with corresponding pay increases
- Establish mentor-mentee partnerships between experienced and junior staff

2. Performance Recognition

- Develop a monthly recognition program highlighting individual achievements
- Institute a points-based reward system for quality metrics and customer satisfaction
- Create opportunities for high-performing staff to lead process improvement initiatives

3. Process Documentation

- Create standardized work instructions for common repair procedures
- Develop quality control checklists for each repair stage
- Implement regular process audits with feedback loops

Recommendations for Future Research

This study was able to highlight several opportunities for future research. One opportunity would be to standardize the categories and definitions of OCP for use in comparing cultural analysis across multiple organizations or industries. Additionally, a quantitative study using all 40 value statements of the OCP could be used to conduct empirical research to further understand the culture in the automotive paint and body repair industry. A final opportunity for future research would be to conduct a quantitative study that compares organizations within an industry to show those with

high levels of discrepancies and low levels of discrepancies between their perceived organizational culture and actual organizational culture and the effects on operational performance.

Conclusion

The culture of an organization has a major impact on its success or ultimate failure. This qualitative study showed how an organization can use the dimensions of OCP comprising team orientation, innovation, stability, people orientation, outcome orientation, aggressiveness, and detail orientation to understand its culture. These dimensions represent the values perceived by operational leaders. Those dimensions that are of the highest value are the key dimensions in the organization. The key dimensions may aid or hinder improvement initiatives. The findings from this qualitative study found that key dimensions may not align with operational initiatives, which is consistent with other academic studies from other industries. Organizations should have the ability to understand their own organizational culture and highlight opportunities to re-prioritize key dimensions that would aid in strategic improvement initiatives.

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Appendix

Interview Guide

Participant information Questions

1. How long have you been a manager with the company?

Review definitions of key dimensions of the Organizational Culture Profile

- Definitions were shared with interviewees on screen during interview process

Main Question 1

1. What dimensions of the Organization Culture profile would you rank high, medium, and low as you see right now?

Team Orientation	Innovation	Stability	People Orientation	Outcome Orientation	Aggressiveness	Detail Orientation

Main Question 2

2. What examples can you provide that show how the high-ranking key dimensions have affected operations decisions.
 - a. How have the high-ranking dimensions of *their provided answer* affected the areas of people and staffing in operations?
 - b. How have the high-ranking dimensions of *their provided answer* affected the areas of standard operating procedures for the different functions of operations?
 - c. How have the high-ranking dimensions of *their provided answer* affected utilization of capital planning in operations?
 - d. For the ones that you have ranked low, how has that affected some of the your operational decisions, Standard operating procedures, staffing, capital planning.

Main Question 3

3. The dimensions that ranked high, have they always been high, or have they been recently

changed?

- a. Those key dimensions that have been changed; what examples do you have of how leadership has influenced that change?
- b. How has that affected the overall operations at your business?

Main Question 4

4. If you could change any dimensions to better represent what leaders of the organization actually see as key priorities, what would shift?
 - a. What would you gain if you made this shift?
 - b. Could you give an example of what impact that would have if the changes were made?

Key Dimensions Shared with Interviewees

Innovation

The dimension of innovation consists of how the organization values innovation, how it would take advantages of innovative initiatives, and the level of risk that the organization will accept (Prodromou & Papageorgiou, 2022; Sarros et al., 2005). This dimension also shows how flexible the company is adapting to innovative changes. Personal responsibility is also evaluated with risks when implementing innovative changes. According to Robbins and Coulter (2002) it highlights how many employees are encouraged to take risks and produce innovating ideals.

Stability

The stability dimension is how much decision and action by the organization are directed to remain consistent (Robbins & Coulter, 2002). Stability is also defined as the level of calmness and the level of conflict felt by employees (Prodromou & Papageorgiou, 2022; Sarros et al., 2005). Security of employment is also an aspect of the stability dimension.

People Orientation

People's orientation revolves around how well the organization evaluates the impacts of their decision on their employees (Robbins & Coulter, 2002). This also includes how the organization values professional development for employees. Rewards and recognition would also be included in the people's orientation dimension.

Outcome Orientation

Outcome orientation shows how the organization values outcomes or results rather than how those results were achieved (Robbins & Coulter, 2002). This also includes how organizations view the expectations of their employees. It also shows the level of structure employees are expected to have.

Aggressiveness

Aggressiveness shows how much the organization values competition among their employees. Robbins and Coulter (2002) describe how employees may be more competitive and vice cooperative. Prodromou and Papageorgiou (2022) and Sarros et al. (2005) describe competitiveness as being distinctive and being achievement orientated.

Detail Orientation

Robbins and Coulter (2002) describe this dimension as how much the organization values employees to exhibit a certain level of detail or precision. This may also include how much the organization values analysis by their employees as how results were achieved. The level of precision is also a factor in the detail orientation dimension (Chatman & Jehn, 1994).

Team Orientation

Team orientation shows the level of collaboration and value of teams in the organization (Chatman & Jehn, 1994). It also shows how the organization views teamwork versus individuality (Robbins & Coulter, 2002). Organizations may view team recognition higher than individual recognition.