Data Article

Dataset exploring organizational culture of K-12 schools

Jacqueline Kareem a,∗, Harold Andrew Patrick b, Veerta Tantia c, Sharon Valarmathi B c

a School of Education, Christ University, Bangalore, India
b CMS Business School, Jain University, Bangalore, India
c School of Commerce Finance and Accountancy, Christ University, Bangalore, India

A R T I C L E   I N F O

Article history:
Received 3 September 2021
Revised 7 April 2022
Accepted 8 April 2022
Available online 12 April 2022

Dataset link: Organizational Culture (Original data)

Keywords:
Organizational culture
OCTAPACE
School culture

A B S T R A C T

Culture can be understood as an explicit social product arising from social interaction as an intentional or unintentional consequence of behavior. Educational Institutions culture differs from other organizational cultures as it impacts teachers’ performance and students’ learning. In this survey the definition of organizational culture used is given by Schein, “The deeper level of basic assumptions and beliefs that are, learned responses to the group’s problems of survival in its external environment and its problems of internal integration; are shared by members of an organization; that operate unconsciously; and that define in a basic ‘taken-for-granted’ fashion in an organization’s view of itself and its environment” [1]. The data contains 1158 cases collected from K-12 School teachers on their perception of values and beliefs of their organizational culture using the OCTAPACE scale. Convenience sampling is used to obtain the data from teachers. The questionnaire was administered personally to teachers from sixty-five Private aided, Private unaided and Government schools. The eight dimensions measuring values and beliefs of Educational Institutions organizational culture are Pro-action, Authenticity, Openness, Collaboration, Experimenting, Trust, Confrontation and Autonomy. Descriptive statistics are computed from the dataset. The dataset can be used by researchers for meta analysis on

∗ Corresponding author.
E-mail address: jacqueline.loleta@christuniversity.in (J. Kareem).

https://doi.org/10.1016/j.dib.2022.108179
2352-3409/© 2022 The Authors. Published by Elsevier Inc. This is an open access article under the CC BY license (http://creativecommons.org/licenses/by/4.0/)
organizational culture and school management can explore in depth the need for an organizational culture of autonomy, experimenting, collaboration and openness among teachers.

© 2022 The Authors. Published by Elsevier Inc. This is an open access article under the CC BY license (http://creativecommons.org/licenses/by/4.0/)

### Specifications Table

| Subject                          | Social science - Education                        |
|---------------------------------|---------------------------------------------------|
| Specific subject area           | Educational Organizational Culture                |
| Type of data                    | Tables                                            |
| How the data were acquired      | The data was acquired through a self-reported survey tool. The tool has two parts, namely the demographic profile of the respondent and the OCTAPACE scale measuring the values and beliefs of organizational culture. |
| Data format                     | Raw                                               |
| Description of data collection  | Data was collected from teachers personally. They were briefed about the survey. The survey was a self-reported questionnaire. Data was collected from school teachers who consented to answering the survey. Data was screened for missing values. Data that passed the normality test was considered for analysis. A final sample of 1158 responses was found to be valid. The questionnaire is provided in the Mendeley dataset. |
| Data source location            | Data was collected from teachers of sixty-five schools, from the city of Bangalore, India. |
| Data accessibility              | Data is hosted on: Repository name: Mendeley Data Data identification number: DOI:10.17632/9z7xzvtsd2.3 Direct URL to data: https://data.mendeley.com/datasets/9z7xzvtsd2/3 |

### Value of the Data

- The data can be used by Management of schools to properly make decisions that in the long-run would lead to create a conducive environment for teachers and students.
- The data can be used to enlighten principals and other authorities to know the importance of organizational culture and how it can be beneficial to the overall performance of the educational institutions.
- The data will help in the training of teachers and administrators for creating an effective learning environment.
- It will help researchers to conduct meta-analysis studies on organizational culture and perform confirmatory factor analysis.
- The data set will be useful for providing hands-on training in quantitative statistical packages.

### 1. Data Description

Table 1 describes the sample distribution based on demographics. The skewness values of openness (−0.603), confrontation (−0.345), trust (−0.228), authenticity (−0.463), pro-action (−0.678), autonomy (−0.390), collaboration (−0.918) and experimenting (−0.562) is less than +/−1.96, hence the data does not deviate from normality. Table 2 shows the correlation values for the dimensions of organizational culture. Tables 3–12 displays the means and standard deviation of the eight dimensions of organizational culture across the demographic variables. In Mendeley database [2] the following are provided: (1) The survey questionnaire (2) Organizational culture data-1158.sav (3) Organizational culture dataset-1158.xls.
Table 1
Sample profile distribution.

| Demographics                  | Value | Count | Percent |
|-------------------------------|-------|-------|---------|
| School Board                  | State | 931   | 80.4%   |
|                               | ICSE  | 179   | 15.5%   |
|                               | CBSE  | 48    | 4.1%    |
| School Management             | Government | 355 | 30.7% |
|                               | Aided | 374   | 32.3%   |
|                               | Unaided/Private | 429 | 37.0% |
| Gender                        | Female | 961   | 83.0%   |
|                               | Male   | 197   | 17.0%   |
| Marital Status                | Married | 868   | 75.0%   |
|                               | Unmarried | 290 | 25.0% |
| Age                           | <20 Yrs | 6     | 0.5%    |
|                               | 21–25 Yrs | 110  | 9.5%    |
|                               | 26–30 Yrs | 276  | 23.8%   |
|                               | 31–35 Yrs | 145  | 12.5%   |
|                               | 36–40 Yrs | 137  | 11.8%   |
|                               | 41–45 Yrs | 187  | 16.1%   |
|                               | >46 Yrs | 297   | 25.6%   |
| Educational Qualification     | Diploma | 143   | 12.3%   |
|                               | Graduation | 519  | 44.8%   |
|                               | Post Graduation | 371  | 32.0%   |
|                               | Others   | 125   | 10.8%   |
| Years of Experience           | <2 Yrs | 121   | 10.4%   |
|                               | 2–5 Yrs | 271   | 23.4%   |
|                               | 6–10 Yrs | 254  | 21.9%   |
|                               | 11–20 Yrs | 216  | 18.7%   |
|                               | >20 Yrs | 296   | 25.6%   |
| Teaching subject              | Languages | 373   | 32.2%   |
|                               | Humanities(Social science) | 267  | 23.1%   |
|                               | Sciences (incl. Math) | 330  | 28.5%   |
|                               | Extra curricular/others | 188  | 16.2%   |
| Monthly income                | <Rs. 5000 | 46    | 4.0%    |
|                               | Rs. 5000–15,000 | 536  | 46.3%   |
|                               | Rs. 15,001–30,000 | 536  | 46.3%   |
|                               | >Rs. 30,000 | 40    | 3.5%    |
| School Level                  | Primary | 319   | 27.5%   |
|                               | Middle  | 339   | 29.3%   |
|                               | High/Secondary | 354  | 30.6%   |
|                               | Higher Secondary | 146  | 12.6%   |

Table 2
Karl Pearson’s coefficient of correlations.

|                         | OP    | CF     | TR     | AC     | PA     | AT     | CL     | EX     |
|-------------------------|-------|--------|--------|--------|--------|--------|--------|--------|
| Openness(OP)            | -     | .439** | -      |        |        |        |        |        |
| Confrontation(CF)       | .569**| .530** | -      |        |        |        |        |        |
| Trust(TR)               | .335**| .451** | .262** | -      |        |        |        |        |
| Authenticity(AC)        | .626**| .436** | .496** | .481** | -      |        |        |        |
| Pro-Action(PA)          | .378**| .574** | .404** | .410** | .461** | -      |        |        |
| Autonomy(AT)            | .549**| .617** | .497** | .473** | .578** | .550** | -      |        |
| Collaboration(CL)       | .421**| .837** | .452** | .546** | .563** | .547** | .687** | -      |
| Experimenting(EX)       |       |        |        |        |        |        |        |        |
Table 3
Means of organizational culture dimensions across Type of Board categories.

| Type of Board | N  | Mean | Std. Deviation |
|---------------|----|------|----------------|
| State         |    |      |                |
| Openness      | 931| 12.43| 2.645          |
| Confrontation | 931| 11.47| 2.252          |
| Trust         | 931| 11.58| 2.254          |
| Authenticity  | 931| 8.38 | 1.985          |
| Pro-Action    | 931| 12.53| 2.373          |
| Autonomy      | 931| 8.64 | 1.916          |
| Collaboration | 931| 12.31| 2.539          |
| Experimenting | 931| 12.16| 2.969          |
| ICSE          |    |      |                |
| Openness      | 179| 11.95| 2.623          |
| Confrontation | 179| 12.06| 2.388          |
| Trust         | 179| 11.94| 2.292          |
| Authenticity  | 179| 7.98 | 1.820          |
| Pro-Action    | 179| 12.22| 1.987          |
| Autonomy      | 179| 8.80 | 1.917          |
| Collaboration | 179| 12.46| 2.234          |
| Experimenting | 179| 12.64| 2.338          |
| CBSE          |    |      |                |
| Openness      | 48 | 13.13| 2.275          |
| Confrontation | 48 | 12.38| 2.160          |
| Trust         | 48 | 12.46| 2.414          |
| Authenticity  | 48 | 8.27 | 1.484          |
| Pro-Action    | 48 | 12.27| 2.081          |
| Autonomy      | 48 | 9.04 | 1.701          |
| Collaboration | 48 | 12.37| 2.429          |
| Experimenting | 48 | 12.42| 2.350          |

Table 4
Means of organizational culture dimensions across Type of School categories.

| Type of School | N  | Mean | Std. Deviation |
|---------------|----|------|----------------|
| Government    |    |      |                |
| Openness      | 355| 12.85| 1.758          |
| Confrontation | 355| 11.69| 2.126          |
| Trust         | 355| 11.62| 1.735          |
| Authenticity  | 355| 8.98 | 1.835          |
| Pro-Action    | 355| 12.93| 1.784          |
| Autonomy      | 355| 8.76 | 1.512          |
| Collaboration | 355| 12.70| 2.095          |
| Experimenting | 355| 12.76| 3.001          |
| Aided         |    |      |                |
| Openness      | 374| 12.33| 2.987          |
| Confrontation | 374| 11.14| 2.155          |
| Trust         | 374| 11.42| 2.428          |
| Authenticity  | 374| 8.15 | 1.895          |
| Pro-Action    | 374| 12.31| 2.441          |
| Autonomy      | 374| 8.58 | 2.058          |
| Collaboration | 374| 12.28| 2.282          |
| Experimenting | 374| 11.72| 2.710          |
| Unaided/Private | | | |
| Openness      | 429| 12.05| 2.856          |
| Confrontation | 429| 11.92| 2.453          |
| Trust         | 429| 11.95| 2.495          |
| Authenticity  | 429| 7.91 | 1.943          |
| Pro-Action    | 429| 12.25| 2.516          |
| Autonomy      | 429| 8.71 | 2.062          |
| Collaboration | 429| 12.09| 2.899          |
| Experimenting | 429| 12.28| 2.794          |
Table 5  
Means of organizational culture dimensions across Gender categories.

| Gender |          | N  | Mean | Std. Deviation |
|--------|----------|----|------|---------------|
| Female | Openness | 961| 12.42| 2.621         |
|        | Confrontation | 961| 11.83| 2.174         |
|        | Trust     | 961| 11.78| 2.324         |
|        | Authenticity | 961| 8.50 | 1.878         |
|        | Pro-Action | 961| 12.62| 2.255         |
|        | Autonomy  | 961| 8.87 | 1.779         |
|        | Collaboration | 961| 12.59| 2.368         |
|        | Experimenting | 961| 12.62| 2.681         |
| Male   | Openness | 197| 12.22| 2.707         |
|        | Confrontation | 197| 10.45| 2.461         |
|        | Trust     | 197| 11.15| 1.936         |
|        | Authenticity | 197| 7.42 | 2.028         |
|        | Pro-Action | 197| 11.77| 2.432         |
|        | Autonomy  | 197| 7.76 | 2.227         |
|        | Collaboration | 197| 11.11| 2.699         |
|        | Experimenting | 197| 10.42| 3.005         |

Table 6  
Means of organizational culture dimensions across Marital Status categories.

| Marital Status |          | N  | Mean | Std. Deviation |
|----------------|----------|----|------|---------------|
| Married        | Openness | 868| 12.49| 2.812         |
|                | Confrontation | 868| 11.44| 2.341         |
|                | Trust     | 868| 11.69| 2.425         |
|                | Authenticity | 868| 8.16 | 1.891         |
|                | Pro-Action | 868| 12.38| 2.356         |
|                | Autonomy  | 868| 8.66 | 2.041         |
|                | Collaboration | 868| 12.24| 2.543         |
|                | Experimenting | 868| 11.97| 2.827         |
| Unmarried      | Openness | 290| 12.06| 1.987         |
|                | Confrontation | 290| 12.06| 2.037         |
|                | Trust     | 290| 11.63| 1.750         |
|                | Authenticity | 290| 8.77 | 2.039         |
|                | Pro-Action | 290| 12.77| 2.134         |
|                | Autonomy  | 290| 8.77 | 1.443         |
|                | Collaboration | 290| 12.63| 2.298         |
|                | Experimenting | 290| 13.07| 2.806         |

Table 7  
Means of organizational culture dimensions across Age categories.

| Age    |          | N  | Mean | Std. Deviation |
|--------|----------|----|------|---------------|
| <20 Yrs| Openness | 6  | 11.83| 2.858         |
|        | Confrontation | 6  | 11.17| .983          |
|        | Trust     | 6  | 12.17| 1.722         |
|        | Authenticity | 6  | 8.17 | .408          |
|        | Pro-Action | 6  | 10.00| 1.095         |
|        | Autonomy  | 6  | 7.67 | 1.211         |
|        | Collaboration | 6  | 11.50| 2.168         |
|        | Experimenting | 6  | 12.00| 2.191         |

(continued on next page)
| Age       | N   | Mean | Std. Deviation |
|-----------|-----|------|----------------|
| 21–25 Yrs | 110 | 11.75| 2.194          |
| Openness  |     |      |                |
| Confrontation | 110 | 11.75| 2.043          |
| Trust     | 110 | 11.63| 1.876          |
| Authenticity | 110 | 8.31 | 2.149          |
| Pro-Action | 110 | 12.68| 2.534          |
| Autonomy  | 110 | 8.70 | 1.923          |
| Collaboration | 110 | 12.03| 2.791          |
| Experimenting | 110 | 12.20| 3.298          |
| 26–30 Yrs | 276 | 12.19| 2.268          |
| Openness  |     |      |                |
| Confrontation | 276 | 11.80| 2.209          |
| Trust     | 276 | 11.49| 1.875          |
| Authenticity | 276 | 8.68 | 1.952          |
| Pro-Action | 276 | 12.52| 2.198          |
| Autonomy  | 276 | 8.72 | 1.675          |
| Collaboration | 276 | 12.46| 2.475          |
| Experimenting | 276 | 12.82| 2.823          |
| 31–35 Yrs | 145 | 12.57| 2.783          |
| Openness  |     |      |                |
| Confrontation | 145 | 11.37| 2.516          |
| Trust     | 145 | 11.66| 2.247          |
| Authenticity | 145 | 8.22 | 1.884          |
| Pro-Action | 145 | 12.17| 2.354          |
| Autonomy  | 145 | 8.23 | 2.000          |
| Collaboration | 145 | 11.86| 2.483          |
| Experimenting | 145 | 11.17| 2.843          |
| 36–40 Yrs | 137 | 12.50| 2.983          |
| Openness  |     |      |                |
| Confrontation | 137 | 10.98| 2.608          |
| Trust     | 137 | 11.74| 2.317          |
| Authenticity | 137 | 7.97 | 2.047          |
| Pro-Action | 137 | 12.38| 2.383          |
| Autonomy  | 137 | 8.55 | 2.128          |
| Collaboration | 137 | 11.77| 3.056          |
| Experimenting | 137 | 11.94| 2.884          |
| 41–45 Yrs | 187 | 12.89| 2.583          |
| Openness  |     |      |                |
| Confrontation | 187 | 11.49| 2.218          |
| Trust     | 187 | 11.99| 2.305          |
| Authenticity | 187 | 8.12 | 2.029          |
| Pro-Action | 187 | 12.71| 1.891          |
| Autonomy  | 187 | 8.61 | 1.850          |
| Collaboration | 187 | 12.64| 2.254          |
| Experimenting | 187 | 11.98| 2.902          |
| >46 Yrs   | 297 | 12.35| 2.835          |
| Openness  |     |      |                |
| Confrontation | 297 | 11.82| 2.165          |
| Trust     | 297 | 11.64| 2.692          |
| Authenticity | 297 | 8.31 | 1.765          |
| Pro-Action | 297 | 12.46| 2.482          |
| Autonomy  | 297 | 8.99 | 1.959          |
| Collaboration | 297 | 12.66| 2.144          |
| Experimenting | 297 | 12.56| 2.524          |
### Table 8
Means of organizational culture dimensions across Educational Qualification categories.

| Educational Qualification | N  | Mean | Std. Deviation |
|---------------------------|----|------|----------------|
| Diploma                   |    |      |                |
| Openness                  | 143| 12.40| 2.784          |
| Confrontation             | 143| 11.71| 1.920          |
| Trust                     | 143| 11.55| 2.860          |
| Authenticity              | 143|  8.14| 1.568          |
| Pro-Action                | 143| 12.35| 2.386          |
| Autonomy                  | 143|  9.06| 1.924          |
| Collaboration             | 143| 12.50| 1.776          |
| Experimenting             | 143| 12.53| 2.343          |
| Graduation                |    |      |                |
| Openness                  | 519| 12.74| 2.426          |
| Confrontation             | 519| 11.60| 2.374          |
| Trust                     | 519| 11.85| 2.096          |
| Authenticity              | 519|  8.51| 2.029          |
| Pro-Action                | 519| 12.66| 2.175          |
| Autonomy                  | 519|  8.58| 1.931          |
| Collaboration             | 519| 12.34| 2.632          |
| Experimenting             | 519| 12.20| 2.969          |
| Post Graduation           |    |      |                |
| Openness                  | 371| 12.23| 2.519          |
| Confrontation             | 371| 11.57| 2.241          |
| Trust                     | 371| 11.68| 2.118          |
| Authenticity              | 371|  8.16| 1.911          |
| Pro-Action                | 371| 12.35| 2.296          |
| Autonomy                  | 371|  8.66| 1.853          |
| Collaboration             | 371| 12.27| 2.502          |
| Experimenting             | 371| 12.18| 2.995          |
| Others                    |    |      |                |
| Openness                  | 125| 11.37| 3.286          |
| Confrontation             | 125| 11.54| 2.425          |
| Trust                     | 125| 11.09| 2.584          |
| Authenticity              | 125|  8.18| 2.036          |
| Pro-Action                | 125| 12.21| 2.719          |
| Autonomy                  | 125|  8.74| 1.926          |
| Collaboration             | 125| 12.31| 2.554          |
| Experimenting             | 125| 12.30| 2.518          |

### Table 9
Means of organizational culture dimensions across Years of Experience categories.

| Years of Experience | N  | Mean | Std. Deviation |
|---------------------|----|------|----------------|
| <2 Yrs              |    |      |                |
| Openness            | 121| 12.05| 2.493          |
| Confrontation       | 121| 12.14| 2.018          |
| Trust               | 121| 11.88| 2.274          |
| Authenticity        | 121|  8.90| 1.781          |
| Pro-Action          | 121| 12.99| 2.304          |
| Autonomy            | 121|  8.93| 1.694          |
| Collaboration       | 121| 12.78| 2.174          |
| Experimenting       | 121| 12.97| 2.633          |
| 2–5 Yrs             |    |      |                |
| Openness            | 271| 12.09| 2.413          |
| Confrontation       | 271| 11.73| 2.443          |
| Trust               | 271| 11.66| 1.849          |
| Authenticity        | 271|  8.34| 2.173          |
| Pro-Action          | 271| 12.43| 2.294          |
| Autonomy            | 271|  8.54| 1.827          |
| Collaboration       | 271| 12.13| 2.758          |
| Experimenting       | 271| 12.32| 3.176          |

(continued on next page)
### Table 9 (continued)

| Years of Experience | N  | Mean  | Std. Deviation |
|---------------------|----|-------|----------------|
| 6–10 Yrs            |    |       |                |
| Openness            | 254| 12.74 | 2.619          |
| Confrontation       | 254| 11.06 | 2.375          |
| Trust               | 254| 11.46 | 2.059          |
| Authenticity        | 254| 7.81  | 1.909          |
| Pro-Action          | 254| 12.15 | 2.316          |
| Autonomy            | 254| 8.13  | 2.022          |
| Collaboration       | 254| 11.74 | 2.752          |
| Experimenting       | 254| 11.19 | 3.062          |
| 11–20 Yrs           |    |       |                |
| Openness            | 216| 12.35 | 2.748          |
| Confrontation       | 216| 11.51 | 2.237          |
| Trust               | 216| 11.94 | 2.488          |
| Authenticity        | 216| 8.23  | 1.805          |
| Pro-Action          | 216| 12.49 | 2.212          |
| Autonomy            | 216| 8.86  | 1.866          |
| Collaboration       | 216| 12.62 | 2.408          |
| Experimenting       | 216| 12.24 | 2.609          |
| >20 Yrs             |    |       |                |
| Openness            | 296| 12.51 | 2.785          |
| Confrontation       | 296| 11.77 | 2.103          |
| Trust               | 296| 11.60 | 2.607          |
| Authenticity        | 296| 8.56  | 1.822          |
| Pro-Action          | 296| 12.58 | 2.352          |
| Autonomy            | 296| 9.06  | 1.883          |
| Collaboration       | 296| 12.64 | 2.027          |
| Experimenting       | 296| 12.79 | 2.360          |

### Table 10

Means of organizational culture dimensions across Teaching Subjects categories.

| Teaching Subjects       | N  | Mean  | Std. Deviation |
|-------------------------|----|-------|----------------|
| Languages               |    |       |                |
| Openness                | 373| 12.50 | 2.674          |
| Confrontation           | 373| 11.66 | 2.230          |
| Trust                   | 373| 11.84 | 2.287          |
| Authenticity            | 373| 8.18  | 1.888          |
| Pro-Action              | 373| 12.54 | 2.333          |
| Autonomy                | 373| 8.76  | 1.922          |
| Collaboration           | 373| 12.43 | 2.588          |
| Experimenting           | 373| 12.37 | 2.923          |
| Humanities(Social science) |  |       |                |
| Openness                | 267| 12.22 | 2.684          |
| Confrontation           | 267| 11.54 | 2.319          |
| Trust                   | 267| 11.78 | 2.229          |
| Authenticity            | 267| 8.29  | 1.971          |
| Pro-Action              | 267| 12.37 | 2.296          |
| Autonomy                | 267| 8.46  | 1.916          |
| Collaboration           | 267| 11.99 | 2.563          |
| Experimenting           | 267| 11.97 | 2.915          |
| Sciences (incl. Math)   |    |       |                |
| Openness                | 330| 12.35 | 2.627          |
| Confrontation           | 330| 11.56 | 2.286          |
| Trust                   | 330| 11.58 | 2.336          |
| Authenticity            | 330| 8.34  | 1.996          |
| Pro-Action              | 330| 12.50 | 2.411          |

(continued on next page)
| Teaching Subjects | N  | Mean | Std. Deviation |
|-------------------|----|------|----------------|
| Autonomy          | 330| 8.66 | 1.881          |
| Collaboration     | 330| 12.38| 2.517          |
| Experimenting     | 330| 12.31| 2.932          |
| **Extra curricular/others** | | | |
| Openness          | 188| 12.46| 2.511          |
| Confrontation     | 188| 11.60| 2.348          |
| Trust             | 188| 11.36| 2.181          |
| Authenticity      | 188| 8.57 | 1.927          |
| Pro-Action        | 188| 12.46| 2.090          |
| Autonomy          | 188| 8.88 | 1.903          |
| Collaboration     | 188| 12.55| 2.067          |
| Experimenting     | 188| 12.28| 2.504          |

Table 11
Means of organizational culture dimensions across Monthly Income categories.

| Monthly Income    | N  | Mean | Std. Deviation |
|-------------------|----|------|----------------|
| < Rs. 5000        | 46 | 10.02| 3.343          |
| Confrontation     | 46 | 9.61 | 2.720          |
| Trust             | 46 | 10.65| 2.368          |
| Authenticity      | 46 | 5.87 | 1.962          |
| Pro-Action        | 46 | 10.04| 2.996          |
| Autonomy          | 46 | 7.13 | 2.306          |
| Collaboration     | 46 | 8.89 | 3.677          |
| Experimenting     | 46 | 9.37 | 3.172          |
| Rs. 5000–15,000   | 536| 12.58| 2.690          |
| Openness          | 536| 11.60| 2.355          |
| Confrontation     | 536| 11.84| 2.274          |
| Trust             | 536| 8.13 | 1.796          |
| Authenticity      | 536| 12.65| 2.313          |
| Pro-Action        | 536| 8.68 | 1.934          |
| Autonomy          | 536| 12.30| 2.481          |
| Collaboration     | 536| 12.22| 2.806          |
| Experimenting     | 536| 12.34| 2.432          |
| Rs. 15,001–30,000 | 536| 11.77| 2.087          |
| Openness          | 536| 11.54| 2.238          |
| Confrontation     | 536| 8.70 | 1.951          |
| Trust             | 536| 12.51| 2.143          |
| Authenticity      | 536| 8.84 | 1.771          |
| Pro-Action        | 536| 12.69| 2.175          |
| Autonomy          | 536| 12.50| 2.761          |
| Collaboration     | 536| 12.50| 2.761          |
| Experimenting     | 536| 12.34| 2.432          |
| > Rs. 30,000      | 40 | 13.13| 2.267          |
| Openness          | 40 | 11.45| 2.298          |
| Confrontation     | 40 | 12.33| 2.258          |
| Trust             | 40 | 8.60 | 1.355          |
| Authenticity      | 40 | 12.58| 1.960          |
| Pro-Action        | 40 | 8.40 | 2.073          |
| Autonomy          | 40 | 12.00| 1.725          |
| Collaboration     | 40 | 12.42| 2.800          |
| Experimenting     | 40 | 12.42| 2.800          |
Table 12
Means of organizational culture dimensions across School Level categories.

| School Level     | N   | Mean  | Std. Deviation |
|------------------|-----|-------|----------------|
| Primary          |     |       |                |
| Openness         | 319 | 12.13 | 2.927          |
| Confrontation    | 319 | 11.89 | 2.153          |
| Trust            | 319 | 11.48 | 2.695          |
| Authenticity     | 319 | 8.32  | 1.790          |
| Pro-Action       | 319 | 12.55 | 2.345          |
| Autonomy         | 319 | 8.94  | 1.890          |
| Collaboration    | 319 | 12.57 | 2.361          |
| Experimenting    | 319 | 12.68 | 2.385          |
| Middle           |     |       |                |
| Openness         | 339 | 12.12 | 2.850          |
| Confrontation    | 339 | 11.36 | 2.334          |
| Trust            | 339 | 11.71 | 2.247          |
| Authenticity     | 339 | 8.05  | 2.023          |
| Pro-Action       | 339 | 12.18 | 2.576          |
| Autonomy         | 339 | 8.65  | 2.037          |
| Collaboration    | 339 | 12.14 | 2.659          |
| Experimenting    | 339 | 12.04 | 3.020          |
| High/Secondary   |     |       |                |
| Openness         | 354 | 12.73 | 2.253          |
| Confrontation    | 354 | 11.62 | 2.348          |
| Trust            | 354 | 11.77 | 2.041          |
| Authenticity     | 354 | 8.50  | 1.947          |
| Pro-Action       | 354 | 12.55 | 2.053          |
| Autonomy         | 354 | 8.67  | 1.807          |
| Collaboration    | 354 | 12.32 | 2.528          |
| Experimenting    | 354 | 12.16 | 2.767          |
| Higher Secondary |     |       |                |
| Openness         | 146 | 12.72 | 2.152          |
| Confrontation    | 146 | 11.44 | 2.228          |
| Trust            | 146 | 11.78 | 1.825          |
| Authenticity     | 146 | 8.50  | 2.035          |
| Pro-Action       | 146 | 12.84 | 2.081          |
| Autonomy         | 146 | 8.22  | 1.802          |
| Collaboration    | 146 | 12.29 | 2.226          |
| Experimenting    | 146 | 11.97 | 3.508          |

2. Experimental Design, Materials and Methods

A survey was conducted among K-12 School teachers of private and government institutions to construct this dataset. We identified sixty-five schools through the convenience sample method. A total of 1158 teachers’ responses are considered in this dataset. The questionnaire is self administered by the school teachers. To maintain confidentiality, the identity of the teachers and the school names are not disclosed in the survey. The data were analyzed using SPSS software. Descriptive statistics was computed. A standardized tool measuring organizational culture - OCTAPACE scale [3] is used in this survey.

The survey tool collected data on ten demographics of the teachers namely: Type of Board(Syllabus), Type of School(Management), Gender, Marital status, Age, Educational qualifications, Years of teaching experience, primary Teaching subject and Level of School. To measure the value and beliefs of organizational culture the OCTAPACE scale was used. The OCTAPACE scale is primarily a forty item instrument that gives the profile of institutions’ ethos in eight dimensions, the dataset has data for thirty items more relevant to Indian schools. The eight dimensions of the OCTAPACE scale are: Pro-action, Authenticity, Openness, Collaboration, Experimenting, Trust, Confrontation and Autonomy. The scale contains 2 parts, Part-1, 22 items for the 8 dimensions is stated and the respondent is required to check on a 4-point scale how much each
item is valued in their organization. The rating is 1=very low value, 2=rather low value, 3=fairly high value, and 4=highly valued. Part-2 contains 8 items on beliefs for the 8 dimensions stated and the respondent is required to check on a 4-point scale how widely each item is shared in their organization. The rating is 1=only a few or none share this belief, 2=only some share this belief, 3=fairly widely shared belief, and 4=very widely shared belief.

**Ethics Statements**

The authors: Dr Jacqueline Kareem, Prof Harold Andrew Patrick, Dr Veerta Tantia and Dr Sharon Valarmathi hereby declare that this dataset has not been previously published elsewhere, nor is this dataset considered for publication elsewhere. Before collecting data from the respondents, a clear explanation was provided to the respondent of the research objective. The respondent’s consent was duly obtained for publication of the data. We also received approval from the Research Ethics Committee (REC) of CHRIST (Deemed to be University), Bangalore (CU: RCEC/00217/08/21) After reviewing the objective, methodology of the survey, informed consent and the questionnaire, the Committee approved the survey. Respondents were communicated that the survey is used exclusively for academic purposes.

**Declaration of Competing Interest**

We as authors declare that we have no known competing financial interests or personal relationships, which have or could be perceived to have influenced our work reported in this article. The research is a non-funded survey.

**Data Availability**

Organizational Culture (Original data) (Mendeley Data).

**CRediT Author Statement**

Jacqueline Kareem: Conceptualization, Methodology, Investigation, Formal analysis; Harold Andrew Patrick: Conceptualization, Methodology, Investigation, Supervision; Veerta Tantia: Writing – original draft, Investigation; Sharon Valarmathi B: Investigation, Writing – review & editing.

**Acknowledgment**

We are indebted to all the principals and school teachers for taking time to participate in the survey. We are grateful to the Management of CHRIST (Deemed to be University) and the REC cell for approval and providing ethical clearance.

**References**

[1] E.H. Schein, Organizational Culture and Leadership, Wiley, 2017.
[2] J. Kareem, “Organizational culture”. Mendeley Data, V1, doi:10.17632/9z7xzvtsd2.3 URL: https://data.mendeley.com/datasets/9z7xzvtsd2/3 (2021).
[3] U. Pareek, S. Purohit, Training Instruments in HRD and OD, 3rd ed., Tata Mc Graw Hill Publishing House, Noida, 2010.