

A Study on Organizational Culture at a Private Sector in Tiruchirappalli District

A. Vaishali*

II MSW Student, Bishop Heber College, Tiruchirappalli

Dr. M. Daniel Solomon

Assistant Professor, Department of Social Work, Bishop Heber College, Tiruchirappalli

Abstract

Modern organization have grown in many folds in defining techniques to study and improve their functioning. Organization culture is an aspect that impact every organization's functioning. Different kinds of organizations need a different kind of culture to be setup. Organizational culture is defined in terms of shared meanings, patterns of beliefs, rituals, symbols and myths that evolve over time, serving to reduce human variability and control and shape employee behaviour in organizations- peter & waterman (1982). Keeping in this view the researcher aim is to study the perception of organizational culture which prevails in the private sector. The present study was undertaken with the objective of i) to study the organizational culture as perceived by the respondents and to study its relation with other concepts under study ii) to suggest appropriate measures for strengthening organizational culture, and to find out the value in the organization culture. The researcher collected 101 data from a private sector in tiruchirappalli district. The standardized scale by Udai Pareek was used to collect data the scale consist of eight dimension namely openness, confrontation, trust, authenticity, pro action, autonomy, collaboration and experimentation. The data was analysed using SPSS and the major Finding reveals that More than half 54.5 percent of the respondent have low level of organizational Culture and less than half 45.5 percent of the respondent have high level of organizational Culture.

1. Introduction

Organizational culture is the key to organizational excellence, and the function of leadership is the creation and management of culture. Interpreting and understanding organizational culture is an important activity for managers and consultants because it affects strategic development, productivity and learning at all levels. Organizational theorist began to apply the term culture to corporate/work situations over the past 20 years. Initially the term was used to describe the leadership practices and later in the 80's management gurus defined culture in terms of symbols, slogans, heroes, rites and rituals etc. these may be elements of culture-but they are not the heart of culture.

Culture can be defined as a combination of values, acts, beliefs, communication and simplification of behaviour which gives direction to people. The basic idea of culture arrives through sharing of learning processes which is based on the proper allocation of resources. According to O'Reilly "Organizational culture is the set of assumptions, beliefs, values and norms that are shared by an organization's members". Every organization has set of principles and policies mandatory for all the employee to follow. The beliefs, ideologies and practices of an organization form its culture which gives a sense of direction to the employees. The work culture goes a long way in creating the brand image of the organization and making it distinct from its competitors. The employees are the true assets of an organization. They strive hard to deliver their level best and achieve the assigned targets within the stipulated time frame.

2. Review of literature:

Rakesh Kumar Agarwal, Archana Tyagi (2010), Studied on Organizational Culture in Indian Organizations: an empirical study. This paper explores the nature of organisational ethos prevalent in different sectors of Indian economy using the OCTAPACE profile. Analysis of data collected from employees of 16 different organisations belonging to consulting, manufacturing, services and IT/ITES sectors indicate that significant differences exist in the cultures of organisations in the different sectors. Authenticity and autonomy are more valued in consulting as compared to the manufacturing and services industries. Openness and confrontation are higher in the IT/ITES sectors, while collaboration is higher in the manufacturing sector. Private sectors have an open and a trusting culture as compared to the public sector. Results also reveal that employees who are professionally qualified rate confrontation, authenticity and autonomy higher than those who are not professionally qualified. However, no significant difference exists between males and females in their evaluation of organisational culture.

Chukwu B.A, S.M. Aguwamba, E.C. Kanu, (2017), they study the impact of organizational culture on performance of banking industry in Nigeria. This study investigated the impact of organizational culture on performance of banking sector in Nigeria. Most Nigerian banks are performing below expectations not withstanding with their high funding due to the fact that they not operate under strong value of corporate culture.

The massive failure in the banking sector which brought about distress is traceable to lack of strong culture. The culture of credit analysis and trust were destroyed. A survey was conducted in this study using questionnaire. The data was collected by analyzed using percentage and multiple regression. The findings show that a significant and positive relation lies between the independent variables, cultural fit, reinforcement of pillar of existence, enhancement of organizational effectiveness and dependent variable organizational performance. A significant and negative relation exist between the independent variable consistent pattern of behaviour and dependent variable organizational performance. These results are consistent with the literature. We recommend that organizations should build strong and consistent culture that will help to pattern their growth and reinforce the pillars of its perceptual existence. Organizations should not deliberately pull down the cultural pedestals upon which organizations stand, just for selfish interest.

3. Research Methodology

The main aim of the study is to find out the organizational culture among the employees in a private sector at Tiruchirappalli district. The researcher like to find out the association and difference between the social demographic variable and the organizational culture and also to provide suitable suggestion to improve the organization culture. The researcher formulated five hypothesis for this present study. The research is descriptive in nature because the researcher like to describe the characteristic of the respondents. The universe of the study consists with a total number of 400. From the universe the researcher adopted simple random sampling using lottery method the data was be collected from 101 respondents. The standardized scale by Udai Pareek was used to collect data, the scale consist of eight dimension namely openness, confrontation, trust, authenticity, pro action, autonomy, collaboration and experimentation. Questionnaire method were adopted to collect the data from the respondents. Statistical Package for Social Science (SPSS) were adopted for analyzing the collected data.

4. Findings

It is found that less than half 47.5 percent of the respondent are above the age of 45, more than one third 38.6 percent of the respondent are in the age group between 36 to 45 years and remaining 13.9% of the respondent are below the age of below 35 years. It shows that more than half 57.4 percent of the respondent are getting income of 10001-20000, less than one fourth of the respondent are getting income above 20001, meagre 20.8 percent are getting salary below 10000.

It is clear that more than one third 36.6 percent of the respondent are finished middle education, less than one fourth 24.8 percent of the respondent are finished UG, megre 20.8 percent of the respondent are finished ITI education, remaining 17.8 percent of the respondent are finished diploma. It is found that majority 60.4 percent of the respondent are joint family, more than one third 39.6 percent of the respondent are nuclear family. It shows that majority 62.4 percent of the respondent are from rural background, more than one third 37.6 percent of the respondents are from urban background.

It is found that less than three fourth 71.3 percent of the respondent are having low level of openness about organizational culture, more than one fourth 28.7 percent of the respondent are having high level of openness about organization. It is clear that more than half 59.4 percent of the respondent are having low level of confrontation about organizational, more than one third 40.6 percent of the respondent are having high confrontation about organization.

It shows that more than half 52.5 percent of the respondent are having low level of trust about the organization, less than half 47.5 percent of the respondent are having high level of trust about organization. It is found that more than half 52.5 percent of the respondent are having low value about the organization, less than half 47.5 percent of the respondent are having high level of value about organization. It is evident that more than half 59.4 percent of the respondent are having low level of authenticity about the organization, less than half 40.6 percent of the respondent are having high level of authenticity about organization. It is clear that more than half 54.5 percent of the respondent are having low level of pro action about the organization, less than half 45.5 percent of the respondent are having high level of pro action about organization. It shows that half 50.5 percent of the respondent are having low level of autonomy about the organization, less than half 45.5 percent of the respondent are having high level of autonomy about organization. It shows that vast major 81.2 percent of the respondent are having low level of collaboration about the organization, meagre 18.8 percent of the respondent are having high level of collaboration about organization.

It shows that more than half 52.5 percent of the respondent are having low level of experimentation about the organization, less than half 47.5 percent of the respondent are having high level of experimentation about organization. It is found that half 50.5 percent of the respondent are having low level of share about the organization, less than half 49.5 percent of the respondent are having high share about organization. It is evident more than half 54.5 percent of the respondent are having low level of culture about the organization, less than half 45.5 percent of the respondent are having high level of culture about organization.

It is clear that less than half 45.5 percent of the respondent are having experience between 11-20 years, more than one fourth 27.7 percent of the respondent are having experience above 20 years, more than one fourth 26.7 percent of the respondent having experience below 10 years.

5. Major Findings

Table: 1: Karl Pearson's Coefficient Of Correlation between Age of Respondent and Various Dimensions of Organizational Culture

| DIMENSIONS | VALUE | CORRELATION VALUE | STATISTICAL INFERENCE |
|------------------------------|-------|--------------------------------|--------------------------------|
| Age & openness | .237 | Positive low relationship | P > 0.05 Significant |
| Age & confrontation | .230 | Positive low relationship | P > 0.05 Significant |
| Age & trust | .049 | Positive very low relationship | P < 0.05 Not Significant |
| Age & Value | .236 | Positive low relationship | P > 0.05 Significant |
| Age & authenticity | -.054 | Negative very low relationship | P < 0.05 Not Significant |
| Age & pro action | .103 | Positive low relationship | P < 0.05 Not Significant |
| Age & autonomy | .193 | Positive low relationship | P > 0.05 Significant |
| Age & collaboration | -.028 | Negative very low relationship | P < 0.05 Not Significant |
| Age & experimentation | .153 | Positive low relationship | P < 0.05 Not Significant |
| Age & Share | .134 | Positive low relationship | P < 0.05 Not Significant |
| Age & Organizational Culture | .198 | Positive low relationship | P > 0.05 Significant |

It is found from above table that there is a significant relationship between the age of respondent and in the dimensions of the Openness, Confrontation, Value, Autonomy and overall Organizational culture. It is clearly seen from above table that there is no significant relationship between the age of the respondent and in the dimensions of Trust, Authenticity, Pro action, Collaboration, Experimentation, Share. However it is found that there is positive low relationship between the age of respondent and in the dimension of Openness, Confrontation, Value, Pro action, Autonomy, Experimentation, Share and Organizational Culture. It shows that there is positive very low relationship between the age of respondent and in the dimension of Trust and there is negative very low relationship between the age of respondent and in the dimension of Authenticity and Collaboration.

Null Hypothesis for Research Hypothesis

There is a significant relationship between the age of respondent and organizational culture.

Karl pearson coefficient of correlation test was applied and it is found that there is a significant relationship between the age of respondent and Organization Culture. Hence the null hypothesis is rejected.

Table: 2: Karl Pearson's Coefficient Of Correlation between Income of Respondent and Various Dimensions of Organizational Culture

| DIMENSIONS | VALUE | CORRELATION VALUE | STATISTICAL INFERENCE |
|---------------------------------|-------|--------------------------------|--------------------------------|
| Income & openness | .170 | Positive low relationship | P < 0.05 Not Significant |
| Income & confrontation | .071 | Positive very low relationship | P < 0.05 Not Significant |
| Income & trust | .054 | Positive very low relationship | P < 0.05 Not Significant |
| Income & Value | .137 | Positive low relationship | P < 0.05 Not Significant |
| Income & authenticity | .119 | Positive low relationship | P < 0.05 Not Significant |
| Income & pro action | .104 | Positive low relationship | P < 0.05 Not Significant |
| Income & autonomy | .033 | Positive very low relationship | P < 0.05 Not Significant |
| Income & collaboration | .042 | Positive very low relationship | P < 0.05 Not Significant |
| Income & experimentation | .204 | Positive low relationship | P > 0.05 Significant |
| Income & Share | .178 | Positive low relationship | P < 0.05 Not Significant |
| Income & Organizational Culture | .178 | Positive low relationship | P < 0.05 Not Significant |

It is clearly shown from above table that there is a significant relationship between the income of respondent and in the dimensions of Experimentation. From above table it is very clear that there is no significant relationship between the income of respondent and in the dimension of Openness, Confrontation, Trust, Value, Authenticity, Pro action, Autonomy, Collaboration, Share and overall Organizational Culture. It is found that there is positive low relationship between the age of respondent and in the dimension of Openness, Value, Authenticity, Pro action, Experimentation, Share and Organizational Culture. It shows that there is positive very low relationship between the age of respondent and in the dimension of Confrontation, Trust, Autonomy, Collaboration.

Null Hypothesis for Research Hypothesis

There is a significant relationship between the income of respondent and organizational culture.

Karl Pearson coefficient of correlation test was applied and it is found that there is no significant relationship between the income of respondent and Organization Culture. Hence the null hypothesis is accepted.

Table: 3: Oneway ANOVA Analysis Of Variance Among The Respondents' Educational Qualification And Organizational Culture.

| Dimensions | Educational Qualification | Sum of Squares | df | Mean | Mean Square | F |
|----------------------------|---------------------------|----------------|----|-------------|-------------|---------------------------------------|
| Openness | Between Groups | 2.320 | 3 | G1 =15.43 | .773 | F=.197 P < .05 Not Significant |
| | Within Groups | 380.551 | 97 | G2 = 15.29 | 3.923 | |
| | | | | G3 =15.06 | | |
| | | | | G4 = 15.48 | | |
| Confrontation | Between Groups | 13.846 | 3 | G1 =12.86 | 4.615 | F=1.389 P < .05 Not Significant |
| | Within Groups | 322.214 | 97 | G2 = 12.81 | 3.322 | |
| | | | | G3 = 13.28 | | |
| | | | | G4 = 13.72 | | |
| Trust | Between Groups | 27.829 | 3 | G1 =13.22 | 9.276 | F=2.247 P < .05 Not Significant |
| | Within Groups | 400.468 | 97 | G2 = 12.52 | 4.129 | |
| | | | | G3 = 13.00 | | |
| | | | | G4 = 14.04 | | |
| Valued in the Organization | Between Groups | 87.482 | 3 | G1 =41.51 | 29.161 | F=1.701 P < .05 Not Significant |
| | Within Groups | 1662.756 | 97 | G2 = 40.62 | 17.142 | |
| | | | | G3 = 41.33 | | |
| | | | | G4 = 43.24 | | |
| Authenticity | Between Groups | 9.440 | 3 | G1 =12.81 | 3.147 | F=1.413 P < .05 Not Significant |
| | Within Groups | 216.025 | 97 | G2 = 13.19 | 2.227 | |
| | | | | G3 = 13.22 | | |
| | | | | G4 = 13.60 | | |
| Proaction | Between Groups | 13.007 | 3 | G1 =14.73 | 4.336 | F=.719 P < .05 Not Significant |
| | Within Groups | 584.835 | 97 | G2 = 15.00 | 6.029 | |
| | | | | G3 = 14.89 | | |
| | | | | G4 = 15.64 | | |
| Autonomy | Between Groups | 9.868 | 3 | G1 =13.76 | 3.289 | F=1.573 P < .05 Not Significant |
| | Within Groups | 202.825 | 97 | G2 = 12.90 | 2.091 | |
| | | | | G3 = 13.44 | | |
| | | | | G4 = 13.36 | | |
| Collaboration | Between Groups | 3.126 | 3 | G1 =13.43 | 1.042 | F=.457 P < .05 Not Significant |
| | Within Groups | 221.408 | 97 | G2 = 13.57 | 2.283 | |
| | | | | G3 = 13.06 | | |
| | | | | G4 = 13.52 | | |
| Experimentation | Between Groups | 6.862 | 3 | G1 =13.62 | 2.287 | F=.563 P < .05 Not Significant |
| | Within Groups | 394.385 | 97 | G2 = 13.14 | 4.066 | |
| | | | | G3 = 13.22 | | |
| | | | | G4 = 13.80 | | |
| Shared in the Organization | Between Groups | 69.118 | 3 | G1 =68.35 | 23.039 | F=.801 P < .05 Not Significant |
| | Within Groups | 2790.011 | 97 | G2 = 67.81 | 28.763 | |
| | | | | G3 = 67.83 | | |
| | | | | G4 = 69.92 | | |
| Culture | Between Groups | 307.980 | 3 | G1 =109.86 | 102.660 | F=1.410 P < .05 Not Significant |
| | Within Groups | 7063.327 | 97 | G2 = 108.43 | 72.818 | |
| | | | | G3 = 109.17 | | |
| | | | | G4 = 113.16 | | |

G1 = SCHOOL

G2= ITI

G3= DIPLOMA

G4= UG

From the above table it is clear that there is no significant variance among the educational qualification of respondents and in the dimensions of Openness, Confrontation, Trust, Value, Authenticity, Pro action, Autonomy, Collaboration, Experimentation, Share and overall Organizational Culture. However it is clear that those who have finished their under Graduate degree possess the highest Organizational Culture. It may be because as education improves the Organizational Culture also improves.

Null Hypothesis for Research Hypothesis

There is a significant variance among the educational qualification of respondent and organizational culture.

One way ANOVA test was applied and it is found that there is no significant variance among the educational qualification of respondent and Organization Culture. Hence the null hypothesis is accepted.

Table: 4: Z Test Between The Respondents' Type Of Family And Various Dimensions Of Organizational Culture

| Dimensions | type of family | N | Mean | Std. Deviation | Std. Error Mean | Statistical Inferences |
|----------------------------|----------------|----|--------|----------------|-----------------|---------------------------------------|
| Openness | Joint | 61 | 15.13 | 2.117 | .271 | Z = -1.372 |
| | nuclear | 40 | 15.68 | 1.655 | .262 | Df= 99 P > 0.05 Significant |
| Confrontation | Joint | 61 | 13.02 | 1.756 | .225 | Z = -.826 |
| | nuclear | 40 | 13.33 | 1.953 | .309 | Df= 99 P < 0.05 Not Significant |
| Trust | Joint | 61 | 13.03 | 2.105 | .270 | Z = -1.232 |
| | nuclear | 40 | 13.55 | 1.999 | .316 | Df= 99 P < 0.05 Not Significant |
| Valued in the Organization | Joint | 61 | 41.18 | 4.399 | .563 | Z = -1.622 |
| | nuclear | 40 | 42.55 | 3.734 | .590 | Df= 99 P < 0.05 Not Significant |
| Authenticity | Joint | 61 | 13.16 | 1.393 | .178 | Z = .045 |
| | nuclear | 40 | 13.15 | 1.673 | .264 | Df= 99 P < 0.05 Not Significant |
| Proaction | Joint | 61 | 14.61 | 2.629 | .337 | Z = -2.242 |
| | nuclear | 40 | 15.70 | 1.990 | .315 | Df= 99 P < 0.05 Not Significant |
| Autonomy | Joint | 61 | 13.49 | 1.422 | .182 | Z = .560 |
| | nuclear | 40 | 13.33 | 1.526 | .241 | Df= 99 P < 0.05 Not Significant |
| Collaboration | Joint | 61 | 13.26 | 1.591 | .204 | Z = -1.276 |
| | nuclear | 40 | 13.65 | 1.331 | .210 | Df= 99 P < 0.05 Not Significant |
| Experimentation | Joint | 61 | 13.26 | 2.073 | .265 | Z = -1.450 |
| | nuclear | 40 | 13.85 | 1.861 | .294 | Df= 99 P < 0.05 Not Significant |
| Shared in the Organization | Joint | 61 | 67.79 | 5.730 | .734 | Z = -1.753 |
| | nuclear | 40 | 69.68 | 4.537 | .717 | Df= 99 P < 0.05 Not Significant |
| Culture | Joint | 61 | 108.97 | 9.147 | 1.171 | Z = -1.889 |
| | nuclear | 40 | 112.23 | 7.329 | 1.159 | Df= 99 P < 0.05 Not Significant |

It shows from the above table that there is a significant difference between the type of family of respondent and in the dimension of Openness. It is clearly shown that there is not a significant difference between the type of family of respondent and in the dimension of Confrontation, Trust, Value, Authenticity, Pro action, Autonomy, Collaboration, Experimentation, Share and overall Organizational Culture. However the mean values reveal that the nuclear family have the significant relationship than the joint family. It shows that the reality of today's scenario.

Null Hypothesis for Research Hypothesis

There is a significant difference between the type of family of respondent and organizational culture.

Z test was applied and it is found that there is no significant variance among the type of family of respondent and Organization Culture. Hence the null hypothesis is accepted.

Table: 5: Z Test Between The Respondents’ Native Background And Various Dimensions Of Organizational Culture

| Dimensions | native background | N | Mean | Std. Deviation | Std. Error Mean | Statistical Inferences |
|----------------------------|-------------------|----|--------|----------------|-----------------|---|
| Openness | urban | 38 | 14.97 | 2.086 | .338 | Z = -1.496 Df= 99 P < 0.05 Not Significant |
| | rural | 63 | 15.57 | 1.855 | .234 | |
| Confrontation | urban | 38 | 13.21 | 2.055 | .333 | Z = .305 Df= 99 P < 0.05 Not Significant |
| | rural | 63 | 13.10 | 1.701 | .214 | |
| Trust | urban | 38 | 13.16 | 2.272 | .369 | Z = -.299 Df= 99 P < 0.05 Not Significant |
| | rural | 63 | 13.29 | 1.955 | .246 | |
| Valued in the Organization | urban | 38 | 41.34 | 4.715 | .765 | Z = -.708 Df= 99 P < 0.05 Not Significant |
| | rural | 63 | 41.95 | 3.850 | .485 | |
| Authenticity | urban | 38 | 13.05 | 1.541 | .250 | Z = -.548 Df= 99 P < 0.05 Not Significant |
| | rural | 63 | 13.22 | 1.486 | .187 | |
| Proaction | urban | 38 | 14.84 | 2.918 | .473 | Z = -.629 Df= 99 P < 0.05 Not Significant |
| | rural | 63 | 15.16 | 2.127 | .268 | |
| Autonomy | urban | 38 | 13.50 | 1.351 | .219 | Z = .396 Df= 99 P < 0.05 Not Significant |
| | rural | 63 | 13.38 | 1.529 | .193 | |
| Collaboration | urban | 38 | 13.39 | 1.285 | .208 | Z = -.109 Df= 99 P < 0.05 Not Significant |
| | rural | 63 | 13.43 | 1.624 | .205 | |
| Experimentation | urban | 38 | 13.34 | 1.835 | .298 | Z = -.594 Df= 99 P < 0.05 Not Significant |
| | rural | 63 | 13.59 | 2.107 | .265 | |
| Shared in the Organization | urban | 38 | 68.13 | 5.394 | .875 | Z = -.586 Df= 99 P < 0.05 Not Significant |
| | rural | 63 | 68.78 | 5.347 | .674 | |
| Culture | Urban | 38 | 109.47 | 9.261 | 1.502 | Z = -.711 Df= 99 P < 0.05 Not Significant |
| | Rural | 63 | 110.73 | 8.192 | 1.032 | |

It shows from the above table that there is a significance difference between the native of respondents and in the dimension of Openness, Confrontation, Trust, Value, Authenticity, Pro action, Autonomy, Collaboration, Experimentation, Share and overall Organizational Culture. However it is very clear that those who are coming from rural area has more commitment towards the organization.

Null Hypothesis for Research Hypothesis

There is a significant difference between the Native Background of respondent and organizational culture.

Z test was applied and it is found that there is no significant variance among the Domicile of respondent and Organization Culture. Hence the null hypothesis is accepted.

6. Suggestions

It is suggest that openness seem to be low among employees so it is suggested to the industry to create an environment by giving opportunity to employees to express their views, ideas and suggestions without fear. It also very clear that confrontation seems to be low so the management should motivate employee to get rid of shyness and take up challenging work, by providing personality development programmes. Trust is low in the organization in order to improve, the management should give assurance to the employee that all information are kept confidential. As the autonomy is low, the industry should give freedom to employee to act in their own and should respect the individuals by take part in decision making. Collaboration is comparably low so the organization should encourage job rotation which help the employee to perform work with team spirit. Experimentation factor is also low in the company so it is suggested the industry to encourage the employees to try new and innovative means to solve problem. To improve the organizational culture, it is suggested to the industry by organizing special workshop on trust, team holding and human relations, encouragement of periodical discussion of matters relating to the organizations.

7. Conclusion

The present descriptive study was undertaken with view to study the socio demographic characteristics of the respondents and measure the perception of organizational culture in terms of OCTAPACE culture. The study helps in figuring out the weaker aspects of culture in terms of values and share that prevail in the industry, which helps the top management of industry to develop and maintain an effective organizational culture in the longer run. Building a company culture takes time and energy. A great culture attracts the best workers, improves performance, increases overall retention in the organization.

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