



IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEES BEHAVIOUR WITH REFERENCE TO TI CYCLES OF INDIA

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Abstract

It brings out the behavioural aspect of the employees working in TI-Cycles of India. The main objective of the study is to find the overall performance of the employees. The research design used in this study is descriptive research design. Data from 350 people were collected as population study. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees' point-of-view and also to assess their behaviours with respect to that of the existing culture.

The culture of an organization consists of the values and beliefs of the people in an organization. The organizational culture usually has values and beliefs that support the organizational goals. Organizational culture has an impact on employee's satisfaction. The analysis was done through simple percentage analysis, correlation and weighted average method. From the analysis it was found that the employees of HMIL were much satisfied with their interpersonal relationships, co-ordination and integration between various departments of the organization, and also the rewards & incentives given by their management. But the management has to provide more practical sessions in training programmers to improve their performance in their respective fields. Such training programmers will help them to enhance their knowledge in the respective fields.

INTRODUCTION

While organizational culture is the term that reflects culture in any type of organization be it school, university, not-for-profit groups, government agencies or business entity, more concrete business terms are corporate culture and company culture or company's culture. Although the idea that the term became known in businesses in the late 80s and early 90s is widespread, in fact corporate culture was already used by managers and addressed in sociology, cultural studies and organizational theory in the beginning of the 80s. The idea about the culture and overall environment and characteristics of organization, in fact, was first and similarly approached with the notion of organizational climate in the 60s and 70s, and the terms now are somewhat overlapping.

Culture as a variable takes on the perspective that culture is something that an organization has. Culture is just one entity that adds to the organization as a whole. Culture can be manipulated and altered depending on leadership and members. This perspective believes in a strong culture where everyone buys into it. Culture as Root Metaphor takes the perspective that culture is something the organization is. Culture is basic, but with personal experiences people can view it a little differently. This view of an organization is created through communication and symbols, or competing metaphors. The organizational communication perspective on culture views culture in three different ways:

Traditionalism: Views culture through objective things such as stories, rituals, and symbols.

Interpretivism: Views culture through a network of shared meanings (organization members sharing subjective meanings).

Critical-Interpretivism: Views culture through a network of shared meanings as well as the power struggles created by a similar network of competing meanings.

NEED FOR THE STUDY

- The satisfaction level of Safety facilities, Socio-Economic conditions provided in the organization.



- To identify the satisfaction of the employee’s roles and responsibilities, training program and organization interest in adopting new systems.
- The satisfaction level of employees with respect to grievances.

OBJECTIVES OF THE STUDY

- To assess the existing culture of the organization and to find its impact on employee’s behavior.
- To analyze the overall performance of the employees.
- To learn the employees relationship with their peers.
- To study the employees feel about the management.
- To understand how the employer encourages participation in decision making.
- To find out the employees motivational factor.

RESEARCH METHODOLOGY

Research Design: The Research design used in the study was descriptive research design. It induces surveys and fact-finding requires of different kinds. The major purpose of description research designs, as it exists at present. The main characteristic of this method is that the researcher has no control the variables; he can report only what has happened or what is happening.

Sampling: Under probability method, simple random sampling is used for data collection. The population comprises of 350 permanent employees.

Sample Size: The universe of the study includes permanent workers above. In TI-CYCLES OF INDIA, the total numbers of permanent employee are 350. Out of 350 employees 157 are selected for the study.

Data Collection Method: Primary data collection was done through structured questionnaire. Secondary data was collected from company records.

Data Collection Instrument: The instrument used for the collecting data was a structured questionnaire. The questionnaire consisted of 26 questions, with a combination of open – ended and close –ended questions.

Statistical Tools Used: This researcher has used the Simple percentage, Weighted average and Correlation.

LIMITATIONS OF THE STUDY

1. It is difficult to elicit responses from employees who do night shifts.
2. The attitude of the worker changes from time to time. Hence the result of the project may be applicable only at present.
3. We cannot get exact information because some of the employees are reluctant to share the information

DATA ANALYSIS AND INTERPRETION

1. Age of the Respondents

Particulars(In Years)	No.of Respondents	Percentage
25-35	65	41
36-45	71	46
46 & above	21	13
Total	157	100



2. Gender of the Respondents

Particulars	No. of Respondents	Percentage
Male	116	74
Female	41	26
TOTAL	157	100

3. Qualification of the Respondents

Qualification	No. of Respondents	Percentage
HSC/SSLC	48	31
Diploma	54	35
ITI	38	24
Others	17	10
Total	157	100

4. Marital Status of Respondents

Marital Status	No. of Respondents	Percentage
Unmarried	60	38
Married	97	62
Total	157	100

5. Highly Involved in their Work

Opinion	No. of Respondents	Percentage
Strongly Agree	79	50
Agree	38	24
Neutral	28	18
Slightly Disagree	12	8
Disagree	0	0
Total	157	100

6. Ability to Manage their Own Work

Opinion	No. of Respondents	Percentage
Strongly Agree	67	43
Agree	46	29
Neutral	30	19
Slightly Disagree	14	9
Disagree	0	0
Total	157	100

7. Others Cooperate to Get Work Done

Opinion	No. of Respondents	Percentage
Strongly Agree	27	17
Agree	87	56
Neutral	43	27
Slightly Disagree	0	0
Disagree	0	0
Total	157	100



8. Members Have a Good Interpersonal Relationship

Opinion	No. of Respondents	Percentage
Strongly Agree	36	23
Agree	75	48
Neutral	24	15
Slightly Disagree	22	14
Disagree	0	0
Total	157	100

9. Employee Consulted on important Matters

Opinion	No. of Respondents	Percentage
Strongly Agree	27	17
Agree	41	26
Neutral	72	46
Slightly Disagree	17	11
Disagree	0	0
Total	157	100

10. Effective Utilization of Skills and Abilities by the Company

Opinion	No. of Respondents	Percentage
Strongly Agree	19	12
Agree	83	53
Neutral	36	23
Slightly Disagree	14	9
Disagree	5	3
Total	157	100

11. Capabilities are viewed as important Source of Competitive Advantage

Opinion	No. of Respondents	Percentage
Strongly Agree	28	18
Agree	61	39
Neutral	42	27
Slightly Disagree	9	5
Disagree	17	11
Total	157	100

12. Work Related Suggestions are Valued

Opinion	No. of Respondents	Percentage
Strongly Agree	25	16
Agree	69	44
Neutral	40	25
Slightly Disagree	14	9
Disagree	9	6
Total	157	100



13. The Organization Values Diversity

Opinion	No. of Respondents	Percentage
Strongly Agree	25	16
Agree	75	48
Neutral	38	24
Slightly Disagree	19	12
Disagree	0	0
Total	157	100

14. Organization has clear and Consistent Set of Values

Opinion	No. of Respondents	Percentage
Strongly Agree	34	22
Agree	56	36
Neutral	51	32
Slightly Disagree	11	7
Disagree	5	3
Total	157	100

15. While Disagreements Occur the Employee Work Hard To Achieve Solutions

Opinion	No. of Respondents	Percentage
Strongly Agree	29	18
Agree	83	54
Neutral	34	22
Slightly Disagree	4	2
Disagree	7	4
Total	157	100

16. Easy for the Employee to reach Consensus even Difficult Issues

Opinion	No. of Respondents	Percentage
Strongly Agree	22	14
Agree	76	49
Neutral	41	26
Slightly Disagree	18	11
Disagree	0	0
Total	157	100

17. Feel Happy to Work with People from other Parts of the Organization also

Opinion	No. of Respondents	Percentage
Strongly Agree	66	42
Agree	50	32
Neutral	23	15
Slightly Disagree	18	11
Disagree	0	0
Total	157	100



18. It is Easy to coordinate with different Departments of the Organization

Opinion	No. of Respondents	Percentage
Strongly Agree	56	36
Agree	66	42
Neutral	21	13
Slightly Disagree	11	7
Disagree	3	2
Total	157	100

19. Employees Respond Well to the Organizational Changes

Opinion	No. of Respondents	Percentage
Strongly Agree	62	39
Agree	69	44
Neutral	26	17
Slightly Disagree	0	0
Disagree	0	0
Total	157	100

20. Employees continually adapt to new and improved ways to do Work

Opinion	No. of Respondents	Percentage
Strongly Agree	45	29
Agree	71	45
Neutral	26	17
Slightly Disagree	12	7
Disagree	3	2
Total	157	100

21. Company's current activities reflect a Strong Focus on Clients

Opinion	No. of Respondents	Percentage
Strongly Agree	34	22
Agree	67	43
Neutral	37	24
Slightly Disagree	19	11
Disagree	0	0
Total	157	100

22. Employees given a Real Opportunity to improve their Skills in the Organization

Opinion	No. of Respondents	Percentage
Strongly Agree	43	27
Agree	67	43
Neutral	24	15
Slightly Disagree	14	9
Disagree	9	6
Total	157	100



23. Employees view failure as an Opportunity for Learning and Improvement

Opinion	No. of Respondents	Percentage
Strongly Agree	37	24
Agree	77	49
Neutral	32	20
Slightly Disagree	5	3
Disagree	6	4
Total	157	100

24. Organization has a clear mission that gives Meaning and direction to their Work

Opinion	No. of Respondents	Percentage
Strongly Agree	32	21
Agree	68	43
Neutral	38	24
Slightly Disagree	12	8
Disagree	7	4
Total	157	100

25. Employees are clear with the Organization's long term Purpose and Direction

Opinion	No. of Respondents	Percentage
Strongly Agree	41	26
Agree	71	45
Neutral	27	17
Slightly Disagree	6	4
Disagree	12	8
Total	157	100

26. Employees have clear idea about the Company's Goal

Opinion	No. of Respondents	Percentage
Strongly Agree	44	28
Agree	74	47
Neutral	27	17
Slightly Disagree	6	4
Disagree	6	4
Total	157	100

27. Employees continuously track their Progress against the stated Goals

Opinion	No. of Respondents	Percentage
Strongly Agree	38	24
Agree	63	40
Neutral	44	28
Slightly Disagree	11	7
Disagree	1	1
Total	157	100



28. Employees have a shared vision about the future of Organization

Opinion	No. of Respondents	Percentage
Strongly Agree	73	47
Agree	40	26
Neutral	29	18
Slightly Disagree	10	6
Disagree	5	3
Total	157	100

29. Organization's vision creates Motivation for the Employees

Opinion	No. of Respondents	Percentage
Strongly Agree	40	25
Agree	79	51
Neutral	19	12
Slightly Disagree	11	7
Disagree	8	5
Total	157	100

FINDINGS

1. Majority (50%) of the respondents strongly agreed that they are highly involved in their work.
2. Sizable number (43%) of the respondents strongly agreed that they have ability to manage their own work.
3. Majority (56%) of the respondents agreed that the people they work with are cooperating to get work done.
4. Sizable number (48%) of the respondents agreed that they have good relationship with other members.
5. Half (46%) of the respondents are neutral that their boss consult them on important matters.
6. Majority (53%) of the respondents agreed that the company utilizes their skills and abilities effectively.
7. A good number (39%) of the respondents agreed that their capabilities are viewed as an important source of competitive advantage.
8. Sizable number (44%) of the respondents agreed that their work related suggestions are valued by the company.
9. Half (48%) of the respondents agreed that the organization values diversity.
10. A good number (36%) of the respondents agreed that there is clear and consistent set of values in the organization.
11. Majority (54%) of the respondents agreed that while disagreements occur they work hard to achieve "win-win" solutions.
12. Sizable number (49%) of the respondents agreed that it's easy for them to reach solutions even on difficult issues.
13. Sizable number (42%) of the respondents strongly agreed that they feel happy to work with people from other parts of the organization also.
14. Sizable number (36%) of the respondents agreed that it's easy for them to coordinate with other departments.
15. Sizable number (44%) of the respondents agreed that they respond well for the organizational changes.
16. Sizable number (45%) of the respondents agreed that they continuously adopt to new & improved ways to do work.
17. Sizable number (43%) of the respondents agreed that company's current activities reflect a strong focus on clients.



18. Sizable number (43%) of the respondents agreed that they are given a real opportunity to improve their skills in the organization.
19. Majority (49%) of the respondents agreed that they view failure as an opportunity for learning and improvement.
20. Sizable number (43%) of the respondents agreed that the organization's clear mission gives meaning and direction to their work.
21. Half (45%) of the respondents agreed that they are clear with organization's long term purpose and direction.
22. Sizable number (47%) of the respondents agreed that they have clear idea about the company's goal.
23. Sizable number (40%) of the respondents agreed that they continuously track their progress against stated goals of the company.
24. Sizable number (47%) of the respondents strongly agreed that they have shared vision on organization's future.
25. Majority (51%) of the respondents agreed that the organization's vision creates motivation for them.

SUGGESTIONS

1. In training programmers practical sessions must receive greater emphasize.
2. The company should offer flexible policies.
3. The management may enhance the frequency of employee's feedback on their performance.
4. Supervisors have to support the employees to make them highly engage in their work.
5. Now, only the employees who belong to committees can participate in decision-making. The management may encourage all the employees to participate in decision-making process.

CONCLUSION

Culture as a variable takes on the perspective that culture is something that an organization has. Culture is just one entity that adds to the organization as a whole. Culture can be manipulated and altered depending on leadership and members. This perspective believes in a strong culture where everyone buys into it. Culture as Root Metaphor takes the perspective that culture is something the organization is. Culture is basic, but with personal experiences people can view it a little differently.

The study about the organizational culture and behavior on employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and rewards etc. They are highly satisfied with the current culture of TI cycles of India. Because of this favorable culture the employees' show positive behaviors like high involvement, highly commitment to the organization, highly motivated and highly flexible to the organizational changes etc.

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