



A study on Organisational culture in Arasan company firm

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Abstract

Every human being has certain personality traits which help them stand apart from the crowd. No two individuals behave in a similar way. In the same way organizations have certain values, policies, rules and guidelines which help them create an image of their own.

Organization culture refers to the beliefs and principles of a particular organization. The culture followed by the organization has a deep impact on the employees and their relationship amongst themselves.

Every organization has a unique culture making it different from the other and giving it a sense of direction. It is essential for the employees to understand the culture of their workplace to adjust well. This paper aims to understand the dynamics of Organizational Culture with contrast to Organizational Performance and the underlying research which has been under taken in this context.

Keywords: Organizational Culture, Determinants of Organizational Culture, changing Organizational Culture

Introduction

To understand the meaning of organisational culture, we must first understand the meaning of culture. "Culture is the set of important understandings that members of a community share in common." It consists of a basic set of values, ideas, perceptions, preferences, concept of morality, code of conduct etc. which create a distinctiveness among human groups.

When we talk about culture, we typically refer to the pattern of development reflected in a society's system of knowledge, ideology, values, laws, social norms and day to day rituals. Depending upon the pattern and stage of development, culture differs from society to society. Moreover, culture is passed on from generation to generation.

In simple words we can say that "culture is a combination of factors that are learned through our interaction with the environment during our developmental and growth years." After understanding the meaning of culture, we will now attempt to define organisational culture.

Determinants of Organizational Culture

Every organization has a unique culture. Some of the important determinants of organizational culture are given below.

- The extent of responsibility and freedom given to employees.
- The extent to which the employees are encouraged to be creative and aggressive.
- The degree of co-ordination between different departments.
- Top management support.
- Rules and regulation of the organization.
- The way the employees identify themselves with the organization.
- The reward system.

Changing Organizational Culture The world in which the organization exists constantly changes. Market conditions,

economic policies of the Government, technology etc. do change with the passage of time. Every organization, therefore, has to adapt itself to such changes failing which it cannot survive. Many organizations in the past were showing resistance to the introduction of computers. Employees were also not willing to accept the change. But now we find the use of computers everywhere. A change in the mode of business may result in a change in the very culture of the organization.

Now the question is how to bring about a change in the organizational culture of the organization.

1. The reward system can be changed to support the cultural change.
2. Personnel who have the will to introduce the change may be appointed.
3. Changing the chief executive officer of the organization can bring about a total change in the organizational culture as he/she plays a major role in determining the manner in which things are done.
4. It is also necessary to convince every member of the organization of the need for the change so that they may give their support.

Research Methodology

Data Collection Process

The questionnaire was distributed to the employees of the researchers assured that this study is purely for academic purposes and details would be kept in confidential as possible. In a few day's questionnaires were collected in organization.

Objectives of the Study

1. To find the employees perceptions in the organization.
2. To find how the employees encourages participation in decision making.
3. To find employees relationship with management.
4. To suggest suitable measures for improving the existing culture

Data Analysis and interpretations

Table 1: Opinion about the Rules and Regulations

S. No	Particulars	No. of Respondent	Percentage
1	Agree	20	40%
2	Neutral	22	44%
3	Disagree	8	16%
	Total	50	100%

Source: primary data

It is inferred from the above table about 44% of the respondents were neutral that the organization has rigid set of rules and regulations which everyone is supposed to follow strictly, followed by 40% were agree and 16% were disagree.

Table 2: Opinion about Job Assignment

S. No	Particulars	No. of Respondent	Percentage
1	Agree	26	52%
2	Neutral	20	40%
3	Disagree	4	8%
	Total	50	100%

Source: primary data

The above table clearly mentioned that 52% of respondents were agree that the job assignments are clearly defined & logically structured in the organization, followed by 40% were neutral & 8% were disagree.

Table 3: Opinion about Rewards & Promotions

S. No	Particulars	No. of Respondent	Percentage
1	Agree	18	36%
2	Neutral	10	20%
3	Disagree	22	44%
	Total	50	100%

Source: primary data

It is inferred from the above table about 44% of the respondents are disagree that the rewards and promotion are given on the basis of the merit of the candidate in the organization, followed by 36% were agree, 20% were neutral.

Table 4: Changes on Good Ideas

S. No	Particulars	No. of Respondent	Percentage
1	Agree	16	32%
2	Neutral	18	36%
3	Disagree	16	32%
	Total	50	100%

Source: primary data It is inferred from the above table that about 36% of the respondents were neutral that the organization willingly takes a change on a good idea, followed by 32% were agree & disagree.

Table 5: Risk Taking

S. No	Particulars	No. of Respondent	Percentage
1	Agree	14	28%
2	Neutral	20	40%
3	Disagree	16	32%
	Total	50	100%

Source: primary data

It is inferred from the above table that about 40% of the respondents were neutral that the organization encourages general orientation towards risk-taking, followed by 32% who disagreed and 28% who agreed.

Findings

- 76% of the respondents have above 16 years of experience.

- 44% of the respondents were neutral that the organization has rigid set of rules and regulations which everyone is supposed to follow strictly.
- 52% of the respondents were agreeing that the job assignments are clearly defined and logically structured in the organization.
- 44% of the respondents were disagreeing that the rewards and promotions are given on the basis of the merit of the candidate in the organization.

Suggestions

- Organizational culture with regard to overall factors it is suggested to introduce open door policy to discuss matters related to the organization and this improve the overall organizational culture.
- Organizational development consultants can be appointed to study the existing organization and necessary modification can be made to improve the organization culture.
- Analyze your organization's existing culture and compare it with employee's expectations and perceptions.
- The executive can be sent to campus programmers and encouraged to take up assignment outside their organization to get exposed that kind of the culture.

Conclusion

An organization would be dynamic if the employees share and understand the dominant values, philosophy, rules, etc. an organizational culture tries to achieve among the employees a sense of shared meaning. The study about the organizational Culture and behavior on employees reveals that the employees were satisfied with their problem solving tactics followed by the organization, independent action taken by the employee, encouragement given by seniors and interpersonal support in the organization. Employees are highly satisfied with current Culture prevailing in the Nadippisai Pulavar K. R. Ramaswamy Co-Operative Sugar Mills Ltd., At Thalainayar, and Nagai Dt. Because of this favourable culture prevailing in the organization employees show positive behaviours like high Involvement and commitment towards their work, they are highly motivated and highly flexible to the organizational changes.

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