

A study on organisational culture in N.P.K.R.R Co- operative sugar mills limited at Thalainayar

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Abstract

Organizational culture has been studied widely by researchers over the past three decades and the literature on Organizational Culture is vast and diverse. This paper intends to find answers to certain questions such as: 'how does culture evolve in the organization?' and 'Can culture really impact corporate performance?' and 'can culture be managed?' Literature related to organizational culture reinforces the fact that culture is crucial to organizational change initiatives; management of human resources across nations and leadership to effect organizational performance. To a large extent it supports the firm to develop long term corporate sustainability. 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

Organizational culture has many meanings and definitions. For purposes of this essay, organizational culture is understood as a stable system of beliefs and assumptions that Exist and persist overtime within an agency. In essence, organizational culture can be Viewed as the personality of the agency. In 1938 Chester Barnard argued that “informal Organization” and its “personality” harmonize work within an organization. If members internalize common values and meanings of the organization and its mission, they will intuitively pursue organizational interests. Culture, in other words, can be a strong source of motivation and behavioral control towards collective ends. Organizational culture consists of premises that members share and hold in common. It implies structural stability and is embedded throughout the organization’s language, customs, traditions, ritual and policies. You can tell an organization’s culture by looking at what people wear, what time they come to work, what they brag about, even by how office space is distributed. Therefore study of culture may focus on deciphering artifacts such as organizational taboos, jargon, metaphors, humor, gossip, and any concepts that underlie the informal relationships between operators, managers, executives and their clients.

Determinants of Organizational Culture

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

1. The extent of responsibility and freedom given to employees.
2. The extent to which the employees are encouraged to be creative and aggressive.
3. The degree of co-ordination between different departments.
4. Top management support.
5. Rules and regulation of the organization.
6. The way the employees identify themselves with the organization.
7. 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 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 about 40% of the respondents were neutral that the organization encourages general orientation towards risk taking, followed by 32% were disagree, 28% were agree.

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 assignment 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 organizations 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, independents 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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