



A STUDY ON COMPATIBILITY AND ORGANISATION CULTURE WITH SPECIAL REFERENCES TO INDUSTRIES LOCATED IN CHENNAI CITY.

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Abstract

Organizational culture studies have proliferated in the management literature in current trend. This is because of the study of the culture concept prompts researchers to question commonly held assumptions about organizations and Perception of employees about the culture in an organisation. This research is tries to describe and characterize, at an exploratory level, the culture in Organisation Industries wise on Chennai city. Those Results of the questionnaire survey of 240 employees has shown their individual perception about the organizational culture show that specific industries may have predominant cultural along with preferable culture in those industries, and that some of those common factors might be explained by similarities in their Prevailing culture which is suitable culture for the industries.

Keywords: *Organisation Culture, Clan, Adhocracy, Market, Hierarchy, Prevailing, Predominant Culture and Industries.*

INTRODUCTION

In India research in organisational culture has been extensively carried out for several decades in the past. The findings reveal in brief that most of the organisations in our country allocate priority to revenue and treat the employer-employee compatibility as the yardstick for churning out revenue. There is obviously an imbalance because of lack of a suitable organisational culture. If an appropriate organisational culture is formed, the imbalance could be easily corrected. Such a culture would certainly enhance the performance level of employees and make the organisation efficient in all respects at all levels. Hence there is a dire need for examining the term - “organisational culture” which is the primary objective of this research, in order to pave the right path for the growth.

Some of the industries implemented hierarchical culture on the employees and insists on adherence to strict rules and regulations such as seniority consideration, status quo based emoluments promotions etc. they expect employees presence throughout the day following strict time schedule. This kind of outdated dictatorial approach would adversely affect the enthusiasm of the employees and it would ensure cause hindrance to the success of the organisation.

Messing up various organisational cultures in one single industry would only lead to a chaotic situation. Hence the principal objective of this study is to suggest the right type of culture to a few selected industries in India. Similarly the nature of work determines the organisational culture in every industry. Blindly following an unsuitable organisational culture is the root cause failure in industries progress. This is the central idea of this research work.

CONCEPT OF ORGANIZATION CULTURE.

Schein (1992), Deal and Kennedy (2000), and Kotter (1992) advanced the idea that organizations often have very differing cultures as well as subcultures. Although a company may have its "own unique culture", in larger organizations there are sometimes co-existing or conflicting subcultures because each subculture is linked to a different management team.

RIVIEW OF LITERATURE

Research findings by means of organisational climate surveys that were conducted in the 1970s suggest that organisational culture seems to be a sophisticated approach to understand the beliefs and attitudes of individual members about their respective organisations (Brown, 1998).

The origin of organisational culture from a national culture point of view is based, among others, on the work of Deal and Kennedy (1982). According to this view organisational culture is seen as being central to organisational success rather than factors such as structure, strategy or politics. As a result the attention shifted away from national cultures and focused more on organisational culture. Interests in organisational culture from the human resource management and performance point of views stems from the fact that organisational culture was perceived to be offering a non-mechanistic, flexible and imaginative approach to understanding how organisations work (Brown, 1998). Consequently, organisational culture is considered to be the great “cure-all” for most organisational problems (Wilson, 1992).

TYPES OF ORGANISATION CULTURE

According to Robert E. Quinn and Kim S. Cameron at the University of Michigan at Ann Arbor, there are four types of organizational culture: Clan, Adhocracy, Market, and Hierarchy.



Clan culture: A very pleasant place to work, where people share a lot of personal information, much like an extended family.

Adhocracy culture: A dynamic, entrepreneurial, and creative place to work. People stick out their necks and take risks. The leaders are considered innovators and risk takers.

Market culture: A result-oriented organization whose major concern is getting the job done. People are competitive and goal-oriented. The leaders are hard drivers, producers, and competitors.

Hierarchy culture: A very formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers who are efficiency- minded.

FACTORS DETERMINING ORGANISATION CULTURE

The cultural web is a representation of the taken-for-granted assumptions, or paradigm, of an organisation and the physical manifestations of organisational culture. The routine behaviors that members of the organisation display both internally and towards those outside the organisation make up 'the way we do things around here' on a day-to-day basis. It may provide a distinctive organisational competence, but can also represent a taken-for-grantedness which can be difficult to change.

- **The rituals** of the organisational life are particular activities or special events through which the organisation emphasises what is particularly important and reinforces 'the way we do things around here'.
- **The stories** told by members of the organisation to each other, to outsiders, etc, embed the present in its organisational history and also highlight important events and personalities. They tend to cover successes, disasters, heroes, villains and mavericks.
- **The Symbols** such as logos, offices, cars and titles can be a shorthand representation of the nature of the organisation. Power structures are also likely to influence the key assumptions. The most powerful groupings are likely to be closely associated with the core assumptions and beliefs.
- **The control** systems Measurements and reward systems emphasis what is important to monitor in the organisation. Reward systems are important influences on behaviors, but can also prove to be a barrier to success of new strategies.
- **Organisational structure** is likely to reflect power and show important roles and relationships. Formal, hierarchical, mechanistic structures may emphasis that strategy is the province of top managers and everyone else is 'working to orders'. Highly devolved structures may signify that collaboration is less important than competition.
- **Leadership role Models** different industries need different types of leadership types and some industries may need a leader who is visionary and try to make the followers think creatively and encourage them to venture into new areas. Some leaders may follow a may be a may act as a mentor, pacesetter or a commander.

STATEMENT OF THE PROBLEM

A large number of entrepreneurs are venturing today into various industries in India. Liberalization policies of the government and numerous types of concessions have been encouraging new entrepreneurs to a great extent and hence finance or investment is not a problem for the emerging entrepreneurs. What they lack is finding the right organisational culture according to the nature of work in their industry.

SIGNIFICANCE OF THE STUDY

This study will try to identify suitable culture prevailing in successful organizations and tries to bring out compatible culture for different industries it will also help to determine the factors like leadership, structure, symbols and stories etc. which will play a important role in determining the culture of an organisation. These study will enable to emerging industrialists to determine the right type of determine the right type of organisation culture for their industry. Rapid advancement in the field of technology and liberal trade policies are already there. Hence the choice of the most appropriate organisational culture would be an added advantage to the entrepreneurs of the present era.

RESEARCH OBJECTIVE OF THE STUDY

The overall research objective of this study is to determine the effectiveness of organizational culture on employees' behavior. Specifically, the objectives of the study are to:

1. To identify the Pre-dominant culture Pre-vailing in the selected organisation in various industries.
2. To classify the Industries based on the predominant culture.
3. To analyze various factors, which leads to the organisation culture in various industries?



- To suggest a measures to bring the desired organisation culture in to practice.

HYPOTHESIS OF THE STUDY

- H0- There is no Predominant and Preferable culture in Software Industry.
H1- Software Industry predominantly has clan, Adhocracy, Market and Hierarchy culture.
H2- Software Industry Preferably has clan, Adhocracy, Market and Hierarchy culture.
- H0- There is no Predominant and Preferable culture in Automobile Industry.
H1- Automobile Industry predominantly has clan, Adhocracy, Market and Hierarchy culture.
H2- Automobile Industry Preferably has clan, Adhocracy, Market and Hierarchy culture.
- H0- There is no Predominant and Preferable culture in Electrical & Electronic Industry.
H1- Electrical & Electronic Industry predominantly has clan, Adhocracy, Market and Hierarchy culture.
H2- Electrical & Electronic Industry Preferably has clan, Adhocracy, Market and Hierarchy culture.
- H0- There is no Predominant and Preferable culture in Iron & Steel Industry.
H1- Iron & Steel Industry predominantly has clan, Adhocracy, Market and Hierarchy culture.
H2- Iron & Steel Industry Preferably has clan, Adhocracy, Market and Hierarchy culture.

SCOPE OF THE STUDY

- The researcher has collected Information from the Employees in the above mentioned organisations.
- The study focuses on identifying the different organizational cultures prevailing in the selected organisations it will also help to identify the suitable leadership style structure control systems rituals and routines etc. which leads to the formation of a culture in an organisation.
- The primary data was collected from 4 selected various industries and the study is confine to Chennai District in Tamilnadu, India

RESEARCH METHODOLOGY

Research Methods:The Research design of this study descriptive, explorative and analytical method. The basic information is obtained through the survey method by administering a questionnaire and through personal enquiries. Certain analytical tools are used for identifying the prevailing culture in the selected Industries.

Population of the study and sampling Data: The sampling unit consists of employees working in the organisations within these 4 industries.

Sample criteria:The Industries have been selected based on the contribution towards of Indian Economy. From the selected 4 industries 20 organizations in each industries has been selected in each Industry there were 3 Respondents perception of Employees about the culture based on the Return on Investment (ROI) and Market Share. Judgmental sampling has been used for the above purpose. From the above organisations Random sampling method has been used to collect Data from the employees.

Sample size :The Convenient Sampling method is applied in this study to collect the primary data. Totally 240 questionnaires were distributed and 215 collected out of which the researcher rejected 25 incomplete questionnaires and selected only 195 fully completed questionnaires.

Table 1.1 showing the sample size and sample selection

Sample area	No of Questionnaires				
	Circulated	Returned	Rejected	Usable	FinalSample
Selected Industries	240	215	20	195	195

LIMITATIONS OF THE STUDY

This study is exploratory: the sampling method used is convenience sampling. Total respondents 240 from various 80 companies in 4 industries. This respondent base is not representative of the population of organizations and corporations in the Chennai. Likewise, personal interviews with the manager respondents can be added in a future research. The paper can be improved or extended through the development of a local culture inventory or scale that surveys better the local business and leadership conditions.

The study is restricted to selected Industries in Chennai district of Tamilnadu due to cost and time factors. Study assumes that the information provided by the employees in these companies is valid and reliable. Study is restricted to organisation culture in selected industry. Study is restricted to five companies in each selected industries functioning in the study area.



S.No	Industries	Predominant Culture	Preferable Culture
1	Software	89% Clan Culture	63% Adhocracy
2	Automobile	82% Adhocracy	54% Market
3	Electrical &	91% Market Culture	59% Adhocracy
4	Iron & Steel	92% Hierarchy	65% Market

FINDINGS & SUGGESTIONS

1. In this study 14 % of the respondents are in the age group of 18 to 30 yrs, 52 % of the respondents are in the age group of 31 to 40 yrs, 22 % of the respondents are in the age group of 41 to 50 yrs and 12 % of the respondents are in the age group of 50 yrs and above
2. The Gender of the study 53 % of the respondents is male, and 47% of the respondents are female.
3. The Education 18% of the respondents having higher secondary education, 48% of the respondents having bachelor degree, 24% of the respondents having master degree and 10% of the respondents having professional degree
4. The year of experience of Respondent found as 15% of the respondents are 0 to 10 years, 39% of the respondents 11 to 20 years, 40% of the respondents are 21 to 30 years and 6% 31 and above
5. The Annual Income of Respondent found as 8% of the Respondent has 0 to 1 lakh, 42% of the respondent has 1 to 5 lakh, 32% of the Respondent has 5 to 10 lakh and 18% of the respondents has 10 lakh and above.
6. In this study found software Industry predominantly has Clan culture and preferably has adhocracy culture.
7. The Automobile Industry predominantly has Adhocracy culture and preferably has market culture.
8. The Electrical & Electronic Industry predominantly has Market culture and preferably has Adhocracy culture.
9. The Iron & Steel Industry Predominantly has Hierarchy culture and preferably has Market culture.

CONCLUSION

Results of the Organizational Culture survey of 240 questionnaire was distributed to the employees from 80 companies we have taken 20 from each industries show that specific industries may share common cultural characteristics along the individual perception about the culture in an organisation.

So from the above study we can understand different industries need different cultures for their successful existence. An industry like software which needs talented and motivated people for operations, has to adopt a people oriented culture which is nothing but a clan culture. But at the same time industries like Iron & Steel which relies more on standard operating procedures can have a culture based on rules and hierarchy which is nothing but a hierarchy culture. Industry like automobiles which needs a continuous innovation has to adopt a practice which fosters innovation and creativity which is nothing but adhocracy culture. Industry like Electrical & Electronic which has to be innovative and also competitive can have a culture which promotes competitiveness among the employees which is nothing but the market culture. Like this the researcher has tried to bring a generalization of culture which is compatible with the industry type, this can be useful for the Entrepreneurs in establishing a culture in their organisation.

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