

# IMPACT OF ORGANISATIONAL CULTURE IN A CHANGING SCENARIO: ANALYSIS ON ROURKELA STEEL PLANT, ODISHA

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**Abstract:** Organizational culture is the set of assumptions that the members of an organization share in common. Such assumptions may be in the form of internally oriented characteristics like beliefs, values, attitudes, feelings, personality types and so on known as abstract elements of the culture or externally oriented characteristics like products, buildings and dresses etc. known as element of the culture. Culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it. Culture as root metaphor sees the organization as its culture, created through communication and symbols, or competing metaphors. Culture is basic, with personal experience producing a variety of perspectives. The main purpose of this study is to identify the dimensions of responsive work culture for gaining and maintaining competitive edge as also articulate the emergent roles of various actors, particularly the management and trade unions. The study aims at examining the impact of organisational culture in a changing scenario in selected organization.

**Index Terms-** Organisational Culture, Shared values, Flexibility, Shared Vision, Motivation, Responsiveness to change

## INTRODUCTION

Culture is made up of the values, beliefs, underlying assumptions, attitudes, behaviours shared by a group of people. Culture is the behaviour that results when a group arrives at a set of generally unspoken and unwritten rules for working together.[4,1 Organizational culture encompasses values and behaviours that "contribute to the unique social and psychological environment of an organization.[2 Organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits.[3,6

## THE CHANGING SCENARIO IN INDIA

The changes in international economic order and geo-political environment in the wake of the breaking of the Berlin wall, transition in Central and East European countries and the end of cold-war, changes in macro-economic and social environment, technological and structural changes and worker profile changes call for fresh perspectives on our thinking, our beliefs, our philosophy, our value system connecting the management of people at workplace and elsewhere.[5 The dynamic change process warrants a fresh look at the institutional and legal framework and also the roles of the principal actors. Attainment of global standards and survival of Indian organizations in this highly competitive borderless global economic order calls for the joint endeavour of all the stake holders-the government, the employers, the workers and their unions.[5,7 Organizational re-structuring, the changing patterns of labour management relations, nature of employment, the sharing of gains and social accountability have exerted pressure on the tripartite social patterns to redefine their roles and relationships in order to promote a new organisational culture. It demands that employers and workers take a hard look at their practices and attitudes and forge a common front to bring about modernization and technological change, strengthen discipline, improve productivity and share equitably the fruits of growth.[8,9 In the years since liberalization, of the Indian economy, perhaps the most significant development has been the accelerating pace of change across all sectors of the economy. The impact of such change is so widely felt that few organizations or sectors have been left untouched. Both private sector and public sector companies have been affected by the globalization of

competition by dramatically shortening the production and development cycles, by quantum leaps in technology and frantic intensification of competition. The impact of change has driven many organizations to re-think and re-visit issues of organizational culture.[6 Culture change is likely to become more rather than less, significant over the coming decades. Increasingly, though, organizations will have to treat such change, not as a one of discrete phenomena, but as continuing process, which constantly reviews, refines and improves the organization's overall capacity response to external development. Designing, developing and sustaining appropriate work culture of excellence will thus become a major issue of concern for most organizations seeking to gain and maintain competitive edge in the globally competitive environment.[3,4

## METHODOLOGY

The scope of the study is limited only to Rourkela Steel Plant (RSP), Rourkela, Odisha, India which is a Public Sector under taking.

### Sample

Sampling involves a set of procedures that govern selectively, a relatively small number of cases to represent a large number referred to as the population. The sample of the present study is based on convenience sampling method. RSP is a leading organization; a public sector undertaking is selected for the study on "Impact of Organizational Culture in a Changing Scenario: A Study on Rourkela Steel Plant, Odisha". The sample consists of 161 employees of RSP belonging to all the levels in the organization.

The questionnaire was specially designed by the researcher who gains inside into the various dimensions of culture in the organization. The questionnaires consist of sixty questions in five sections. The questionnaire was administered to managers, supervisors and workers as well. Respondents were asked to indicate against each question the extent to which they agree or disagree with the statement describing a particular dimension, on a 5-point scale. The responses were assigned values ranging from 1 to 5 where one referred to strong agreement and 5 to disagreement. Against each question the frequency of responses of various degrees of agreement were calculated and subsequently percentages of such responses arrived at to find out the dominant view. The responses against each dimensions has been analyzed and presented in the form bar graphs and tables.[5,6

### Shared Values

A person's value system reflects the basic conviction that a particular mode of conduct is personally or socially preferable. Values or value system of employees lays the foundation of attitudes of motivation and accordingly the employee attaches importance to a particular code conduct. When shared values and perception of employees in an organization, is in conformity with the goals of the organization, the productivity and outputs of the organization grows. The values must be internalized by organization members so as to bridge the gap between value system to the individuals and collectivity. The value dimensions have been assessed through putting questions on whether employees make personal sacrifices for shared values carries out its social responsibility follows high ethical standards and whether there is a gap between stated values and their adherence.[4,7

**Carries out its Social Responsibility**

Organization		Strongly Agree	Agree	Agree to Some Extent	Disagree	Strongly Disagree	Total
Rourkela Steel Plant	Frequency	29	60	54	16	02	161
	Percent	18.0	37.3	33.5	9.9	1.2	100.0

Table-1 of Carries out its Social Responsibility

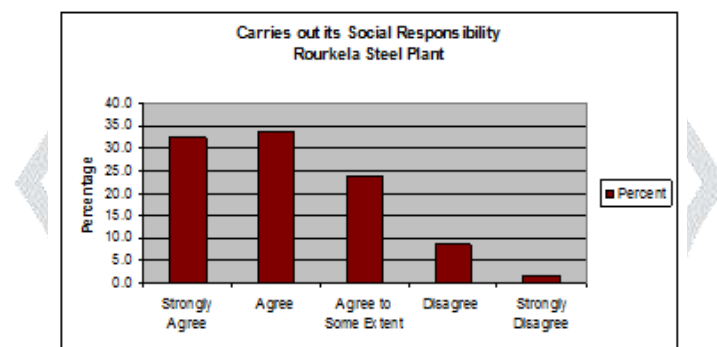


Fig-1 Bar Graph of Carries out its Social Responsibility

About 65.8% of employees at Rourkela Steel Plant agreed that Rourkela Steel Plant carries out its social responsibility 10.6% of them disagreed.

- **Shared Vision**

Developing a shared vision, purpose, direction and positioning of the organization in the global market will become necessary condition for gaining and maintaining competitive advantage. Achieving congruity between the individual vision of employees and the corporate vision will become a major challenge that must be addressed by effecting change in the individual paradigm. Translating vision into day to day operating decision and actions will necessitate decentralized and consensual mode of vision building across various product/service groups, functions and even sections.[4]

#### Shared Vision

Organization		Strongly Agree	Agree	Agree to Some Extent	Disagree	Strongly Disagree	Total
Rourkela Steel Plant	Frequency	52	54	38	14	03	161
	Percent	32.3	33.5	23.6	8.7	1.9	100.0

Table-2 of Shared Vision

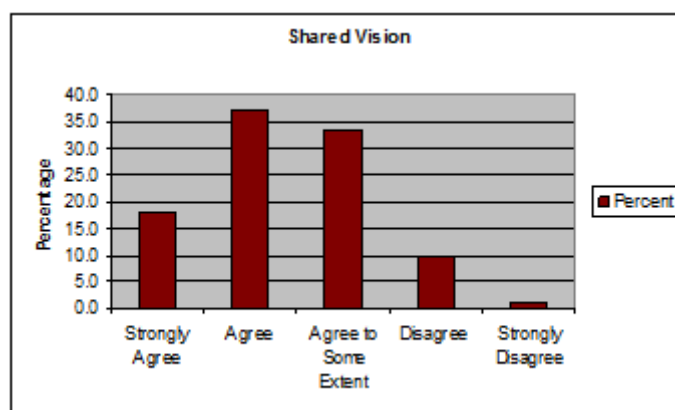


Fig. 2 Bar Graph of Shared Vision

The questionnaire contained a query whether the employees are aware of the vision and mission of the company in reply to which about 55.3% of Rourkela Steel Plant employees clearly agreed that they are aware of the vision and mission of their respective companies. A substantial 33.5% of Rourkela Steel Plant employees agreed only to some extent about such awareness whereas about 10% stated that they are not aware about the vision and mission of Rourkela Steel Plant.

### Motivation

Motivation is the maintaining interest and efficiency of an employee. The degree of motivation is reflected in the amount of intrinsic satisfaction drawn from the work performed, the commitment to work and the loyalty to the job. A well designed motivational strategy of the organization that recognizes the diverse motivational requirements of professional and non-professionals by way of recognizing individual differences using goals and feedback system, participative decisions making, performance oriented reward system etc. may work wonders for developing a work culture.[2]

#### Motivation

Organization		Strongly Agree	Agree	Agree to Some Extent	Disagree	Strongly Disagree	Total
Rourkela Steel Plant	Frequency	30	51	42	21	17	161
	Percent	18.6	31.7	26.1	13.0	10.6	100.0

Table-3 of Motivation

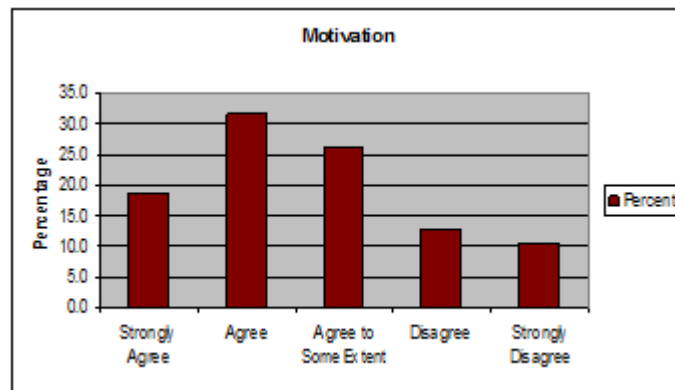


Fig. 3 Bar Graph of Motivation

Over 50.3% of Rourkela Steel Plant employees agree that good work by employees is always recognized by the management of the organization. Whereas 23.6% of the employees feel that good work is not recognized by the management.

- **Responsiveness to Change**

The management of an organization, to be able to stay in competition and also to improve upon its performance should be quick to adopt latest management tools and techniques for performance improvement as also act upon employees suggestions expeditiously. The organization must welcome and support changes enthusiastically. It should also recognize the positive contribution of employees in terms of ideas and suggestion and reward them appropriately and promptly.[1,3]

#### Responsiveness to Change

Organization		Strongly Agree	Agree	Agree to Some Extent	Disagree	Strongly Disagree	Total
Rourkela Steel Plant	Frequency	49	48	38	13	13	161
	Percent	30.4	29.8	23.6	8.1	8.1	100.0

Table-4 of Responsive to Change

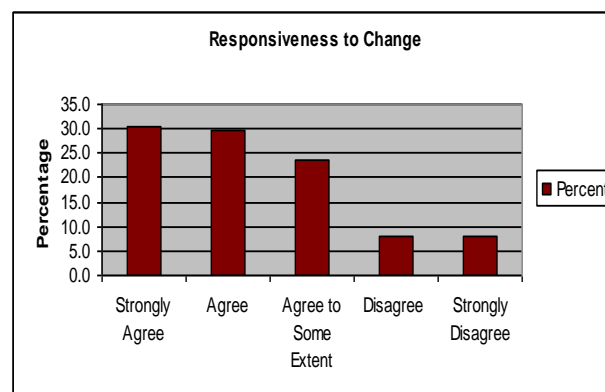


Fig. 4 Bar Graph of Responsive to Change

About 60.3% employees clearly agreed that their company is quick to adopt latest management tools and techniques for performance improvement.

## CONCLUSION

The results of the study provided empirical support for scholars' argument that organizational cultures affect how an organization practices employee relations. It also provides a starting point toward the development of a valid and reliable measurement for employee communication. The work culture prevalent in an organization plays a decisive role not only in interpretation of given environment, choice of strategic direction, technology options but also in providing direction and determining intensity of responses of employees to meeting the challenges of the internal environment and contextual constituents. Findings suggest that when change is seen as a positive characteristic of the environment, employees are more likely to commit to the work of the organization. Organizational culture is the glue that holds the organization together. Changing organizational culture requires a long term approach; it involves reassessing and making changes to all aspects of the organization.[6,7,8

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