

ORGANIZATIONAL CULTURE PREVAILING IN TEXTILE MILLS IN COIMBATORE DISTRICT, TAMIL NADU: A STUDY

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ABSTRACT

Organizational culture is manifested in the typical characteristics of the organization, in other words, organizational culture should be regarded as the right way in which things are done or problems should be understood in the organization. The present paper is a study on limited scale. Two textile mills functioning in Coimbatore district, are the study units. The sample size is determined as 30% of the population. (i.e., 576). The paper has found out that the employees of the mills are very clear in their perception and they have positive attitude towards the organizational culture variables. Particularly, there is no turnover intention among the employees and their support to the mills continues.

Key Words: *Organizational culture, Organizational variables, turnover intention*

ORGANIZATIONAL CULTURE: THE CONCEPT

“Organizational culture” concept is very difficult to define. Their authors’ emphases and approaches take different shaped definitions depending on the concept they reflect. To defining corporate culture two different approaches has been revealed by practical and research experience of the 1980s. To adapt to the environment allowing individuals the organization culture is treated as an internal subsystem is the first one. In the approach, a culture is followed by the company. “Personality” is often sufficient to make a list of some features of company is descriptive by this approach. The company a culture is treated by the company is the second approach i.e., a system of that their mind interpret through each of its members knowledge. To the concept of corporate identity it leads to the dynamics of the social system approach allows access in all its complexity. (Katarzyna Szczepańska-Woszczyńska, 2014).

Organizational culture is manifested in the typical characteristics of the organization, in other words, organizational culture should be regarded as the right way in which things are done or problems should be understood in the organization. It is widely accepted that organizational culture is defined as the deeply rooted values and beliefs that are shared by personnel in an organization. (Shili Sun, 2008)

TEXTILE INDUSTRY: PROFILE IN BRIEF

Exports earnings substantially contribute to the Indian economy occupy a vital place in the Textile Industry. The country's total exports nearly represent 30% of Textiles exports. The National production is of high weight age of over 20%. The handloom and power loom sectors provides direct employment for 15 million persons in the mill. After China second largest producer of textiles in the world is India. After China and the USA it is the world's third largest producer of cotton and the after China second largest cotton consumer. The textile industry in India is currently the largest and the oldest manufacturing sectors one in the country.

The industrial output and foreign exchange earnings, employment generation in the Economy of the country because of its contribution to the Textile industry occupies an important place. To produce fabrics

of natural and synthetic fibers which use a wide variety range of industrial units has been encompassed by the textile industry. The unorganized mill sector and the organized mill sector are the two categories of textile industry have been broadly classified. Considering the contribution and significance of textile sector growth and development spread in this sector is wide and encourage steps to attract investment and adequate, initiative and efforts are being made to take urgent in national economy.

REVIEW OF LITERATURE

P. Robbins and Stephan (2003) said that an organization's has done the degree of success before it had with those endeavors due to what it was doing things are largely in general way, current and tradition.

Bibb,S., and Kourdi (2004) explained that will leave an organization with a creativity, foster innovation to less ability, negative attitudes and tarnished reputation, decision making, reduced profitability and flawed thinking lack of trust.

Plakhotnik and Tonette (2005) studied that innovation and organizational change for successful new product/process has been shown to be important in organizational culture.

Schein (2004) and Cooke & Laferty (2000) quoted the term culture and how to reinforce the mold of members' behavior and these values are rewarded to identity of the organization made up by the members' as it is the shared meaning of values.

Ravasi (2000) states that various situations by defining appropriate behavior in organizations action and guide interpretation of shared mental assumptions is a set of the organizational culture. "Own unique culture" may have been made at the same time, company organizations is larger; management team of the cultures that co-exist due to different characteristics as there is a diverse and sometimes conflicting. Negative and positive aspects may have organizational culture.

A.P. Singh and Sadhana Singh (2009) concluded that IT industries influencing organizational performance in all the employees organizational culture has been influenced by realized a conductive. Their organizational culture and effectiveness is to be measured by the organization are indispensable awareness initiatives.

IMPORTANCE OF THE STUDY

In extreme cases –as a whole of the organization, regulating the behaviour of participants and organizations plays an important role in organizational culture. If the organization works consistently reinforce further successes accept standards that learn certain patterns of behaviour, its participants (or at least widely understood management staff), successes and achieving goals for some time in a similar and stabilized manner. "Idealization of common experience" was formed as organizational culture. It of the social stabilizing factor, integration and coordination mechanism, which ensures social balance (mainly internal), and, at least partially, external –the organization balance of the material is primarily fulfilled as a function. At the same time environment and the organization relationship between both participants focus on integration of the main norms of culture. The consumer rights of respect for the product quality in the emphasis has been reflected and protection of the environment. In this way, organizational culture also creates a basis for the conceptualization of the external balance of the organization, determining the model of the desired relationship between the organization and its environment and how to maintain it. (Katarzyna Szczepańska-Woszczyzna, 2014). So, the present research work gains importance.

OBJECTIVES OF THE PAPER

Following are the objectives of the paper:

1. To identify the organizational culture variables in selected textile mills in Coimbatore District.
2. To examine the relationship of the variables with the perception of the employees of the study units.

RESEARCH METHODOLOGY

The research methodology explains scientific approach of the research problem and systematic analysis of data of the study. It is the way of approach of the subject matter. The present paper is a study on limited scale. Two textile mills functioning in Coimbatore district, are the study units.

POPULATION AND SAMPLES

Population of the present study consists of the employees of the two study units in Coimbatore Textile Mills. The two units have 1,920 of total employees (temporary/ casual/ contract basis staff are not taken into consideration). The sample size is determined as 30% of the population. (i.e., 30% of 1,920 = 576). Stratified proportionate random sampling technique has been used to select the samples for this study and the details are given in the Table 1.1.

SCALING TECHNIQUE

Scaling is a technique to measure the satisfaction, attitude and any abstract thing. Likert's Five point scale has been used (Strongly Agree, Agree, Moderate, Disagree and strongly Disagree). Such type of scale is a general scale and it is suitable for all types of studies.

LIMITATIONS OF THE STUDY

The study is running with the following limitations:

1. This study has been carried out from the employees' point of view but not from the other angles.
2. As the perception of the employees is mainly based on the personal experience of them, the perception may vary in future.

ANALYSIS AND DISCUSSION

Table 1.1
Details of Population and Samples

Name of the Mill	No. of Employees (N=1,920)		No. of Samples n =576 (30 % of 1,920)	
	No. of Employees	% in total	No. of Employees	% in total
Premier Mills, Coimbatore	840	43.75 %	252	43.75 %
KR Textiles, Coimbatore	1,080	56.25 %	324	56.25 %
Total	1,920	100 %	576	100%

Source: Records of the Mills

DATA USED AND SOURCES OF DATA

Primary data and secondary data have been used in this research. The secondary data were collected from various secondary sources viz., books, journals, records, registers and records of the company. The primary data are collected by the researcher from the employees working in the study unit. A questionnaire is used to collect the primary data from the employees of the study unit.

VARIABLES OF THE STUDY

Apart from the personal variables the following research variables are undertaken into consideration:

- Organization Cares about General Satisfaction at Work
- Organization Strongly Considers Individual Goals and Values
- Organization Makes Job Interesting
- Organization Takes Pride in Accomplishments at Work

- Perceived Organization Support
- Organization Commitment
- Turnover Intention

FRAMEWORK OF ANALYSIS

In the analysis section, responses for every question are analyzed with the help of percentages. Then, the statistical analysis section consists of testing of hypotheses so that the Chi square Test and Multiple Correlation are used as analytical tools.

Table1.2
Organization Cares about General Satisfaction at Work

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	96	17
2.	Agree	222	38
3.	Moderate	120	21
4.	Disagree	94	16
5.	Strongly Disagree	44	8
Total		576	100

Source : Primary data

In the table given above it is inferred that 38% organization cared about employees for the respondents agreed the general satisfaction at work, responded moderate to 21% of the respondents, 17% respondents strongly agreed care was taken towards general satisfaction at work, 16% respondents disagreed and the rest 8% respondents strongly disagreed. Thus, the general satisfaction at work organization cared about employees' of the majority respondents agreed.

Table 1.3
Considers Individual Values and Goals of Organization Strongly

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	190	33
2.	Agree	220	38
3.	Moderate	77	14
4.	Disagree	46	9
5.	Strongly Disagree	43	6
Total		576	100

Source : Primary data

In the given table above it is inferred that 38% considered employees individual values and goals respondents agreed the organization strongly, 33% of them agreed strongly, 14% of them respondents responded moderate, 9% respondents disagreed the organization gave consideration towards individual goals and values, and the remaining 6% respondents strongly disagreed. Thus, individual goals and values of employees are considered strongly to agree the organization with majority of the respondents.

Table 1.4
Organization Makes Job Interesting

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	132	23
2.	Agree	219	38
3.	Moderate	108	19
4.	Disagree	66	11

5.	Strongly Disagree	51	9
Total		576	100

Source : Primary data

In the table given above it is inferred that 38% respondents agreed the organization took efforts to make employees job as interesting as possible, 23% respondents strongly agreed the organization took efforts to make their job interesting, 19% of them responded moderate, 11% respondents disagreed, and the rest 9% respondents strongly disagreed the organization took efforts to make their job interesting. Thus, majority respondents agreed the organization took efforts to make employees job as interesting as possible

Table 1.5
Organization Takes Pride in Accomplishments at Work

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	156	27
2.	Agree	196	34
3.	Moderate	86	15
4.	Disagree	76	13
5.	Strongly Disagree	62	11
Total		576	100

Source : Primary data

In the table given above it is inferred that 34% respondents agreed to accomplishments to work at the organization took pride in employees, 27% respondents took pride in their accomplishments at work are strongly agreed the organization, 15% respondents responded moderate, 13% respondents disagreed the organization took pride in employees accomplishments at work, and the rest 11% respondents strongly disagreed. Thus, majority respondents agreed the organization took pride in employees accomplishments at work

Chi – Square Test

Table 1.6

Null Hypothesis:

There is no association between Gender and Turnover Intention.

Table 1.7
Cross tabulation

		Turnover Intention					Total
		Very High	High	Moderate	Low	Very Low	
Gender	Male	10	76	194	156	19	455
	Female	5	15	56	41	4	121
Total		15	91	250	197	23	576

Source : Primary data

Table 1.8
Tests of Chi-Square

	Value	Asymp. Sig. (2-sided)	df
Pearson Chi-Square	2.974	.562	4
Likelihood Ratio	2.895	.576	4

Linear-by-Linear Association	.039	.844	1
N of Valid Cases	576		

Source: SPSS 20 Results have been generated

Less than 5 count2 cells (20.0%) have expected. 3.15 is expected as the minimum count .

Degrees of Freedom = 4: Chi Square Value = 2.974

Table Value = 14.9. The Distribution is not significant.

Hence the χ^2 value is lesser then the table value we accept the hypothesis. Turnover and Gender Intention have no association between.

Null Hypothesis:

Turnover Intentions and Education Qualification has no association between.

Table 1.9
Cross tabulation

		Turnover Intention					Total
		Very High	High	Moderate	Low	Very Low	
Education Qualification	Under Graduate	5	47	129	114	19	314
	Post graduate	0	30	54	55	0	139
	Diploma	5	1	18	0	4	28
	Others	5	13	49	28	0	95
Total		15	91	250	197	23	576

Source: Primary data

Table 1.10
Tests of Chi-Square

	Value	Asymp. Sig. (2-sided)	df
Pearson Chi-Square	75.655	.000	12
Likelihood Ratio	80.524	.000	12
Linear-by-Linear Association	9.004	.003	1
N of Valid Cases	576		

Source: SPSS 20 Results have been generated

Less than 5 count6 cells (30.0%) have expected. 73 is the count expected minimum.

Degrees of Freedom = 12: Chi Square Value = 75.655

Table Value = 28.3 The Distribution is significant.

Hence the χ^2 value is greater then the table value we reject the hypothesis. There is association between Education Qualification and Turnover Intentions.

FINDINGS

- It is found out that 38% respondents agreed the organization cared about employee's general satisfaction at work. The majority respondents agreed to the general satisfaction at work for organization cared about employees'.

- 38% respondents agreed to the individual goals and values considered for the employees organizing strongly, 33% respondents strongly agreed, 14% respondents responded moderate. Thus, majority respondents agreed to the individual goals and values of employees are considered strongly by the organization.
- It is identified that 38% respondents agreed to the employees job as interesting as possible for the organization took efforts to make, 23% respondents took efforts to make their job interesting has been strongly agreed by the organization, Thus, majority respondents agreed to the organization employees took efforts to make job interesting as much as possible.
- 34% respondents agreed to the organization accomplishments at work to took pride in employees, 27% respondents agreed strongly to the organization to accomplishments at work for the pride in them, Thus, majority respondents agreed to the organization took pride in employees accomplishments at work
- There is no association between Gender and Turnover Intention.
- There is association between Education Qualification and Turnover Intentions.

CONCLUSION

The organizational culture of the two mills is significant in many respects. The employees of the mills are very clear in their perception and they have positive attitude towards the organizational culture variables. Particularly, there is no turnover intention among the employees and their support to the mills continues. When the support from the workers are gained by the mills to implement the organizational policy, it will reap more fruitful benefits to the both parties i.e., labour and management so that the mills may bring a congenial atmosphere in this regard in the near future.

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