



## A STUDY ON ORGANIZATIONAL CULTURE WITH SPECIAL REFERENCE TO BRIGHT TECHNOLOGY IN COIMBATORE DISTRICT

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### ABSTRACT

An attempt has been made to investigate organizational culture of Bright Technology. The objective of this research is to study the workers perception towards work and other work related issues with a view to investigate the working of the components of Organizational Culture among the employees. For this purpose, the respondents are selected by proportionate random sampling method. In view of complexity of data, the responses are processed and analyzed by tools like chi-square, anova are used. The analysis proved that these factors have capacity to influence the Organizational Culture. Data was collected through questionnaires designed. The sampling technique used in the study is convenient sampling and the sample size is 160 employees. The findings suggested that there is a significant impact of Organizational culture under study. The study on organizational culture helps the management to understand the causes of performance problem,

and to understand how to assess the effectiveness of motivational practices in the organization. This study also focuses on the work environment in which their employees will thrive. This study can be extended in finding out the perception of the employees, identifying the areas of negative behavioral pattern of employees in the organization, etc...The study about the organizational culture will reveal the workers satisfaction with their Ability, co-operation, team work, involvement, supervisors, utilization of their skills and rewards.

Key words: Organization Culture, Effectiveness, Ability, Co-operation, Team work, Involvement, Supervisors, Rewards.

### INTRODUCTION :

Culture is the conventionalized behavior of the society and affects most of the actions of the individual without one's conscious thoughts. Organizational culture is actually a subset of the culture of the society. Schein (1985) describes societal culture as assumptions, beliefs, and values that are common among the people in a specific

geographical region. They are helpful in developing the identity of their community and are used by them to respond to changing environment. Assumptions are ignored by people as these are taken for granted whereas beliefs indicate peoples' feelings about the way things happen or get done. Assumptions and beliefs find manifestation in various forms like physical artifacts, instructions, social systems and also in the behavior of members of a society. Values signify people's preferences. Gradually when values are taken for granted they turn into beliefs and assumptions.

Culture is a very powerful force at the workplace, which is consciously and deliberately cultivated and is passed on to the incoming employees. It reflects the true nature and personality of an organization.

### **CREATING, SUSTAINING, AND CHANGING A CULTURE:**

Culture is shared nests of understanding values among the organizational members. Culture once established may fade away also. The established culture needs to be changed to respond to the environmental changes.

#### **Creating a culture**

Beliefs and values have their base on the past happenings. It implies that the ultimate source of an organization's culture is its founders. The founders start their organization with a vision of what their organization should be. Then, the vision is imposed on all organizational members. The members imbibe the vision through interaction and their own experience.

#### **Sustaining a culture**

Culture once established may fade away also. Hence, once a culture is created, it needs to be sustained through reinforcement practices of human resources. Three such practices particularly

important in sustaining a culture are selection practices, the actions of top management, and socialization methods.

#### **Selection:**

The first step involved in sustaining culture is the careful selection of entry level candidates. The basic purpose of selection process is to appoint right people for right jobs. For this, the trained recruiters interview candidates and attempt to screen out candidates those whose personal styles and values do not make a fit with the organization's culture. Thus, by identifying the suitable candidates who can culturally match the organizational culture, selection helps sustain culture considerably.

#### **Top Management:**

Subordinates emulate their superiors. Hence, the actions of top management such as what the managers say and how they behave have a major impact on the employees working at lower levels. As a matter of fact, this filters down in the entire organization and becomes a common feature or culture of organization. Managerial actions like degree of freedom granted to the subordinates, prescription for the employee uniform, pay off in terms of pay raises, promotion, and other rewards also help create a common history i.e., culture in the organization.

#### **Socialization:**

Socialization can be conceptualized as acquisition of work skills and abilities, adoption of appropriate role behaviors and adjustment to the norms and values of the work group<sup>12</sup>. In simple words, socialization is the process of adaptation. New organizational members coming from different moods and mores are likely to disturb the common customs and beliefs already established in the organization. Therefore, the new employees

need to be indoctrinated to adapt the organizational culture. This adoption process is called socialization.

- Pre-arrival
- Encounter
- Metamorphosis

### Changing a Culture:

The ever fast changing business environment has made everything ephemeral in nature. So is organizational culture also. As organizations do not remain the same over a period of time, so is the case of culture as well. Culture established in one type of environment may not remain effective in changed environment. If it is so, the organization must either adapt to new conditions of environment or it may not survive. Hence, the need for change in organizational culture.

However, changing culture is as much important is not so simple. Changing a strong culture is particularly difficult because the cultural values and assumptions have taken deep roots and employees become so committed to them. Yes, it is easier to change the culture when it is weak.

### OBJECTIVES OF THE STUDY

This study is undertaken with the following objectives.

- To assess the existing culture of the organization and to find its impact on employees' behavior in Bright Technology
- To analyze the factors influencing organizational culture and their relationship in Bright Technology
- To provide suggestions to improve the organizational culture in Bright Technology

### SCOPE OF THE STUDY

A high degree of culture has a high influence on the performance and behavior of the employees. Shared meaning provides a strong culture and creates a favorable environment in the organization. Culture is a very powerful force of the workplace. When is consciously and deliberately cultivated and is passed on to the incoming employees. It reflects the true nature and personality of an organization.

### LIMITATIONS OF THE STUDY

- The attitude of the worker changes from time to time. Hence the result of the project may be applicable only at present.
- We cannot get exact information from the employees because they are reluctant to share the information.
- They study is applicable to Bright Technology only. Therefore the suggestion given cannot be generalized for the whole industry.
- The sample size is limited to 160.

### REVIEW OF LITERATURE

- **(Katheleem L. Gregory (2001))** Every human being has some personality traits that will help them to differentiate their identity from other, no two persons can act and behave in a same way likewise every organization have certain values, policies , guidelines , protocol and rules which helps them to construct their own image which makes them different and unique from the other. the organizations are homogeneous rather than multicultural in nature. The



culture is defined as a system of meaning that influences behaviors as well as practices of organizations. In short individual's behavior is strongly influence by a culture.

- **Morgan and Vorhies (2018)** support the indirect positive link between market culture and market performance through customer satisfaction. However, they explain that market culture has direct positive effect on financial performance and indirect influence through innovation. In consistent with Choi et al. (2010), who argue that all types of culture are important predictors of performance, Chatman et al. (2014) conclude that all the four types of organizational culture based on CVF has significant positive influence on performance.

**TABLE: 4.1.1**

**TABLE SHOWING TOWARDS AGE OF THE RESPONDENTS**

PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE
BELOW 20	27	16.87
21 – 30	47	29.38
31 – 40	46	28.75
41 – 50	36	22.5
59 +	04	2.5
<b>TOTAL</b>	<b>160</b>	<b>100</b>

**SOURCE; Primary Data**

## INFERENCE

From the above table it is clear that 29.38% of respondents between the 21-30 age group, 28.75% of the respondents between the 31-40 age group, 22.5% of the respondents between the 41-

50 age group, 16.87% of the respondents below 20 age group and 2.5% of the respondents above 50 age group.

## CHI-SQUARE ANALYSIS

**TABLE: 5.2.1**

**RELATIONSHIP BETWEEN EXPERIENCE AND AWARENESS OF RULES AND REGULATION OF THE COMPANY BY EMPLOYEES**

PARTICULARS	BEL OW 10 YEA RS	11- 20 YE ARS	21- 30 YE ARS	ABO VE 30 YEA RS	TOT AL
STRONG LY AGREE	31	27	12	20	90
AGREE	11	20	20	06	57
NEUTRA L	10	00	01	00	11
DISAGR EE	00	00	00	00	00
STRONG LY DISAGR EE	01	00	00	01	02
<b>TOTAL</b>	<b>53</b>	<b>47</b>	<b>33</b>	<b>27</b>	<b>160</b>

**Aim:**

To check whether there is any significant relationship between experience and awareness of employees regarding company rules and regulations.

**Hypothesis:**

Null Hypothesis (Ho):

There is no significant relationship between experience and awareness of employees

regarding company's rules and regulations.

Alternative Hypothesis:

There is a significant relationship between experience and awareness of employees regarding company's rules and regulations.

$$\text{Chi-square} = X^2 = \frac{\sum (O-E)^2}{E}$$

$$E = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

O = Observed Frequency

E = Expected Frequency

### Calculation of chi-square test

$$\begin{aligned} \text{Degree of Freedom} &= (C-1) \times (R-1) \\ &= (4-1) \times (5-1) \\ &= 12 \end{aligned}$$

### CHI SQUARE TEST

FAC TOR S	CALC ULAT ED x <sup>2</sup> VAL UE	TA BL E VA LU E	DEG REE OF FRE EDO M	LEVEL OF SIGNIF ICANC E	REM ARK S
Expe rienc e/ Awar eness regar ding rules and regul ation	34.32	21. 02	12	Signific ance at 5% Level	The Null Hypo thesi s is reject ed.

### INFERENCE

It is diverged from the above table that the calculated chi-square value is greater than the table value and the result is significant at 5% level. Hence the Null Hypothesis is rejected. From the analysis it is identified that there is a close relationship between the experience level and awareness of employees towards rules and regulations of the company. Hence we conclude

that there is significant relationship between the experience and awareness of rules and regulations of the company by the employees.

### FINDINGS

- It is from the analysis that majority of respondents (28.12%) are strongly agree that they maintain proper dress code in the company. Few respondents are not wearing proper dress code due to the reason that company provided only one set of uniform and they feel difficult to maintain it.
- Most of the respondents (51.25%) Majority (29.38%) responded that they belong to the age group of 21 – 30 Years.
- It is being found that most of the respondents (62.5%) are female.
- Majority of the respondents (37.5%) educational qualification is diploma.
- It is being clearly observed through the analysis most of the respondents (33.12%) are working in warehouse department.
- Most of the respondents (38.12%) years of experience is below 10Years.
- It is clear from the analysis that, majority of respondents (41.87%) is getting salary below Rs: 5,000.
- Majority of respondents (60.62%) are married.
- It is being found that majority of respondents (56.25%) have stated strongly agree about the awareness of all the rules and regulations of the company. The company generally practices the procedure of

conveying the basic rules and regulations to its employees after a week of joining.

- Most of the respondents (50.63%) responded that they strongly agree that they follow proper company timing. Few respondents are not following proper company timing is due to the longer distance of stay

### ➤ SUGGESTIONS

- Long term purpose and direction of the company are not clearly stated to the employees. Hence it is suggested to make the employees clear about the long term purpose and direction for getting higher results. The superior can take this responsibility and guide their employees to achieve overall objectives of the organisation.
- The company can provide enough opportunity for learning and development to their employees. It can provide adequate training facilities, seminars etc on their related fields. They also suggested the company to allow them for job rotations so that they won't feel monotony with their nature of job and they can learn new things.
- The management can enhance the frequency of employee's feedback on their performance. This will enable the employee to know their actual performance when compared with other employees. And it will be helpful for them in making corrective measures if necessary.

### CONCLUSION

- The culture of a group can now be defined as: A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.
- The study about the organizational culture and behavior on employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and rewards etc. They are highly satisfied with the current culture of the organization.

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