A STUDY ON FACTORS OF ORGANISATIONAL CULTURE AMONG THE EMPLOYEES OF SELECTED BANKS IN MADURAI CITY

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Abstract: Banking sector plays the important role in today's business scenario. The organisational culture has its own impact among employees in banks not only in the relationship among employees but also in developing organisational achievement through improving the performance of the employees. So it is important to study organisational culture in banks because it is dynamic in nature. The factors taken into account for this study is explained in this paper with due weightage given to all the components identified. This paper helps to find out the factors of organisational culture in selected banks among employees.

Index terms: **Banks, factors, Organisational culture**

I INTRODUCTION

In this present scenario, Banking Industry is well aware about the need to elicit the best efforts from the employees towards the achievement of pre-determined targets. Employees Performance and their best efforts only help them to achieve the target. Hence to achieve the target every employee should be provided with proper organizational culture to make it possible. It is clearly know that each and every organization has its own culture which determines its productivity as well as efficiency. The core of all this is that human resources are the major phenomenon for running any organization which in turns determines the culture of the organization.

In general the culture is defined as "the cumulated beliefs, values and assumptions underlying transactions with nature and important phenomenon. Culture is reflected in the artifacts, rituals, design of space, furniture and ways of dealing with various phenomena in the organization. Organizational culture is "a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration, that have 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." Organizational culture has powerful consequences in terms of influence on individual, group behavior and overall organizational performance. Thus, culture plays a significant role in organization and its employees. The cordial organization culture will bring the employees performance to the optimum level.

Organisational Culture

Every organisation has its own culture. Culture is a part of our life. We may speak about culture Indian Culture or Foreign Culture tribal culture religious culture and the like. Here no one can understand the real meaning and it cannot get for a single definition for organizational culture. So it is try to understand what the term culture is.

The values and behaviors' that contribute to the unique social and psychological environment of an organization is called organisational culture. The Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Basically, organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms, and tangible signs (artifacts) of organization members and their behaviors. Members of an organization soon come to sense the particular culture of an organization. Culture is one of those terms that are difficult to

express distinctly, but everyone knows it when they sense it. Different people in the same organization can have different perceptions of the culture of the organization. This is especially true regarding the different perceptions between the top and bottom levels of the organization.

An organization's culture is like an iceberg. It has both visible and invisible elements. The observable aspects include the physical settings, language, legends and myths, heroes and heroines, ceremonies, behaviors and dress. The visible aspects are indications of underlying dimensions such as values, beliefs and feelings. The invisible aspects of organizational culture include the underlying values, assumptions, beliefs, attitudes and feelings of members as well as unwritten rules about the environment, time, space, relationships and activities.

II OBJECTIVES AND RESEARCH METHODOLOGY

The following are the main objectives of the study

- To know the socio- economic background of the employees in the selected banks
- To bring out the various factors of organizational culture in the banking sector.
❖RESEARCH DESIGN: The research design is descriptive in nature.
❖SAMPLING TECHNIQUE: The sample elements (i.e., employees) were selected through Purposive Sampling method.
❖SOURCES OF DATA: The present study is based on both primary and secondary data.
❖DATA COLLECTION METHOD: The primary data were collected through the well-structured Interview Schedule and the responses were collected from the employees.

III DATA ANALYSIS

The analysis and interpretation of the study with two main parts such as i) the demographic profile of sample respondents, ii) Identification of main constructs of organizational climate. The data gathered through a structured questionnaire from 60 employees working in public and private banks in Madurai City was entered in statistical for investigation and to develop a meaningful conclusion.

3.1   Study on demographic profile of respondents

The demographic profile of the respondents taken for study is being discussed in this section. The demographic profile of the respondents included the variables like Age, Gender, Income, Residential place, etc. These details are listed in Table 3.1.1

Table 3.1.1 Demographic profile of respondents

Demographic profile		Count (N = 60)	Percentage
Gender	Male	33	55%
	Female	27	45%
Type of Bank	Public	30	50.0%
	Private	30	50.0%
Bank	State Bank of India	10	16.7%
	Canara Bank	10	16.7%
	Indian Bank	10	16.7%
	Karur Vysya Bank	10	16.7%
	ICICI Bank Ltd.	10	16.7%
	Tamil Nadu Mercantile Bank Ltd.	10	16.7%
Age (in years)	Up to 25	12	20%
	26 to 35	15	25%

Demographic profile		Count (N = 60)	Percentage
	36 to 45	22	36.7%
	46 to 55	8	13.3%
	Above 55	3	5%
Literacy	HSC	5	8.3%
	Graduate	30	50%
	Diploma/Technical	9	15%
	Post Graduate	12	20%
	Others	4	6.7%
Residential place	Town	25	41.7%
	City	35	58.3%
Designation	Manager	6	10%
	Probationary Officer	38	63.3%
	Clerk	16	26.7%
Work experience	Less than 5	20	33.3%
	5 to 10	18	30%
	11 to 15	15	25%
	More than 15	7	11.7%
Income (in '000 Rs.)	Below 25	22	36.7%
	25 to 35	12	20%
	36 to 45	20	33.3%
	Above 45	6	10%

Inferences:

1. Gender: 55% belongs to Male employees and 45% of the employees belong to female gender.

2. Type of Bank: Both Public and Private Banks category taken equally which comprises 50% each.

3. Bank: Both the Public and Private Sector Banks taken equally about 10 banks in State Bank of India, Canara Bank, Indian Bank, Karur Vysya Bank, ICICI Bank Ltd., and Tamil Nadu Mercantile Bank Ltd.

4. Age: 36 to 45 age comprises of 36.7%, 26 to 35 comprises of 25%, Upto 25 comprises 20%, 46 to 55 comprises of 13.3% and Above 55 comprises of 5%

5. Literacy: 50% of the respondents belong to graduate level, 20% of the respondents belong to post graduate level, 15% belongs to Diploma/Technical level, 8.3% belongs to HSC level and 6.7% belongs to others category.

6. Residential place: 58.3% belongs to City side and 41.7% belongs to Town side.

7. Designation: 63.3% belongs to Probationary Officer category, 26.7% belongs to Clerk category and 10% of respondents belong to Manager Category.

8. Work experience: 33.3% of respondents work experience is less than 5 years, 30% of the respondents belongs 5 to 10 years of work experience, 25% of the respondents belongs to 11 to 15 years of work experience and 11.7% of the respondents belongs to more than 15 years of work experience.

9. Income: 36.7% of respondents got below Rs. 25,000 as income, 33.3% of respondents got Rs. 36,000 to Rs. 45,000 as income, 20% of respondents got Rs. 25,000 to Rs. 35,000 as income and 10% of respondents got above Rs. 45,000 as income.

3.2 Identifying various factors of organisational culture

The researcher has selected the Principal Component Analysis with a Varimax rotation, the Rotated Component Matrix gives a clearer picture than the Component Matrix of factor loading onto the four factors and it comprises of two statements in each that is given below in Table 3.2.1

Table 3.2.1 Rotated Component Matrix

	Components of Organizational culture			
	Work ambience	Peer Attitude	Acknowledgement	objective-oriented
Q 1	.767			
Q 2	.766			
Q 3		.808		
Q 4		.743		
Q 5			.803	
Q 6			.795	
Q 7				.852
Q 8				.689

We now have a much clearer picture of the four factors. Rotation has shown that different variables load onto different factors. We can now look at the variables loading onto each factor and choose suitable names for factors.

Factor 1 seems to be related to variables that deal with **Work ambience**
Factor 2 seems to be related to variables that deal with **Peer attitude**
Factor 3 seems to be related to variables that provide **Acknowledgemen**t
Factor 4 seems to be related to variables that provide **Objective-oriented**

The internal consistency of items within each factor is determined through Cronbanch's alpha and it is generally accepted by researcher to have a coefficient of above 0.6 as appropriate, above 0.7 as good, above 0.8 as very good and above 0.9 as excellent. It can be seen from the following table 3.2.2

Table 3.2.2 Internal Consistency of Factors extracted

Factor	Statements	% of Variance explained	Cumulative % of Variance explained	Reliability coefficient
1 Work ambience	I feel Positive & Fun workplace is the Sign of our Organizational Culture I easy get assistance from my organization to solve the work related problems	10.947	10.947	0.8315
2 Peer attitude	There is little variation in style of dress among employees We can and do make 'mid-course' corrections easily	9.582	20.529	0.7995
3 Acknowledge-ment	The delegation of responsibility to subordinate to make decision within their jurisdiction Our outstanding performance properly recognized and rewarded by organization.	9.172	29.701	.8035
4 Objective-oriented	Decisions are made on Prompt Facts and Information without Bias Conflicts are Resolved through Discussions &Control Interventions	8.221	37.922	.7472

IV MAJOR FINDINGS

❖Factor analysis was used to reduce the number of variables pertaining to the organizational culture; the study included as many as 8 statements and the results of factor analysis revealed the following underlying constructs of organizational culture. Work ambience, Peer attitude, Acknowledgement and Objective-oriented. All these new attributes were also found to have satisfied the construct reliability and validity conditions.

V CONCLUSION

Thus, to conclude that organisational culture plays a pivotal role among employees in banks which improves and maintains organisational effectiveness that leads to organisational development. The effective organisational culture brings achievement in the organisation. In this study the cultural factors includes Work ambience, Peer attitude, Acknowledgement and Objective-oriented were identified which brings effective employees performance in these selected banks.

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