

ORGANIZATIONAL CULTURE IN SHAKTI SUGARS, ERODE

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ABSTRACT

Nowadays organizational culture and employee commitment plays major role in the Organization development. Here, the research work is undertaken for finding the impact of organizational culture and employee commitment. The main objective of the project is to understand the current culture of the company, preferred culture of the company and the current level of employee commitment at the company. The study is designed in descriptive nature and the sample size taken for the study is 200. Primary data collection was done with the help of structured questionnaire/interview schedule and secondary data was collected through books, journals, web sites. To analyze the collected data the following the relevant statistical tools were applied like T- test and Correlation. The study is conducted by survey method using structured questionnaire with five points rating scale. From a total of 400 employees, 200 samples were taken into consideration. The culture of the organization is good and peaceful. Employees of Shakti Sugars are very much committed to the role and responsibilities of their duties. Employees are very much satisfied with their culture which in turn will improves the productivity and hence the company enjoys huge profit.

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INTRODUCTION

Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. The importance of corporate culture is emphasized by Peters and Waterman (1999) who state that, without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies. Moreover the stronger the culture, the more it was directed to the marketplace, the less need was

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there for policy manuals, organization charts, detailed procedures or rules. In these companies, people way down the line know what they are supposed to do in most situations because the handful of guiding values is crystal clear.

Organizational culture is pervasive and powerful. For business, it is either a force for change or a definite barrier to it. For employees, it is either the glue that bonds people to an organization or what drives them away. Managers, today, are increasingly challenged with changing an organization's culture to support new ways of accomplishing work. Therefore, the purpose of this study is to create a better understanding of organizational culture and employee commitment at a selected company. This study attempts to look at a small business enterprise and ascertain the prevailing as well as the expected culture.

1.1 Review of Literature

Organisational culture may be considered as the shared way of being, thinking and acting in a collective of coordinated people with reciprocal expectations; it is shaped, disseminated, learned and changed over time, providing some predictability in every organization (Sandro Serpa., 2016).

According to (Acar, 2012) ensuring continuous and desirable work outcomes of employees lead to positive impact on organizational commitment of employees. In such circumstances, employees easier accept the organizational culture of the company. Research in the same references confirmed the existence of the positive effects of leadership and organizational culture on the organizational commitment, in the context of Turkish logistics industry

According to (Meyer et al., 2012), organizational commitment of employees may be increased by changing the organizational culture in the direction of person-organization (culture) fit. This is particularly useful to apply in the terms of the organizational changes. Similarly, the changeoriented leadership behavior has a positive relationship with organizational commitment (Özşahin et al., 2013). According to (Ellinger et al., 2013) making organizational investments in social capital positively affect organizational commitment, job performance, and organizational citizenship behavior of employees. In addition, coworkers support has different impact on organizational commitment, all depending on organizational culture (Limpanitgul et al., 2014).

At the level of individual countries, organizational commitment has a correlation with cultural values, such as individualism / collectivism, power distance (Meyer et al., 2012). Collectivistic values have a moderating influence on the relationship between person commitments and organizational level outcomes (Wasti & Ca, 2008). Accordingly are the results of reference (Jaramillo et al., 2005), where it is shown that the correlations between organizational commitment and job performance are stronger at collectivist compared to individualistic cultures. Also, during the process of new product development often comes to the increase of organizational commitment, as expressed in particular in collectivistic cultures (Liang et al., 2014).

MATERIALS AND METHODS

2.1 Participants

The researcher used survey method in primary data collection. The researcher has used structured and non disguised questionnaire. 200 respondents, who are working in the

company at workers level. The researcher used the Random sampling method in company. The above table shows that 51% of respondents are male. Another 49% of respondents are female. It shows 68% of respondents are 25-30 years and 32% of respondents are 31-35 years. The above table shows that 61% of respondents are single and 39% of respondents are married. It shows 57% of respondents are earning 5000-10000, 20% of respondents are earning 10000-20000, 20% of respondents are earning 20000-30000 and 3% of respondents are earning above 30000.

2.2 Research Design

In this research, the researcher has used descriptive research design. It means it clearly state the attitude of human being and identify effect of one variable. Here primary and secondary data were collected by using the variables. Survey method is used in primary data collection and structured and non disguised questionnaire has been used in secondary data collection. 200 respondents, who are working in the company at workers level is taken to sampling. Random sampling method in company for sampling process.

2.3 Measures

The following hypothesis are constructed for the study.

- **H₁:** Organization culture has a significant influence on Organizational commitment.
- **H₂:** There is no significant relationship between Gender of the respondents and organization culture.
- **H₃:** There is no significant relationship between Marital Status of the respondents and Organization commitment.

In this research, two tools are used for analyzing the data and they are T-test and correlation.

RESULTS

3.1 Percentage Analysis

The Majority of the respondents are in the age group of 25 – 42 years. Most of the respondents are male. It is clear from the study that 85% of the respondents are married. Majority of the respondents have four members in their family members. Mostly respondent's monthly income is between 8000-12000. It is observed that 47% of the respondents are diploma holders having experience below 5 years. 38% of the respondents are working in the production department. It is clear from the study that 30.5% are highly satisfied with the working conditions.

3.2 T-Test

- There is no significant relationship between Gender of the respondents and Organization culture.
- There is no significant relationship between Marital Status of the respondents and Organization commitment.

3.3 Correlation

The results of Correlation analysis indicate that there is no significant relationship between Marital Status of the respondents and Organization commitment.

DISCUSSION AND CONCLUSION

In our study, organizational culture had a significant influence on organizational commitment. Correlation showed that there is a strong association between organizational culture and organizational commitment.

Since the culture of the organization is good and peaceful, employees of Sakti sugars are very much committed to the role and responsibilities of their duties. Employees are very much satisfied with their culture which in turn will improve the productivity and hence the company enjoys huge profit.

The main limitation is sample size. Only one company of sugar industry is considered for the study. The attitude of the worker changes from time to time. Hence the result of the research may be applicable only at present. The researcher cannot get exact information because some of the employees are reluctant to share the information.

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APPENDIX

Table 1*Demographic Profile of Respondents to the Survey (n = 200)*

	Characteristics	Frequency	Percentage
Age	< 25	50	25
	25-42	112	56
	> 42	38	19
Gender	Male	136	68
	Female	64	32
Marital Status	Single	30	15
	Married	170	85
Education	Illiterate	19	9.5
	School Level	39	19.5
	Graduate/ Post-Graduate	94	47
	Others	48	24
Income group	< 8000	62	31
	8000 to 12000	90	45
	> 12000	48	24
Experience	Below 5 years	102	51
	6-10 years	78	39
	More than 10 years	20	10
Family members	Two	12	6
	Three	42	21
	Four	86	43
	More than four	60	30
Department	Human resources	38	19
	Finance	16	08
	Accounts	22	11
	Research & Development	12	06
	Production	76	38
	Marketing	36	18

Table 2*Working Condition of the Respondents*

S. No	Level of satisfaction	No. of respondents	Percentage (%)
1.	Highly satisfied	61	30.5
2.	Satisfied	24	12
3.	Neither and nor dissatisfied	50	25

4.	Dissatisfied	53	26.5
5.	Highly dissatisfied	12	06

Table 3
The Independent Sample Test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Orgn. Culture	Equal variances assumed	.000	.988	-.396	98	.693	-.547	1.381	-3.288	2.194
	Equal variances not assumed			-.396	97.63	.693	-.547	1.382	-3.289	2.195

Table 4
Group Statistics

T-Test					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Organisation Culture	Male	136	105.90	6.833	.957
	Female	64	106.45	6.979	.997

Table 5
Group Statistics

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
Organizational Commitment	Single	30	43.89	7.437	.952
	Married	170	44.03	6.987	1.119

Table 6*The Independent Sample Test*

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Orgn. Commt.	Equal variances assumed	.548	.461	-.094	98	.925	-.140	1.490	-3.096	2.816
	Equal variances not assumed			-.096	84.80	.924	-.140	1.469	-3.061	2.781

Table 7*Correlation between the Culture and Commitment*

		Organization Culture	Organization Commitment
Organization culture	Pearson Correlation	1	.682**
	Sig. (1-tailed)		.000
	N	200	2900
Organization commitment	Pearson Correlation	.682**	1
	Sig. (1-tailed)	.000	
	N	200	200

**. Correlation is significant at the 0.01 level (1-tailed).