A Study on Organisational Culture and It's Impact on Employees Behaviour with Special Reference to Christy Fried gram Industry, Trichengode

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ABSTRACT

The topic of the project is „A Study on Organizational Culture and its Impact on employee's behavior". It brings out the behavioral aspect of the employees working in flower knitting mills. The main objective of the study is to find the overall performance of the employees. The research design used in this study is descriptive research design. Data from 100 people were collected as population study. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees" point-of-view and also to assess their behaviors with respect to that of the existing culture.

The culture of an organization consists of the values and beliefs of the people in an organization. The organizational culture usually has values and beliefs that support the organizational goals. Organizational culture has an impact on employee's satisfaction. The analysis was done through simple percentage analysis and weighted average method. From the analysis it was found that the employees of flower knitting mills were much satisfied with their interpersonal relationships, co-ordination and integration between various departments of the organization, and also the rewards & incentives given by their management. But the management has to provide more practical sessions in training programmers to improve their performance in their respective fields. Such training programmers will help them to enhance their knowledge in the respective fields.

INTRODUCTION AND DESIGN OF THE STUDY

The role of organizational culture in organizational performance is a topic that has received extensive coverage in the literature; although, from different viewpoints and with different findings as to its relevance. Alvesson (2002) summarizes four views on the relationship between organizational culture and performance: the strong-culture thesis, where a strong culture leads to high performance; the exact opposite, where high performance leads to creation of "strong" culture; the contingency approach, where certain cultures are appropriate and necessary and; and finally the "adaptive cultures", which are the key to better performance through its ability to respond to environmental changes quickly.

Industry Profile
Christy Fried gram industry the flagship company of Christy group has technological arrangement with Central Food Technological Research Institute [CFTRI], Mysore, and Defense Food Research Laboratory [DFRL], Mysore. Our R&D wing and food safety & analytical Quality control Laboratories are equipped with sophisticated equipments. A team of highly motivated, qualified, skilled and experienced technical personnel in various disciplines viz., Food Technology, nutrition, chemistry and microbiology carryout the analysis and monitor the production process. We are the first in our nation to obtain BIS product certification for protein Rich food supplements for infants and preschool children as per ISO 7021-1973 and Edible Groundnut flour [Expeller pressed] as per ISO:4684:1975.

Our manufacturing units located at Tiruchengode, Tamilnadu is ISO 22000-2005 and HACCP Certified for quality management and food safety system. The safety of products is ensured by adopting good manufacturing practices [GMP] and good Hygienic practices [GHP] right from Raw materials procurements till dispatch of our customers. Christy group of companies is a diversified group with interests in a wide spectrum of fields ranging from food, water, textiles, paper, blue metal, packaging solutions and consumer products.

Policies of Christy:

Our main policy is customer first, bust quality and service. Quality assurance certificate obtained ISO 9001-2000 IS 7021-1973 Protein Rich Supplements for infants preschool children is under operation.

Three major policies are, HACCP [Hazard Analysis Critical Control Point] ISO [Indian Standard Organization] Food Safety policy

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" behaviour.
- To analyze the overall performance of the employees.
- To learn the employees relationship with their peers.
- To study the employees feel about the management.
- To understand how the employer encourages participation in decision making.
- To find out the employees motivational factor.

Scope of the Study

1) It helps the management to understand the causes of performance problems. To understand how to assess the effectiveness of motivational practices in the organization.
2) This study focuses on today's turbulent, often chaotic, environment, commercial success depends on employees making use of their talents in full.
3) The management can create the work environment in which their employees will thrive.
4) The management can enhance the professional perception of the employees. Foster a team oriented cooperative environment. Enhance employee relationship; provide constructive feedback to their performance. Encourage the resolve of the employees to change the negative behavior pattern.

Limitations of the Study

- It is difficult to elicit responses from employees who do night shifts.
- 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 because some of the employees are reluctant to share the information.

REVIEW OF LITERATURE

There is no single definition for organizational culture. The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational communication. Some of the definitions are listed below:

A set of understandings or meanings shared by a group of people that are largely tacit among members and are clearly relevant and distinctive to the particular group which are also passed on to new members (Louis, 1980). A system of knowledge, of standards for perceiving, believing, evaluating and acting that serve to relate human communities to their environmental settings (Allaire and Firsirotu, 1984).

The deeper level of basic assumptions and beliefs that are: learned responses to the group's problems of survival in its external environment and its problems of internal integration; are shared by members of an organization; that operate unconsciously; and that define in a basic "taken -for-granted" fashion in an organization's view of itself and its environment (Schein, 1988).

Any social system arising from a network of shared ideologies consisting of two components: substance-the networks of meaning associated with ideologies, norms, and values; and forms-the practices whereby the meanings are expressed, affirmed, and communicated to members (Trice and Beyer, 1984).

RESEARCH METHODOLOGY

A research design is an arrangement of condition for collection and analysis of the data in a manner that aims to combine relevance to the research purpose with economy in procedure. The study is descriptive in nature i.e., descriptive research. Descriptive research is concerned with describing the characteristics of a particular individual or group. This includes surveys and fact- finding enquiries of different kinds. The main characteristic of this method is that

the researcher has no control over the variables; one can only report what has happened or what is happening. Thus, the research design in case of descriptive study is a comparative design throwing light on all the areas and must be prepared keeping the objectives of the study and the resources available.

ANALYSIS AND INTERPRETATION

As the questions generate direct information the data were analyzed using Statistical tools such as,

- Simple percentage
- Weighted average

Employees Have Clear Idea about Thecompany's Goal

S. No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	32	32.0
2.	Agree	49	49.0
3.	Neutral	15	15.0
4.	Slightly Disagree	2	2.0
5	Disagree	2	2.0
	Total	**100**	**100.0**

Inference

□ From the above table it is clear that 49% of the respondents agree that they have clear idea about the company''s goal, 32% of the respondents strongly agree, 15% of the respondents are neutral, 2% of the respondents slightly disagreed and 2% of them disagreed.

Chart 4.1.22

EMPLOYEES HAVE CLEAR IDEA ABOUT THE COMPANY'S GOAL
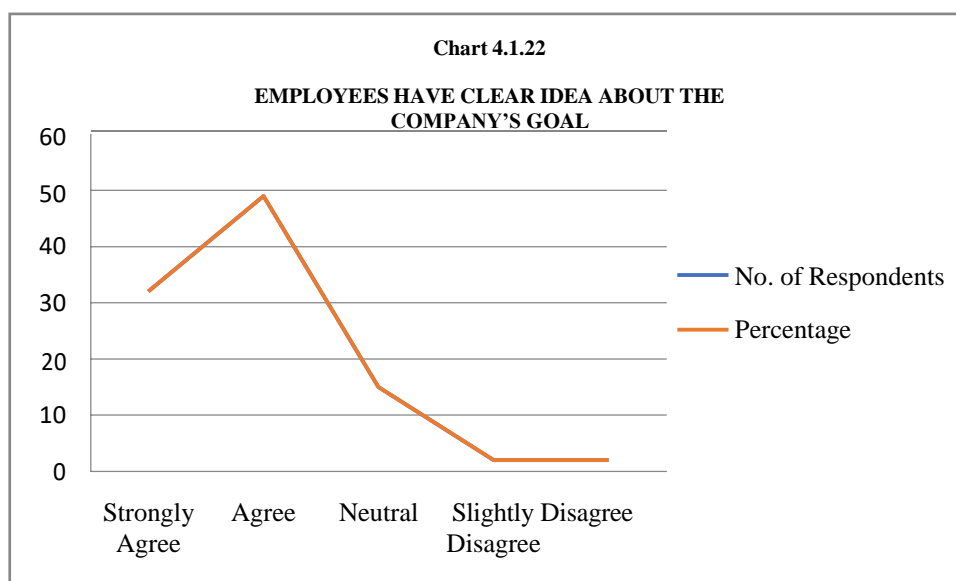
Weighted Average Opinion about the Organizational Factors With respect To Employee's Behavioral Aspects

S.No.	Factors	Weightage Score
1.	I am highly involved in my work	4.21
2.	I have the ability to manage my own work	4.24
3.	The people I work with cooperate to get work done	3.89
4.	My team members have a good interpersonal relationship with me	3.80
5.	My boss consults me on important maters	3.47
6.	My skills and abilities are utilized effectively by the company	3.61
7.	My capabilities are viewed as an important source of competitive advantage	3.49
8.	My work-related suggestions are valued	3.50
9.	The organization values diversity	3.67
10.	There is a clear and consistent set of values	3.65
11.	When disagreements occur, I work hard to achieve "win- win" solutions	3.82
12.	It is easy for me to reach consensus, even on difficult issues	3.65
13.	I feel happy to work with people from other parts of the organization also	4.07
14.	It is easy for me to coordinate with different departments of the organization	4.24

15.	I respond well to the organizational changes	4.31
16.	I continually adopt new and improved ways to do work	4.06
17.	The company''s current activities reflect a strong focus on clients	3.79
18.	I am given a real opportunity to improve my skills in this organization	3.82
19.	I view failure as an opportunity for learning and improvement	3.93
20.	There is a clear mission that gives meaning and direction to my work	3.75
21.	I am clear with the organizations long-term purpose and direction	3.90
22.	I have clear idea about my company's goal	4.07
23.	I continuously track my progress against the stated goals	3.95
24.	I have a shared vision of what the organization will be like in the future	4.12
25.	Organization's vision creates motivation for me	3.94

Inference

From the above table it is clear that most of the respondents gave more weight age for the statement "I respond well to the organizational changes", secondly respondents give more weight age for two statements "I have the ability to manage my own work & It is easy for me to coordinate with different departments of the organization ", third weight age for statement "I am highly involved in my work", fourth weight age for the statement "I have a shared vision of what the organization will be like in the future" and the fifth position is for two statements "I feel happy to work with people from other parts of the organization also & I have clear idea about my company's goal".

Suggestions

□ In training programmers practical sessions must receive greater emphasize.
□ The management may enhance the frequency of employee's feedback on their performance.
□ Now, only the employees who belong to committees can participate in decision-making. The management may encourage all the employees to participate in decision-making process.

CONCLUSION

Based on the research findings, the data obtained from the empirical investigation was carried out in a manner that make it logical for the findings from the sample to be generated in all the general conclusion which can be drawn from the finding regarding cultural influence on employee performance

The results of the study have provided important implications on the relationship between organizational culture and performance. Previous studies have shown the effect of corporate culture on performance but did not show the potential relationships of these two factors (organizational culture and performance) in an integrated way. This study, therefore, has shown the important relationships of these two factors in an organizational setting, particularly in a developing country like Tanzania. This research has also provided us with a better understanding of the relationships of these factors in order to enhance managerial effectiveness and organizational success.

This study shows that there is a positive relation among organizational culture and employees job performance. This research demonstrates that everyone in the organization comes from diverse culture and they try to tune their norms and values with organization's norms and values. When an employee accepts the culture of organization then he performs well, positive employee performance can cause the profit of an organization.

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