

A STUDY ON EFFECTIVENESS OF ORGANISATIONAL CULTURE AMONG EMPLOYEES IN AUTOMOBILE SECTORS

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

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SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of Ms. AKSHAYA R (39410005) who carried out the project entitled “**A study on Effectiveness of Organizational culture among employees in Automobile sector**” under my supervision from January 2021 to March 2021.

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I, **AKSHAYA R, 39410005** hereby declare that the Project Report entitled “**A study on Effectiveness of Organizational culture among employees in Automobile sector**” done by me under the guidance of Dr. M. Lavanya, at SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY is submitted in partial fulfillment of the requirements for the award of Masters of Business Administration degree.

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ABSTRACT:

This article is on defining and measuring of organizational culture and its impact on the organizational performance, through an analysis of existing empirical studies and models link with the organizational culture and performance. The objective of this article is to demonstrate conceptualization, measurement and examine various concepts on organization culture and performance. After analysis of wide literature, it is found that organizational culture has deep impact on the variety of organizations process, employees and its performance. This also describes the different dimensions of the culture. Research shows that if employee are committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals. Balance Scorecard is suggested tool to measure the performance in the performance management system. More research can be done in this area to understand the nature and ability of the culture in manipulating performance of the organization. Managers and leaders are recommended to develop the strong culture in the organization to improve the overall performance of the employees and organization.

Keywords: Impact, Organization Culture, Organization Performance, Employee's Commitment, organizational goals.

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CHAPTER 1: INTRODUCTION

1.1 PREFACE

Organizational culture is the collective Behavior of people that are part of an organization it is also formed by the organizational values, visions, norms, work language, systems and symbols, it includes belief and habits it is also the pattern of such collective behaviors and assumptions that are taught to new organization members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and Groups interact with each other, with clients, and with stakeholders.

Organizational culture is defined as a pattern of basic assumptions in rented is covered or developed by a given group as it learns to cope with the problem of external adoption and internal investigation that has worked well enough to be considered valid and therefore is to be taught to the new member as the correct way to receive things and feel in relation to those problems. Organizational culture is a set of shared understandings, attitude and beliefs of an organization which can poster our impact change.

When people join an organization, they bring with them the value and breeds that they have been taught. Quite often, however this values and beliefs are insufficient for helping The Invisible succeed in the organization. The person needs to learn how the particular enterprise does things.

A common misconception is that an organization has a uniform culture. However, at least as Anthropology uses the concept; it is probably more accurate to treat organizations "as if" they had a uniform culture. "All organizations have culture, in the sense that they are embedded in specific societal cultures and are part of them." According to this view organization culture is a common perception held by the organization's members. Everyone in the organization would have to share this perception. However, all may not do so to the same degree. As a result, there can be a dominant culture as well as subcultures throughout a typical organization.

A Dominant culture is a set of core values shared by a majority of the organization's members. The value that creates dominant cultures in organization's help guide that day-to-day behavior of the employees. Important but often over looked are subcultures in an organization. A subculture is a set of values shared by a majority usually a small minority of the organization's members. Subcultures ethically e a result of problem or experiences that are shared by members of a department or unit. Subcultures can we can and determine and Organization if they are in conflict with the dominant culture and overall objectives. Successful forms our find that this is not the case always. Most subcultures are formed to help the members of a particular group deal with specific day-to-day problems with which they are confronted full stop the members may also support many if not all of the core value of the dominant culture.

Changing the attitudes about the organizations is one of the basic changes of today world. Today world belongs to the organizations. Human being is the founder of all organizations. This means the human is the most valuable source of the organizations. Organizational culture means all common beliefs in an organization then more and Deepak common beliefs may result in more powerful culture and more different beliefs may result in little common aspects and weaker organizational culture.

According to the recent researches it is possible to specify 7 major specifications include the organizational culture which are:

1. Innovation.
2. Risk acceptance.
3. Pay attention to details.
4. Pay attention to the result.
5. Pay attention to people.
6. Team making.
7. Change, fixedness.

Followings are different factors with basic role in creation of an organizational culture:

- A. Founders: it means the founders of an organization who will make Final Decision about the nature of the established organization and/ or further goals. Therefore, they have a basic and Critical role.
- B. Environment: Environment secretary and indirect role in creation of an organizational culture. It may specify any organizational policies and manner of finding them. Any organizations with lack of compatible culture without organizational necessities and surrounding environment of organization will never find any success and finally will be ruined.
- C. Organizational personnel: Any election of non-compatible persons with organizational culture primary methods created by the founder and / or are any persons who may not accept the primary culture of the organization especially master people and / or managers may finally result in changing of the organizational culture. For this purpose, it is necessary to appoint any people for the organization and its activities who are incompatible with it.

1.1.1 Functions of Organizational Culture:

These are the functions being served by the organization

- Sense of identity
- Sense – making device
- Reinforcing the values in Organisation
- Control mechanism for shaping behaviour

Sense of Identity: Culture provides a sense of identity to the members and enhances their commitment towards the organization.

Sense Making Device: Culture in the organization provides the employees to interpret the meaning of the organizational events.

Value Reinforcement: Values in the organization can be reinforced by the cultural activities

Control Mechanism: In shaping the behavior of members in the organization culture plays the big role.

CULTURAL PERSPECTIVES:

- THE STRONG PERSPECTIVE
- THE FIT PERSPECTIVE
- THE ADAPTATION PERSPECTIVE

THE STRONG PERSPECTIVE:

The strong culture facilitates performance with the intensity visible to the outsiders. It states that organization with strong culture performs better than other organizations.

THE FIT PERSPECTIVE:

Fit perspective argues that the culture of the organization is valid, if it fits the industry or firms' strategies. It is useful in explaining short term performances.

THE ADAPTATION PERSPECTIVE:

The culture that helps organizations adapt to environment change are deeply associated with excellent performance. It encouraged confidence and risk-taking capacity among the employees.

Elements of Organizational Culture:

1. The paradigm:

It represents what the organization is about; what it does; its mission; its values.

2. Control systems:

It explains the processes in place to monitor what is going on. Role cultures have vast rulebooks. There is more reliance on individualism in a power culture.

3. Organization structure:

It represents reporting lines, hierarchies and the way work flow through the business.

4. Power structures:

It defines who makes the decisions, how widely spread is the power, and what is power based on.

5. Symbols:

These include the logos and designs, but extend to symbols of power, such as car parking spaces and executive washrooms.

6. Rituals and routines:

These are the management meetings, board reports and so on which may become more habitual than necessary.

Development of Organizational Culture:

Organizational culture forms in response to two major challenges that confront every organization. These are:

1. External adaptation and survival:

It deals with how the organization finds a niche in and copes with its constantly changing external environment.

It involves the following issues:

(a) Mission and strategy:

It identifies the primary purpose of the organization and selects strategies to pursue this mission.

(b) Goals:

It involves setting specific targets that the organization will achieve.

(c) Means:

It determines how to pursue goals by selecting an appropriate organizational structure and reward systems.

(d) Measurement:

It establishes criteria to determine how well individuals and teams are accomplishing their goals.

2. Internal integration:

It deals with establishing and maintaining effective working relationships among members of the organizations.

Internal integration involves the following issues:

(a) Language and concepts:

It identifies the methods of communication and develops shared meaning for important concepts so that everyone thinks alike.

(b) Group and team boundaries:

It establishes criteria for membership in groups and teams. These criteria promote common thinking and action by the group members.

(c) Power and status:

It determines rules for acquiring, maintaining and using power and status.

(d) Rewards and punishments:

It develops systems for encouraging desirable behaviours and discouraging undesirable ones.

Organizational culture emerges when members share knowledge and assumptions as they discover or develop ways of coping with issues of external adaptation and internal integration.

The national culture, customs and social norms of the country also shape the culture of the organizations operating in it.

Importance of Organization Culture

A common platform where individuals work in unison to earn profits as well as a livelihood for themselves is called an organization. A place where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization.

- The culture decides the way employees interact at their workplace. A healthy culture encourages the employees to stay motivated and loyal towards the management.
- The culture of the workplace also goes a long way in promoting healthy competition at the workplace. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform.
- Every organization must have set guidelines for the employees to work accordingly. The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace. Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines.
- No two organizations can have the same work culture. It is the culture of an organization which makes it distinct from others. The work culture goes a long way in creating the brand image of the organization. The work culture gives an identity to the organization. In other words, an organization is known by its culture.
- The organization culture brings all the employees on a common platform. The employees must be treated equally and no one should feel neglected or left out at the workplace. It is essential for the employees to adjust well in the organization culture for them to deliver their level best.

- The work culture unites the employees who are otherwise from different backgrounds, families and have varied attitudes and mentalities. The culture gives the employees a sense of unity at the workplace.

Certain organizations follow a culture where all the employees irrespective of their designations have to step into the office on time. Such a culture encourages the employees to be punctual which eventually benefits them in the long run. It is the culture of the organization which makes the individuals a successful professional.

- Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired time frame as per the set guidelines. Implementation of policies is never a problem in organizations where people follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work.
- The work culture promotes healthy relationship amongst the employees. No one treats work as a burden and moulds himself according to the culture.
- It is the culture of the organization which extracts the best out of each team member. In a culture where management is very particular about the reporting system, the employees however busy they are would send their reports by end of the day. No one has to force anyone to work. The culture develops a habit in the individuals which makes them successful at the workplace.

1.2 INDUSTRY PROFILE

1.2.1 AUTOMOBILE INDUSTRY

Automobile Industry, industry that produces automobiles and other gasoline-powered vehicles, such as buses, trucks, and motorcycles. The automobile industry is one of the most important industries in the world, affecting not only the economy but also the cultures of the world. It provides jobs for millions of people, generates billions of dollars in worldwide revenues, and provides the basis for a multitude of related service and support industries. Automobiles revolutionized transportation in the 20th century, changing forever the way people live, travel, and do business.

The automobile has enabled people to travel and transport goods farther and faster, and has opened wider market areas for business and commerce. The auto industry has also reduced the overall cost of transportation by using methods such as mass production (making several products at once, rather than one at a time), mass marketing (selling products nationally rather than locally), and globalization of production (assembling products with parts made worldwide). Between 1886 and 1898, about 300 automobiles were built, but there was no real established industry. A century later, with automakers and auto buyers expanding globally, auto making became the world's largest manufacturing activity, with nearly 58 million new vehicles built each year worldwide.

As a result of easier and faster transportation, the United States and world economies have become dependent on the mobility that automobiles, trucks, and buses provide. This mobility allowed remote populations to interact with one another, which increased commerce. The transportation of goods to consumers and consumers to goods has become an industry in itself. The automobile has also brought related problems, such as air pollution, congested traffic, and highway fatalities. Nevertheless, the automobile industry continues to be an important source of employment and transportation for millions of people worldwide.

1.2.2 INDIA AUTOMOBILE INDUSTRY

Following India's growing openness, the arrival of new and existing models, easy availability of finance at relatively low rate of interest and price discounts offered by the dealers and manufacturers all have stirred the demand for vehicles and a strong growth.

The data obtained from ministry of commerce and industry, shows high growth obtained since 2001- 02 in automobile production continuing in the first three quarters of the 2004-05. Annual growth was 16.0 per cent in April-December, 2004; the growth rate in 2003-04 was 15.1 per cent the automobile industry grew at a compound annual growth rate (CAGR) of 22 per cent between 1992 and 1997. With investment exceeding Rs. 50,000 crores, the turnover of the automobile industry exceeded Rs. 59,518 crores in 2002-03. Including turnover of the auto-component sector, the automotive industry's turnover, which was above Rs. 84,000 crores in 2002-03, is estimated to have exceeded Rs.1,00,000 crore (USD 22. 74 billion) in 2003-04.

1.2.3 Automobile Dealers Network in India

In terms of Car dealer networks and authorized service stations, Maruti leads the pack with Dealer networks and workshops across the country. The other leading automobile manufacturers are also trying to cope up and are opening their service stations and dealer workshops in all the metros and major cities of the country.

1.2.4 Major Manufacturers of Automobiles in India

- Maruti Udyog Ltd.
- General Motors India
- Ford India Ltd.
- Eicher Motors
- Bajaj Auto
- Daewoo Motors India
- Hero Motors
- Hindustan Motors

- Hyundai Motor India Ltd.
- Royal Enfield Motors
- Telco
- TVS Motors
- DC Designs
- Swaraj Mazda Ltd

Government has liberalized the norms for foreign investment and import of technology and that appears to have benefited the automobile sector. The production of total vehicles increased from 4.2 million in 1998- 99 to 7.3 million in 2003-04. It is likely that the production of such vehicles will exceed 10 million in the next couple of years.

1.3 OBJECTIVE OF THE STUDY

Primary Objective:

To assess the organizational culture and the employees' attitude towards the organization.

Secondary Objective:

- To assess the existing culture of the organization and to find its impact on employees' behaviour.
- To analyse the overall performance of the employees.
- To learn the employee's 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 employee's motivational factor.

1.4 SCOPE OF THE STUDY:

- To understand the causes of the performance problem and create better work environment.
- To understand how to assess the effectiveness of motivational practices in organisation.
- To focus on today's turbulent, often chaotic environment, commercial success depends on employees making use of their talents in full.
- The management can enhance the professional perception of the employees.
- Can change the negative behaviour pattern of the employees.

1.5 NEED OF THE STUDY

People are affected by the culture in which they live. Similarly, an individual working for any organization with a firmly established culture will be taught the values, beliefs, and expected behaviours of that organization. There is at least some sound evidence that variations in cultural values may have a significant impact on employee turnover and possibly employee job performance. Hence the study of organizational culture is important for the understanding and practice of organizational behaviour.

1.6 STATEMENT OF PROBLEM:

Organizational culture problem is the common problem across all organisations. The problem can include poor communication, inconsistency and ambiguity. Companies with concerns about their structure and organization can use employee evaluations to get feedback from their personnel. Employees may not communicate well with each other and could feel uncomfortable to share their ideas, suggestions and concerns. Employees may feel that company focuses too much on income and pushes them to work long hour and forces them overstretch to get the work done. Employees may have trouble following people they do not respect, or taking orders from supervisors who do not appear to know what they are doing. If leadership is weak, inconsistent, or disreputable, it can contribute to organizational culture problems. This study will help to know the employee's perception about the organization and opinion of them for improving organization a much better place to work.

CHAPTER 2: LITERATURE REVIEW

2.1 REVIEW OF LITERATURE

According to Azhar (2003) organizational culture is the combination of important assumptions that are shared in common by each members of an organization and are often unstated. Organizational culture is basically made up by two major common assumptions: values and beliefs. Values are the assumptions that have been forwarded by the leaders of the organization and considered to be ideals that are desired by all the members of an organization. Beliefs on the other hand are the assumptions about the reality and created by experience.

Robbins (1986) on the other hand, defines organizational culture as a uniform perception of an organization which has common characteristics. Organizational culture, according to the author is something descriptive and effectively it can distinguish one particular organization from another. It can also integrate individuals and groups of organization systems.

Organizational culture is also defined by Rousseau (2000) as a set of commonly experienced stable characteristics of an organization which shows the distinctive features of an organization which differentiates it from others. Similar to the definitions of Azhar (2003) that has been stated above, Rousseau (2000) also define the organizational culture as set of norms and values that are shared by individuals and groups across the organization. Organizational values and beliefs refer to the common ideas about what the shared goals of an organization are, what types of behaviour should the members of an organization follow in order to achieve the common goals of an organization. These organizational values in turn form out the standard norms and guidelines for the organization that makes it distinct from others.

Organizational culture is also defined by Schein (2004) as a pattern of shared assumptions that have been accepted by a group of individuals as they solve their problems. Because they have used these assumptions to solve their problems and it worked effectively, they accepted these assumptions as valid and thus they teach these assumptions to the newly joined members of the organization as standard ways of thinking, perceiving and approaching towards the problems. Organizational culture is a phenomenon that is shared by the members of an organization and operates unconsciously.

In order to understand the full complexity of organizational culture, a number of researchers made attempts to recognize and examine the components of the organizational culture. One of the inseparable components of organizational culture is the values that are shared and held by the individuals of an organization. Hofstede (2006) on the other hand explains the organizational culture in the form of onion that contains a number of layers and values that make the core of the organizational culture.

Importance of organizational culture to the success of the organization has been stressed by numerous researchers. For instance, according to Azhar (2003) corporate culture can determine the success of the organization, in other words, good companies are distinguished from bad ones based on their corporate cultures.

The author further states that successfully managed companies usually have distinctive cultures based on which they are responsible for successful implementation of their strategies. Each organization has its unique culture that has powerful influence in the employees of the organization and the management team and therefore, it can be one of the most effective means of improving the overall performance of the organization.

Although it is something intangible, it plays a significant role in the shaping the success of the organization and has great influence on the employees. It is difficult to say that the organizational culture guarantees the success of the company but the companies with strong corporate culture always have more chances to become successful than their competitors (Jarratt and O'Neill (2002).

The importance of the organizational culture is also highlighted by Schein (2004) who stated that the culture can serve as strength as well as weakness to the organization. For example, if it serves as strength then it facilitates communication among the members of the organization, facilitates the process of decision making and control and creates commitment and cooperation within the organization. On the other hand, when there are many subcultures exist in an organization and only few values and behavioural norms are shared across the organization and the traditions are rare. In organizations that are characterized with these traits the employees are more likely salary earners rather than being members of the organization and therefore, they have less commitment and responsibility in their performance.

The elements of the organization that have weak corporate culture include: bureaucracy instead of entrepreneurship and creativity, unwillingness to adapt best practices from outside of the organization, politicized organizational environment and hostility to change (Kotter and Heskett, 1992). In addition to that, Rousseau (2000) also states that it is important for the organization to recognize the fact that the organizations do not improve in a vacuum environment and they need human interaction to support the improvement and development which can be achieved only by following the effectively accepted and equally shared values by each individual members of an organization.

Organizational Culture and Innovation Based on research by Lee and Yu (2004), finding supported the idea that organizational culture focusing on innovation orientation was able to help insurance firms improved growth in business (annual premium and sum insured), and help high-tech manufacturing firms to enhance their ROA, even though hospitals in the sample paid less attention to innovation due to the characteristics of the hospital industry. In consequence, innovation was included in the components of organizational culture to help corporations improve their performance.

In the study by Hurley and Hult (1998), not only were market and learning orientations treated as organizational cultures, but were also explore differences between marketing and innovation orientations and then to develop an inclusive model.

To be truly innovative, an organization must not only be creative, but also must be able to successfully implement those creative ideas. Because of this distinction, the organizational behaviors, norms and values that promoted the production of creative ideas within an organization may differ from those that foster the successful implementation of creative ideas (i.e. innovation) (Flynn & Chatman, 2001). Therefore it is expected that the aspects of culture that foster each may differ as well. Many of the behaviors and values that promote creativity are represented within the Adaptability and Involvement traits of the Denison Model, including:

- Risk-taking
- Gathering ideas from diverse perspectives
- Teamwork
- A strong sense of ownership

Organizations scoring high in involvement tend to foster a sense of freedom and autonomy that is important for idea generation. They also utilize teams to get work done, placing value on working cooperatively and mutual accountability. This integration of employees promotes a sharing of ideas and responsibility that is conducive to creativity and innovation. High involvement cultures tend to build a sense of capability and ownership in their employees, and therefore create an environment in which creativity can occur (Denison, 1996).

Likewise, Adaptability is also important for creativity. Organizations that are market- and customer-focused create a diverse network of ideas for learning and change through interaction and understanding of their people, customers, and their competitors. They encourage employees to take 'calculated' risks and promoted direct communication with their customers in order to develop creative responses to customer needs (Denison, 1996). If leaders want to encourage creativity in their organization, they need to develop and support a culture high in Adaptability and Involvement.

Kotter and Heskett (1992) found that “organizations with adaptive values were strongly associated with superior performance over a long period of time, as compared to short-term performance”. Collins and Porras (1994) supported this finding in their research on financially successful organizations. Following this, Denison and Mishra (1995) provided a thorough comparison between internal integration and external adaptation, and between flexibility and stability all of which are major dimensions of the Denison model discussed above.

Finally, Saffold’s (1988) discussion of “strong” culture, having a sense of mission and being adaptable, resembled Kotter and Heskett’s discussion on adaptable culture. These early findings highlighted the notion that culture could impact organizational performance especially if aspects of it are strong (e.g., widespread consensus) and in touch with its environment (e.g., relevant with its industry).

There are three dimensions for adaptability and involvement which are suggested by Denison (1996):

Involvement

- 1) Empowerment;
- 2) Team Orientation;
- 3) Capability Development;

Adaptability

- 1) Creating Change
- 2) Customer Focus
- 3) Organizational Learning

Involvement

The research literature has shown that effective organizations empower and engage their people, build their organization around teams, and develop human capability at all levels (Spreitzer, 1996). Organizational members are committed to their work, and feel a strong sense of ownership. People at all levels feel that they have at least some inputs into decisions that will affect their work and feel that their work is directly connected to the goals of the organization. This allows high involvement organizations to rely on informal, voluntary and implicit control systems, rather than formal, explicit, bureaucratic control systems (Buckingham & Coffman, 1999).

Empowerment

Empowerment has been defined as Individuals have the authority, initiative, and ability to manage their own work. This creates a sense of ownership and responsibility toward the organization (Denison, 1996)

Discussion of employee empowerment has been prevalent in the popular literature for many years, Thomas and Velthouse (1990) conceptualize empowerment as a set of four task assessments or cognitions that individuals make as they attempt to interpret their work situation. The four dimensions of empowerment include meaning, impact, competence, and choice.

A more operational-level and process-oriented definition of empowerment was offered by Bowen and Lawler (1992). They define empowerment “as sharing with front-line employees’ information about a 21 organization’s performance, information about rewards based on the organization’s performance, knowledge that enables employees to understand and contribute to organizational performance, and giving employees the power to make decisions that influence organizational direction and performance.”

Empowerment is the process of passing authority and responsibility to individuals at lower levels in the organizational hierarchy (Wellins et al., 1991). To achieve empowerment managers must be sure that employees at the lowest hierarchical levels have the “right mix” of information (about processes, quality, customer feedback and events), knowledge (of the work, the business and the total work system), power (to act and make decisions about all aspects of work) and rewards (tied to business results and growth in capability and contribution) to work autonomously or independently of management control and direction (Lawler, 1994). The advantages of an empowerment or involvement are said to include higher quality products and services, less absenteeism, lower turnover, better decision making, and better problem solving which, in turn, result in greater organizational effectiveness, which includes innovation.

Team Orientation

Team Orientation is defined as value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. The organization relies on team effort to get work done (Denison, 1995)

Teamwork cohesion plays a central role in the development of learning inside firms, bridging organizational and individual learning (Swieringa and Wierdsma, 1992) and enhancing knowledge flows between teams or individuals in a team (Marquardt, 1996). In order to reach a high level of organizational learning, active attention needs to be paid by management to the handling of the conditions to create cohesion, co-ordination and teamwork (Dyerson and Mueller, 1999), since although the sphere of the learning is organizational, in learning organizations, the learning is defended through work teams. Team cooperation, communication, and conflict resolution are also critical dimensions in teams with an innovation expectation (Beer & Eisenstat, 2000; McDonough, 2000). Co-operative teams are identified by some researches as having an influence on the degree to which creativity and innovation take place in organizations. Well-established work teams which allow for diversity and individual talents that complement one another should 23 promote creativity and innovation

Capability Development

Capability Development is defined as the organization continually invests in the development of employee's skills in order to stay competitive and meet on-going business needs (Denison, 1995).

The strategic growth of an organization's value must, in the end, be directly related to positive change in all the factors as follows:

- personal capabilities
- professional and technical know-how experience
- the network and range of personal contacts
- the values and attitudes that influence actions.

Value can be continually created with a population of constant capability. However, the increase can be greatly enhanced by focused managed development of the factors outlined above (Andrew, 2000)

Internally developing human capital helps firms realize the benefits of these employees in terms of their value-creating potential. Because employees in this skill group possess abilities that are both valuable and unique, we can view them as core employees, who may service as a source of competitive advantage (Stewart, 1997). For example, Intel's talent and creative engineers consistently develop new microprocessors, which create significant customer value and enable Intel to stay out in front of its competition.

Adaptability

Despite some of the natural advantages of well-integrated organizations, they can also be the least adaptive and the most difficult to change. Internal integration and external adaptation can be at odds (Lawrence & Lorsch, 1967). Adaptable organizations translate the demands of the organizational environment into action. They take risks, and learn from their mistakes, and have capability and experience at creating change (Senge, 1990). They are continuously improving the organization's ability to provide value for its customers by creating a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal systems that increase the organizations chances for survival and growth. Organizations that are strong in adaptability usually experience sales growth and increased market share (Deniso, 1995). In the model, this trait is measured with three indexes:

- 1) Creating Change
- 2) Customer Focus
- 3) Organizational Learning

Creating Change

Creating Change is defined as the organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, react quickly to current trends, and anticipate future changes (Denison, 1995).

Implementing organizational change is one of the most important, yet, least understood skills of contemporary leaders. It is quite common for the business press to report that numerous organizations have experienced less than desirable performance improvements and unfavourable employee reactions to needed organizational changes (Gilmore et al., 1997). It is felt that some of the negative responses to organizational changes are caused by leaders' oversight of the importance of communicating a consistent changes message. The change message both convey the nature of the change and shapes the sentiments that determine reactions to the change.

Members of the change target are interested in “what is in it for me?” during organizational change, Cobb et al. (1995) emphasize that members of the change target will assess the distribution of positive and negative outcomes, the fairness of the change, and the manner in which individuals are treated. Thus, if an individual's self-interest is threatened a proposed change will likely be resisted (Clarke et al., 1996).

Support for change is a value that will influence creativity and innovation positively (Tushman and O'Reilly, 1997). Managers can create a culture that supports change by looking for new and improved ways of working; creating a vision that emphasizes change and revealing a positive attitude towards change (Tushman and O'Reilly, 1997).

Customer Focus

Customer Focus is defined as the organization understands and reacts to their customers and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customers (Denison, 1995).

Customer focus is about being able to provide a service specific to individual customers. Ekdahl et al. (1999) talk of “true customer focus” as a prerequisite for effective and efficient development activities. Companies that have become customer-focused tend to trade off resource efficiencies for increased responsiveness to their customer's demands. Previously, resource efficiency was used as a key performance indicator (KPI) for measuring successful operational performance; now it is more a case of having sufficient resources available to use as and when required in order to respond to variable customer demand (Griffiths et al, 2000).

Customer focus businesses focus on understanding the expressed desired of the customers in their served markets and on developing products and services that satisfy those desired. Typically, customer focus businesses use focus groups and customer surveys to enhance their understanding of customers' wants and perceptions of current products and services, and technique such as concept testing and conjoint analysis to guide the development of new products and services (Leonard and Rayport, 1997). Customer focus businesses may also develop close relationship with important customers to gain deeper insight into those customers' desires.

Homburg et al. (2000) define a customer-focused organization as having a structure that "uses groups of customers related by industry, application, usage situation, or some non-geographic similarity as the primary basis for structuring the organization". Despite the fact that customer-focus is not a new concept, research seems to suggest that managers are still in the process of trying to implement organizational changes which will increase attention to customer needs (Homburg et al., 2000).

Organizational Learning

Organizational Learning is defined as the organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities (Denison, 1995).

The wide and diverse literature on organizational innovation has received important contributions from works on organizational learning since the last decade. Many of these contributions have noted a positive relationship between organizational learning and innovation. Organizational learning supports creativity (Yli-Renko et al., 2001), inspires new knowledge and ideas, and increases the potential to understand and apply them (Damanpour, 1991). Generative learning is the most advanced form of organizational learning and occurs when an organization is willing to question long-held assumptions about its mission, customers, capabilities, or strategy and generate changes in its practices, strategies, and values (Argyris and Schon, 1996).

These ideas have recently begun to receive some empirical attention. Hurley and Hult (1998) focused on a large agency of the US federal government to show that organizational innovativeness was positively associated with a culture that emphasizes adaptation, innovation, and learning. Meeus et al. (2001) analysed a sample of innovator firms to show that more complex innovative activities urged firms to coordinate and exchange information between users and producers. This implies strong interactive learning. Thus, the type of innovation (e.g., administrative and technical) is determined by the learning processes (Mezias and Glynn, 1993).

Learning enables organizations to build an organizational understand and interpretation of their environment and to begin to assess viable strategies (Daft & Weick, 1984). It results in associations, cognitive systems, and memories that are developed and shared by members of the organization.

Both learning and innovation can be seen as a response to changes in the environment and as the basis for obtaining competitive advantages (Holt, 29 1999). Most studies consider that learning injects new ideas into the organization, increases the capacity to understand new ideas and strengthens creativity and the ability to spot new opportunities; in other words, it favours the presence of innovation (Damanpour, 1991). In fact, numerous organizational learning models have been successfully applied to specific aspects of the innovative process and firms are increasingly beginning to give new meaning to the term innovation: as a process of organizational learning.

Cultural sustainability introduced a broader scope. The basic requirement is, that a company should respect the culture of its host nation. This comprises, that a business should not interfere and change the culture in order to maximize its profits (HOFFMANN,1997).

Charan, Ram (2001) Dialogue, not products, business models or operational strengths constitutes an organizations most enduring competitive advantage. Anyone can copy your services. No one can duplicate your culture of incisiveness and creativity, or your ability to honestly inquire, discuss and make intellectually rigorous decisions. Functional dialogue can only take place within a culture characterized by openness, candor, informality and closure. Openness the outcome is not predetermined. Candor means it is "OK" to speak the unspeakable. Informality promotes candor and reduces defensiveness. Closure means that at the end of meeting everyone knows who has to do to what by when. The author acknowledges, that this is not easy. "The leader must exercise inner strength by repeatedly signalling which behaviours are acceptable and by sanctioning those who persist in negative behaviours. If less severe sanctions fail, the leader must be willing to remove the offending players from the group."

Summary of Organizational Culture and Innovation:

According to Tushman and O'Reilly (1997), organizational culture lies at the heart of organization innovation. Organizational culture affects the extent to which creative solutions are encouraged, supported and implemented. A culture supportive of creativity encourages innovation ways of representing problems and finding solutions, regards creativity as both desirable and normal and favours innovators as models to be emulated (Lock and Kirpatrick, 1995).

Certain environmental circumstances, strategic approaches, the values and actions of top management, organizational structure and technological cycles can be associated in the following ways with organizational cultures that support creativity and innovation:

- 1) External environment (e.g., economy and competitiveness encourage continual changes in products, technology and customer preferences) (Tesluk et al., 1997)
- 2) Reaction to critical incidents outside and within the organization, which is reflected in the strategy (e.g., innovation strategy) of the organization (Robbins, 1997; Tesluk et al., 1997)

- 3) Managers' values and beliefs (e.g., free exchange of information, open questioning, support for change, diversity of beliefs) (Amabile, 1988; Tesluk et al., 1997).
- 4) The structure of the organization, which in turn allows management to reach organizational goals (e.g., flexible structure characterized by decentralization, shared decision making, low to moderate use of formal rules and regulations, broadly defined job responsibilities and flexible authority structure with fewer levels in the hierarchy) (Hellriegel et al., 1998).
- 5) Technology, which includes knowledge of individuals and availability of facilities (e.g., computers, internet) to support the creative and innovative process (Shattow, 1996). As regards the influence of organizational culture on a structure that supports creativity and innovation, values like flexibility, freedom and cooperative teamwork will promote creativity and innovation. On the other hand, values like rigidity, control, predictability, stability and order (mostly associated with hierarchical structures) will hinder creativity and innovation (Arad et al., 1997).

Litwin & Stringer, [1968] in their study entitled has given a macro perspective of analysing the organization. According to them, "Climate can be defined as the perceived attributes of an organization and its sub-systems as reflected in the way an organization deals with its members, groups and issues". The emphasis is on perceived attributes and the working of sub-systems. This frame work emphasizes on motivational linkages and seems to be quite relevant for studying organizational climate.

Schneider and Barlett [1986,1970] – in their article entitled Individual attribute approach Schneider and Barlett view organizational climate as perceptual as well as individual attribute. Climate in this approach is viewed as summary or global perception held by individuals about their organizational environment. Some of them are encompassed by the work environment scale developed by Moos in 1994. It includes various broad dimensions like Involvement, Co-worker, Supervisor Support, Autonomy, Task Orientation, Work Pressure, Clarity, Managerial Control, Innovation, Physical Comfort and others.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 METHODOLOGY

The research methodology shows the ways and means to be followed in the research activities starting from investigation to presentation of research report. It includes the research design, population of the study, sampling framework, construct development, data collection, framework of analysis and limitations. The methodology followed in the present study is summarized below.

3.2 RESEARCH DESIGN:

The research is descriptive in nature. The study satisfies all aspects related to the characteristics of a descriptive research design as it has its own confined objectives and predetermined methodology. It portrays the demographic profile of employees in Automobile industry

3.3 SOURCES OF DATA:

This research uses both primary data collected through survey and secondary data from various literature review.

3.4 SAMPLING TECHNIQUES:

The sampling method used in this research is Convenient Sampling technique. The questionnaire circulated through Google form received 120 responses. The analysis of the collected data was made with the help of SPSS software. The data analysis methods carried out for this research was descriptive analysis, Regression, Anova (One-way), and Correlation.

3.5 QUESTIONNAIRE DESIGN:

The questionnaire has been framed and circulated to collect primary data. The questionnaire contains

1. Direct questions
2. Close end questions
3. Multiple choice questions

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

Analysis and interpretation are central steps in the research process. The aim of the analysis is to organize, classify and summarize the collected data so that they can be better comprehended and interpreted to give answers to the questions that triggered the research. Interpretation is the search for the broader meaning of findings. Analysis is not fulfilled without interpretation; and interpretation cannot proceed without analysis. So, both are inter dependent. In this chapter a detailed analysis of the collected data has been attempted as per the objectives stated earlier. Hypotheses were also tested based on the findings of the study, interpretations and conclusions were drawn. In this chapter the following statistical techniques for the analysis of the data gathered for the present study viz., Descriptive analysis and Inferential statistics etc.

INTERPRETATION:

The “Study on Effectiveness of Organisational Culture among Employees in Automobile Sector” have been identified as

- Demographic Factors
- Physical Factors
- Social Factors
- Climate Factors
- Welfare Factors

4.1 GRAPHICAL REPRESENTATION OF THE DEMGRAPHIC FACTORS:

4.1.1 Age wise classification:

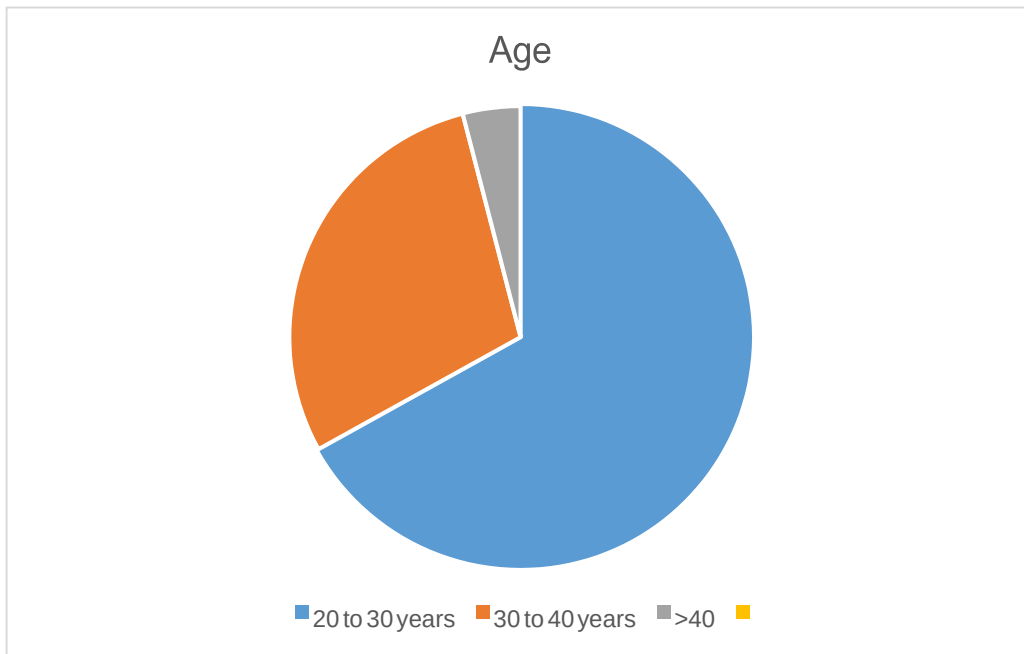


Fig 4.1: Age of respondents

Table 4.1: Table indicating the age of respondents:

FACTORS	DIMENSIONS	NO. OF RESPONDENTS	PERCENTAGE
AGE	20 to 30 Years	83	66.9%
	30 to 40 Years	36	29%
	>40 Years	6	5%
TOTAL		125	100%

Inference:

From the above data, 66.9% of the respondents are aged between 20 to 30 years, 29% of the respondents are aged between 30 to 40 years, 5% of the respondents are aged above 40 years.

4.1.2 Gender wise classification:

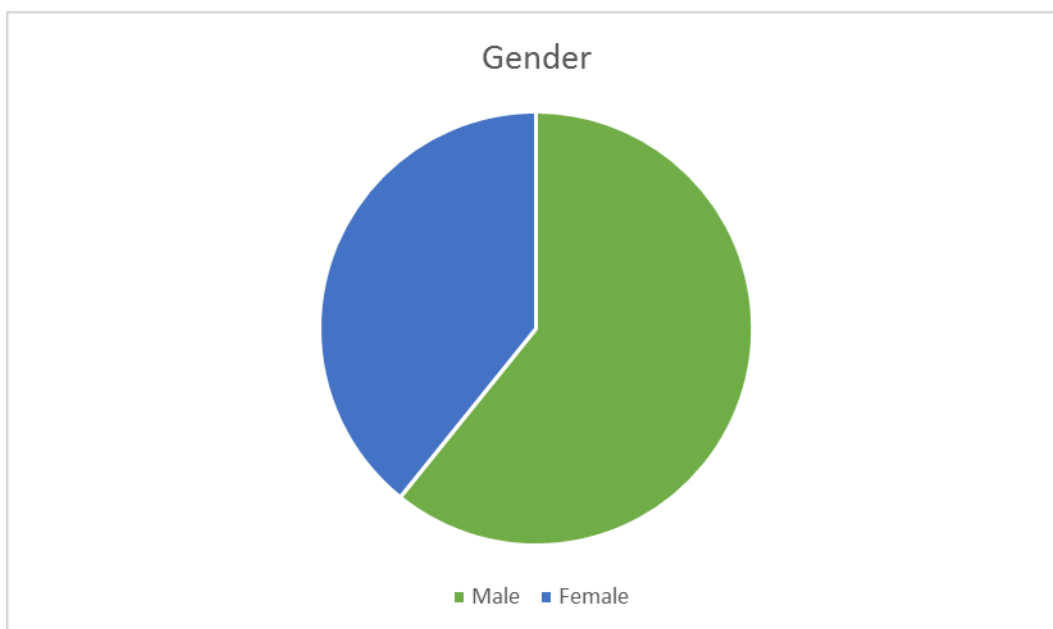


Fig 4.2: Gender of respondents

4.2 Table indicating the gender of respondents:

FACTORS	DIMENSIONS	NO. OF RESPONDENTS	PERCENTAGE
GENDER	Male	76	60.8%
	Female	49	39.2%
TOTAL		125	100%

Inference:

From the above table, 76 respondents accounting to 60.8% are male and 49 respondents accounting to 39.2% are female.

4.1.3 Level of hierarchy in management among the respondents

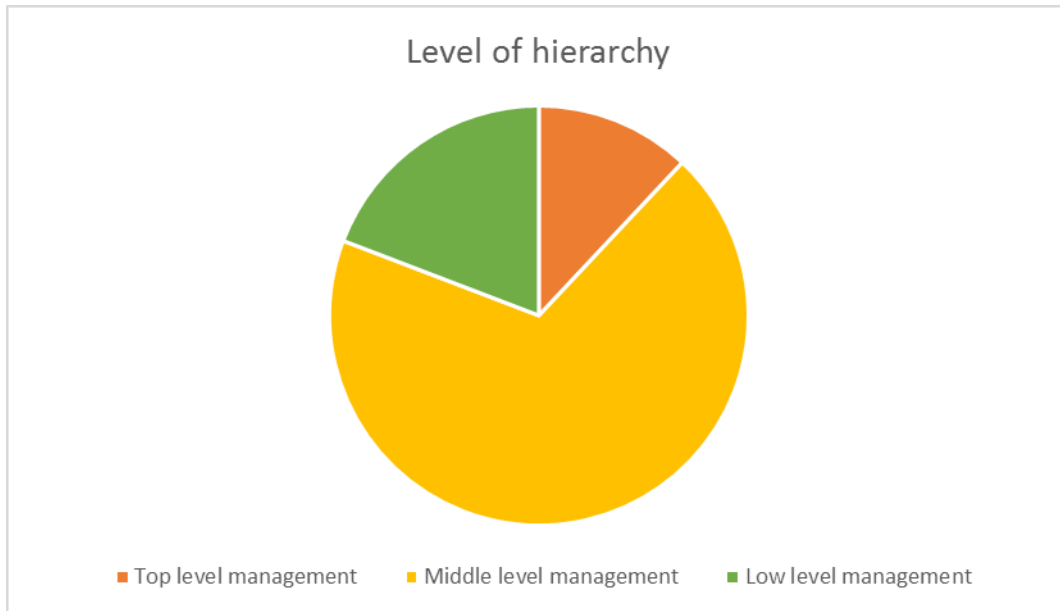


Fig 4.3: Level of hierarchy of respondents

4.3 Table indicating the designation of respondents:

FACTORS	DIMENSIONS	NO. OF RESPONDENTS	PERCENTAGE
DESIGNATION [LEVEL OF HIERARCHY]	Top level management	15	12%
	Middle level management	86	68.8%
	Low level management	24	19.2%
TOTAL		125	100%

Inference:

From the above table, Maximum respondents accounting to 68.8% are in Middle level management, 19.2% respondents are in the Low level management and least number of respondents accounting to 12% are in the Top level management.

4.1.4 Experience wise classification

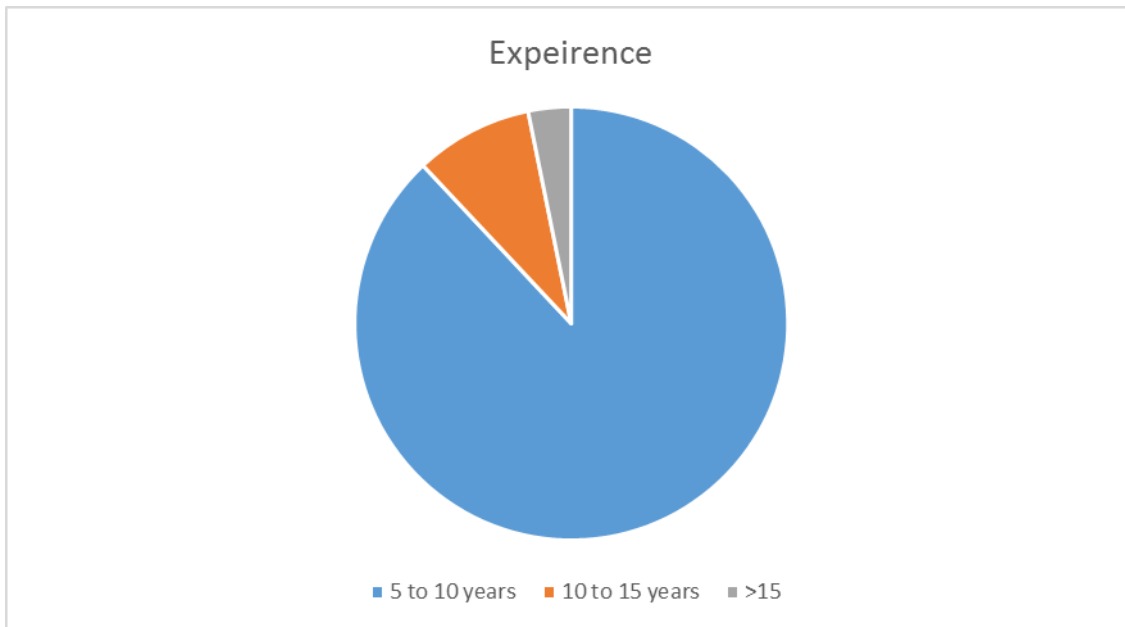


Fig 4.4: Experience of respondents

4.4 Table indicating the experience of respondents:

FACTORS	DIMENSIONS	NO. OF RESPONDENTS	PERCENTAGE
EXPERIENCE	5 to 10 Years	110	87.9%
	10 to 15 Years	11	8.9%
	>15 Years	4	3.2%
TOTAL		125	100%

Inference:

From the above table, Maximum respondents accounting to 87.9% have 5 to 10 year experience, 8.9% of the respondents have 10 to 15 years of experience. Minimum respondents accounting to 3.2% have more than 15 years of experience.

4.1.5 GRAPHICAL REPRESENTATION OF DIMENSIONS OF ORGANISATIONAL CULTURE:

4.1.1.1 Dimensions of physical factors: In the recent past, there have been some improvements in working conditions of the organization.

4.5 Table representation of improvements in working condition:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	23	18.4%
2	Agree	83	66.4%
3	Neutral	17	13.6%
4	Disagree	2	1.6%
5	Strongly disagree	0	0%
	Total	125	100%

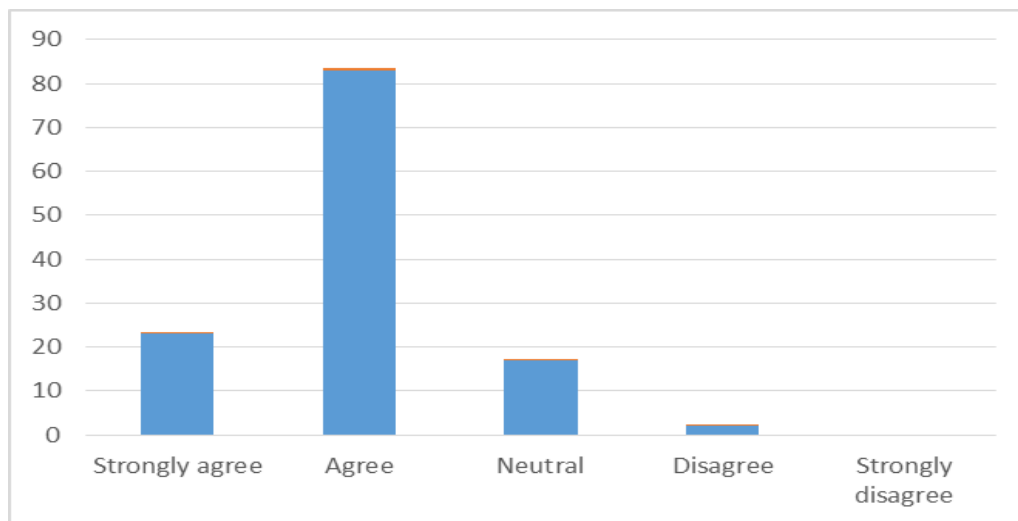


Fig 4.5 Graphical representation of improvements in working condition

Inference:

From the above table stated that 66.4% of respondents agree that there is improvement in working condition and 1.6% of them disagree, that there is no improvement.

4.1.1.2 Dimensions of physical factors: You feel comfortable with the work environment.

4.6 Table representation of feel comfortable with the working environment:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	27	21.6%
2	Agree	71	56.8%
3	Neutral	26	20.8%
4	Disagree	1	0.8%
5	Strongly disagree	0	0%
	Total	125	100%

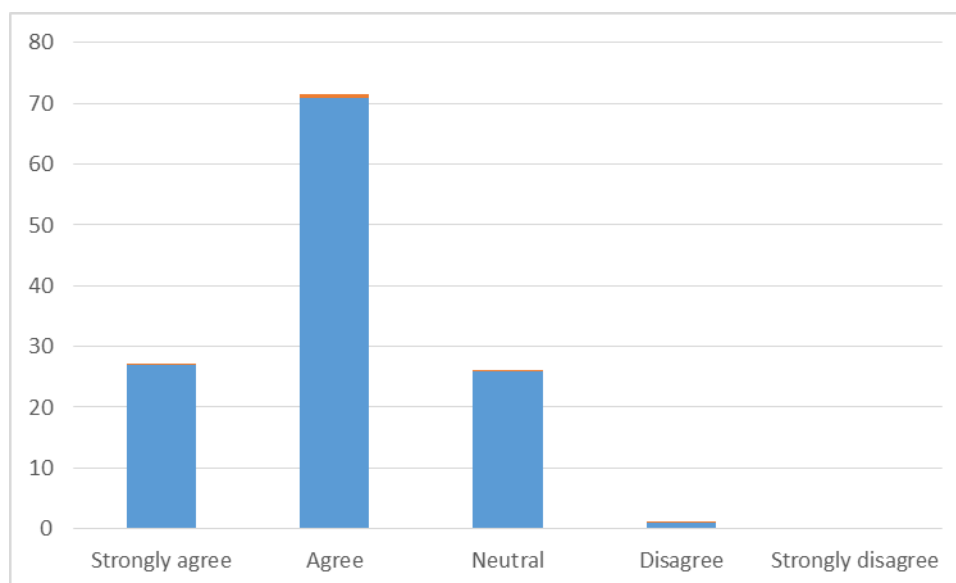


Fig 4.6 Graphical representation of feel comfortable with the working environment:

Inference:

From the above table 56.8% of respondents are agree they are comfortable with the current working environment, 21.6% of respondents are strongly agree, 20.8% of respondents are neutral and 0.8% of respondents are disagree.

4.1.1.3 Dimensions of physical factors: Your organization had diplomatic future

4.7 Table representation of organization had diplomatic future

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	41	32.8%
2	Agree	54	43.2%
3	Neutral	28	22.4%
4	Disagree	1	0.8%
5	Strongly disagree	1	0.8%
	Total	125	100%

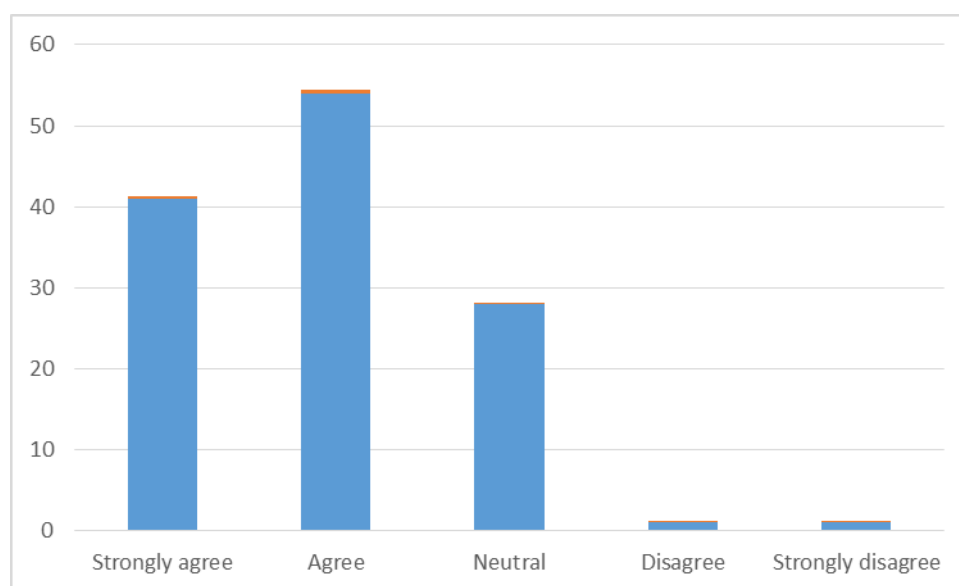


Fig 4.7 Graphical representation of organization had diplomatic future:

Inference:

From the above table it is stated that 43.2% of the responded are agree that their organization had diplomatic future. 32.8% of the respondents are strongly agree, 22.4% of the respondents are neutral, 0.8% of the respondents are disagree and 0.8% of the respondents are strongly disagree.

4.1.1.4 Dimensions of welfare factors: The management solve all your grievances

4.8 Table representation of solving grievances:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	16	12.8%
2	Agree	34	27.2%
3	Neutral	65	52%
4	Disagree	8	6.4%
5	Strongly disagree	2	1.6%
	Total	125	100%

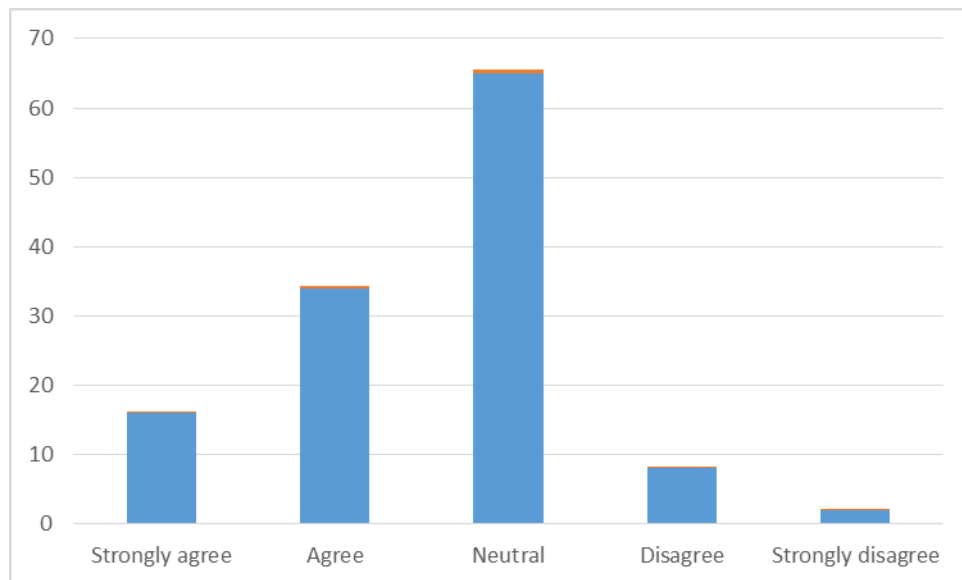


Fig 4.8 Graphical representation of solving grievances:

Inference:

From the above table it is stated that 52% of respondents are neither agree, nor disagree with the grievances handling mechanism of the organization and 27.2% of respondents are satisfied with grievances handling mechanism.

4.1.1.5 Dimensions of welfare factors: You have been informed about all the management policies

4.9 Table representation of informed about all the management policies:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	26	20.8%
2	Agree	74	59.2%
3	Neutral	21	16.8%
4	Disagree	4	3.2%
5	Strongly disagree	0	0%
	Total	125	100%

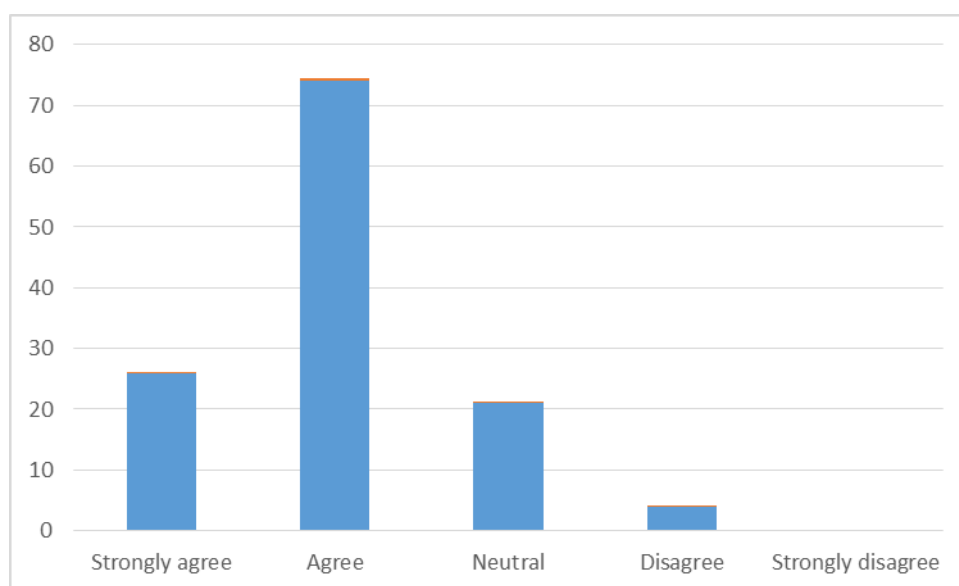


Fig 4.9 Graphical representation of about all the management policies:

Inference:

From the above table it is stated that 59.2% of respondents are agree that they have been informed about management policy, 20.8% of respondents are strongly agree and 16.8% of respondents are neutral.

4.1.1.6 Dimensions of welfare factors: The management provides health insurance and accident benefits to the employees

4.10 Table representation of management provides health insurance & accident benefits:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	46	36.8%
2	Agree	57	45.6%
3	Neutral	21	16.8%
4	Disagree	0	0%
5	Strongly disagree	1	0.8%
	Total	125	100%

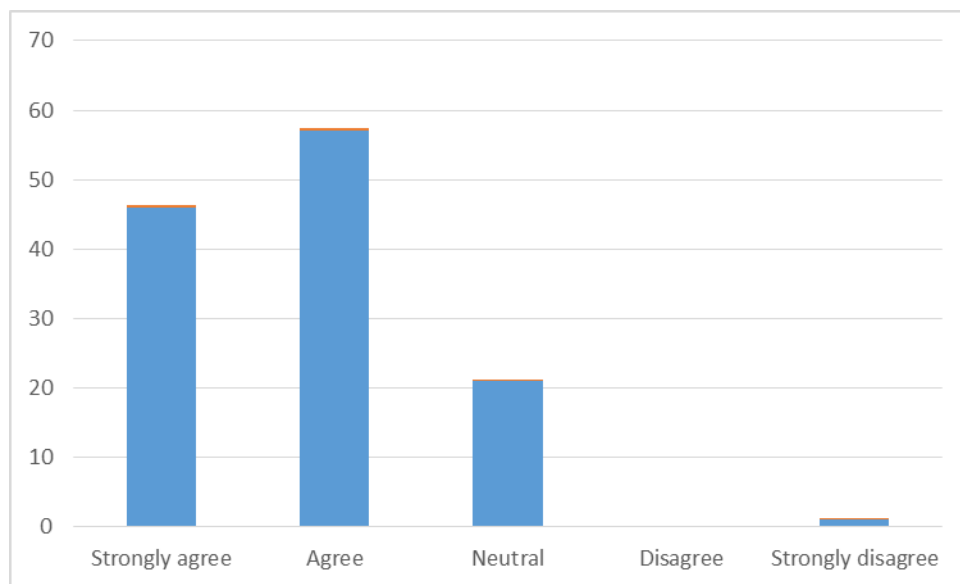


Fig 4.10 Graphical representation of management provides health insurance & accident benefits:

Inference:

From the above table it is stated that 45.6% of the respondents are agree that management provides health insurance and accident benefits. 36.8% of the respondents are strongly agree and 16.8% of the respondents are neutral.

4.11.7 Dimension of social factors: You have the knowledge and/ or the skills to do your job properly

4.11 Table representation of knowledge to do job properly:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	32	25.6%
2	Agree	78	62.4%
3	Neutral	13	10.4%
4	Disagree	1	0.8%
5	Strongly disagree	1	0.8%
	Total	125	100%

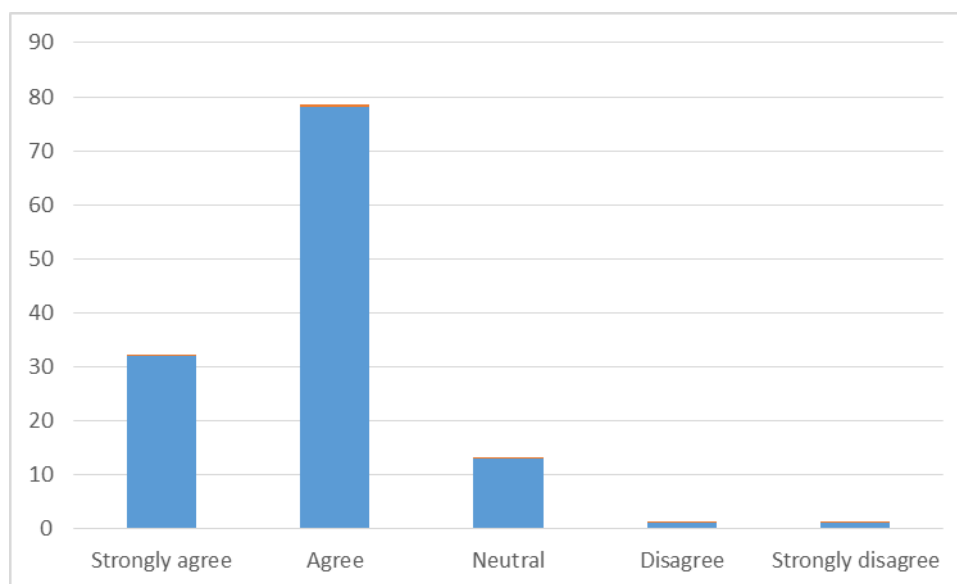


Fig 4.11 Graphical representation of knowledge to do job properly

Inference:

From the above table it is stated 62.4% of the respondents are agree that they have knowledge and skill to do job properly. 25.6% of responded are strongly agree that they have knowledge and skill, 10.4% of respondents are neutral, 0.8 of respondents are disagree and 0.8% of respondents are strongly disagree.

4.1.1.8 Dimensions of social factors: Cordial relationship with your sub-ordinate

4.1.2 Table representation of cordial relationship with sub-ordinate:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	23	18.4%
2	Agree	70	56%
3	Neutral	29	23.2%
4	Disagree	2	1.6%
5	Strongly disagree	1	0.8%
	Total	125	100%

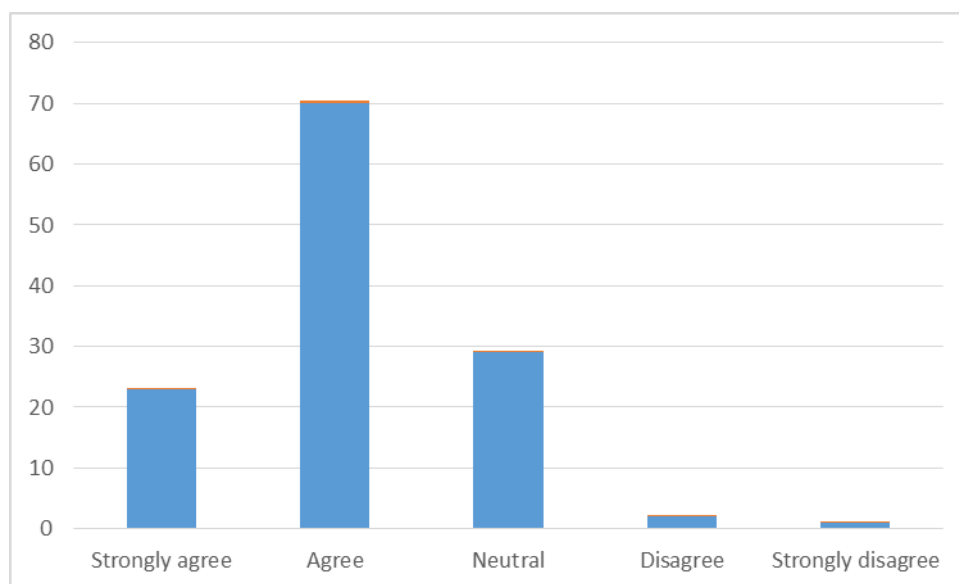


Fig 4.12 Graphical representation of cordial relationship with sub-ordinate:

Inference:

From the above table it is stated 56% of respondents are agree that they have cordial relationship with their sub-ordinate, 23.2% of respondents are neutral, 18.4% of respondents are strongly agree, 1.6% of respondents are disagree and 0.8% of the respondents are strongly disagree.

4.11.9 Dimensions of social factors: You receive proper appreciation for your work

4.13 Table representation of proper appreciation for work:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	30	24%
2	Agree	54	43.2%
3	Neutral	36	28.8%
4	Disagree	5	4%
5	Strongly disagree	0	0%
	Total	125	100%

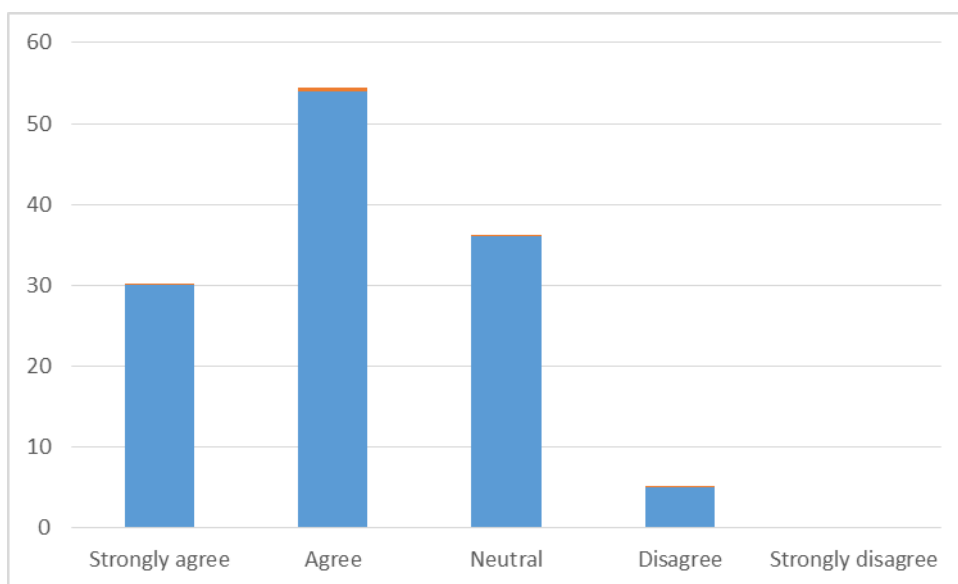


Fig 4.13 Graphical representation of proper appreciation for work:

Inference:

From the above table it is stated 43.2% of respondents are agree they receive proper appreciation for their work. 28.8% of respondents are neutral, 24% of respondents are strongly agree and 4% of respondents are disagree.

4.1.10 Dimensions of climate factors: Your organization culture is competitive

4.14 Table representation of organization culture is competitive:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	30	24%
2	Agree	69	55.2%
3	Neutral	23	18.4%
4	Disagree	3	2.4%
5	Strongly disagree	0	0%
	Total	125	100%

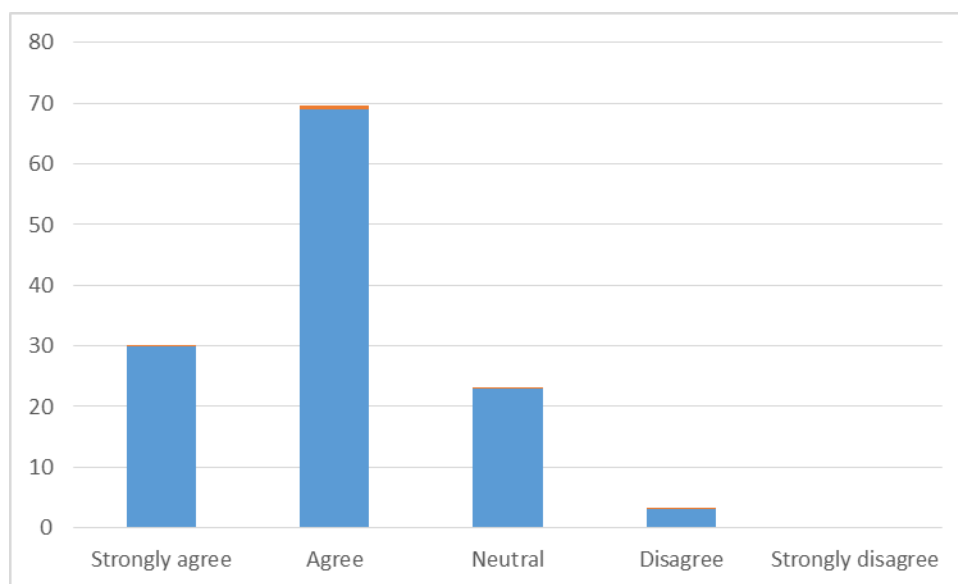


Fig 4.14 Graphical representation of organization culture is competitive:

Inference:

From the above table it is stated 55.2% of respondents are agree that their organization culture is competitive. 24% of respondents are strongly agree, 18.4% of respondents are neutral and 2.4% of respondents are disagree.

4.11.11 Dimensions of climate factors: You are happy with your own leadership abilities

4.15 Table representation of happy with leadership abilities:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	26	20.8%
2	Agree	77	61.6%
3	Neutral	21	16.8%
4	Disagree	1	0.8%
5	Strongly disagree	0	0%
	Total	125	100%

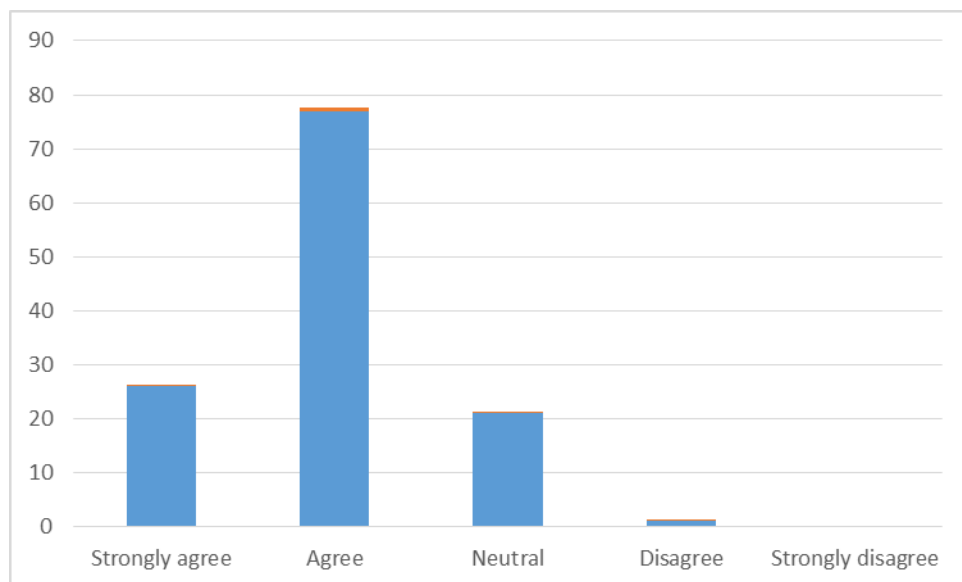


Fig 4.15 Graphical representation of happy with leadership abilities:

Inference:

From the above table it is stated 61.6% of respondents are agree they are happy with your own leadership abilities. 20.8% of respondents are strongly agree, 16.8% of respondents are neutral and 0.8% of respondents are disagree.

4.1.1.12 Dimensions of climate factors: You are proud working for this organization.

4.16 Table representation of proud working for this organization:

S.No	Opinion	No of respondents	Percentage
1	Strongly agree	50	40%
2	Agree	55	44%
3	Neutral	19	15.2%
4	Disagree	1	0.8%
5	Strongly disagree	0	0%
	Total	125	100%

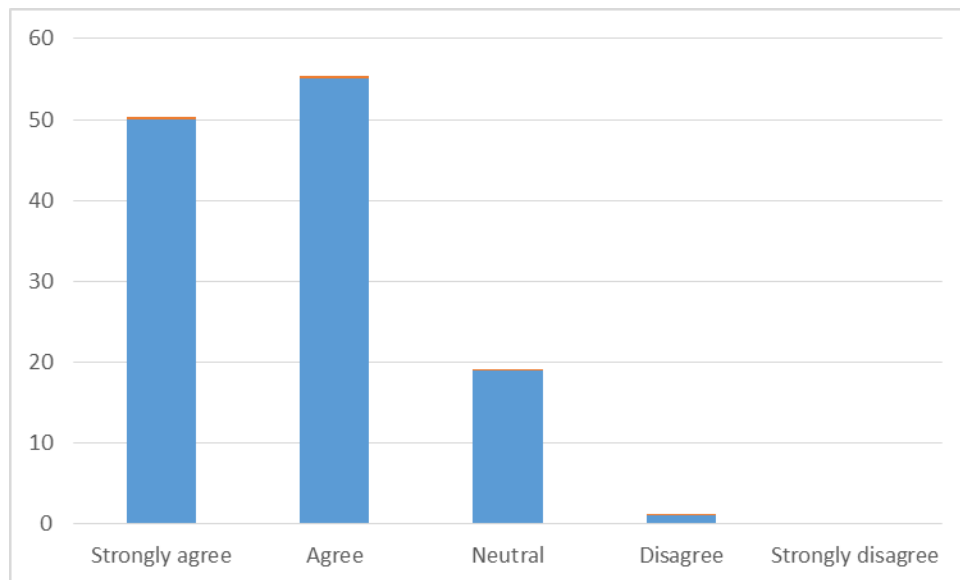


Fig 4.16 Graphical representation of proud working for this organization:

Inference:

From the above table it is stated 44% of respondents are agree that there are proud working for this organization. 40% of respondents are strongly agree, 15.2% of respondents are neutral and 0.8% of respondents are disagree.

4.2 DIMENSIONS OF ORGANISATIONAL CULTURE:

4.2.1 Descriptive Statistic Measurement of Physical Factors

Table 4.17: Table indicating the mean of Physical Factors

Physical Factors	Mean	S D
In the recent past, there have been some improvements in working conditions of the organisation	1.98	.622
You feel comfortable with the work environment.	2.01	.678
Your organisation had diplomatic future	1.94	.811

Inference:

From the above table, “You feel comfortable with the work environment” ranks first with a mean value of 2.01, “In the recent past, there have been some improvements in working conditions of the organization” ranks second with a mean value of 1.98, “Your organization had diplomatic future” ranks third with a mean value of 1.94.

4.2.2 Descriptive Statistic Measurement of Welfare Factors

Table 4.18: Table indicating the mean of Welfare Factors

Welfare Factors	Mean	S D
The management solve all of your grievances.	2.57	.855
You have been informed about all the management policies.	2.02	.712
The Management provides health insurance and accidents benefits to the employees.	1.82	.763

Inference:

From the above table; “The management solve all of your grievances” ranks first with a mean value of 2.57, “You have been informed about all the management policies” ranks second with a mean value of 2.02, “The management provides health insurance and accidents benefits to the employees” ranks third with a mean value of 1.82.

4.2.3 Descriptive Statistic Measurement of Social Factors

Table 4.19 Table indicating the mean of Social Factors

Social Factors	Mean	S D
You have the knowledge and / or the skills to do your job properly.	1.89	.675
Cordial relationship with your sub-ordinate.	2.10	.739
You receive proper appreciation for your work.	2.13	.823

Inference:

From the above table: “You receive proper appreciation for your work” ranks first with a mean value of 2.13, “Cordial relationship with your sub-ordinate” ranks second with a mean value of 2.10, “You have the knowledge and / or the skills to do your job properly” ranks third with a mean value of 1.89.

4.2.4 Descriptive Statistic Measurement of Climate Factors

Table 4.20 Table indicating the mean of Climate Factors

Climate Factors	Mean	S D
Your organization culture is competitive	1.99	.724
You are happy with your own leadership abilities.	1.98	.641
You are proud working for this organisation.	1.77	.731

Inference:

From the above table; “Your organization culture is competitive” ranks first with a mean value of 1.99, “You are happy with your own leadership abilities” ranks second with a mean value of 1.98, “You are proud working for this organization” ranks third with a mean value of 1.77.

4.3 DIFFERENCE AMONG DEMOGRAPHIC PROFILE OF THE RESPONDENTS AND DIMENSIONS OF ORGANISATIONAL CULTURE:

4.3.1 Age and dimensions of Organizational culture:

4.3.1.1 Age and dimensions of Physical Factors

Null Hypothesis: There is no significant difference among the age with respect to Physical factors.

Alternate Hypothesis: There is a significant difference among the age with respect to Physical factors.

Table 4.21: Table indicating the difference among the age with respect to Physical factors.

FACTORS	AGE FACTOR			F VALUE	SIGNIFICANCE
	20 - 30 yrs.	30 – 40 yrs.	>40 yrs.		
Physical Factors	1.9802	2.0000	1.7333	0.626	0.536**

**denotes 5% level of significance

Since P value is more than 0.05, the null hypothesis is accepted at 5% level with regard to dimension of physical factors. Hence there is no significance of difference between ages of employees working in Automobile sector with regards to physical factors.

4.3.1.2 Age and dimensions of Welfare Factors

Null Hypothesis: There is no significant difference among the age with respect to Welfare factors.

Alternate Hypothesis: There is a significant difference among the age with respect to Welfare factors.

Table 4.22: Table indicating the difference among the age with respect to Welfare factors.

FACTORS	AGE FACTOR			F VALUE	SIGNIFICANCE
	20 - 30 yrs.	30 – 40 Yrs.	>40 yrs.		
Welfare Factors	2.1111	2.2222	2.0000	0.828	0.439**

**denotes 5% level of significance

Since P value is more than 0.05, the null hypothesis is accepted at 5% level with regard to dimension of welfare factors. Hence there is no significance of difference between ages of employees working in Automobile sector with regards to welfare factors.

4.3.1.3 Age and dimensions of Social Factors

Null Hypothesis: There is no significant difference among the age with respect to Social factors.

Alternate Hypothesis: There is a significant difference among the age with respect to Social factors.

Table 4.23: Table indicating the difference among the age with respect to Social factors.

FACTORS	AGE FACTOR			F VALUE	SIGNIFICANCE
	20 - 30 yrs.	30 – 40 Yrs.	>40 yrs.		
Social Factors	2.0675	1.9907	1.9333	0.376	0.688**

**denotes 5% level of significance

Since P value is more than 0.05, the null hypothesis is accepted at 5% level with regard to dimension of social factors. Hence there is no significance of difference between ages of employees working in Automobile sector with regards to social factors.

4.3.1.4 Age and dimensions of Climate Factors

Null Hypothesis: There is no significant difference among the age with respect to Climate factors.

Alternate Hypothesis: There is a significant difference among the age with respect to Climate factors.

Table 4.24: Table indicating the difference among the age with respect to Climate factors.

FACTORS	AGE FACTOR			F VALUE	SIGNIFICANCE
	20 - 30 yrs.	30 – 40 Yrs.	>40 yrs.		
Climate Factors	1.9167	1.8981	1.9333	0.023	0.978**

**denotes 5% level of significance

Since P value is more than 0.05, the null hypothesis is accepted at 5% level with regard to dimension of climate factors. Hence there is no significance of difference between ages of employees working in Automobile sector with regards to climate factors.

4.3.2 Gender and dimensions of Organizational Culture

4.3.2.1 Gender and dimensions of Physical Factors

Null Hypothesis: There is no significant difference among the gender with respect to Physical factors.

Alternate Hypothesis: There is a significant difference among the gender with respect to Physical factors.

Table 4.25: Table indicating the difference among the gender with respect to Physical factors.

FACTORS	GENDER FACTOR		F VALUE	SIGNIFICANCE
	FEMALE	MALE		
Physical Factors	2.0204	1.9474	0.906	0.343**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of physical factors. Hence there is no significance difference between genders of employees working in Automobile sector with regards to physical factors.

4.3.2.2 Gender and dimensions of Welfare Factors

Null Hypothesis: There is no significant difference among the gender with respect to Welfare factors.

Alternate Hypothesis: There is a significant difference among the gender with respect to Welfare factors.

Table 4.26: Table indicating the difference among the gender with respect to Welfare factors.

FACTORS	GENDER FACTOR		F VALUE	SIGNIFICANCE
	FEMALE	MALE		
Welfare Factors	2.1905	2.1053	1.777	0.185**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of Welfare factors. Hence there is no significance difference between genders of employees working in Automobile sector with regards to Welfare factors.

4.3.2.3 Gender and dimensions of Social Factors

Null Hypothesis: There is no significant difference among the gender with respect to Social factors.

Alternate Hypothesis: There is a significant difference among the gender with respect to Social factors.

Table 4.27: Table indicating the difference among the gender with respect to Social factors.

FACTORS	GENDER FACTOR		F VALUE	SIGNIFICANCE
	FEMALE	MALE		
Social Factors	2.1156	1.9912	1.058	0.306**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of Social factors. Hence there is no significance difference between genders of employees working in Automobile sector with regards to Social factors.

4.3.2.1 Gender and dimensions of Climate Factors

Null Hypothesis: There is no significant difference among the gender with respect to Climate factors.

Alternate Hypothesis: There is a significant difference among the gender with respect to Climate factors.

Table 4.28: Table indicating the difference among the gender with respect to Climate factors.

FACTORS	GENDER FACTOR		F VALUE	SIGNIFICANCE
	FEMALE	MALE		
Climate Factors	1.9116	1.9123	1.096	0.297**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of Climate factors. Hence there is no significance difference between genders of employees working in Automobile sector with regards to Climate factors.

4.3.3 Designation and dimensions of Organizational Culture

4.3.3.1 Designation and dimensions of Physical Factors

Null Hypothesis: There is no significant difference among the designation with respect to Physical factors.

Alternate Hypothesis: There is a significant difference among the designation with respect to Physical factors.

Table 4.29: Table indicating the difference among the designation with respect to Physical factors.

FACTORS	DESIGNATION FACTOR			F VALUE	SIGNIFICANCE
	Top level management	Middle level management	Low level management		
Physical Factors	1.7556	1.9535	2.1944	4.002	0.206**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of physical factors. Hence there is no significance difference between designation of employees working in Automobile sector with regards to physical factors.

4.3.3.2 Designation and dimensions of Welfare Factors

Null Hypothesis: There is no significant difference among the designation with respect to Welfare factors.

Alternate Hypothesis: There is a significant difference among the designation with respect to Welfare factors.

Table 4.30: Table indicating the difference among the designation with respect to Welfare factors.

FACTORS	DESIGNATION FACTOR			F VALUE	SIGNIFICANCE
	Top level management	Middle level management	Low level management		
Welfare Factors	2.0222	2.1434	2.1944	0.561	0.572**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of welfare factors. Hence there is no significance difference between designation of employees working in Automobile sector with regards to welfare factors.

4.3.3.3 Designation and dimensions of Social Factors

Null Hypothesis: There is no significant difference among the designation with respect to Social factors.

Alternate Hypothesis: There is a significant difference among the designation with respect to Social factors.

Table 4.31: Table indicating the difference among the designation with respect to Social factors.

FACTORS	DESIGNATION FACTOR			F VALUE	SIGNIFICANCE
	Top level management	Middle level management	Low level management		
Social Factors	1.8444	2.0465	2.1389	1.496	0.228**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of social factors. Hence there is no significance difference between designation of employees working in Automobile sector with regards to social factors.

4.3.3.4 Designation and dimensions of Climate Factors

Null Hypothesis: There is no significant difference among the designation with respect to Climate factors.

Alternate Hypothesis: There is a significant difference among the designation with respect to Climate factors.

Table 4.32: Table indicating the difference among the designation with respect to Climate factors.

FACTORS	DESIGNATION FACTOR			F VALUE	SIGNIFICANCE
	Top level management	Middle level management	Low level management		
Climate Factors	1.8667	1.9302	1.8750	0.191	0.827**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of climate factors. Hence there is no significance difference between designation of employees working in Automobile sector with regards to climate factors.

4.3.4 Experience and dimensions of Organizational Culture

4.3.4.1 Experience and dimensions of Physical Factors

Null Hypothesis: There is no significant difference among the experience with respect to Physical factors.

Alternate Hypothesis: There is a significant difference among the experience with respect to Physical factors.

Table 4.33: Table indicating the difference among the experience with respect to Physical factors:

FACTORS	EXPERIENCE FACTOR			F VALUE	SIGNIFICANCE
	5-10 YRS	10-15 YRS	>15 YRS		
Physical Factors	2.0061	1.8182	1.5833	2.003	0.139**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of physical factors. Hence there is no significance difference between experience of employees working in Automobile sector with regards to physical factors.

4.3.4.2 Experience and dimensions of Welfare Factors

Null Hypothesis: There is no significant difference among the experience with respect to Welfare factors.

Alternate Hypothesis: There is a significant difference among the experience with respect to Welfare factors.

Table 4.34: Table indicating the difference among the experience with respect to Welfare factors.

FACTORS	EXPERIENCE FACTOR			F VALUE	SIGNIFICANCE
	5-10 YRS	10-15 YRS	>15 YRS		
Welfare Factors	2.1394	2.1515	2.0833	0.028	0.972**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of welfare factors. Hence there is no significance difference between experience of employees working in Automobile sector with regards to welfare factors.

4.3.4.3 Experience and dimensions of Social Factors

Null Hypothesis: There is no significant difference among the experience with respect to Social factors.

Alternate Hypothesis: There is a significant difference among the experience with respect to Social factors.

Table 4.35: Table indicating the difference among the experience with respect to Social factors.

FACTORS	EXPERIENCE FACTOR			F VALUE	SIGNIFICANCE
	5-10 YRS	10-15 YRS	>15 YRS		
Social Factors	2.0364	2.1515	1.8333	0.561	0.572**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of social factors. Hence there is no significance difference between experience of employees working in Automobile sector with regards to social factors.

4.3.4.4 Experience and dimensions of Climate Factors

Null Hypothesis: There is no significant difference among the experience with respect to Climate factors.

Alternate Hypothesis: There is a significant difference among the experience with respect to Climate factors.

Table 4.36: Table indicating the difference among the experience with respect to Climate factors.

FACTORS	EXPERIENCE FACTOR			F VALUE	SIGNIFICANCE
	5-10 YRS	10-15 YRS	>15 YRS		
Climate Factors	1.8939	2.0909	1.9167	0.811	0.447**

** denotes 5% level of significance

Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of climate factors. Hence there is no significance difference between experience of employees working in Automobile sector with regards to climate factors.

4.4 Relationship between Job satisfaction and Work culture

H0: There is no significant relationship between Job satisfaction & Work culture

H1: There is significant relationship between Job satisfaction & Work culture

Table 4.37 Correlation between Job satisfaction & Work culture

	Work culture
Job satisfaction	$r = .337$

**Significant at 0.01 level

Inference:

The relationship between Job satisfaction & Work culture is significant. Hence Reject H0

4.5 Impact of Job satisfaction over Work culture

H0: There is no significant relationship between Job Satisfaction over Work culture

H1: There is significant relationship between Job Satisfaction over Work culture

Table 4.38 Regression Analysis between Job satisfaction & Work culture

Model	R	R Square	Adjusted R square	Std. Error of the estimate
	0.337 a	.113	.106	.60593

a. Predictors: (Constant), Work Culture

Model	Sum of Squares	Df	Mean Square	F	Sign.
Regression	5.769	1	5.769	15.712	<0.001b
Residual	45.519	123	.367		
Total	50.928	124			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Work Culture

The significance < 0.001 shows that there is a highly positive significant relationship between the Job satisfaction and Work culture because $P < 0.001$

Hence, there is a significant relationship between Work culture and Job satisfaction in the Automobile sectors.

CHAPTER 5: FINDINGS AND SUGGESTIONS

5.1 FINDINGS

5.1.1 DEMOGRAPHIC PROFILE

5.1.1.1 Age wise classification

From the above data, 66.9% of the respondents are aged between 20 to 30 years, 29% of the respondents are aged between 30 to 40 years, 5% of the respondents are aged above 40 years.

5.1.1.2 Gender wise classification:

From the above table, 76 respondents accounting to 60.8% are male and 49 respondents accounting to 39.2% are female.

5.1.1.3 Level of hierarchy in management among the respondents

From the above table, Maximum respondents accounting to 68.8% are in Middle level management, 19.2% respondents are in the Low level management and least number of respondents accounting to 12% are in the Top level management.

5.1.1.4 Experience wise classification

From the above table, Maximum respondents accounting to 87.9% have 5 to 10 year experience, 8.9% of the respondents have 10 to 15 years of experience. Minimum respondents accounting to 3.2% have more than 15 years of experience.

5.1.1.5 Dimensions of physical factors:

- From the above table stated that 66.4% of respondents agree that there is improvement in working condition and 1.6% of them disagree, that there is no improvement.
- From the above table 56.8% of respondents are agree they are comfortable with the current working environment, 21.6% of respondents are strongly agree, 20.8% of respondents are neutral and 0.8% of respondents are disagree.
- From the above table it is stated that 43.2% of the responded are agree that their organization had diplomatic future. 32.8% of the respondents are strongly agree, 22.4% of the respondents are neutral, 0.8% of the respondents are disagree and 0.8% of the respondents are strongly disagree.

5.1.1.6 Dimensions of welfare factors:

- From the above table it is stated that 52% of respondents are neither agree, nor disagree with the grievances handling mechanism of the organization and 27.2% of respondents are satisfied with grievances handling mechanism.
- From the above table it is stated that 59.2% of respondents are agree that they have been informed about management policy, 20.8% of respondents are strongly agree and 16.8% of respondents are neutral.
- From the above table it is stated that 45.6% of the respondents are agree that management provides health insurance and accident benefits. 36.8% of the respondents are strongly agree and 16.8% of the respondents are neutral.

5.1.1.7 Dimensions of social factors:

- From the above table it is stated 62.4% of the respondents are agree that they have knowledge and skill to do job properly. 25.6% of responded are strongly agree that they have knowledge and skill, 10.4% of respondents are neutral, 0.8 of respondents are disagree and 0.8% of respondents are strongly disagree.
- From the above table it is stated 56% of respondents are agree that they have cordial relationship with their sub-ordinate, 23.2% of respondents are neutral, 18.4% of respondents are strongly agree, 1.6% of respondents are disagree and 0.8% of the respondents are strongly disagree.
- From the above table it is stated 43.2% of respondents are agree they receive proper appreciation for their work. 28.8% of respondents are neutral, 24% of respondents are strongly agree and 4% of respondents are disagree.

5.1.1.8 Dimensions of climate factors:

- From the above table it is stated 55.2% of respondents are agree that their organization culture is competitive. 24% of respondents are strongly agree, 18.4% of respondents are neutral and 2.4% of respondents are disagree.
- From the above table it is stated 61.6% of respondents are agree they are happy with your own leadership abilities. 20.8% of respondents are strongly agree, 16.8% of respondents are neutral and 0.8% of respondents are disagree.
- From the above table it is stated 44% of respondents are agree that there are proud working for this organization. 40% of respondents are strongly agree, 15.2% of respondents are neutral and 0.8% of respondents are disagree.

5.1.2 DIMENSIONS OF ORGANISATIONAL CULTURE

5.1.2.1 Descriptive statistical (mean) measurement of Physical Factors

“You feel comfortable with the work environment” ranks first with a mean value of 2.01, “In the recent past, there have been some improvements in working conditions of the organization” ranks second with a mean value of 1.98, “Your organization had diplomatic future” ranks third with a mean value of 1.94.

5.1.2.2 Descriptive statistical (mean) measurement of Welfare Factors

“The management solve all of your grievances” ranks first with a mean value of 2.57, “You have been informed about all the management policies” ranks second with a mean value of 2.02, “The management provides health insurance and accidents benefits to the employees” ranks third with a mean value of 1.82.

5.1.2.3 Descriptive statistical (mean) measurement of Social Factors

“You receive proper appreciation for your work” ranks first with a mean value of 2.13, “Cordial relationship with your sub-ordinate” ranks second with a mean value of 2.10, “You have the knowledge and / or the skills to do your job properly” ranks third with a mean value of 1.89.

5.1.2.4 Descriptive statistical (mean) measurement of Climate Factors

“Your organization culture is competitive” ranks first with a mean value of 1.99, “You are happy with your own leadership abilities” ranks second with a mean value of 1.98, “You are proud working for this organization” ranks third with a mean value of 1.77.

5.1.3 DIFFERENCE AMONG DEMOGRAPHIC PROFILE OF THE RESPONDENTS AND DIMENSIONS OF ORGANISATIONAL CULTURE

5.1.3.1 Age and Dimensions of Organizational Culture

- Since P value is more than 0.05, the null hypothesis is accepted at 5% level with regard to dimension of physical factors. Hence there is no significance of difference between ages of employees working in Automobile sector with regards to physical factors.
- Since P value is more than 0.05, the null hypothesis is accepted at 5% level with regard to dimension of welfare factors. Hence there is no significance of difference between ages of employees working in Automobile sector with regards to welfare factors.
- Since P value is more than 0.05, the null hypothesis is accepted at 5% level with regard to dimension of social factors. Hence there is no significance of difference between ages of employees working in Automobile sector with regards to social factors.
- Since P value is more than 0.05, the null hypothesis is accepted at 5% level with regard to dimension of climate factors. Hence there is no significance of difference between ages of employees working in Automobile sector with regards to climate factors.

5.1.3.2 Gender and Dimensions of Organisational Culture

- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of physical factors. Hence there is no significance difference between genders of employees working in Automobile sector with regards to physical factors.

- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of Welfare factors. Hence there is no significance difference between genders of employees working in Automobile sector with regards to Welfare factors.
- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of Social factors. Hence there is no significance difference between genders of employees working in Automobile sector with regards to Social factors.
- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of Climate factors. Hence there is no significance difference between genders of employees working in Automobile sector with regards to Climate factors.

5.1.3.3 Designation and Dimensions of Organisational Culture

- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of physical factors. Hence there is no significance difference between designation of employees working in Automobile sector with regards to physical factors.
- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of welfare factors. Hence there is no significance difference between designation of employees working in Automobile sector with regards to welfare factors.
- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of social factors. Hence there is no significance difference between designation of employees working in Automobile sector with regards to social factors.
- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of climate factors. Hence there is no significance difference between designation of employees working in Automobile sector with regards to climate factors.

5.1.3.4 Experience and Dimensions of Organizational Culture

- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of physical factors. Hence there is no significance difference between experience of employees working in Automobile sector with regards to physical factors.
- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of welfare factors. Hence there is no significance difference between experience of employees working in Automobile sector with regards to welfare factors.
- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of social factors. Hence there is no significance difference between experience of employees working in Automobile sector with regards to social factors.
- Since P value is more 0.05, the null hypothesis accepted at 5% level with regard to dimension of climate factors. Hence there is no significance difference between experience of employees working in Automobile sector with regards to climate factors.

5.1.4 RELATIONSHIP BETWEEN WORK CULTURE AND JOB SATISFACTION IN AUTOMOBILE SECTORS

- The relationship between Job satisfaction & Work culture is significant. Hence Reject H₀
- There is a significant relationship between Work culture and Job satisfaction in the Automobile sectors. Since, $P < 0.001$

5.2 SUGESSTIONS:

- Since the organization is perceived to be effective, and since most of the respondents have positive feelings about it, the management should take care to maintain the current way of working, and ensure that it does not regress to the old bureaucratic model.
- It might however help to look into the reasons behind some of the employee's experience stress as well as fear / insecurity. If the triggering factors for these feelings could be identified and dealt with, employee dissatisfaction, poor performance, absenteeism and even attrition, could be prevented.
- Work should be planned well in advance, taking care that work assignments do not overlap with one another, Information regarding the work should reach in time. Sufficient time should be given for the completion of work.
- There should be a mechanism for prompt redressal of grievances. Sometimes feel ill-treated by their supervisors, and even by the superior. Sometimes they perceive unfairness or partiality in work allotment. They feel a need to be protected from their seniors (supervisors) who sometimes threaten them.

5.3 CONCLUSION:

From analysis of the data collected the perception towards organizational culture have been identified. Various demographic factors such as age, designation, years of experience have been analysed and it is concluded that demographic factors exert a significant influence over organizational culture factors. There also exists a significant relationship between job satisfaction and organizational culture. The respondent's attitude towards their jobs is positive, with a majority of the respondents agreeing that there has been an improvement in their attitudes in the recent past. Among the reasons for this positive improvement are the following the work has become interesting, their jobs/roles are now clearer than before, they now have the knowledge/ skills to do their jobs properly. To a lesser degree, the fact that they now receive appreciation for their work has also helped to improve their positive attitude with regards to the organization, a vast majority of the respondent have a strong sense of belonging, and they take pride in working for the organization. Most of them feel comfortable working here.

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QUESTIONNAIRE:

Name:

Age: 20-30/ 30-40/ >40

Gender: Male / Female

Designation: Top level management/ Middle level management/ Low level management

Years of experience: 5-10 YRS/ 10-15 YRS/ >15 YRS

Scale:

1 - Strongly agree 2 - Agree 3 – Neutral 4 - Disagree 5 - Strongly disagree

Physical Factors:

QUESTIONS	1	2	3	4	5
In the recent past, there have been some improvements in working conditions of the organisation					
You feel comfortable with the work environment.					
Your organisation had diplomatic future					

Welfare Factors:

QUESTIONS	1	2	3	4	5
The management solve all of your grievances.					
You have been informed about all the management policies.					
The Management provides health insurance and accidents benefits to the employees.					

Social Factors:

QUESTIONS	1	2	3	4	5
You have the knowledge and / or the skills to do your job properly.					
Cordial relationship with your sub-ordinate.					
You receive proper appreciation for your work.					

Climate Factors:

QUESTIONS	1	2	3	4	5
Your organization culture is competitive					
You are happy with your own leadership abilities.					
You are proud working for this organisation.					

A STUDY ON EFFECTIVENESS OF ORGANISATIONAL CULTURE AMONG EMPLOYEES IN AUTOMOBILE SECTORS, CHENNAI CITY

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ABSTRACT: Organizational Culture is one of the most important construct in management research. This study elaborates the impact of organizational culture on organizational performance. The purpose of this study is to determine the impact of organizational culture on organizational performance in order to know that how culture of an organization assist in enhancing the organizational performance. Convenience sampling method is adopted in which a questionnaire is used to collect the data. The questionnaire circulated through Google form received 125 responses. The findings indicate that all the dimension of the culture influence the different perspective of organizational performance.

Keywords: *Organization Culture, Organization Performance, Employee's Commitment, organizational goals.*

I. INTRODUCTION:

Organizational culture is the collective Behavior of people that are part of an organization it is also formed by the organizational values, visions, norms, work language, systems and symbols, it includes belief and habits it is also the pattern of such collective behaviors and assumptions that are taught to new organization members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and Groups interact with each other, with clients, and with stakeholders.

Functions of Organizational Culture:

These are the functions being served by the organization

- Sense of identity
- Sense – making device
- Reinforcing the values in Organisation
- Control mechanism for shaping behaviour

II. OBJECTIVE OF THE STUDY:

To explore the culture of automobile sector industries. To analyze the impact of organizational culture on organizational performance.

III. RESEARCH METHODOLOGY:

3.1 Population and Sample size:

The population size of the Automobile sector in the Chennai city is indefinite. The sample size is confined to 125 respondents. The research uses Convenience sampling method.

3.2 Primary and Secondary data:

The study is completely based on primary data. Primary data for the study is collected through the self- administered questionnaire which was circulated through Google forms. The study uses Secondary data for Theoretical framework of the study and Review of literature collected from journals, books, thesis and magazines.

3.3 Questionnaire Development:

The structured questionnaire consisted of 2 sets; the first set consisted of the demographic profile of the employees working in the Automobile sector and the Second set consisted of the Factors of Organisational Culture namely Physical factors, Welfare factors, Social factors and Climate factors.

The factors of Organisational culture was measured with the help of 5-point Likert scale namely [Strongly agree, Agree, Neutral, Disagree, Strongly disagree] from 1 to 5, respectively.

IV. REVIEW OF LITERATURE:

According to Azhar (2003) organizational culture is the combination of important assumptions that are shared in common by each members of an organization and are often unstated.

Organizational culture is basically made up by two major common assumptions: values and beliefs. Values are the assumptions that have been forwarded by the leaders of the organization and considered to be ideals that are desired by all the members of an organization. Beliefs on the other hand are the assumptions about the reality and created by experience.

Summary of Organizational Culture and Innovation:

According to Tushman and O'Reilly (1997), organizational culture lies at the heart of organization innovation. Organizational culture affects the extent to which creative solutions are encouraged, supported and implemented. A culture supportive of creativity encourages innovation ways of representing problems and finding solutions, regards creativity as both desirable and normal and favours innovators as models to be emulated (Lock and Kirpatrick, 1995).

Certain environmental circumstances, strategic approaches, the values and actions of top management, organizational structure and technological cycles can be associated in the following ways with organizational cultures that support creativity and innovation:

- 1) External environment (e.g., economy and competitiveness encourage continual changes in products, technology and customer preferences) (Tesluk et al., 1997)
- 2) Reaction to critical incidents outside and within the organization, which is reflected in the strategy (e.g., innovation strategy) of the organization (Robbins, 1997; Tesluk et al., 1997) Managers' values and beliefs (e.g., free exchange of information, open questioning, support for change, diversity of beliefs) (Amabile, 1988; Tesluk et al., 1997).
- 3) The structure of the organization, which in turn allows management to reach organizational goals (e.g., flexible structure characterized by decentralization, shared decision making, low to moderate use of formal rules and regulations, broadly defined job responsibilities and flexible authority structure with fewer levels in the hierarchy) (Hellriegel et al., 1998).
- 4) Technology, which includes knowledge of individuals and availability of facilities (e.g., computers, internet) to support the creative and innovative process (Shattow, 1996). As regards the influence of organizational culture on a structure that supports creativity and innovation, values like flexibility, freedom and cooperative teamwork will promote creativity and innovation.

V. RESULTS:

5.1 Demographic Profile

Table 5.1: Percentage analysis of Demographic factors

Factors	Frequency	Percentile
Age		
20 – 30	83	66.9
30 – 40	36	29
40 & Above	5	4
Gender		
Male	76	60.8
Female	49	39.2
Designation		
Top Level Management	15	12
Middle Level Management	86	68.8
Low Level Management	24	19.2
Years Of Experience		
5 -10	109	87.9
10 – 15	11	8.9
15 & Above	4	3.2

5.2 Relationship between the demographic factors and Factors of Organisational Culture

Table 5.2 Descriptive mean statistics of Age factors and Factors of Organisational Culture

FACTORS	AGE FACTOR			F VALUE	SIGNIFICANCE
	20 – 30 Years	30 – 40 Years	>40 Years		
Physical Factors	1.9802	2.0000	1.7333	0.626	0.536
Welfare Factors	2.1111	2.2222	2.0000	0.828	0.439
Social Factors	2.0675	1.9907	1.9333	0.376	0.688
Climate Factors	1.9167	1.8981	1.9333	0.023	0.978

Since Ho is accepted; There is no significant difference between the age groups and the Factors of Emotional Intelligence.

Table 5.3 Descriptive mean statistics of Gender factors and Factors of Emotional Intelligence

FACTORS	GENDER FACTOR		F VALUE	SIGNIFICANCE
	FEMALE	MALE		
Physical Factors	2.0204	1.9474	0.906	0.343
Welfare Factors	2.1905	2.1053	1.777	0.185
Social Factors	2.1156	1.9912	1.058	0.306
Climate Factors	1.9116	1.9123	1.096	0.297

Since Ho is accepted; there is no significant difference between the Genders and the Factors of Organisational Culture.

Table 5.4 Descriptive mean statistics of Designation Factors and Factors of Emotional Intelligence

FACTORS	DESIGNATION FACTOR			F VALUE	SIGNIFICANCE
	Top level management	Middle level management	Low Level manager		
Physical Factors	1.7556	1.9535	2.1944	4.002	0.206
Welfare Factors	2.0222	2.1434	2.1944	0.561	0.572
Social Factors	1.8444	2.0465	2.1389	1.496	0.228
Climate Factors	1.8667	1.9302	1.8750	0.191	0.827

Since Ho is accepted; there is no significant difference between the designation and the Factors of Organisational Culture.

5.5 Descriptive mean statistics of Experience factors and Factors of Emotional Intelligence

FACTORS	EXPERIENCE FACTOR			F VALUE	SIGNIFICANCE
	5 – 10 Years	10 – 15 Years	>15 Years		
Physical Factors	2.0061	1.8182	1.5833	2.003	0.139
Welfare Factors	2.1394	2.1515	2.0833	0.028	0.972
Social Factors	2.0364	2.1515	1.8333	0.561	0.572
Climate Factors	1.8939	2.0909	1.9167	0.811	0.447

Since Ho is accepted; there is no significant difference between the experience and the Factors of Organisational Culture

VI. CONCLUSION:

From analysis of the data collected the perception towards organizational culture have been identified. Various demographic factors such as age, designation, years of experience have been analysed and it is concluded that demographic factors exert a significant influence over organizational culture factors. There also exists a significant relationship between job satisfaction and organizational culture. The respondent's attitude towards their jobs is positive, with a majority of the respondents agreeing that there has been an improvement in their attitudes in the recent past. Among the reasons for this positive improvement are the following the work has become interesting, their jobs/roles are now clearer than before, they now have the knowledge/ skills to do their jobs properly. To a lesser degree, the fact that they now receive appreciation for their work has also helped to improve their positive attitude with regards to the organization, a vast majority of the respondent have a strong sense of belonging, and they take pride in working for the organization. Most of them feel comfortable working here.

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