
A STUDY ON ORGANIZATIONAL CULTURE AND EMPLOYEE MORALE WITH SPECIAL REFERENCE TO SELECTED PRIVATE SECTOR COMPANIES IN RANIPET

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Abstract

Organizational culture is the collective behavior of employees who form the core of an organization. It is shaped by organization values, visions, norms, working language, systems, and symbol. It also includes beliefs and habits of employees. Employee morale describes the overall outlook, attitude, satisfaction, and confidence that employees feel at work. Employee morale is part of workplace culture and it is important in the company. When workers are happy, they tend to be more efficient because they enjoy their work. It is important that employees are not developing a feeling of work as a burden. Employee morale is determined by organizational culture and how employers treat their workforce. Morale of an employee is developed on the basis of his attitude towards the organization. This study is an attempt to find out the relationship between organization culture and employee morale in Private Sector undertakings of Ranipet, vellore district, Tamilnadu. From the study it was found that the bureaucratic culture is dominant in the Private Sector undertakings. It was found that there is no relationship between culture of the organization and the morale of employees. A variation in morale was found among male and female employees. Level of morale was found to be more for male employees than their female counterpart.

Keywords: *organizational culture, performance, employee morale, values*

Introduction

Organizational culture is the collective behavior of employees who form the core of an organization. It is shaped by organization values, visions, norms, working language, systems, and symbol. It also includes beliefs and habits of employees. Employee morale describes the overall outlook, attitude, satisfaction, and confidence that employees feel at work. When employees are positive about their work environment and believe that they can meet their most important needs at work, their employee morale gets boosted up. Such a positive morale can lead to better organizational performance.

But when employees are negative and unhappy about their workplace and feel that their work is not appreciated, their employee morale becomes negative or low. If the morale of the employees is low, the productivity of the company will be affected as employees will not be able to meet their goals. The prevailing culture in an organization can have an impact on the morale of the employees. The study was conducted in order to find out the Impact of Organizational culture on employee morale. From this study it was found that the culture existing in Private Sector undertakings is bureaucratic culture and the morale of the employees is low. But on further analysis it becomes clear that level of bureaucratic culture has no effect on employee morale.

Organizational culture can be defined as "A pattern of shared basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration, that have worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems."

Employee morale is part of workplace culture and it is important in the company. When workers are happy, they tend to be more efficient because they enjoy their work. It is important that employees are not developing a feeling of work as a burden. Employee morale is determined by organizational culture and how employers treat their workforce.

Functions of Organisational Culture

These are the functions being served by the organization

- Sense of identify
- Sense –making device
- Reinforcing the values in organization
- Control mechanism for shaping behavior

Sense of identify: 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.

Review of Literature

Denison 1996. In this regard, it has been argued that a 'favourable' organizational climate could help in developing trust, which would, in turn, lead to commitment.

Jones and Wimbush and Shepard 1994 argue that various organizational practices help in building an ethical climate which in turn generates trust.

Hosmer 1994 takes this forward by arguing that organizational climate creates trust and that trust leads to innovation.

Harrington's 2000 finding that an ethical work climate creates the perceptions of trust and that such perception are significantly related to commitment.

Edgar H Schein [1983] claims that we must dig below the organization's surface-beyond the "visible artifacts" and uncover the basic underlying assumptions, which are core of an organization's culture.

Gelfand, Erez, and Aycan [2007] observed that with the increasing globalization of organizations and diversification of domestic workforces, understanding some individuals function more important than ever.

According to Schein [1989], culture is a coherent system of assumption and basic value, which distinguish one group or organization from another and orient its choices.

Martin, 2002 Describes organizational culture as a set of shared mental assumptions that guide interpretation and action in organization by defining appropriate behavior for various situations.

Hatch and Schultz, 2002 "identity involves how we define and experience ourselves, and this is at least partly influenced by our activities and beliefs, which are grounded in and interpreted using cultural assumptions and values".

Moran and Volkwein 1992 argue that while culture and climate are distinctly identifiable elements within organizations, there is some overlap between the two terms.

Chopade (2012): revealed the relationship between survivors' perception of rightsizing and their continuance commitment, affective commitment and morale.

Haynes (2008) explains the behavioral office environment behavioral components of the office environment that have the greatest impact on office productivity.

Ngamb (2013) revealed that there is a relationship between leadership and morale, and those leadership competencies such as communication, fostering trust and team building set a clear direction for the college impact on morale.

Profile of the selected private sector companies in Ranipet, Tamilnadu

Nag Leathers

NAG leathers private limited is Manufacturer of leather shoe uppers leather goods, cow calf etc. **Year of Establishment**, 1987 **Legal Status of Firm**, Limited Liability/Corporation (Privately Held) **Nature of Business** Manufacturer Australia/NZ, Indian Subcontinent and Middle East Manufacturer of leather shoe uppers leather goods, cow calf etc.

Products & Services

- Accessories
- Buff Leather
- Cow Calf

- Cow Leather
- Leather Shoe Uppers Leather Goods

Malladi Industry

The Malladi Group consists of different business units with separate manufacturing facilities.

- Malladi Drugs Pharmaceuticals Ltd,
- Aswini Biopharma Ltd.,
- Kausik Chemicals Limited
- Malladi Inc., USA

Each unit is independent and specializes in specific product category / specific thrust areas.

The group has a Centralized Corporate Set-up consisting of an Apex Team on functional lines-marketing, Technical, Finance and Operations.

Thomas Parry Company

In the autumn of the year 1787, Thomas Parry a young Welsh man. Sailed from England and arrived at madras early in 1788, where he set up business as a free merchant in the Fort St. George. By January 1789 he had entered into partnership with Thomas Chase, a civil servant in the East India Company, and the firm went by the name CHASE AND PARRY. Thus was founded the oldest Mercantile in South India, which today is known by the name of PARRY & CO LTD.

Murugappa Group Industry Profile

Murugappa Group is one of the leading Industrial groups of India with a turnover,which stands at EID PARRY (INDIA) LIMITED is a flagship company of Murugappa Group manufacturing sanitary ware, Fertilizer and Pesticides cit Ranipet. We believe that employees are assets and strength of our organisation and with their total involvement we maintain a cordial and congenial Industrial atmosphere. The company contributes immensely for the welfare measures in addition.

Statement of the Problem

- It is necessary for any management to ensure that employees are satisfied with their job, for the benefits of the organization.
- A study on organization culture measures helps the management to understand the attitude of the employees towards their job.
- It tells how the people feel about their relationship with an industry, and their welfare of job.
- The present study has made an attempt to measure the organization culture and employee morale in Private Sector companies at Ranipet
- This study has been conducted with 120 employees in the study area.

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 behaviors 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 employees job performance.
- Hence the study of organizational culture is important for the understanding and practice of organizational behavior.

Objectives of the Study

- To measure the organizational culture that is prevailing in selected Private Sector companies at Ranipet, Tamilnadu.
- To evaluate the impact of organizational culture on the morale of employees of selected Private Sector undertakings in Ranipet, Tamilnadu.
- To examine the relationship between cultural level and morale of the employees in selected Private Sector companies at Ranipet, Tamilnadu.
- To analyze the variance in morale among employee groups.

Formulation of Hypothesis

1. There is no significant the relationship between organization culture and employee morale in Private Sector undertaking of Ranipet, Tamilnadu.
2. There is no significance difference between the opportunities for organizational and infrastructure facility.

Research Methodology

Methodology is a plan of action for a research project and explains in details how data are collected, analyzed and presented so that they will provide meaningful information. This section gives enough background of the organizational culture.

Research Design

Research design is a conceptual structure within which research is undertaken. It constitutes the "blue print" for collection, measurement and analysis of data.

In this study, the research design used is Descriptive Research Design in nature as it describes the views, opinion and perception of the employees.

Nature of Data

This study used primary data and secondary data. Primary data refers to the firsthand information that is collected through questionnaire and on personal interview. Secondly data collected through books, journals, articles & Newspaper etc.,

Method of Data Collection

Questionnaire is prepared and circulated to the employees to know the methods used to organizational culture. While collecting the data, a personal interview was conducted to the employees about the function of human resources activities implemented in the organization.

Research Instruments

After the research design is selected the data collection is a through questionnaire which is designed by covering the objectives of design. Both open ended and well as close ended questionnaire were used for this study.

The questions in the questionnaire are in structured format, direct [or] structured questionnaire has been designed and used.

Sample Size

The sample size selected for the research 120 employees.

Sample Design

The sample design is a designate plan determined before any data are actually collected for obtaining a sample from a given population.

Sampling Procedure

The sample is selected as per the convenience of the researcher non-randomly and is a convenience sampling.

Data Analysis

After the data have been collected it has to be analysis, the data obtained from the questionnaire is arranged in a serial order. Then a master copy with tabulation method is being prepared.

Tabulation is a part the technical procedure where in classified data are put in the form of tables. The tables thus obtained were analysis with such statistical techniques like percentage, Bar Diagrams and Pie diagrams.

Statistical Tools

In this research, various percentages are identify in the analysis and they are presented periodically by way of bar diagrams and pie diagrams in order to have a better quality.

Percentage Analysis

Percentage Analysis = $\frac{\text{No.of Respondents}}{\text{TotalNo.of Respondents}} \times 100$

Chi- Square Analysis

The χ^2 test is one of the simplest and most widely used non-probabilistic test in statistical work. The quality χ^2 describes the magnitude of discrepancy between theory and observation.

It is described as: $\chi^2 = \frac{(O-E)^2}{E}$

With (n-1) degrees of freedom

O=Observed frequencies

E=Expected frequencies

Bar Diagrams And Pie Diagrams

Simple bar diagram is used frequently in practice for the comparative study of two or more items or values of a single. Variable or a single are category of data. The comparison of the pie diagram is to be made on the basis of the areas of the circles and various sectors.

Limitations of Study

- The study was restricted to Private Sector companies in Ranipet only.
- Since there has been a gap of a few months between data collection and the consolidation of the report, findings might not accurately reflect the current attitudes and perception of the employees as these could have changed over time.
- Some of the respondents were hesitated to express their opinion about organization culture measures due to fear of management.
- The survey bases on the opinion of the employees, which may be biased.
- Period of study is too short and hence it is a major limitation.

Major Findings of the Study

- 57% of the respondents were belongs to the age group of 26-35 years
- 55% of the respondents were female.
- 67% of the respondents were married
- 40% of the respondents education qualification is degree
- 30% of respondents earn Rs.10001-20000 and 20001-30000
- 35% of respondents are below 6-10 years experience
- 50% of respondents are agree with clear safety policy
- 57% of respondents are good in our colleague's behavior
- 53% of respondents are disagree with the any grievance in their work
- 53%of respondents are feel that agree physically safety for their work area
- 40% of respondents are comfortable with our shifting time
- 43% of respondents said that strict in our supervisor's nature

- 50% of respondents agree that employees are working with a team spirit to achieve the target
- 65% of the respondents belong the Satisfied
- 42% of the respondents belong the satisfied
- 38% of the respondents belong to Strongly satisfied
- 28% of the respondents are always, 26% of the respondents are mostly
- 66% of the respondents are Agree
- 45% of the respondents belong the Satisfied the respondents
- 35% of the respondents belong to Strongly Satisfied
- 52% of the respondents belong the Satisfied the respondents
- 50% of the respondents belong to Strongly Satisfied
- 52% of the respondents are Agree

Suggestion

Identify how science funding and directing organizations could promote appropriate cultural orientations and a favorable cultural environment for publicly funded science organizations and

- Determine the cultural orientations and cultural environment needed within the funding and directing organizations to make this happen.
- In organizations responsible for both science and national security, of public sector companies a significant challenge is to balance the cultural requirements of creativity and collaboration with those of regulatory compliance and the protection of classified information.

Conclusion

Culture helps the organization to accomplish what it desires to achieve. The corporate culture as a management programme has great motivating impact to motivate employees to improve their own and organizational performance. The study reveals that the culture that exists in public sector undertakings is bureaucratic culture. It was noted that employees working in private sector have a low morale. It is believed that the low morale is because of existing bureaucratic structure. But it has been statistically proved that these two factors are not related. The morale of employees was also found to be the same among all divisions.

This study is conclude that the relationship between organization culture and employee morale in Private sector undertakings of Ranipet. From the study it was found that the bureaucratic culture is dominant in the public sector undertakings. The autocratic culture, technocratic culture, and entrepreneurial culture follows bureaucratic culture. Study also demonstrated that the popular belief that the employee morale is related to organizational culture is wrong. It was found that there is no relationship between culture of the organization and the morale of employees. A

variation in morale was found among male and female employees. Level of morale was found to be more for male employees than their female counterpart.

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