

A Study on Impact of Organization Culture on Employees' Performance in Automobile Industries at Chennai

Raja Rajeswari, PG & Research Department of Commerce, Govt.College for Women, Kumbakonam, Tamil Nadu.

Dr.K.Desh, Assistant Professor & Head, Department of Commerce, Dr.PT. M.G.R. Govt. Arts & Science College, Kudavasal, Tamil Nadu – 612601.

Abstract

According to schaufeli and bakker (2003) Organization Culture is a positive and motivational environment of wellbeing it is characterised by vigor (high level of effort in work) dedication (work involvement with concentration and enthusiastic approach) and absorption (fully occupied work). Over the past few decades the challenging task of the HR is Organization culture. This task is not alone physically but included emotionally and mentally. Cultured people employ and express themselves physically cognitively and emotionally during their performance employees are unique in skill, knowledge, attitude and aspirations wise, their Organization Culture is closely associated with their involvement.

Keywords : Organization Culture, Performance and Involvement.

INTRODUCTION

Organizational culture is a concept in the field of organizational studies and management which describes the attitudes ,experiences ,beliefs and values of an organization. It has been defined as “the specific collection of values and norms that are shared by people and groups in an organization and that way they interact with each other and with stakeholders outside the organization. This definition continues to explain organizational values as “beliefs and ideas about what kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another. In the past 25 years, the concept of organizational culture has gained wide acceptance as a way to understand human systems .From an “open-systems” perspective, each aspect of organizational culture can be seen as an important

environmental condition affecting the systems and its sub systems. The examination of organizational culture is also as valuable analytical tool in its own right. This way of looking at organizations borrows heavily from anthropology and sociology and uses many of the same terms to define the building blocks of culture.

RECOGNITION GAINED THROUGH EXCELLENT PERFORMANCES

- Balance score card –platinum dealer for third year in a row 2009-2010
- Best dealer in rural marketing efforts 2009-2010
- Best dealer in exchange sales penetration 2008-2009
- 1st runner up in all india technical skill competition 2007-2008
- Customer satisfaction index all india winner-ambal erode-Non JD power cities .-2008 – 2009
- Best performance maruti dealer in the company on balance score card norms-Non metros year ending 2009.
- Best sales satisfaction index score in the region south 1.-last quqrter-2008

OBJECTIVES OF THE STUDY

- To analyse the overall performance of the employees.
- To learn the employees relationship with their peers.
- To study the employees satisfaction level towards the management.

SCOPE OF THE STUDY

- It helps the management to understand the causes of performance problems.
- To understand how to assess the effectiveness of motivational practices in the organization.
- This study Organization Culture impact on today's turbulent, often chaotic, environment, commercial success depends on employees making use of their talents in full.
- The management can create the work environment in which their employees will thrive.

REVIEW OF LITERATURE

Denison (1996), made a study on 'Organizational Climate and Culture' and it is clear that organizational climate and culture are integrally related and that they influence and drive

behaviour in organizations. It is culture that creates the parameters for what behaviour is desirable and will be encouraged and what behaviour is unacceptable and will be censured. Climate may be viewed as a more concrete and tangible way to measure elements of culture in terms of specific behaviours and characteristics. The ability to study climate and its connection to specified behaviours, such as creativity and innovation, will enable researchers and practitioners alike to increase our understanding of the relationship and may lead to more effective practice.

Tushman and O'Reilly (1996), focus their study on 'Organizational Culture and Structure'. The study describes a pattern by which organisations evolve through change focused on structure and strategy, culture and people. They claim organisations evolve through: periods of incremental change punctuated by discontinuous or revolutionary change. Long-term success is marked by increasing alignment among strategy, structure, people, and culture through incremental or evolutionary change punctuated by discontinuous or revolutionary change that requires the simultaneous shift in strategy, structure, people and culture.

Martin's (2002), focuses on the 'Difference Between Organizational Culture and Organizational Climate' and it was concluded that culture deals about assumptions, beliefs, meaning, and values primarily studied through qualitative methods, whereas climate was about the practices and behaviours through which culture is manifested.

Research Methodology

This paper concentrates on the impact of Organization culture on the performance of Employees working in automobile industry in Chennai. The researcher used both of the primary and secondary data. Random sampling used to collect the data. The sample was lower level employees working in Manufacturing industry in Chennai and the sample size is 142. The researcher used One way to find the result.

Analysis & Interpretation**Table :4.7.3. Opinion of Respondents towards Organization Culture Based on Experience.**

F a c t o r s	E x p e r i e n c e a n d M e a n v a l u e			ANOVA Result	
	Below 10 Years	10 —15 Years	Above 15 Years	F- value	P- value
Leadership Qualities	3 . 4 9	3 . 3 9	3 . 4 0	1.003	. 3 6 8
A t t i t u d e	3 . 3 3	3 . 2 7	3 . 1 7	8.260	. 0 0 0
Career Development	3 . 4 6	3 . 1 9	3 . 0 7	9.682	. 0 0 0
Employee Performance	3 . 3 0	3 . 2 0	3 . 0 9	8.176	. 0 0 0
Employee Recognition	3 . 5 5	3 . 5 1	3 . 5 1	. 3 8 6	. 6 8 0
P a y a n d B e n e f i t s	3 . 6 9	3 . 7 8	3 . 6 2	2.540	. 0 8 0
J o b S a t i s f a c t i o n	3 . 1 9	3 . 4 0	3 . 3 2	. 4 3 3	. 6 4 9

Source: Primary data, * Significant at one percent level, NS-Not Significant

** Significant at five percent level

Ho: There is no difference of opinion towards Organization Culture based on Experience of respondents.

ANOVA is used to test the variation between Organization Culture and Experience level. The above table shows that respondents having experience below 10 years are giving high importance to Involvement, pay benefits and employee engagement, the other level of importance are as follows, Recognition, Leadership, Career development, Attitude,, Performance and Job satisfaction.

The respondents having experience between 10 - 15 years are giving high importance to pay benefits Recognition and employee engagement, the other level of importance are as follows, Involvement, Job satisfaction, Leadership, Attitude,, Performance, Career development.

The respondents having experience above 15 years are giving high importance to pay benefits, Involvement, Recognition and employee engagement, the other level of importance are as follows, Leadership, Job satisfaction, Attitude,, Performance, Career development.

This result indicates that the five factors do not vary significantly, but the remaining five factors namely Career development, employee performance, Job satisfaction, Involvement and Organization Culture are significant. This implies that experience is independent of Performance.

Findings

The respondents having experience between 10 - 15 years are giving high importance to pay benefits Recognition and employee engagement, the other level of importance are as follows, Involvement, Job satisfaction, Leadership, Attitude,, Performance, Career development. The respondents having experience above 15 years are giving high importance to pay benefits, Involvement, Recognition the other level of importance are as follows, Leadership, Job satisfaction, Attitude,, Performance, Career development.

This result indicates that the five factors do not vary significantly, but the remaining five factors namely Career development, employee performance, Job satisfaction and Organization Culture are significant. This implies that experience is independent of engagement. From the test value it is revealed that here is significance difference in the Organization Culture among the respondents across the different age group. The F value is 6.618 and the P value is .000*. Hence null hypothesis (Ho1) is rejected.

Suggestions

The automobile industry is a dynamic and ever competitive industry with lot of business opportunities and potential. The employee profile of the industry is very different among other industries. Also this industry provides equal importance and opportunities to all employees working in the industry. Even though employees in the team, they focused on their individual targets. Most of the employees are middle aged (between 31 – 35 years), majority of the employees in the group are matured adulthood. Significant developmental tasks in the age group includes making vocational adjustments, affiliating with the congenial social groups, trying to change management and taking civic responsibilities, (Hurlock, 2006). Hence it makes better business sense to address these issues of industry and to appoint sustainable work force.

Highlighting employment in the automobile industry as a career, developing strong ties in the workplace either formally or informally, addressing relationship issues or providing training for their skill development and effective engagement.

Organizations must create cultured teams in each department and also design the objectives, motto, functions and responsibilities of the teams. Each engagement teams headed by a managerial cadre official and they have to report periodically to the General manager of the organization.

Organizations have to makes the employees to feel valued, inspired and self motivated, by this way they will be voluntarily take initiatives to achieve goals of their teams and company.

The wellbeing of the employees makes them healthy and happy. So, they will work with love and affection. So their quality and quantity will be high. Due to that, the organizations have to take care of their employees' wellbeing.

Conclusion

The employees' performance is the main motto of any organization, to improve that Organization Culture used as one tool. The Organization Culture and performance are two sides of same coin. Where employees are existing, there only activities are fruitfully getting done and the employees can performing with full swing. This study results shows Organization Culture has positive and direct impact on performance of employees. In the present scenario the drivers of performance are Organization Culture Involvement and loyalty of employees with organization. They are playing vital role in achieving work goals, stimulate personal growth, learning, and development. In addition, they can utilize resources with optimum manner. Particularly they have motivational potential in the face of high job demands. Further, Involved employees are different from other employees in terms of their personal characteristics and performance. Finally, they possess more personal resources, including optimism, self-efficacy, self-esteem and an active coping style. These characteristics surely help them to make an impact in their work environment and they can give best performances successfully.

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