

# A Study on Organisational Culture at Carris Pipes and Tubes Pvt Ltd Ernakulam

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## ABSTRACT

The human resources are important and valuable assets of an organization. There is a close connection between workers and profit. The proper selection of workers will help the organization to maximize the profit and avoid damages. It is easy to measure the organizational culture because its key element is employee satisfaction. The manager's all time dream is to have productive employees who work according to the business objectives.

## I. INTRODUCTION

The study was designed to evaluate and analyse the organizational culture. A toxic culture will decrease the productivity of the employees were as an effective culture will increase the employee productivity. When an organization's culture offer favorable environment which resembles the employee's personal values and career objectives the employee can easily adapt to the organization culture and will perform better. Similarly when employees are given power to take decision along with their supervisor the employees will be motivated to perform heavy risky tasks so as that will help to increase employee career and achieve the organizational goals. The purpose of study is to evaluate the current culture and the future expectation of the employees, so that the result can be used by the organization to improve the performance. The Indian plastic industry has emerged in the last few decades. The growth and consumption of plastic and plastic waste has increased substantially. The potential market motivates Indian entrepreneurs to acquire technical expertise and achieve high quality standard to build opportunity in the booming plastic industry. The water storage tanks have high demand across the world. They are light in weight as well as corrosion resistant and available in ready to use form; this can be installed in any roof top with minimal cost. Carris pipes and tubes private limited is a private limited company situated at Akanadu, in Ernakulam district. The company has three units in Tamilnadu also. The scattered units help to reach a

large number of customers and facilities and the timely delivery of goods.

## II. REVIEW OF LITERATURE

Organizational culture is the combined behavior of the people of the organization; it is formed by organization values, vision, norms, working language, systems and habits. The organizational culture affects the relation of people with each other, with clients and with stakeholders. Social scientists have studied the concepts of organizational culture as a persuasion in organizational theory over the past decades. According to Brown "current interests in organizational culture stems from at least four different sources: climate research, national cultures, human resource management and from conviction are the approaches which emphasis the rational and structural nature of the organization to be unable to offer a full explanation of organizational behavior". Interest in organizational culture from the human resource management and performance point of view is that the organizational culture was perceived to be offering a non-mechanistic, flexible and imaginative approach to understanding how organization's work. The organizational culture is considered to be the great "cure-all" for most organizational problems.

According to Deal and Kennedy the two basis are

- 1) quick feedback means an instant response. This could be in quantitative terms, but could also be seen in other ways, such as the impact of a great save in a soccer match
- 2) Risk Represents the degree of uncertainty in the organization's activities.

The Tough- Guy Macho Culture can be a very stressful culture to operate. The Work Hard/Play Hard Culture is with less few risks being taken with quick feedback. The Bet your Company Culture, these involve development or exploring a project, which takes years to come to get an result. The Process Culture occurs here there is little or no feedback. This is usually seen in bureaucracies. So the ease in criticizing is quick these cultures for being overly cautious or bogged down in red tape,

they provide consistent results, which are ideal in (Deal and Kennedy's Organization Culture Theory, 1982).

According to Edge Schein (1980) culture are the hard and more difficult organizational attribute to change, outlasting organizational products, services, founders and leadership and all other physical attributes of the organization. His organizational model illuminates culture from the standpoint of the observer; described by three cognitive levels of organizational culture (2004). Charles Handy popularized the 1972 work of Roger. He explained Harrison's four types of culture.

- 1) Power Cultures have very less rules and little bureaucracy.
- 2) Role Culture people know clearly what their responsibility is and have delegated authorities in a high level of structure. The power is based on the positions.
- 3) Task Culture is for solving a particular problem. These cultures often feature the multiple reporting lines of a matrix structure.
- 4) A Person Culture is where people consider oneself as superiors.

On the basis of the theories in this study organization culture that predominates in each dimension, overall organization culture, discrepancies between the described current and preferred culture are assessed. A lot of studies had been done using Organizational culture assessment instrument (OCAI).

The word and concept of organization, as well as organization culture, has numerous meanings. Sack Mann presents culture as "beliefs commonly held by a group" and Deal and Kennedy as a set of common assumptions, beliefs, artifacts, and language patterns that are passed from generation to generation. The organizations are socially created systems of meaning; organization culture consists of the shared meaning. Schein defines organization culture as "the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and 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".

## THE FOUR TYPES OF CULTURE

### a. Clan Culture

A very happy place to work, where people share a lot of personal information and is more like an extended family or of ones on family they mingle and interact with full satisfaction. The

leaders or heads of the organization and are seen as mentors. The organization is a mixture of loyalty or tradition. Commitment is high. The organization emphasizes the long-term benefit of human resources development and gives great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization places good effort on teamwork, participation, and consensus.

### b. Adhocracy Culture

The organization is dynamic, entrepreneurial, and creative place to work. People here are ready to take risk and do the hardest job. The leaders are innovators and risk takers. The glue that is present in the organization together is commitment to experimentation and innovation. The emphasis is on being on the leading edge. The organization's long term aim is to the development of human resources and to acquire new resources. Success in the organization is gained by the acquiring unique and new skills. The organization encourages employees in taking initiative action and has given complete freedom.

### c. Market Culture

The major concern of organization is getting the job done. People are competitive and goal-oriented. The leaders are hard workers, and competitors. They are demanding and tough. The glue that holds the organization together is an emphasis on winning. Success and reputation are of high concern. The long-term focus of the organization is on achievement of measurable goals, targets and competitive actions. Market leadership and Competitive pricing are important. The organizational style is hard-driving and high competitiveness.

### d. Hierarchy Culture

Here the organization is structured and formalized work place. What people should do are governed. The leaders are with well efficiency to coordinate the duties and jobs of people. It is critical to maintain smooth running of organization. The formal rules, guidance and policies help to get the organization together with proper co-ordination and co-operation. The long-term concern is performance and stability with smooth operations and efficient works. The management ensures employment and predicts the employability.

## III. OBJECTIVES

The objectives of the study are outlined as follows:

1. To analyze the organizational culture of carries pipes and tubes Pvt Ltd.

2. To find which type of culture predominates in the current and preferred dimensions of the organization culture which includes Dominant characteristics, Organizational leadership, Management of Employees, Organization Glue, Strategic Emphases and Criteria of Success.
3. To determine the differences in organizational culture based on gender.
4. To determine the differences in organizational culture based on age.
5. To find out the difference between the current and preferred responses by the Employees.

#### IV. HYPOTHESES

**H1:** There is a significant difference in organizational culture based on employee gender.

**H0:** There is no significant difference in organizational culture based on employee gender.

**H2:** There is a significant difference in organizational culture based on employee age.

**H0:** There is no significant difference in organizational culture based on employee age.

**H3:** There is a significant difference between current and preferred culture in the organization.

**H0:** There is no significant difference between current and preferred culture in the organization.

#### V. RESEARCH DESIGN

- **TYPES** The Research Design selected for the study is descriptive research design.

- **DATA COLLECTION**

**Primary Data:** Primary data is collected by using questionnaire based on Organizational Culture Assessment Instrument by Cameron & Quinn (2005)

**Secondary Data:** Internet, Company reports

- **SAMPLING TECHNIQUES AND SAMPLE SIZE**

Convenience sampling method was used and for this study 100 samples were selected.

- **DATA ANALYSIS TOOLS AND TECHNIQUES**

The tools used are:

- Mean
- Standard deviation
- Percentage analysis
- ANOVA
- T test

#### VI. FINDINGS

- The gender wise classification shows that majority of the respondents are Male and minority of the respondents are Females.

- Majority of the respondents fall in to the age group of 31-40.
- Most of the respondent currently agree and regarding the future strongly agree towards the statement "The organization is a very personal space. It is like an extended family. People seem to share a lot of them is that".
- Most of the respondent currently strongly disagree and regarding the future are neutral towards the statement "The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks".
- Majority of the respondent currently and regarding the future are neutral towards the statement "The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented".
- Most of the respondent are currently neutral and regarding the future disagree towards the statement "The organization is a very controlled and structured place. Formal procedures generally govern what people do".
- Many of the respondents are currently neutral and regarding the future strongly agree towards the statement "The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing".
- Majority of the respondent are currently and regarding the future neutral towards the statement "The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking".
- Majority of the respondent currently disagree and regarding the future strongly disagree towards the statement "The leadership in the organization is generally considered to exemplify nonsense, aggressive, results-oriented focus".
- Majority of the respondent currently and regarding the future strongly disagree towards the statement "The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency".
- Majority of the respondent currently and regarding the future strongly agree towards the statement "The management style in the organization is characterized by teamwork, consensus, and participation".
- Most of the respondent currently agrees and regarding the future is neutral towards the statement "The management style in the organization is characterized by individual

- risk-taking, innovation, freedom, and uniqueness”.
- Majority of the respondent currently and regarding the future are neutral towards the statement “The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement”.
  - Most of the respondent currently agrees and regarding the future strongly disagreed towards the statement “The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships”.
  - Most of the respondent currently and regarding the future strongly agree towards the statement “The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high”.
  - Most of the respondent currently agree and regarding the future are neutral towards the statement “The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge”.
  - Majority of the respondent currently and regarding the future strongly disagreed towards the statement „The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes”.
  - Most of the respondent currently disagree and regarding the future are neutral towards the statement „The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important”. 19. Majority of the respondent currently and regarding the future strongly agreed towards the statement “The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people”.
  - Most of the respondent currently and regarding the future strongly agreed towards the statement “The organization defines success on the basis of having the most unique outputs and newest technologies”.
  - Most of the respondents currently and regarding the future are neutral towards the statement “The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key”.
  - Most of the respondent currently neutral and regarding the future disagree towards the statement “The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical”.
  - Majority of the respondent currently and regarding the future strongly agree towards the statement “The organization emphasizes human development. High trust, openness, and participation persist”.
  - Most of the respondent currently and regarding the future strongly agreed towards the statement “The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued”.
  - Majority of the respondent currently are neutral and regarding the future disagree towards the statement “The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant”.
  - Most of the respondent currently strongly agreed and regarding the future are neutral towards the statement “The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important”.
  - The Dimension Dominant Characteristics of the Organization Culture shows highest mean in Clan culture for both current and preferred states of the organization.
  - The Dimension Organization Leadership of the Organization culture shows highest mean for Hierarchy culture in current and prefer Clan culture in the Organization.
  - The Dimension Management of Employees of the Organization Culture shows highest mean in Clan culture for both current and preferred states of the organization.
  - The Dimension Organization Glue of the Organization Culture shows highest mean in Clan culture for both current and preferred states of the organization.
  - The Dimension Strategic Emphases of the Organization culture shows highest mean currently for Market culture and preferred for Adhocracy culture in the Organization.
  - The Dimension Criteria of success of the Organization Culture shows highest mean in Clan culture for both current and preferred states of the organization.



- The highest mean of overall organization culture analysis shows Clan culture for both current and preferred states of the organization.
- There is no significant difference between male and female employees in respect of organizational culture.
- There is no significant difference between age and organizational culture.
- There is no significant difference in the scores of current and preferred organizational culture.

## VII. RECOMMENDATIONS

The study of Organization culture conducted shows that the employees are mostly satisfied in the currently following cultures. Future expectation in the changes in culture is not high. So for improving the culture according to employee's expectation, recommendations are as follows:

- Currently, Clan Culture exists in the organization according in future also employees prefer same culture. So it is better to follow Clan culture itself as the Dominant Characteristics.
- The managers should give compliments and attention to employees. People often don't feel acknowledged at work and that makes them feel let down.
- The organization should create a team that makes decisions democratically.
- The Managers can use 360-degree feedback and should be done respectfully.
- The manager's role of facilitator and mentor has to be enhanced.
- The organization should provide coaching, training and educate workforce so as to keep them up to date.
- The leaders should interact in a friendly manner so that employees feel free in the organization.
- The attitude of leaders towards degrading employees should be discouraged and appropriate action should be placed if violated.
- Employees should be give appropriate freedom to choose the way to do their work freely.
- The management should take steps to discourage unhealthy competition among the employees.
- The managers should have a channel for open communication.
- The organization should create an employee recognition program.
- There should be mechanism to protect employee's wellbeing by creating an atmosphere of trust and support.

- Provide challenges and opportunities to employees so as to develop their critical thinking skills.
- Organization should provide regular feedback to employees.
- Meetings should be conducted so that employees can discuss about their issues, or provide suggestions regarding their work.
- Project teams can be implemented so as to encourage open and ongoing collaboration to solve problems and generate innovative ideas.
- The organization can conduct further studies to find out the relationship between organizational culture and well-being of employees.
- Further studies based on the relationship between organizational culture and employee commitment.

## VIII. CONCLUSION

Organizational culture is one of the significant factors which affect the quality of an enterprise. As a tool, OCAL enables enterprises to unify the various values, beliefs, interests and approaches of employees. The overall organizational culture currently followed in Company, based on this study, is Clan culture. It shows that people have a lot in common, and it feels like a large family. The organization values loyalty and tradition. There is great involvement. They emphasize long-term Human Resource Development. The behavior of individuals is shaped by traditions, loyalty, personal commitment, extensive socialization and self management. A clan culture achieves unity through socialization. Members are aware of the organizations history and have an understanding of the expected manners of conduct and organizational style.

Peer pressure to adhere to important norms is strong. The dimensions organizational leadership and strategic emphasis is having a different cultural preference for future. But in future also majority of employees prefer Clan Culture as the overall Organization Culture. It shows that employees are satisfied in the current culture followed by Carris Pipes and Tubes.

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