

## **A STUDY ON IMPACT OF ORGANIZATIONAL CULTURE IN TEACHING FACULTIES IN ENGINEERING COLLEGES WITH REFERENCE TO CHENNAI**

R.Aishwarya  
Part-Time Research Scholar  
Anna University Chennai  
Email id:ilovemusic.me@gmail.com

Dr.T.Suganthalakshmi  
Assistant Professor  
Anna University Regional Centre Coimbatore  
Email id:sugi1971@rediff.com

### **ABSTRACT**

Organizational culture helps in understanding how employees feel about their work. Culture involves general assumptions and appropriate goals for the organization as a whole and for departments within the organization, and personal goals for employees. It makes the nature of the psychological contract of special importance in the pursuit of organizational success. It is represented by formal goals, structures, policy and communication. This research work tries to examine the influence of organizational culture in engineering colleges which has impact on work behavior of teaching faculties. The Hofstede's cultural model is used for evaluating the impact of Organizational culture. The study uses survey research method. The respondents were selected by using simple random sampling techniques. The sample size 220 was selected from engineering colleges. Primary data were collected through questionnaire. Data were presented and analyzed by means of simple percentage and our hypotheses were tested by Correlation and T test. Recommendations were also made to the organizations that will find this study relevant to their course to make their culture simple and easy to grasp and adhere to so that their employees can be free to put in their best.

### **INTRODUCTION**

Culture is a global phenomenon that can be defined in numerous ways. In the words of F.B Taylor, "the complex whole which include knowledge, belief ,art ,morals ,law ,custom and any other capabilities and habits acquired by man as the member of society". Alternatively culture is defined as social domain that emphasis the practices, discourses and material expressions which express the continuities and discontinuities of social meaning of life. It shapes the individual behaviour faced at different spheres of life. Culture is an arrangement of attributes that express an organization and differentiate the firm from other one (Forehand and Von Gilmer, 1964). According to Hofstede (1980), culture is the collective thinking of the minds which create the difference between the members of one group from another. As per Schein (1990), defines culture is a set of different values and behaviour that may consider as a guide to success. According to Kotter and Heskett (1992), culture means fairly established set of beliefs, behaviours and values of society contain generally. Each organization represents the multitude with the distinct character and the consequence of relationship that are unique. Organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style and national culture (Needle 2004). Organizational culture is a delineative term which is concerned with how employees apprehend the morale, ethos, temperament of an organizations culture. This assessment of the organization gives the melded and conglomerate impression of the organizational culture.

### **IMPORTANCE OF ORGANIZATIONAL CULTURE**

Organization is the most common manifesto where the individual work together to earn profit and subsistence where they could make their dream bigger and better. Each and every organization bestows a unique working style known as culture. The culture is the proportion of beliefs, values, ideologies and expected behaviour of that organization. It is important to recognize that there are essential components to define organizational culture (Luthans, 1998). Concept of shared meaning, the notion that organization constructed socially, organizational culture has, many symbolic cognitive layer and reside at all levels within a company. The culture decides the interaction of the employee at their workplace. A beneficial invigorating culture motivates the employees and also makes them loyal

towards the management. The culture at the workplace promotes a fine fettle competition. In order to earn the acknowledgement and indebtedness from the superiors employees try to perform the level best in the organization. The culture represents the predefined policies that provide direction at the workplace. This culture narrates the employees about their roles and responsibilities, and also how much to accomplish the task that are assigned to them ahead of the deadlines.

### **LITERATURE REVIEW**

Organizational Culture which is an often used prevalent topic among the in charge of each departments like managers, consultants and academics. As an import of distinguishes the members of one group from others. Enterprise culture gives distinctiveness to organizations, groups and individuals.

There is not a single definition for the concept of the organizational culture there are several. For instance, “Organizational culture is a pattern of shared basic assumptions that the group learned as it solved its problems that has worked well enough to be considered valid and is passed on to new members as the correct way to perceive, think and feel in relation to those problems” (schein); “Organizational culture is the set of beliefs, values and norms together with symbols like dramatized events and personalities that represent the unique character of an organization and provides the context for action in it and by it”(Gareth Morgan); “the set of beliefs, behavior, norms and values helps in making culture most effective” (Kottler). Even if there is no single definition for the concept of the organizational culture and even if cultures are vary from one to another. This unique features of the organization makes it distinctive from other organizations. It influences everybody and is also influenced by everybody’s thinking and action. Hofstede (2010) introduced an onion model to cover the total concept of culture including four aspects, they are symbols, heroes, rituals and values. Organizational culture is a determinant of the productivity level of the organisation in the sense that it is the Input of the employees to the organisation that determines its productivity level. A small change in organisational culture will lead to a change in employee work behaviour. Therefore, organizations should make the changes in their culture easy for their employees to learn and adapt to. Organisational culture has a significant influence on employee work behaviour. OLU OJO (2012) .The managers should allow employees to be actively involved in decision making in their organizations. This would spur employees’ commitment towards the attainment of corporate objectives. As employees understand the goals of the organization and work towards their attainment, their level of commitment increases. Furthermore, managers should as much as possible encourage flexibility in the performance of tasks in the organization. Ezekiel Saasongu Nongo & Darius Ngutor Ikyanyon 2012 The study was conducted to understand the importance of Organizational Culture in enhancing the Employee Job Attitude. According to Harrison & Stokes (1992), culture shapes both beliefs and attitudes of all Organizations Members and accordingly their behavior and most importantly their performance. This study examined the impact of four Organisational Cultural variables namely Autocratic, Technocratic, Entrepreneurial and Bureaucratic on employee attitude to the organization and found a strong correlation between Organisational Culture and Employees Job Attitude. Shweta Awasthi (2013)

### **PROBLEM STATEMENT**

Without the effective organizational culture, organization cannot achieve its goals. It plays a crucial role in the development of organization. Organization culture has positive influence on work behaviour. To find how far the culture influence the work behaviour.

### **THEORETICAL FRAMEWORK**

Organizational culture is defined as expansively constructed, chronicled based system of conjecture, efficacy and expound framework that usher and constrain the members of the organization to perform their roles and accosting the provocation of their circumstances.

### **FRAMEWORK COMPOSED OF THREE LEVELS**

#### **Organizational level:**

The individual enter into organization with the variegated emotion whether he/she may adapt themselves to the surroundings and establish their talents or to toil for one’s distinctiveness. The manager plays an indispensable role and communicates about the moral principles, code of behaviour, mission and vision to the employees in an organization. These things help him to develop the conception of firm and also to be cognizant of work culture.

This individual also not acquainted with the history of organization and thus has to be communicated by his superiors and fellow-workers.

**Individual level:**

At individual level, a person is impacted by several traits that guide his behaviour at all aspects. An organization composed of these individuals carries a manifold values, beliefs and assumption to form the behavioral pattern. The manager should focus the activities by knowing the dynamics of the behaviour and motivating them to support the workplace and to frame the culture.

**Departmental level:**

This represents the internal working condition of the organization. . A person with low disposition will place self-goals, own interest and benefits as his priority rather than agglomerate or collective behaviour and therefore show the capitalistic or individualistic behavior. It is necessary to actuate the employees to work as a team. The prompting of the workplace cooperation has been the abstract for the self-willed contribution of the employees to succeed in completing the independent task. The temperaments are shaped through the agglomerate and capitalistic behaviour. People with high disposition engage as a team player and cooperate with others for mutual benefits and shared goals.

**ORGANIZATIONAL CULTURE AND ITS DIMENSIONS**

The culture influence the business behaviour, Hofstede implemented his studies in the workplace to identify the culture. He collected large amount of the databases from the IBM between 1967-1973.

**Power Distance**

Power distance is the first dimension identified by the Hofstede; it addresses the inequality of the society. Some people have more social status and respect at their institutions and organization, while some have more powers than others, shows that the powers are unequally distributed. The different society has a wide range of solutions to deal with the societal inequality. According to Hofstedes research, not all the society considers inequality as a problem. In the workplace culture, the boss-subordinates relationship is considered as objective for power inequality. In larger power distance, supervisors and subordinates consider each other as unequal. The power is centralized at the top management. In smaller power distance, the subordinate and the superior relation are pragmatic. The power is decentralized among the organization.

**Individualism and collectivism**

It is the second dimension addressed by the Hofstede. It states about the organization interest and self-interest. He indicated that group interests are valued more than the interest of the individual whereas in the individualist society, individual interests are valued more than the organization interest. In the workplace culture, the individual culture act according to their interest and are accepted to match with the interest of the organization.

**Masculinity**

Every society consists of the males and females reflect the nature in terms of cultural values, gender roles and power relations. They are biologically distinct. Males are considered as taller and stronger, at the same time females are thinner and agile. In masculine culture, some occupations are gender based. They emphasis on achievements, growth and challenges in jobs. In the feminine culture, emphasized on good working conditions and job satisfaction are preferred. This dimension spotlight how the society which put into effect the stress for the achievement or nurture. Masculinity is seen to be the trait which emphasizes emulation, remuneration of wealth. The concept of masculinity recalibrate historically and culturally.

**Uncertainty avoidance**

It is the fourth dimension. All the human beings have to face the fact of unknown situations. Human society developed certain ways to deal with those situations. They are technology, law and religion. By using the technology along with their advancement people avoid the uncertainties. Law prevents the behaviour of the people. Religions are assumed to control the people's personal future.

**Long-term orientation**

In the Hofstede cultural dimension theory long term and short term orientation can be interpreted as dealing with the searching of the virtue, focusing on the future and paying attention to learning and perseverance, while the other concern with establishing the truth.

**METHODOLOGY**

**Research Design**

The purpose of a descriptive research is to examine a phenomenon that is occurring at a specific place and time. A descriptive research is concerned with conditions, practices, structures, differences or relationships that exist, opinions held processes that are going on or trends that are evident.

**Survey Research Method**

Survey research method is a design in which data is collected with questionnaires or through personal interviews with members of an identified population. A questionnaire is being framed for collecting appropriate data required for the information based on Hofstede’s five dimensions- power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity, long term/ short term orientation.

**Data Collection**

Data’s are first-hand information that are collected through questionnaires using various methods such as interviewing, mailing. The major tool used to collect data was a structured questionnaire.

**Questionnaire Design**

The questionnaire was structured and closed type questions were used. The questions formulated were clear, easy, understandable and simple. Scaling technique used here is Likert scale. Questionnaire is prepared based on the objectives framed.

**Sample Size**

A sample of 220 employees was considered for the study and data was collected.

**Simple Random Sampling Technique**

A method of probability sampling in which a sample of n elements is randomly chosen without replacement from a population of N elements.

**Hypothesis**

There is no significant relationship between intention to stay and job stress prevailing in an organization.

There is no significant difference between marital status and job security

There is no significant difference between gender and change in work task

**RESULTS**

Correlation between intention to stay in company and job stress prevailing in the organization

Hypothesis

H0: There is no significant relationship between intention to stay and job stress prevailing in an organization.

H1: There is significant relationship between intention to stay and job stress prevailing in an organization.

**TABLE REPRESENTING CORRELATION BETWEEN INTENTION TO STAY IN COMPANY AND JOB STRESS PREVAILING IN THE ORGANIZATION**

	Mean	Standard Deviation	N
Intension to stay	2.88	1.164	220
Job Stress	2.54	1.349	220

		Intension to stay	Stress
Intension to stay	Pearson Correlation	1	0.125
	Sig.(2-tailed)		0.064
	N	220	220
Job Stress	Pearson Correlation	0.125	1
	Sig.(2-tailed)	0.064	
	N	220	220

There is no significant relationship between intention to stay and job stress ( $0.064 > 0.05$ ) Accept  $H_0$  but  $r=0.125$ . From the obtained results it can be stated that stress does not affect the employees at higher rate, but the correlation confirms that stress is existing in the company. Stress at low level shows that there is good organizational culture prevailing in the organization and hence employees also have intention to continue in the same profession.

**T-TEST**

**T-Test between marital status and job security**

**Hypothesis**

$H_0$ : There is no significant difference between marital status and job security

$H_1$ : There is significant difference between marital status and job security

**TABLE REPRESENTING T-TEST BETWEEN MARITAL STATUS AND JOB SECURITY**

	MARITAL STATUS	N	Mean	Standard Deviation	Standard Error Mean
Job Security	Married	194	2.57	1.287	0.092
	Unmarried	26	2.42	1.172	0.230

		Levene's Test for Equality of Variances		t-test for equality of means		
		F	Sig.	t	df	Sig. (2-tailed)
Job Security	Equal variances assumed	0.615	0.434	0.541	218	0.589
	Equal variances not assumed					
				0.581	33.617	0.565

		t-test for equality of means			
		Mean Difference	Standard Error Difference	95% Confidence interval of the difference	
				Lower	Upper
Job Security	Equal variances assumed	0.144	0.266	-0.381	0.668
	Equal variances not assumed	0.144	0.248	-0.360	0.648

From the results obtained from the T-Test difference which is between job security and marital status, Levene's test for equality, where 0.434 is greater than 0.05, hence we see the upper value, which is 0.589, greater than 0.05, hence we accept  $H_0$ . Everyone is given job security equally; all of the employees feel secured in working in the Organization. Security is one of the basic requirement according to Maslow's hierarchy, hence this factor influences employee to work better.

**T-TEST BETWEEN GENDER AND CHANGE IN WORK TASK**

**Hypothesis**

$H_0$ : There is no significant difference between gender and change in work task

$H_1$ : There is significant difference between gender and change in work task

**TABLE REPRESENTING T-TEST BETWEEN GENDER AND CHANGE IN WORK TASK**

	GENDER	N	Mean	Standard Deviation	Standard Error Mean
Change work task	Male	122	3.06	1.173	0.106
	Female	98	2.49	1.048	0.106

		Levene's Test for Equality of Variances		t-test for equality of means		
		F	Sig.	t	df	Sig. (2-tailed)
Change work task	Equal variances assumed	0.311	0.577	3.738	218	0.000
	Equal variances not assumed					
				3.785	215.53	0.000

		t-test for equality of means			
		Mean Difference	Standard Error Difference	95% Confidence interval of the difference	
				Lower	Upper
Job Security	Equal variances assumed	0.568	0.152	0.268	0.867
	Equal variances not assumed	0.568	0.150	0.272	0.863

From the results obtained from T-Test, difference between change in work tasks and gender, P value is less than 0.05 and F value greater than 0.05, there is difference between change in work tasks and gender. Male and female employees work tasks differ according to their capabilities. Jobs based on the abilities of employees would reduce the stress, since the work is up to their knowledge, this would induce them to create interest in work.

**FINDINGS**

The frequency analysis on gender reveals that 55.4% of total sample were male and 45.5% are female employees. The frequency analysis on marital status implied that nearly 88.1% of total employees are married and only 11.8% of employees are unmarried. It has been found from the frequency analysis that there are four groups of experienced employees of total sample, where 32% of them belong to 0-5 years, 62% of them belong to above 5 to 10 years, 3% belong to above 10-15 years and 2% of them belong to above 15 to 25 years. From the obtained results of correlation, it is found that stress accounts for 1.6% of variability in intention to stay in organization. Though stress is positively correlated to intention to stay in organization, it can account only for 1.6% of variation in the organization. From the results obtained from the T-Test difference which is between job security and marital status, Levene's test for equality, where 0.434 is greater than 0.05, hence we see the middle value, which is 0.589, greater than 0.05, hence there is no significant difference between job security and marital status. From the results obtained from T-Test, difference between change in work tasks and gender, P value is less than 0.05 and F value greater than 0.05, there is difference between change in work tasks and gender.

**RECOMMENDATIONS**

From the frequency analysis it can be suggested that, female employees can be recruited in job equally to that of male employees. Single employees can be focused on jobs equally to that of married employees; since they are single their jobs take a higher interest in their lives. Hence there are more chances to have more passion towards the

work and also follow the culture and values in the organization. All the employees have respect towards organizational culture in different ways, this may be due to different educational qualifications. According to the stress level, it is well understood that there is tolerance level of stress for employees. From this it can be stated that everything is planned perfectly and along with this employees who also cooperate so that the work is being completed successfully. Hence unnecessary stress is avoided. This can be maintained and well planned work can be carried out always to meet unstressed success. Since there is various task assigned to male and female employees depending upon their capabilities. And there is also chance for change in work task for both male and female employees. There is a good cultural values prevailing between organization and employees which can be sustained to make employees work more efficiently and effectively.

## CONCLUSION

The findings of this study states that Hofstede's dimensions of organizational cultural factors has influence on employee work behavior. The main focus of this study is to make recommendations that will help managements to create, maintain, sustain and otherwise modify culture in a way that it will help improve employee work behavior. The conclusions we can deduce from the study that there is good organizational culture prevailing in the organization along which required measures have to be taken for sustaining present organizational culture which influences employee work behavior.

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