A RESEARCH PAPER ON ORGANIZATIONAL CULTURE WITH REFERENCE TO SRINIDHI MILK DAIRY

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ABSTRACT:

The culture of an organization is influenced as the organization faces and learns how to cope with external and internal challenges. Those principles are maintained as the organization's way of doing business offers an effective adaptation to environmental problems and maintains success. As a way to do business, new members are taught certain principles and ways of doing business. In any program for improving organizations and human resource policies and procedures, the culture of an organization shapes the way people behave and needs to be taken into account as a contingency factor. This is why understanding the idea of organizational culture, how it affects organisations, and how it can be handled is important for industrial sociologists as well as human resources specialists. One thing is common among most of them, despite the different meanings and viewpoints on organizational culture, and that is the mutual existence of values, philosophies, and norms. In essence, many argued that the role of organizational culture is to establish within the organization a feeling of 'esprit de corps'. To this end, this study explores organizational culture as an important topic in the area of industrial and human relations management to a large degree. This research is targeted at groups within the organization; executive leaders and key workers (change agents) who play an important role in identifying and introducing any change in the work atmosphere of the organization, as well as organizations researching academics and practitioners. This study examines the effectivess of organizational culture at srinidhi milk pvt ltd, located in Proddatur.

 Keywords: Organizational culture, organizational behaviour, employee behaviour.

INTRODUCTION:

Culture has been defined in many different ways and by many different theorists. For instance, according to Geert et al (2010) "it is the collective programming of the mind that distinguishes the members of one group or category of people from others". Kotter and Heskett (1992) noted that culture is "a set of beliefs, values and behaviour commonly held by a society, being derived from social anthropology as a framework for understanding 'primitive' societies".

Finally, Deal and Kennedy (1982) defined culture in short as "the way we do

things around here". When establishing and developing a company or other organization, an internal culture will develop step by step. The purpose of its existence is to improve solidarity and cohesion, stimulate employees' enthusiasm and creativity, and to improve the economic efficiency of an organization. Like cultures in general, organizational cultures are complex and unique. They are based their individual history, leadership and workforce.

Organization culture is a pervasive force. It is a shared set of customs, beliefs, and practices, sometimes stated as "the way do things." It is revealed in little things, such as where staff sits at the conference table for meetings or whether they wear suits or jeans to work.

Hence, in order to improve management and let an organizational culture have the right effect on employees, it is important to understand how organizational cultures affect employee behaviour.

CHARACTERISTICS OF ORGANIZATIONAL CULTURE :

1. Innovation and risk taking

2. Stability

3. Attention to detail

4. Outcome orientation

5. People orientation

6. Team orientation

7. Aggressiveness

1 INNOVATION &RISK TAKING : Degree to which employees are encouraged to be innovative and to take risks.

2 STABILITY: Degree to which activities focus on the status rather than change.

3 ATTENTION TO DETAIL: Degree to which there is concern for precision and detail.

4 OUTCOME ORIENTATION : Degree to which management emphasizes to individual.

5 PEOPLE ORIENTATION : Degree to which management decisions are sensitive to individual.

6 TEAM ORIENTATION : Degree to which work activities are organized aroundteams rather than individuals.

7 AGGRESSIVENESS : Degree to which employees are expected to be competitive than easy going

NATURE OF ORGANIZATIONAL CULTURE:

1. Observed behavioural regularities, as typified by common language, terminology, and rituals.

2. Norms, as reflected by things such as the amount of work to be done and the degree of cooperation between management and employees.

3. Dominant values that the organization advocates and expects participants to share, such as high product and services quality, low absenteeism, and high efficiency.

OBJECTIVES OF THE STUDY:
- To study the working environment in sri nidhi milk pvt ltd
- To find the impact of organizational culture on employee behaviour
- To know the employee opinion about the management
- To identify the factors that create and sustain an organization's culture
- To provide the suggestions to management and to improve organizational culture in srinidhi milk dairy

LITERATURE REVIEW

Bulach, Lunenburg, & Potter,(2012); Hellriegel& Slocum,(2011) We can summarize the effects of organizational culture on employee behaviour and performance based on four key ideas knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation. This insight provides guidance about expected future behaviours. Organizational culture can foster commitment to the organization's philosophy and values. This commitment generates shared feelings of working toward common goals. That is, organizations can achieve effectiveness only when employees share values. Organizational culture, through its norms, serves as a control mechanism tochannel behaviours toward desired behaviours and away from undesired behaviours. This can also be accomplished by recruiting, selecting, and retaining employees whose values best fit the values of the organization.

Schein (2011) Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace.

Nelson & Quick (2011) Organizational culture has four functions: gives members a sense of identity, increases their commitment, reinforces organizational values, and serves as a control mechanism for shaping behaviour.

Hofstede (2006) 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. 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.

Wagner (2005) is of view that, the shared perception of the organization's members on the life within the organization which creates a bond amongst the members. This affects their perception of their self and their work. The platform for culture is provided by values, norms and beliefs.

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.

Ernst, (2001) if an organizational culture becomes incongruent with the changing expectations of internal and/or external stakeholders, the organization's effectiveness can decline as has occurred with some organization.

Rousseau (2000) Organizational culture is also as a set of commonly experienced stable characteristics of an organization which shows the distinctive features of an organization which differentiates it from others. The organizational culture has 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. 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.

These resources give significant encounters and frameworks to affiliations wanting to additionally foster laborer responsibility and upkeep methodology. By sorting out the drivers of responsibility and addressing the secret components that add to turnover, affiliations can foster a more moved, committed, and valuable workforce.

RESEARCH METHODOLOGY

RESEARCH DESIGN : The Research Design utilized in the Study is Descriptive type, by the Survey method. Descriptive Research is precisely and deliberately portraying the qualities or ways of behaving of a noticed peculiarity or on the other hand a specific populace. It additionally supports investigating the connections which might exist between different peculiarities. Overview research accumulates information about individuals' ways of behaving, mentalities, sentiments, and convictions, using meetings and surveys. The review configuration, utilizing a normalized poll, is viewed as the most suitable examination plan to gather information about individuals and their discernments, perspectives, and ways of behaving in a precise way, supporting the quantitative strategy.

SAMPLING DESIGN: Here, as per the study purposive sampling was focused mostly on the opinions of Employees who are working in the Indian Cements Limited. Purposive examining is a non-likelihood testing methodology in which tests are picked in view of the qualities of the populace and the review's points.

SAMPLE ELEMENT: EMPLOYEES

SAMPLE SIZE: 50

DATA COLLECTION &PROCEDURE:

For collection of Primary Data, a well-structured Questionnaire has been distributed to 50 Employees in the Industry. The Questionnaire consisting of both Open ended &close ended type for getting the various opinions among Respondents. Whereas Secondary Data collected as per the sources of various websites, journals, books relevant to the study.

For the flow study, a quantitative examination configuration was utilized, in which information was gathered from various respondents through both essential and auxiliary examination, and afterward assessed and pictured utilizing different outlines and graphs.

QUESTIONARY

1. What does a good work environment look like to you?
2. What areas do you think we as an organization can improve upon?

3. Do you think your organization cares about you as a person?
4. Do you understand how your performance is measured?
5. Are you confident in the overall effectiveness of your immediate manager?
6. Do you see yourself growing and developing your career at this company?
7. What do you think is the organization's biggest strength?

DATA ANALYSIS
WORKING ENVIRONMENT IN SRINIDHI

| factors	working environment in srinidhi	no of respondents
good	50%	25
average	35%	18
bad	15%	7
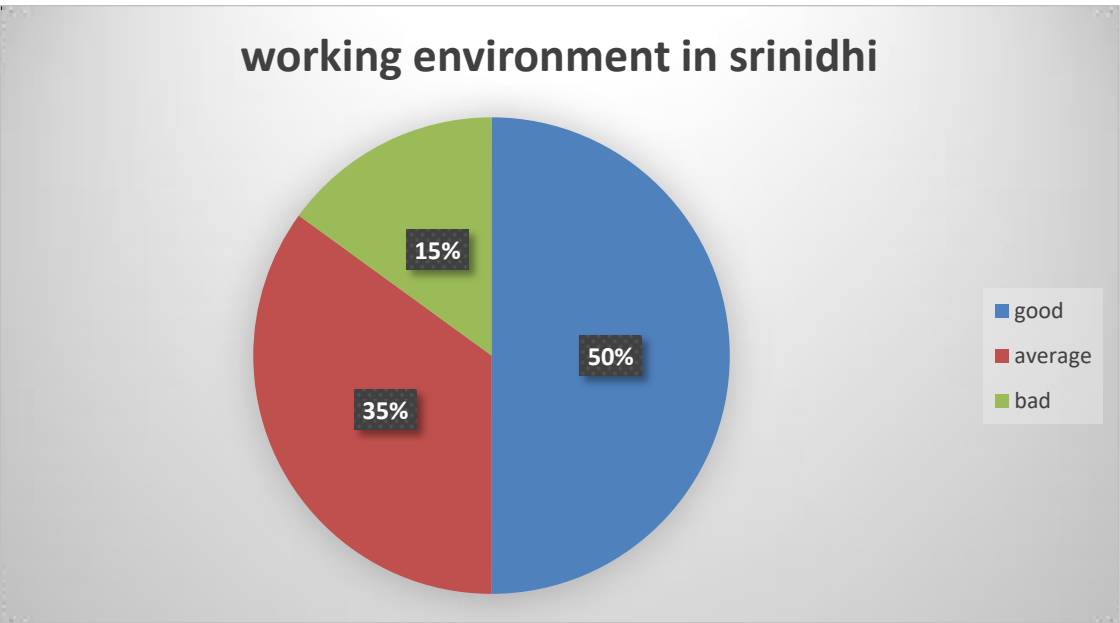
INTERPRETATION

As per the research of the working environment in srinidhi milk dairy.50% of employees choose working environment is good,35% of employees choose working environment is average,15% of employees choose working environment is bad.

EMPLOYEE OPINION ABOUT MANAGEMENT

FACTORS	EMPLOYEE OPINION ABOUT MANAGEMENT	NO OF RESPONDENTS
EFFECTIVE	70%	35
AVERAGE	25%	13
INEFFECTIVE	5%	2
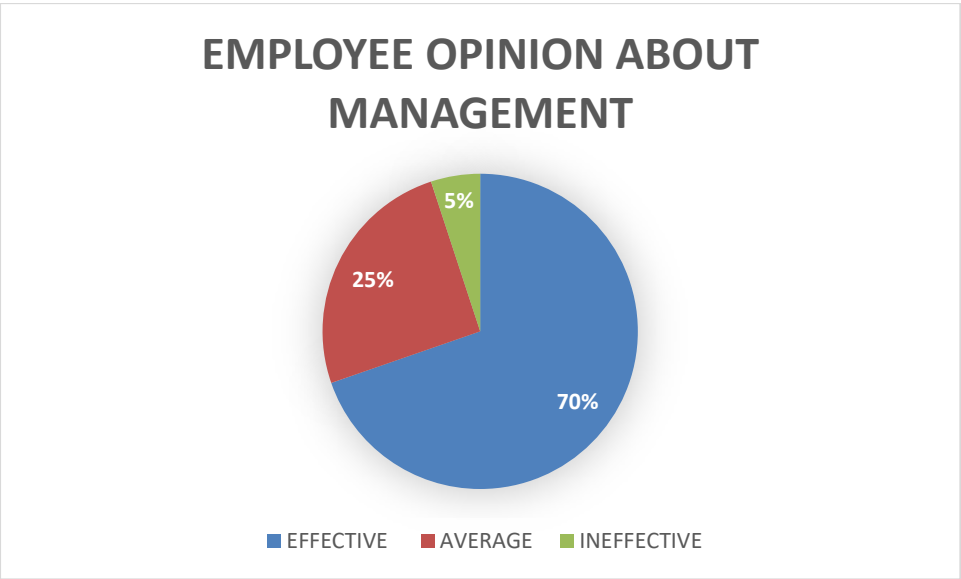
INTERPRETATION

According into the research of the employee opinion about management in srinidhi milk dairy.70% of employees are choosing employee opinion about management is effective,25% of employees are choosing employee opinion about management is average,5% of employees are choosing employee opinion about management is ineffective.

FACTIORS THAT CREATE AND SUSTAIN AN ORGANIZATION'S CULTURE

FACTORS	factors that create and sustain an organization's culture
LEADERSHIP	28%
EMPLOYEE ENGAGEMENT	22%
COMMUNICATION	22%
TRAINING AND DEVELOPMENT	17%
RECOGNITION AND REWARDS	11%

factors that create and sustain an organization's culture

- LEADERSHIP 28%
- EMPLOYEE ENGAGEMENT 22%
- COMMUNICATION 22%
- TRAINING AND DEVELOPMENT 17%
- RECOGNITION AND REWARDS 11%

INTERPRETATION

According into the research of the factors that create and sustain an organization's culture in srinidhi milk dairy.28% of employees are choose the leadership,22% of employees are choose the employee engagement,22% of employees are choose the communication ,17% of employees are choose the training and development,11% of employees are choose the recognition and rewards.

TO FIND THE IMPACT OF ORGANZATIONAL BEHAVIOUR ON EMPLOYEE BEHAVIOUR

FACTORS	TO FIND THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE BEHAVIOR
EXCELLENT	27
GOOD	9
AVERAGE	8
BAD	6
Total	50

TO FIND THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE BEHAVIOR

■ EXCELLENT ■ GOOD ■ AVERAGE ■ BAD ■ Total

INTERPRETATION

Regarding the above data,27 of employees are choose the excellent, 9 of employees are choose the good, 8 of employees are choose the average, 6 of employees are choose the bad.

Does the organization helps you to achieve the goals ?

Category	Respondence	percentage
Agree	30	65%
Disagree	15	27%
Neutral	5	8%

Chart Title
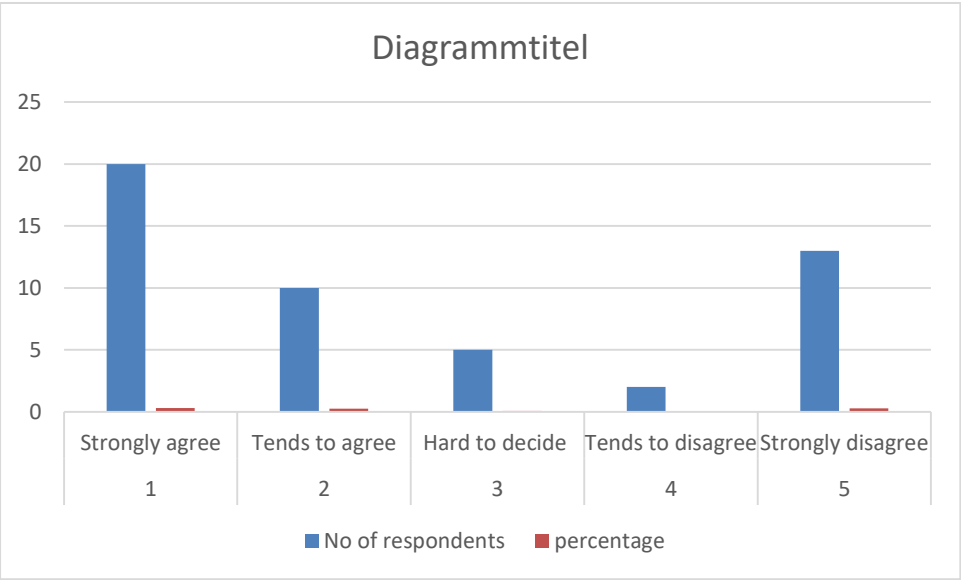
■ Respondence ■ percentage
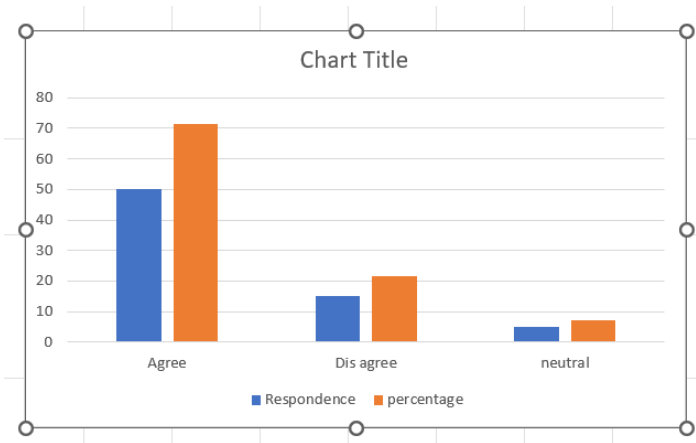
INTERPRETATION

Regarding to above data, we conclude that 65% of employees are agreed ,27% of employees are not agreed where 8% employees are neutral.

People work well together in this factory?

| s.no	Particulars	No of respondents	percentage
1	Strongly agree	20	34%
2	Tends to agree	10	26%
3	Hard to decide	5	8%
4	Tends to disagree	2	4%
5	Strongly disagree	13	28%
Total			100%

INTERPRETATION

From the above table it is interpreted that the number of respondents strongly agree are 34%, 26% are tend to agree, 8% are hard to decide, 4% are tend to disagree, 28% strongly disagree.

RESPONDENT INCOME

	NO OF RESPONDENTS	PERCENTAGE
Below 40000	8	16%
41000-70000	6	12%
71000-100000	27	54%
101000 above	9	18%
Total	50	100%
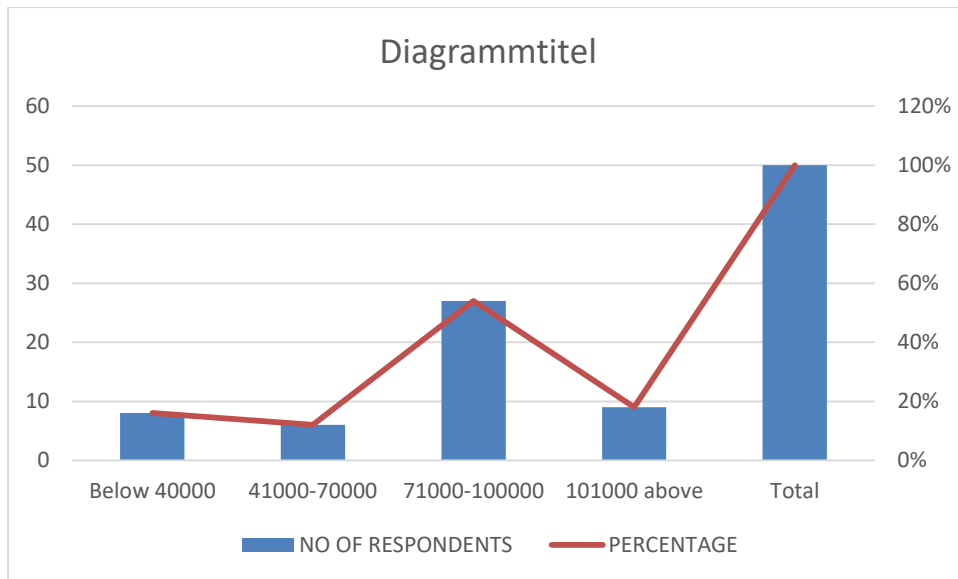
INTERPRETATION

The study clearly states that the income is also an important parameter in purchasing the tractors. It was noticed that among 27 respondents 54% are in the income group of rupees 71000 to 100000, 12% are in below rs. 41000-70000 and 16% are in below rs. 40000-income group

FINDINGS

➢ As part of research I find out that " working environment in srinidhi" is good because a major employees are choosen the 'Good' option
➢ By the research I came to know that employee opinion about management is effective
➢ According into the research "Leadership and recognition & rewards" are the factors that create and sustain an organization's culture in srinidhi milk dairy
➢ The result of positive organizational culture increased productivity, job satisfaction among the employees in srinidhi dairy
➢ As part of research most of the employees are working for an organization to achieve the goals
➢ We conclude that the employees are strongly agree for willing to work well together in an srinidhi milk dairy

SUGGESTIONS

• Flexible work schedule let employee decide when and where they work can help in employee satisfaction
• Encourage teamwork , clear communication, create loyalty among the employees can help in make the management is more effective

- Identify the effectiveness of the factors that helps in improve organization culture and make the implementation properly
- Work life balance makes the employee more productive in the organisation
- Some of the employers have complained about inter personal skills, supportive of change and supervisor not encouraging suggestion for improvement
- The overall experience index from the study reveals that the factory is performing very well and has good organizational culture and behaviour

CONCLUSION

The culture within an organization is very important, playing a large role in whether it is a happy and healthy environment in which to work. In communicating and promoting the organizational ethos to employees, their acknowledgement and acceptance of it can influence their work behavior and attitudes.

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