ORGANIZATION CULTURE PRACTICES TOWARDS EMPLOYEE’S

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ABSTRACT
Information technology is one of the biggest and successful industries across globe. Millions of people are employed in the information technology industry, in Asia, Software Development is best in India for the best quality of service in lower cost. A large part of India's success in the information technology sector is due to the crucial role played by State Karnataka in promoting and providing a boost to Information Technology so Bangalore has been known as India's Silicon Valley. Organization Culture and Conflict are essential variables which directly influences information technology industry. To understand importance of variable in the IT Organization, it is necessary to study Organization Culture and factor influencing it. A study was conducted using set of questionnaires framed by the psychologists. The regression analysis has been used for finding the impact of organization culture towards employee’s job efficiency in information technology industries.

Key words: Organization culture, job efficiency, information technology, induction activities

INTRODUCTION
The only thing constant in this world is change. As more generations of young people continue to dominate the business realm globally, the field of information technology also rises to the occasion. The terms Information Technology is defined as the skill being used for analyzing, understanding, developing, planning, creating, testing, allocating, supporting and operating computer hardware, software and other computer- related structures existing for the resolution of statistics, data and knowledge processing; Information technology refers to the use of latest technology updates the world has to offer in gathering information by means of communicating effectively, although some aspects of it requires through analysis to avoid misconceptions. As the era of information-driven technology constantly changes the way mankind approaches the corporate world, particularly in doing business transactions, the continuous advancement of other information technology sub-fields such as multimedia and programming, are considered to be the one responsible for the success of companies like Microsoft, Apple and Intel.

It is a matter of great significance as to what happens when one company or organization merges with another organization. The same significance is attached, even when acquisitions and take-over’s happen. It is not the matter of physical merger or take-over. It is also not the question if there is a match in products and services offered by the two companies, ready for merger or acquisition. Several studies have been made as to what happens to the resultant organization culture.

Weber et al (1996) state that culture can play a crucial role in determining the success or failure of mergers and acquisitions, especially when it comes to post merger integration and realization of the synergies that the two partner companies expected to gain before the merger or acquisition.
Thomas A Stewart et al (2005) and Eric Krell (2001) have indicated regarding the analyses made in the field of mergers and acquisition vis-à-vis organization culture as follows. Some analysts report that as many as two thirds of corporate mergers fail to generate a greater market value than the sum of their previous parts. A large part of the cause lies in the difficulty in merging corporate cultures.

Miach R kee (2003) indicates that there is evidence that these dominant cultures can have a positive impact on desirable outcomes such as successfully conducting mergers and acquisitions there are many mergers and acquisitions across the world in post globalization era. However such mergers and acquisitions can take place, in the days to come also with much more vigor. Though the products / services of the ‘to be acquired’ organization may be the initial attraction for acquisition, it is the organization culture, that matters much, even at a later date.

**Organization Culture:** Organizational culture is the behaviour of humans who are part of an organization and the meanings that the people attach to their actions. Culture includes the organization values, visions, norms, working language, systems, symbols, beliefs and habits. It is also the pattern of such collective behaviours and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

**Deal and Kennedy Model:** Deal and Kennedy (1982) defined organizational culture as the way things get done around here.

Deal and Kennedy created a model of culture that is based on 4 different types of organizations. They each focus on how quickly the organization receives feedback, the way members are rewarded, and the level of risks taken:

1. Work-hard, play-hard culture: This has rapid feedback/reward and low risk resulting in: Stress coming from quantity of work rather than uncertainty. High-speed action leading to high-speed recreation. Examples: Restaurants, software companies.
2. Tough-guy macho culture: This has rapid feedback/reward and high risk, resulting in the following: Stress coming from high risk and potential loss/gain of reward. Focus on the present rather than the longer-term future. Examples: police, surgeons, sports.
3. Process culture: This has slow feedback/reward and low risk, resulting in the following: Low stress, plodding work, comfort and security. Stress that comes from internal politics and stupidity of the system. Development of bureaucracies and other ways of maintaining the status quo. Focus on security of the past and of the future. Examples: banks, insurance companies.
4. Bet-the-company culture: This has slow feedback/reward and high risk, resulting in the following: Stress coming from high risk and delay before knowing if actions have paid off. The long view is taken, but then much work is put into making sure things happen as planned. Examples: aircraft manufacturers, oil companies.

**Information Technology in India:** The Information technology industry in India has gained a brand identity as a knowledge economy due to its IT and ITES sector. The IT–ITES industry has two major components: Services and business process outsourcing (BPO). The major cities that account for about nearly 90% of this sectors exports are Bangalore, Chennai, New Delhi, Mumbai, Hyderabad, Coimbatore, Pune and Kolkata. Export dominate the IT–ITES industry, and constitute about 77% of the total industry revenue. Though the IT–ITES sector is export driven, the domestic market is also significant with a robust revenue growth. Generally dominant player in the
global outsourcing sector, however, the sector continues to face challenges of competitiveness in the globalized world, particularly from countries like China and Philippines. India's growing stature in the Information Age enabled it to form close ties with both the United States of America and the European Union. However, the recent global financial crises have deeply impacted the Indian IT companies as well as global companies. As a result hiring has dropped sharply, and employees are looking at different sectors like the financial service, telecommunications, and manufacturing industries, which have been growing phenomenally over the last few years.

Review of literature

Handy (1985) has thus identified the following types of organizational culture viz. Power culture, Role culture, Task culture and Person culture Strategy of an organization is obviously embedded in the organization culture. A change in some or many components of organizational culture will have a direct bearing on organizational strategy. However, vision as an important component of strategy should be credible as well as interesting. In this context it should also be noted that the credibility or the interest is in turn dependent on the cultural mould on which the employees are made.

David Mach et al (2002) states that-Even though some firms have had a culture in place to anticipate change, moving to a new culture or changing old cultures can be quite difficult: a case can even be made that it really can’t be done successfully. Predictable obstacles include entrenched skills, staffs, relationships, roles, and structures that work together to reinforce traditional cultural patterns.

Joanne Martin (1992) states that-as individuals come into contact with organizations, they come into contact with dress norms, stories people tell about what goes on, the organization’s formal rules and procedures, its formal codes of behaviour, rituals, tasks, pay systems, jargon, and jokes only understood by insiders, and so on. These elements are some of the manifestations of organizational culture.

Buth et al (2005) have indicated about the use of stories and symbols in Microsoft. They have indicated thus as- Microsoft is a large and powerful company, but it may have reached a midlife crisis and likely will need a cultural adjustment to stay in tune with changes in key environmental sectors.

While any change in behaviour is construed as learning, so also the changes in the organizations occur because of learning, personality changes of individual members. One such observation, regarding formation of uniformity of behaviour leading to stagnation, is made by Kelvin Fcross.

John child (2002) and John Glynchs et al (2002) makes the following observation. Sometimes an organization determines that its culture has to be changed. For example, the current environmental context has undergone drastic change and either the organization must adapt to these new conditions or it may not survive.

Stanley Homes et al (2004), Jeffrey E Garten (2004), Sol Price et al (2003), Amy Tsao (2003), Gray (2003), Jon Gertner (2003) state that norms are generally enforced only for the behaviours viewed as most important by most group members. Norms essential to accomplishing the organization’s objectives are called pivotal norms. Norms that support and contribute to the pivotal norms but are not essential to the organization’s objectives are called peripheral norms.
Organizational culture does act as a social control, a control towards culture appropriate behaviour of employees.

**Statement of the problems:** Culture change is impacted by a number of elements, including the external environment and industry competitors, change in industry standards, technology changes, the size and nature of the workforce, and the organization’s history and management.

**Objectives of the Study:** To understand the impact of the organizational cultural with respect to the outcomes of organization efficiency in IT Industries

**Research Questions of the study:** The questions are mainly based on the Organizational culture in the IT Industries and how the culture factors will be effect the Job Efficiency. The following research questions will provide more detail on this study

- How employee’s morale will increase the Job Efficiency for employees in IT Industry?
- How Organizational culture is affect with Job Efficiency?

**Scope of the Study:** This study will explain various topics in the organization behaviour and this study is base on the Organization culture towards Job Efficiency of employees in the IT Industry in India (Bangalore)

**Significance of the Study:** The Significance of the study, first, although there are empirical studies that have been done abroad with regards to the issues that cause for the employees in Information Technology (IT) Industries and the study has been done in the India. The result of this study would add to the body of knowledge, specifically in the field of Organization Behaviour in the IT Industries.

**HYPOTHESES**
- $H_1$: Organizational culture will influence the job stress and employees morale
- $H_2$: Organizational culture has direct effect on job efficiency

**METHODOLOGY**
- Primary data: Questioners, personal interview, discussion, company’s personal manual, Company reports
- Secondary data: Magazines, Newspaper, articles, journals
- Questionnaires: Likert Scale
- Sampling: Quantitative sampling
- Sampling Type: Probability Sampling- Stratified Sampling

**SAMPLING**
- Unit of Analysis: Individual employees
- Sample: Employees from IT/ ICT companies employees
- Respondent: Employees at mid management level that have served at least one year in the company
- Location: Bangalore

**Sampling Technique:** Data analysis: Regression analysis
DATA ANALYSIS:

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Skewness</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my company vision and mission has been explained to me</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.0400</td>
<td>.78142</td>
<td>-.071</td>
</tr>
<tr>
<td>I am extremely satisfied for working in this company</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.1800</td>
<td>1.00387</td>
<td>.001</td>
</tr>
<tr>
<td>Information is widely shared so that everyone can get the information he or she needs when it’s needed</td>
<td>50</td>
<td>1.00</td>
<td>4.00</td>
<td>3.1000</td>
<td>.81441</td>
<td>-.661</td>
</tr>
</tbody>
</table>

Table no.1: Mean and standard deviation for the variables

<table>
<thead>
<tr>
<th></th>
<th>Skewness</th>
<th>Kurtosis</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Std. Error</td>
<td>Statistic</td>
</tr>
<tr>
<td>In my company vision and mission has been explained to me</td>
<td>0.337</td>
<td>0.146</td>
</tr>
<tr>
<td>I am extremely satisfied for working in this company</td>
<td>0.337</td>
<td>-0.346</td>
</tr>
<tr>
<td>Information is widely shared so that everyone can get the information he or she needs when it’s needed</td>
<td>0.337</td>
<td>0.046</td>
</tr>
</tbody>
</table>

Table2: Skewness and Kurtosis for the variables

<table>
<thead>
<tr>
<th></th>
<th>In my company vision and mission has been explained to me</th>
<th>I am extremely satisfied for working in this company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>In my company vision and mission has been explained to me</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>I am extremely satisfied for working in this company</td>
<td>0.121</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>In my company Vision and Mission has been explained to me</td>
<td>0.202</td>
</tr>
<tr>
<td></td>
<td>I am extremely satisfied for working in this company</td>
<td>0.202</td>
</tr>
<tr>
<td>N</td>
<td>In my company Vision and Mission has been explained to me</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>I am extremely satisfied for working in this company</td>
<td>50</td>
</tr>
</tbody>
</table>

Table 3: correlations of the variables
Model Summary

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.621</td>
<td>0.701</td>
<td>0.691</td>
</tr>
</tbody>
</table>

Table 4: summary of the R values for the variables

Predictors: (constant), I am extremely satisfied for working in this company
Dependent variable: In my company vision and mission has been explained to me

ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
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</thead>
<tbody>
<tr>
<td>Regression</td>
<td>0.436</td>
<td>1</td>
<td>0.436</td>
<td>0.710</td>
<td>0.404</td>
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<tr>
<td>Residual</td>
<td>29.484</td>
<td>48</td>
<td>0.614</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>29.920</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5: ANOVA table

Histogram

Dependent Variable: In my company Vision and Mission has been explained to me

Figure 1: Regression analysis between the variables
RESULTS AND DISCUSSIONS

- From the study it is found that there has been an overall satisfaction of employees for the company they are working which is good for both the company and the employees.
- It is found from the study that majority of the employees think that the work is stress-full, and some also think that the work is boring because of doing repetitive job daily.
- It is also found that the employees are not satisfied with some of the company affairs like employee recognition to a great extent and employee benefits and working conditions
- The study reveals that the reward for better performance to the employees is insufficient.
- The study also shows that majority of the employees are satisfied with the present style of management in the company.
- It is found form the study that Suggestion schemes are encouraged to a certain extent in some companies and this shows that the company is open for ideas and suggestions given by the employees, which is very beneficial for the company’s betterment and also employee’s welfare.
- The study show that there is no much threat of being thrown away form job unless and the employees view their job as safe and secure.
- Form the study it is found that employees feel that they lack recognition from their superiors which can be termed as one of the causes for the high turnover. Employees are happy and feel good and perform better only when they are recognized.
- Form the study it appears as though the formal jobs are not structured efficiently leading to an imbalance between work life and personal life as the fair & poor ratings exceed that of the good and excellent ratings
CONCLUSIONS

- The following conclusions have been made based on the findings acquired. The conclusions are in line with the objectives stated for the purpose of the research:
- The first objective of this research was to determine the reasons for the high rate of turnover which were lack of high salary and benefits for the employees and there are no opportunities for career growth.
- The second objective of this research was to identify the department/grade where rate of employee turnover is abnormally high. The research revealed that the turnover rate was high at the initial stage of working of the employees.
- The third objective was to check the level of satisfaction among the employees in the organization and so it was found that the employees had a healthy relationship with their peers.
- The employee perception towards the Information technology industries on varies from person to person and also varies with the level of experience and what kind of job they are doing in the organization.

BIBLIOGRAPHY

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