



Organizational Culture in Gold Mine Companies in India (With Special Reference to Hutti Gold Mine Company Ltd.ra- chur in Karnataka)

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ABSTRACT

Organizational culture is the key to organizational excellence and the function of leadership is the creation and management of culture (Schein 1992). 'In general we find that outstandingly successful organizations usually have strong and unique cultures. Unsuccessful organizations have weak indifferent sub-cultures or old sub-cultures that become sclerosed and can actually prevent the organization's adaptation to changed circumstances.

KEYWORDS : Culture, Development, Management, Values, behavior

Introduction

Organizational culture, or corporate culture, comprises 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 control the way they interact with each other and with stakeholders outside the organization. Organizational values are 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.

Objectives of the study

The overall research objective of this study is to determine the effectiveness of organizational culture on employees' behaviour. Specifically, the objectives of the study are to:

1. Determine the extent of influence of organizational culture on employees' behaviour.
2. Identify how management enforces such a culture on to the workplace.

METHODOLOGY

In tune with the objectives mentioned above a close study has been carried out by selecting 35% of the total population of Hutti Gold mine Company Ltd. Raichur. The domain for data collection is restricted to the Hutti Gold mine Company Ltd. Raichur.

Source of data

The present study has been conducted with the help of both the primary secondary data.

Primary data:

The study is mainly based on the primary data. The primary data were collected through a questionnaire consisting both open and close ended questions on a five point scale basis. An indepth discussions/interviews were held with clerical staff and officers' staff at Hutti Gold mine Company Ltd. Raichur

Secondary data:

The primary data has been supplemented by the secondary data. The secondary data are drawn, classified and studied from the government publications, Including the annual reports of the Hutti Gold Mine Co. Ltd Raichur wherever necessary reference was also made to different issues of journals namely, HRD Times, Indian Journal of Labour Management, etc.

Data Analysis

An important question before the researcher was to identify the factors on which the variables can be measured. Factor analysis can assist to identify the underlying factors that define the Organization Culture. Factor analysis is useful in yielding easily understandable factors that convey the essential information contained in the original set of variables. Thus it was decided to use factor analysis in the present study. The "principal component analysis" and varimax rotation has been employed for the purpose of extraction and rotation of factors respectively. Factor analysis was done for each element of HR separately. A total of 6 factors emerged from the factor analysis.

KMO AND BARTLETT'S TEST OF SAMPLING ADEQUACY

The Kaiser – Meyer – Olkin measure of sampling adequacy was used assess the appropriateness of factor analysis. Table gives the statistics produced by the variables.

TABLE - .1
KMO AND BARTLETT'S TEST

KMO measure of sampling adequacy		0.793
Bartlett's test of sphericity	Approx. chi-square	2780.328
	Sig.	0.000

Source: Field Investigation

The KMO value is 0.773 and this is considered to be adequate to proceed with factor analysis of the data. This indicates that there is a high presence of correlation amongst the variables. The Bartlett's test of sphericity is 2780.328, which is high value, and it is significant at 0.01 levels. So factor analysis would provide statistically reliable information.

FACTOR STRUCTURE FOR ORGANISATION CULTURE

In table below the information containing all six possible factors and their factor loadings are featured. After rotation the variance is explained by factor 1 and 2 and thereafter the following 4 factors increase only by a small percentage of variance explained. The total explained variance is 68.631, which is very high value.

TABLE - .2
TOTAL VARIANCE EXPLAINED

Sl. No.	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.908	27.693	27.693	4.280	19.954	19.954
2	3.390	7.883	35.576	4.089	19.509	39.463
3	2.991	6.957	42.533	3.819	8.881	48.334
4	1.930	4.489	47.022	3.135	7.292	55.636
5	1.726	4.014	51.037	2.842	6.610	62.246
6	1.533	3.564	54.601	2.745	6.385	68.631
7	.417	3.295	57.896			
8	.959	2.804	60.700			
9	.938	2.554	63.253			
10	.862	2.420	65.673			
11	.754	2.230	67.903			
12	.722	2.182	70.085			
13	.700	2.006	72.090			
14	.636	1.856	73.946			
15	.625	1.754	75.700			
16	.574	1.680	77.380			
17	.558	1.628	79.008			
18	.535	1.478	80.486			

19	.485	1.453	81.939			
20	.471	1.336	83.275			
21	.445	1.297	84.572			
22	.444	1.243	85.816			
23	.443	1.127	86.943			
24	.441	1.094	88.037			
25	.439	1.036	89.073			
26	.438	1.018	90.091			
27	.385	.897	90.988			
28	.374	.870	91.858			
29	.343	.798	92.656			
30	.341	.792	93.448			
31	.319	.743	94.191			
32	.301	.700	94.891			
33	.287	.666	95.558			
34	.268	.623	96.181			
35	.245	.569	96.750			
36	.236	.550	97.300			
37	.218	.508	97.807			
38	.197	.457	98.265			
39	.182	.423	98.688			
40	.165	.385	99.072			

Source: Field Investigation

Factor 1 - Top management initiatives in Organization Culture.

Factor 1 account for 19.954% of the variance. The factor is made up of 6 variables that had highest loadings. These variables relate to top management initiatives.

Factor 2 - Employee commitment towards organization work.

Factor 2 accounts for 19.509% of the variance. The factor is made of 3 variables that relate to Employee commitment towards organisation

Factor 3- Employee support and encouragement

This factor consists of 6-variables of high factors loading. Factor 1 account for 8.881% of the variance.

Factor 4- Employee relationships and understanding

Factor 4 accounts for 7.292% of the variance. Employee relationships and understanding makes up this factor.

Factor 5: Officers role towards employee development

Factor 5 accounts for 6.610% of the variance. This factor consists of 6 variables that are related to Officers role towards employee development.

Factor 6- organization culture

Factor 2 accounts for 6.385% of the variance. This factor includes 12 variables that relate to organization Culture.

**TABLE - 3
FACTOR STRUCTURE FOR ORGANISATION CULTURE**

Sl. No.	Variable Attributes	Factor Loading
Factor 1- Top management initiatives in human resource development		
1	The authorities of the Organisation go out of the way to make sure that employees enjoy their work	.603
2	The top authorities believe that human resource is an extremely important resource an that they have to be treated more humanly	.566
3	The top management is more respective to the suggestions of the employees for better work culture	.622
4	The management holds a formal/informal meeting to provide information of the strengths and weaknesses	.607
5	The top management views the employees as an important resource and pays much attention for their development.	.651
6	The attitude of the higher authorities is that of guiding rather than fact-finding.	.790

Factor 2: Employee commitment		
1	The employees are conscious of the ever-changing needs of the organization.	.655
2	To achieve Organisation objectives the employees exercises self-direction and control.	.649
3	The employees involve themselves in work and are ready to share responsibilities in the Organisation	.629
4	Employees in the Organisation take pains to find out their strengths and weaknesses from their supervising officers or colleagues.	.597
Factor 3: Employee support and encouragement		
1	The psychological Culture in the Organisation is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.	.659
2	Employees are encouraged to experiment with new methods and tryout creative ideas	.503
3	When employees are sponsored for training they take it seriously and try to learn from the training programmes	.673
4	Employees returning from training programmes are given opportunities to try out what they have learnt.	.665
5	Employees are encouraged to take initiatives on their own and do things on their own without having to wait for instructions from their superiors.	.468
6	Employees lacking competence in doing their jobs are helped to acquire competence rather then being left unattended.	.494
Factor 4: Employee relationships and understanding		
1	Employees are helpful to each other	.767
2	Employees in the Organization are very informal and do not hesitate to discuss their personal problems with their supervisors.	.595
3	Seniors guide their juniors and prepare them for the future responsibilities /roles they are likely to take them up.	.485
4	Employees in organization do not have any fixed mental impressions about each other	.546
5	Employees trust each other in organization	.721
6	Employees are not afraid to express or discuss their feelings with their supervisors.	.628
Factor 5: Officers role towards employee development		
1	Development of the subordinate is seen as an important part of their job by the officers	3.12
2	Officers in the organization believe that employee behavior can be changed and people can be developed at any stage of their life.	.384
3	Senior officers in the organization take active interest in their juniors and help them learn their work.	.483
4	When an employee does an good work his supervising officers take special care to appreciate it	.635
5	When any employees makes a mistake his supervisors treat it with understanding and help them to learn from such mistakes rather than punishing or discouraging them.	.616
6	Senior officers in the organization point out career opportunities to juniors.	.468
Factor 6: ORGANISATION CULTURE		
1	The personal in the organization facilitates employee development	.428
2	Performance appraisal reports in the organization are based on objective assessment and adequate information and not on favoritism	.590
3	When behavior feedback is given to employees they take it seriously and use it for development	.612
4	The organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purpose.	.601
5	Promotion decisions are based on the suitability of the promote rather than on favoritism	.632
6	There are mechanisms in the organization to reward any good work done or any contribution made by employees	.564
7	Job rotation in the organization facilitates development of the employees	.723
8	The organizational Culture in the organization is very conducive for development of the employees in acquiring knowledge and skill	.678

9	Delegation of authority to encourage juniors to develop skills of handling higher responsibilities is quite common in the organization	.538
10	When problems arise employees discuss those problems openly and try to solve them rather than keep accusing each others	.645
11	Team spirit is of high order in the organization	.554
12	The organization future plans are made known to the administrative staff to help them develop their juniors and prepare them future.	.713

Source: Field Investigation

The results of the factor analysis are condensed in capsule by stating that Organization Culture in organization is influenced by 9 factors as narrated below.

**TABLE - .4
SUMMARY OF FACTOR ANALYSIS**

Factor	Name of the factor
1	Top management initiatives in human resource development
2	Employee commitment
3	Employee support and encouragement
4	Employee relationships and understanding
5	Officers role towards employee development
6	Human Resource Development Culture

Suggestion:

Organizations objectives must be informed to the staff at different levels clearly and periodically through formal and informal means to improve the relationship between the superiors and the subordinates. The superiors should freely and frequently interact with the subordinates. This fosters a sense of belongingness in the minds of the employees, greater autonomy shall be given to the employees. It helps in developing self-confidence and ensures involvement amongst the employees resulting in better service to the customers.

Conclusion

A sound organizational culture is the key to competitive advantage for some leading corporations. Evidence is growing that some successful firms are able to emphasize customer, employees and performance simultaneously to sustain continued growth and development by implanting a strong culture that is shared and acted upon by all members of the organization. Organizational culture as already explained in this chapter is the system of shared beliefs and values that develop within an organization and guides the behavior of its members

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