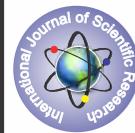


A STUDY ON ORGANISATION CULTURE AND ITS IMPACT ON EMPLOYEES IN TNPL (TAMIL NADU NEWS PRINT AND PAPER LIMITED) AT KARUR



HRM

KEYWORDS: organization culture, simple random technique, TNPL - KARUR

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ABSTRACT

The study tells about the organization culture of Tamil Nadu News Print and Paper Limited (TNPL) The sampling technique used for this study is simple random technique. The samplings are collected from the employees of TNPL. The tools used for this study is percentage analysis and chi-square test. Sampling size of this study is 122. This study reveals that organizational culture is well and good in TNPL, which makes the employees, to feel that they are working in good organization

1. INTRODUCTION:

Organizational culture is the behaviour of humans within an organization and the meaning that people attach to those behaviours. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, 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.

Organisational culture is defined as a pattern of basic assumptions invented, discovered or developed by a given group, as it learns to cope with the problem of external adaption and internal investigation that has worked well enough to be considered valid and therefore is to be taught to the new members as the correct way to perceive, think, and feel in relation to those problems. Organisational culture is a set of shared understanding, norms, values, attitudes and beliefs of an organisation which can foster or impede change

When people join organisation, they bring them the values and beliefs that they have been taught. quite often, however these values and beliefs are insufficient for helping the individual succeed in the organisation. The person needs to learn how the particular enterprise does things

A common misconception is that an organisation has a uniform culture. However, at least as anthropology uses the concept; it is probably more accurate to treat organisation "as if" they had a uniform culture. "All organisations have culture, in the sense that they are embedded in specific societal cultures and are part of them".

According to this view, organisation would have to share this perception. However, all may not do so to the same degree. As a result, there can be a dominant culture as well as subcultures throughout a typical organisation

A dominant culture is a set of core values shared by a majority of the organisation's members. The values that create dominant culture in organisations help guide the day to day behaviour of the employees. Important, but often overlooked, are the subcultures in an organisation. A subculture is a set of values shared by minority, usually a small minority of the organization's members. Subcultures typically are a result of problems or experiences that are shared by members of a department or unit. Subculture can weaken and undermine an organisation if they are in conflict with the dominant culture and overall objectives. Successful firm, however find that this is not the case always. Most subcultures formed to help the members of a particular group deal with the specific day-to-day problem with they confronted. the members may also support many, if not all, of the core values of the dominant culture

2. REVIEW OF LITERATURE

Collins and Pores(2000) identified that organizational culture always refers to a system of shared meaning held by members of the society that distinguish one organization from other organizations. The members believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organization's culture can be captured indifferent basic characteristics

Sirajudeen.M, MohamedIrshath, Tamilenth.S (2012) says that the purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees point of view and also to assess their behaviour with respect to that the existing culture. The culture of an organisation has an impact on employees satisfaction

Dr.P.Karthikeyan, Ms.S.Gomathi, Ms.N.Gayathri (April2014) according to them the climate of an organization plays a vital role in moderating the culture of an organization. The study was undertaken with an aim of understanding the impact of organization climate and organization culture on job satisfaction of the employees and to identify the expectations of the employee

Edgar H.Scheinsloan, school of management, says that how culture should be defined and analysed if it is to be of use in the field of psychology

Shili sun, School of foregin language London University, (vol 3, no12, Dec-2008) says that organization culture as one of the 'stable factors', culture within an organization is playing a critical role in the organization's everyday operation

Fakharshahzad, ZahidIqbal, Muhammad Gulzar, says that the culture of organization has the significant positive impact on employees job performance. Employee participation is a most important factor for achieving organizational goal

According to Needle (2004), 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. Corporate culture on the other hand refers to those cultures deliberately created by management to achieve specific strategic ends

Kane-urrabazo(2006) says that an organization with a strong culture has a system that illustrates how employees are to behave most of the time. In a weak culture, employees are spending most of their workday trying to figure out what to do and how to do it

Cuonget al(2008) Organizational culture is a pattern of shared values and beliefs that helps members of an organisation to understand the organizational activities

3. RESEARCH METHODOLOGY:

3.1 Objectives of the study:

- To study whether Employees participation in management decision positively influences employees behaviour
- To study whether organization culture has significant impact on employee's job performance

3.2 Statement of the problem:

Organization culture problem is common in every organization .If the organization had poor culture the success will be very difficult. Organization culture also include the behaviour of employee among employee, or the employee with management. It also tells the cordial relationship of employee with the management. This study helps to know about the employees behaviour in organization which will leads the organization success

3.3 Scope of the study:

This study will helps the organization

- To change the negative behaviour pattern of employees
- To eliminate the wrong perception of employees about the organization

3.4 Research design:

3.4.1 Sampling Techniques: Simple Random Sampling technique is used in this study.

3.4.2 Sampling Size:122 employees were chosen randomly for this study

3.4.3 Method of Data Collection: primary data was collected through questionnaire

3.4.4 Tools for Analysis: Simple Percentage analysis and chi-square test is used for this study

3.4.5 Limitations:

- The study is allowed to conduct in four departments only
- Filling of questionnaire is delayed by the employees
- Some employees lost the questionnaire form
- Some of the employees hesitate to fill the questionnaire
- Imaginary information's were given to avoid the conflict between management

4. DATA ANALYSIS AND INTERPRETATION

TABLE: 1 - EMPLOYEES PARTICIPATION IN MANAGEMENT DECISION POSITIVELY INFLUENCES EMPLOYEE BEHAVIOUR

Employees participation in management decision positively influences employee behaviour	No. of respondents	Percentage
Strongly agree	13	11%
Agree	69	56%
Neutral	30	25%
Disagree	7	6%
Strongly disagree	3	2%
Total	122	100%

Inference: From the above table 56% of the respondents agrees that employees participation in management decision positively influences employee behaviour, 25% of them neutrally agrees that employees participation in management decision positively influences employee behaviour, 11% of them strongly agrees, 6% of them were disagrees and 2% of them were strongly disagrees that employees participation in management decision positively influences employee behaviour

Figure: 1

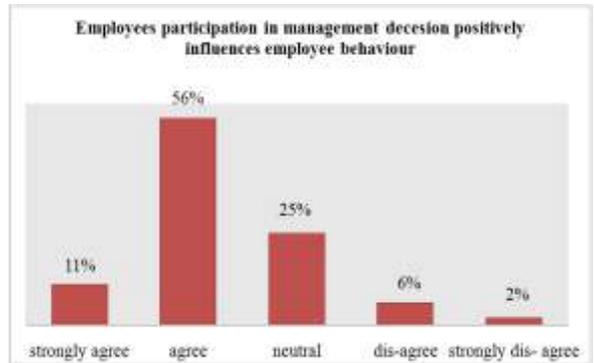


TABLE: 2 - PERMISSION TO ASK QUESTION/CLARIFY DOUBTS IMPROVES EMPLOYEE'S BEHAVIOUR

Permission to ask question/clarify doubts improves employee's behaviour	No. of respondents	Percentage
Strongly agree	16	13%
Agree	75	61%
Neutral	25	21%
Disagree	4	3%
Strongly disagree	2	2%
Total	122	100%

Inference: From the above table 61% of the respondents agrees that permission to ask question/clarify doubts improves employee's behaviour, 21% of them neutrally agrees, 13% of them strongly agrees that permission to ask question/clarify doubts improves employees behaviour, 3% of them were disagrees that permission to ask question/clarify doubts improves employees behaviour and 2% of them were strongly disagrees that permission to ask question/clarify doubts improves employees behaviour

Figure: 2

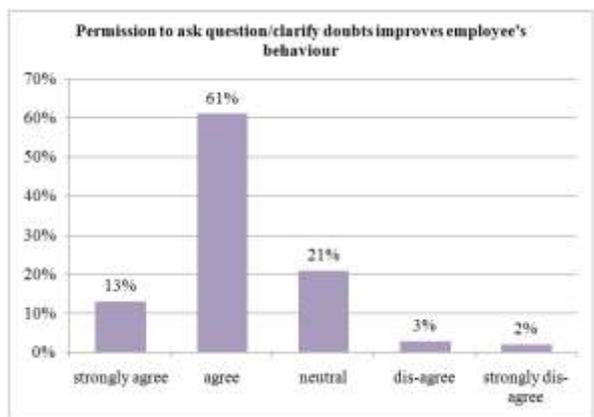


TABLE: 3 - FREEDOM GIVEN TO EMPLOYEE IN THEIR WORK ENHANCES THEIR JOB PERFORMANCE

Freedom given to employee in their work enhances their job performance	No. of respondents	Percentage
Strongly agree	9	7%
Agree	82	67%
Neutral	24	20%
Disagree	6	5%
Strongly disagree	1	1%
Total	122	100%

Inference: From the above table 67% of the respondents agrees that freedom given to employee in their work enhances their job performance

mance, 20% of them neutrally agrees, 7% of them strongly agrees ,5% of them were disagrees and 1% of them were strongly disagrees

Figure: 3

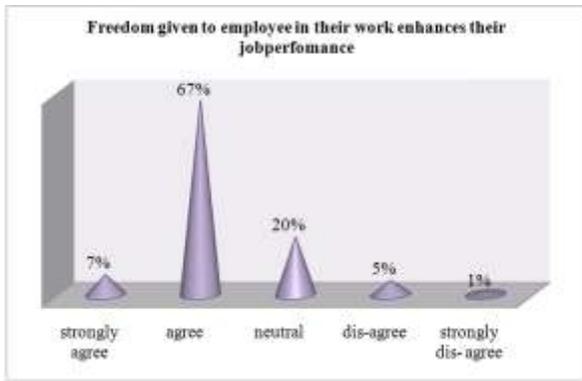
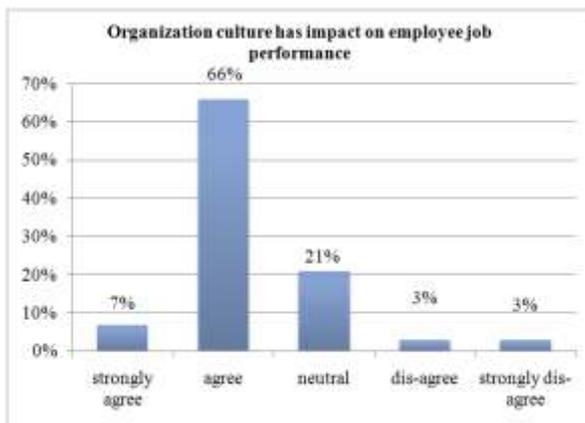


TABLE: 4 - ORGANIZATION CULTURE HAS IMPACT ON EMPLOYEE JOB PERFORMANCE

Organization culture has impact on employee job performance	No. of respondents	Percentage
Strongly agree	8	7%
Agree	80	66%
Neutral	26	21%
Disagree	4	3%
Strongly disagree	4	3%
Total	122	100%

Inference: From the above table 66% of the respondents agrees that organization culture has impact on employee job performance, 21% of them neutrally agrees, 7% of them strongly agrees, 3% of them were disagrees and 3% of them were strongly disagrees.

Figure: 4



Association between experience and participating in management decision making using Chi-Square Test

Null hypothesis (H₀): There exists no association between experience and participating in management decision making.

Alternative hypothesis (H_a): There exists association between experience and participating in management decision making.

Table 5

Experience	Strongly agree	Agree	Neutral	Dis-agree	Strongly dis-agree	Total
0-5	2	7	4	1	0	14
5-10	7	33	12	2	0	54
10-15	4	14	1	1	0	20
15-20	0	7	11	0	1	19
Above 20	1	8	3	2	1	15
Total	14	69	31	6	2	122

Calculated value = 61.425

Degree of freedom = 16

At 5% level of significance, the table value is 26.296

Calculated value > Table value

Hence, null hypothesis is rejected and alternative hypothesis is accepted.

There exists association between experience and participating in management decision making.

Therefore result shows that experienced employees are more participating in management decision.

To study the association between experience and management show partiality while rewarding employees performance

Null hypothesis (H₀): There is no association between experience and management show partiality while rewarding employee's performance.

Alternative hypothesis (H_a): There is association between experience and management show partiality while rewarding employee's performance.

Table 6

Experience	Strongly agree	Agree	Neutral	Dis-agree	Strongly dis-agree	Total
0-5	0	4	4	4	2	14
5-10	3	5	18	22	6	54
10-15	0	2	8	6	4	20
15-20	1	5	11	2	0	19
Above 20	2	3	7	3	0	15
Total	7	19	48	37	12	122

Calculated value = 26.2657

Degree of freedom = 16

At 5% level of significance, the table value is 26.296

Calculated value < Table value

Hence, null hypothesis is accepted and alternative hypothesis is rejected.

There is no association between experience and management show partiality while rewarding employee's performance. The experienced employees were showed partiality by the organization while rewarding their performance.

5. CONCLUSION:

This study reveals that the organization have good working culture. It also tells that the management uses the employees feedback for improvement, from the study we understood that the management gives more freedom in doing their work which will makes the employees to work sincerely for the organization.

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