



ORIGINAL RESEARCH PAPER

Management

MEASURING THE DIFFERENCE IN PERCEPTION TOWARDS ORGANISATIONAL CULTURE –A STUDY OF SMALL AND MEDIUM FOUNDRIES IN BELAGAVI

KEY WORDS: Demographic factors, Foundries, India, Organisational culture, Perception

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ABSTRACT

Organisational culture is a widely researched subject in the area of organisational studies. Literature review pertaining to this subject showed a very limited studies carried out in foundries, especially in Indian context. It was a good motivation for authors to work towards filling this literature gap. The present paper is an outcome of the research carried out by the authors to find out the perception towards organisational culture among the employees of small and medium foundries. The analysis showed that the perception of employees differs across the demographic factors such as work experience and job positions except some factors. Organisational culture scale developed by the authors as a part of their prior exploratory study was used for the research purpose. The survey was administered for eight hundred employees from hundred foundry units operating in the city of Belagavi, in the Indian state of Karnataka. Both descriptive and inferential statistical tools were used for analysis. Inferences regarding perception difference were drawn on the basis of p value obtained through appropriate tests. This paper would definitely encourage the researchers in future to conduct in-depth analysis in the area of organisational culture, especially in small and medium foundries.

1. INTRODUCTION

Several researchers have studied the influence of demographic factors with respect to Organisational Culture (OC). Sufficient research is available on the effect of demographic factors on OC in business sectors like service sector, manufacturing sector and healthcare sector, but not specifically with metal casting industry. The initial structured research in the area of culture is found in the works of Hofstede across different countries and Hofstede et.al (1990)¹ on measuring OC. It was observed in the study that OC influence the way organizations manage to operate. OC gets the mention in the research work related to managing human resources through various practices.

While OC influences many organizational processes and performance, it is important to understand are there any factors that differ in a way culture being perceived. So, this study was designed to determine if there are any significant difference between the categories of such factors. Demographic factors such as "Gender", "Age", "Education", "Work Experience" and "Nature of Job" were chosen for the study.

2. Review of Literature

The definition of culture mentioned in the book "Organizational Culture and Leadership" by Edgar H. Schein (2010)², is "a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". One can find many such definitions in the literature which indicate that culture is shared by members, which can be assessed or measured at different levels namely the organization or the region or the nation at large. Taking this point forward, the study aims to find out if there exists a concept of organizational culture and if yes then whether it is perceived differently by the employees with different background, working in foundries of Belagavi city.

Schneider et.al (2013)³, rightfully observed in their literature review that split viewpoint on organisational culture leads to denial of core essence viz. shared perspective. It is obvious

that people with varied personality, age, position etc., differ in terms of understanding and experiences. As reported by Schneider et.al (2013)³ in the same article on advocacy of Martin (1992, 2002) was for a three-perspective theory of culture, namely, integrationist idea, fragmented view and differentiated view which can be applied simultaneously while understanding OC.

Jha, S., Srivastava, M., (2014)⁴ in their research work titled, "Organizational Culture and Commitment" tested hypotheses regarding gender and age differences towards commitment. The result obtained showed that there is a significant difference w.r.t age and no difference w.r.t gender. Chatterjee, A., et al. (2018)⁵ in their study on "Impact of individual perception of organizational culture on the learning transfer environment" also have found that employee perception on OC influence environment of learning. A study conducted by Symbiosis International University, and Pooja Sharma (2017)⁶ on "Organizational Culture as a Predictor of Job Satisfaction: The Role of Age and Gender" revealed that perceptions do get influenced by demographic factors.

Ibidunni, S. and Agboola, M. (2013)⁷ have mentioned in their research that the beliefs and opinions of organisational members are developed by the continuous interactions between themselves and the people outside the organization. So, there is a possibility that these opinions change over a period of time and can influence or get influenced. Such changing perceptions due to individual characteristics or organisational factors affect performance of the organisation or individual performance of its members. This is also one of the reason for any organisation to regularly check the employee perceptions about one of the intangible factor i.e. culture.

(Graham and Nafukho, 2007)⁸ presented a paper at the "Academy of Human Resource Development International Research Conference" in The Americas (Indianapolis, IN, Feb 2007) which, determined the relationship between education, gender, tenure and learning culture of the small enterprises. The study found that the independent variables explained variance to a small extent in the dependent variable. All these

studies mentioned in the review of literature lead the authors to test the study in the foundry sector, in Indian context.

3. Research Methodology

The research started with literature survey as mentioned in the earlier section. Organisational culture by definition reflects the commonly shared values, norms and beliefs of all members of any organisation (Asmawi and Mohan, 2011)⁹. So, the assumption made for the study was that there would be no difference in a way employees perceive culture. Hence, the research objective was to find out if there was any variation in the perception of foundry employees towards organisational culture. The model of the study is as presented in the Fig 1.

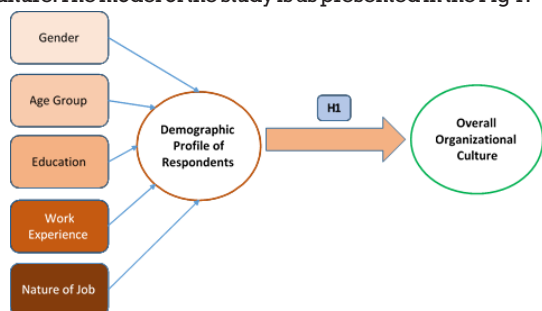


Fig. 1

Major hypothesis was formulated as below.

Null hypothesis H_0 : Perception of employees with varied demographic profiles, does not differ significantly towards OC.

Alternative hypothesis H_A : Perception of employees with varied demographic profiles differ significantly towards OC.

Similarly, the sub hypotheses were defined as follows:

H_{01} : Perception of employees with different "gender", does not differ significantly towards OC.

H_{A1} : Perception of employees with different "gender" differ significantly towards OC

H_{02} : Perception of employees belonging to different "age group" does not vary considerably towards OC

H_{A2} : Perception of employees belonging to different "age group" vary considerably towards OC

H_{03} : Perception of employees having different "Education" does not differ significantly towards OC

H_{A3} : Perception of employees having different "Education" differ significantly towards OC

H_{04} : Perception of employees having different "Work Experience" does not differ significantly towards OC

H_{A4} : Perception of employees having different "Work Experience" differ significantly towards OC

H_{05} : Employees with dissimilar "Nature of Job" have no significant difference in their perception towards OC

H_{A5} : Employees with dissimilar "Nature of Job" have significant difference in their perception towards OC

To work on the hypothesis, Belagavi city, in the Indian state of Karnataka was chosen, as it is known as foundry hub, having more than 150 operational units, as defined Population for this study. Most of the units belong to small and medium enterprise (SMEs) category. The output of units is more than 0.16 million tons of casting per year, valued about 93 million USD.

The sample frame was prepared referring to the list of units registered with foundry associations in Belagavi. To meet the objective, 100 foundries were selected as sample units, using systematic sampling technique. The 800 employees participated as respondents for the survey. Selection of the employees was based on the convenience and judgement so that employees across the levels were included for better results.

The schedule was prepared to collect the primary data from the respondents. First section of the schedule captured the demographic data of the employees. Section two had 33 item variables, measured using five point Likert Scale. Five points with scores assigned, are "Strongly Agree" (5), "Agree" (4), "Neutral" (3), "Disagree" (2) and "Strongly Disagree" (1). The Sentence syntax and language was modified to suit the context and respondents. The OC scale is found reliable and validated by obtaining Cronbach's Alpha value ($\alpha=.730$). Jung, T. *et al.* (2007)¹⁰ reviewed literature on various instruments to explore OC and found that no ideal instrument as each instrument was developed considering the context of research, availability of resources to carry out research. So, authors of this paper found it appropriate to take the reference of instrument developed for Indian context. Therefore, the construct validity was established based on OC scales developed and used in the previous work by Koteswara, P.K., *et al.* (2005)¹¹, which was aptly tested in Indian industries. All these items were selected based on academic expert inputs, foundry professionals and past research work.

Table 1 shows the item variables selected for measuring OC.

Table 1	
Organizational Culture Scale	
Sl. No	Item Variables (Only indicative phrases provided for reference)
1	Leaders plan goals
2	Presence of Vision
3	Growth of organization
4	Encouragement from leaders
5	Communication from Management
6	Information Sharing
7	Open communication
8	Employee development concern
9	Empowerment
10	Encouragement to share ideas
11	Tradition of coming together to help each other
12	Understanding by supervisors
13	Supervisors are accessible and approachable
14	Collaboration between departments
15	Conflict between department
16	Dealing with new ideas
17	Response to change
18	Flexibility in problem resolution
19	Adapting new technologies
20	Dealing with difficulty to adapt
21	Quality standards
22	Seriousness toward quality
23	Quality awareness
24	Readiness to go extra mile
25	Quality training to all employees
26	Market reputation
27	Target orientation
28	Feedback on job done
29	Performance measurement
30	Employee Orientation
31	Rewards and Recognitions
32	Employee welfare
33	Tolerance

Table 2 presents the major descriptive statistics of overall organizational culture score of all respondents, i.e. Mean=3.7688, with Std. Deviation=.09488.

Descriptive Statistics					
	N	Minimu	Maximu	Mean	Std.
Overall_Organizational_Culture_Score	800	3.42	4.36	3.7688	.09488
Valid N (list wise)	800				

To analyse the data collected from respondents, two types of inferential statistical tests were used, which are appropriate parametric tests to determine the difference in the mean

score of perception between the categories of independent variable (IV). For the IV with two categories namely "Gender", namely "Male" and "Female" Independent sample T test was used and One-way ANOVA was used to compare the perception score for the IV having more than two categories like "Age Group", "Education", "Work Experience", and "Nature of Job".

1. Results and Discussion

Table 3 displays the frequencies of demographic factors of respondents in percentage. The result show that most of the respondents were males (98.3%). Maximum respondents (42.1%) belonged to the age group between 36-45 years.

44.4% of the respondents have completed their Diploma or Bachelor of Engineering (BE). Most of the respondents (60.5%) have work experience between 5 to 10 years. Out of the total respondents 30.1 % were technical staff.

Table 3 also shows the result of hypotheses test carried out. In all five sub hypotheses, p -value is tested against significance level at 5% i.e. alpha ($\alpha=.05$). If ($p < \alpha$), then it indicates that the corresponding null hypothesis is rejected and it is there is no considerable difference in the perception between the groups of demographic factor. If ($p > \alpha$), there is a statistically significant difference in the mean perception score w.r.t categories within the demographic factors.

Table 2						
Perceptions towards OC w.r.t the demographic factors of foundry employees						
Sl. No	Independent Variable	Categories	Frequency in percentage	Mean Score of OC perception	p-Value compared to $\alpha=.05$	Conclusion
1	"Gender"	Male	98.3%	3.7695	.099 > α	H_{01} not rejected
		Female	1.8%	3.7273		
2	"Age Group"	18-25	5.6%	3.7795	.055 > α	H_{02} not rejected
		26-35	32.6%	3.7694		
		36-45	42.1%	3.7613		
		46-55	16.3%	3.7738		
		≥55	3.4%	3.8143		
3	"Education"	Up to or below SSLC	19.8%	3.7474	.008 < α	H_{03} is rejected
		ITI	10.3%	3.7687		
		Diploma/BE	44.4%	3.7785		
		Other Degree	25.6%	3.7684		
4	"Work Experience"	≤5 Yrs.	16.4%	3.7739	.011 < α	H_{04} is rejected
		5-10 Yrs.	60.5%	3.7647		
		11-15 Yrs.	20.3%	3.7682		
		≥15 Yrs.	2.9%	3.8307		
5	"Nature of Job"	Owner/Partner	5.0%	3.8258	.000 < α	H_{05} is rejected
		Manager	21.0%	3.7725		
		Technical Staff	30.1%	3.7733		
		Administrative	18.9%	3.7667		
		Shop Floor	25.0%	3.7505		

4.1 Analysis of Hypothesis H_{01}

It is evident from the analysed data that hypothesis related to demographic factor- "Gender" is not rejected as p -value .099 > $\alpha=.05$. So, it is concluded through this study that there is no difference in the mean perception score between male and female employees. All employees irrespective of their gender, have almost similar opinion.

4.2 Analysis of Hypothesis H_{02} :

It is apparent that hypothesis related to demographic factor- "Age group" is not rejected as p -value .055 > $\alpha=.05$. Thus, it is inferred that there is no difference in the overall perception score between different age groups. All employees irrespective of their age, have almost scored OC in the same way.

4.3 Analysis of Hypothesis H_{03}

Hypothesis related to demographic factor- "Education" is rejected as p -value .008 < $\alpha=.05$. Therefore, it is concluded that level of "Education" influences the perception of employees towards their opinion about OC. Statistically it was evident that there is a significant difference in the mean scores between the groups.

4.4 Analysis of Hypothesis H_{04}

Hypothesis associated with demographic factor- "Work Experience" is rejected as p -value .011 < $\alpha=.05$. As a result, it is obvious from the finding that "Work experience" acts as stimuli to the opinion of employees towards their view on OC. So, it was evident that there is a significant difference in the mean scores between the employee groups with varied experience.

4.5 Analysis of Hypothesis H_{05}

Hypothesis connected to demographic factor- "Nature of job" is rejected as p -value .000 < $\alpha=.05$. So, it is concluded that there is a difference in the overall perception score between employees working in different job positions. This indicate that perception is influenced by "Nature of job"

5. CONCLUSIONS

This study has attempted to support the hypotheses that there exist a "statistically significant difference" in the perception of employees about Organisational culture with respect to demographic factors except "Gender" and "Age Group". It is important for an organization to communicate clearly about its values, norms, practices so that the difference of opinion among employee can be minimised. Organisational culture contributes to overall performance of the organizations, provided it stands true to its definition that it is commonly shared values, norms, feelings, beliefs and experience by all organizational members. After reading this research article, researchers may work on other organisational factors such as nature of business, size, area of operation and structure that may influence the perception of employees towards organisational culture. Authors believe that this research has contributed to the body of knowledge in the area of organizational studies, especially the foundries in India.

This study is no exception for some limitations such as disparity in the percentage representation of male and female employees. So, generalising the finding beyond the scope of the study needs further research inputs. Authors

believe that there is a scope for longitudinal study to find out if the changes in the demographic characteristics influence the way organisational culture is perceived in due course of time.

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