ORIGINAL RESEARCH PAPER

Management

IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE MORALE

KEY WORDS:

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INTRODUCTION

Organizational culture is defined as "A pattern of shared basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration" that have 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"

Employee morale is the relationship that a particular employee or a group of employees have with their work and the organization they work for. High employee morale means that employees are happy, and this is reflective in the kind of work they produce. On the other hand, low employee morale results in less productivity and pessimism among employees.

Background of Study

Every organization has its own culture. A key role for organisational culture is to differentiate the organisation from others and provide a sense of identity for its members. Organisational culture is the key to organisational excellence and the function of leadership is the creation and management of culture. Research has confirmed that organisational culture is not only able to change, guide and display but also give significant contributions by influencing the thought, feeling, interacting and performance in the organisation. The importance of culture is enhanced through its impact on employee morale and work attitudes such as job satisfaction.

Employee morale is a fundamental component of business operations. employee morale is a workforce phenomenon that confronts every organisation at some time. The understanding of morale is important because it can have tangible and wide ranging effects and outcomes for an organization. Various studies have shown that there is positive and high degree of correlation exists between organizational culture and employee morale.

This study determines the impact of organizational culture on the morale of the employees of FACT, Udyogamandal Division. It concentrates mainly on the evaluation of effectiveness of organizational culture on the morale of the employees.

Statement of the Problem

Lack of knowledge of existing organizational culture of FACT is the main problem. Different companies possess different culture. The interpersonal relationship among the employees, the way of communication, style of functioning, the demographic and cultural background will be different in an organization. This diversity will have an impact over the morale of the employees.

Objectives of the Study

*   To evaluate the impact of organizational culture on the morale of employees in the organisation.
*   To measure the organizational culture.
*   To measure employee morale

Literature Review

Organizational culture is a set of shared values and norms that control organizational members' interactions with each other and with suppliers, customers and other people outside the organization[1].

According to Schein, Edgar H, the concept of organizational culture has received increasing attention in recent years both from academics and practitioners[2].

According to Leung, K., & Ang, S The role of national culture in international business has received considerable attention partly because of the seminar work of Hofstede on cultural dimensions[3].

If we really want to decipher an organization's culture, Edgar H Schein claims that we must dig below the organization's surface - beyond the "visible artifacts" - and uncover the basic underlying assumptions, which are the core of an organization's culture[4].

Schein, Edgar H Examines how the entrepreneur/founders of organizations create organizational cultures and how such cultures can be analyzed[5]. The following topics are discussed: (1) the meaning of organizational culture, (2) how the founder creates and embeds cultural elements, (3) why it is likely that 1st-generation companies develop distinctive cultures, and (4) what the implications are in making the transition from founders or owning families to "professional" managers.

Maryam Alavi, Timothy R Kayworth, Dorothy E Leidner in their paper explains about the relation between organisational culture and knowledge management[6]. It explains that Knowledge management is to facilitate the creation, storage, transfer, and application of knowledge in organizations has received wide attention in practice and research in the past several years. It.

Research Methodology
Methodology

Research Methodology is a systematic way to solve a research problem. The study was focused to find out the impact of organizational culture on employee morale.

Data Source

Primary and secondary data was explored for the requirements of the study. The primary data is directly collected from the employees of FACT. The scope of Internet for collecting secondary data was also exploited. Secondary data explored from the available source of secondary literature.

Research Approach

Survey using a questionnaire was adopted in this study. The questionnaire was circulated to the respondents as per the research design. The questionnaire includes instrument for measuring the culture of the organization and morale of the employees.

Research Instrument

Questionnaire was prepared with the objective of collecting all relevant information required for achieving the research objectives. Opinion from experts and information from previous studies are considered while preparing the questionnaire.

The Population

The population taken for the study was the managerial employees of FACT. There are 823 managerial employees in FACT.

Sample Size
This study was executed in FACT. Samples were selected from managerial employees of each department. There are 823 managerial employees in FACT. By keeping margin of error as 13% and confidence level as 95%, the sample was estimated to be 51 which is statistically calculated using the population

Sampling Procedure
Quota sampling was used in this study. The sample quota for each department is estimated by using the proportion to the strength of employees of each departments and the total number of employees.

The sample size estimated was selected randomly. The samples were taken in proportion to the strength of employees of each departments and the total number of employees.

Scope of the Study
The study determines the impact of organizational culture on the morale of the employees of FACT, Udyogamandal Division. It concentrates mainly on the evaluation of effectiveness of organizational culture on the morale of the employees

Limitations
1. All people may not be ready to give the information.
2. We are assuming that the information provided is correct.
3. An element of subjectivity is also involved in the topic.

Data Analysis & Interpretation
Division
Table Showing Name of Division

Table 5.1 Name Of The Division				
Division	Frequency	Percent	Valid Percent	Cumulative Percent
Marketing	6	11.8	11.8	11.8
Head Office	12	23.5	23.5	35.3
FEDO	8	15.7	15.7	51.0
Petrochemical	12	23.5	23.5	74.5
Udyogamandal	13	25.5	25.5	100.0
Total	51	100.0	100.0	

Table 5.1 shows the distribution of the respondents in the different divisions of the organisation. 11.8% respondents are from marketing division, 15.7% from FEDO. Both Head Office and petrochemical division have 23.5% of total respondents. Udyogamandal division has the highest number of respondents i.e 25.5%.
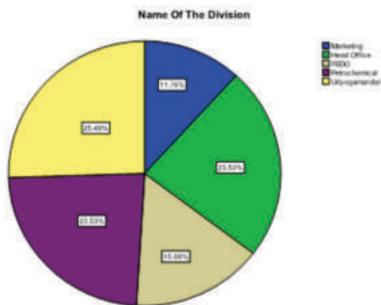

Figure. 1

Figure 1 shows the pictorial representation of the contribution of various divisions of FACT for the project.

Gender
Table Showing Gender

Table 5.2 Gender Of The Respondents				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	43	84.3	84.3	84.3
Female	8	15.7	15.7	100.0
Total	51	100.0	100.0	

Table 5.2 shows the gender classification of the respondents. 84.3 % of the respondents are males and 15.7% are females. We can interpret that majority of employees working in FACT is males
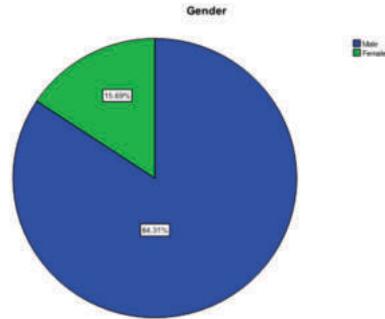

Figure. 2

Figure 2 shows the pictorial representation of classification of respondents according to the gender of the respondents.

Educational Qualification
Table showing Educational Qualification of Respondents

Table 5.3 Educational Qualification				
	Frequency	Percent	Valid Percent	Cumulative Percent
Under Graduate	3	5.9	6.0	6.0
Graduate	17	33.3	34.0	40.0
Post Graduate	14	27.5	28.0	68.0
Professional Qualification	16	31.4	32.0	100.0
Total	50	98.0	100.0	
Not Responded	1	2.0		
Total	51	100.0		

Out of the total respondents, Graduates 34% constitute majority of them. 28% of the respondents are Post Graduates and 32% have professional qualification. Only 6% of them are Under Graduate.
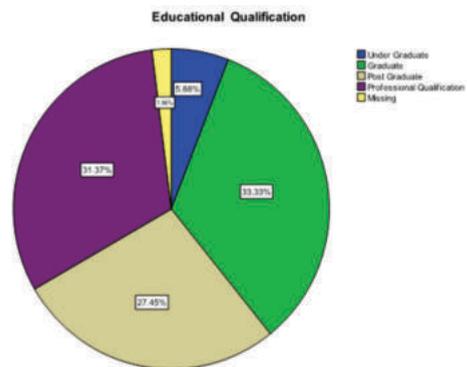

Figure. 3

Figure 3 shows the pictorial representation of the educational qualification of the respondents.

Age
Table Showing Age of Respondents

Table 5.4 Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30	1	2.0	2.0	2.0
30-40	5	9.8	10.0	12.0
40-50	19	37.3	38.0	50.0
50 and above	25	49.0	50.0	100.0
Total	50	98.0	100.0	
Not Responded	1	2.0		
Total	51	100		

Table 5.4 shows the age of the respondents. 50% of the

employees are above the age of 50 years. 38% are having the age between 40 and 50. 10% of the respondents have an age in between 30 and 40. Only 2% of them are having the age below 30 years
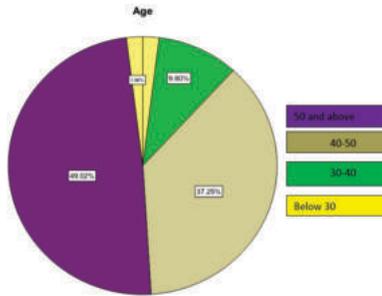

Figure 4

Figure 4 shows the pictorial representation of the age of the respondents.

Length of Service
Table Showing Length of Service

Table 5.5 Length of Service in Year				
	Frequency	Percent	Valid Percent	Cumulative Percent
Below 10 years	1	2.0	2.0	2.0
10-20	10	19.6	20.4	22.4
20-30	24	47.1	49.0	71.4
30 and above	14	27.5	28.6	100.0
Total	49	96.1	100.0	
Not responded	2	3.9		
Total	51	100.0		

Table 5.5 shows that 49 % of the respondents have a service of 20-30 years. 28.6% have a service above 30 years. 20.4% have service of 10-20 years. Only 2% are having service below 10 years
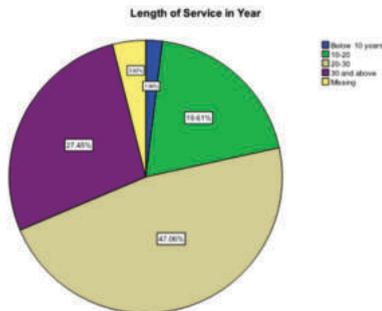

Figure. 5

Above figure shows the pie diagram of the length of service of the respondents.

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