A STUDY ON EMPLOYEE PERCEPTION TOWARDS THE ORGANISATIONAL CULTURE IN SRITEX HI-TECH MACHINES, COIMBATORE

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Abstract- *The article aims to discover about the employee perception towards the organizational culture among the employee in Sritex hi-tech machines, Coimbatore. The various factors such as Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, collaboration and Experimentation (OCTAPACE) are adopted. The primary data has been collected through questionnaires through employee at different levels and secondary data through company records, websites. The sample size of 75 has been chosen from the total population of 150 employees. The statistical tools like percentage analysis and chi square test were used to analyze the data. The findings indicate that all the factors of culture influence the employee and organization in different perspectives.*

Keywords- Organizational culture, Employee perception, OCTAPACE, Satisfaction.

INTRODUCTION

Organization makes involving employees in the process of planning, knowledge and idea sharing. Employee perception has been studied using OCTAPACE to understand the level of organizational commitment. The employees are satisfied with their work and how the worker can feel about the jobs so they are committed to the organization. The organization culture consists of the principles and attitude of the group work culture in the organization that ropes the organizational commitment.

Employee perception is said to be an organization brand and personality. Industries uniqueness is based on the belief it stands for. The organization culture has everything to do with the organization.

Organizations changed the circumstances in the continuous search of strategies which could provide them with a source of survival and growth. The development of organizational culture involves through the process of interactive relationship with global trends.   It is been recognized that different organization have distinctive culture, these are identified through tradition, history and structure. By this process the organization builds up their own culture. Hence the culture gives the organization a sense of identity.

Organizational culture is a system of shared assumptions, values, and beliefs in an organization that is believed by people. The culture of the organization influences in shaping the attitudes, values, motivation and performance of people is been increasingly realized. Culture also shapes the human thought and behavior in the system. The concept of organizational culture is in usage since the 1980's, as the organizational climate concept was replaced at certain extent to organizational culture.

Organizational culture or corporate culture comprises of the attitudes, experience, beliefs and values of the organization. From the organizational values, there developed the organizational norms that prescribes the appropriate kinds of behavior in situations and control the behavior of organization.

Organizational culture has assumed importance since the 21st century, because of its impact on employee performance and job satisfaction. is imperative on every organization to understand its own dynamic culture so that mangers can capitalize on the insights generated by the cultural perspective to wield greater control over their organizations. The culture of an organization has an important on its performance. Organizational culture can be described as a thought or scheme in the field of management and organizational studies which depicts and describes the psychology, behaviors, experiences, beliefs and values of an organization.

STUDY VARIABLES: The study variables consist of factor of demographic such as Age of Employees, Gender of applicant, Marital Status, Education, Experience, Monthly income of the staff in the organization.

Monthly Income, Year of Experience, and the independent factors such as openness, confrontation, trust, Authenticity, Proactive, Autonomy, collaboration and Experimentation are used which lead to the outcome variables to measure the employee perception towards the organization culture.

Company profile

"Sritex Hi Tech Machines" established in the year 2004,, are one of the prominent manufacturers and traders of a wide range of Air Blower, Hydraulic Press Machine, Baling Press, Belt Conveyor, Bucket Elevator Belt and Conveyor Belt. They are a partnership based venture. Their range is easy to operate and consume less amount of power. These products are offered to the clients in different sizes and specifications. Moreover, they have the required expertise to customize our range as per clients' requirements. It also test our range using latest techniques, so that flawless range can be delivered to the clients. Their ethical business practice and transparency in dealings helped us in attaining maximum client satisfaction.

Infrastructure

It   have a state-of-the-art manufacturing unit, which is spread in a vast area. Production unit is equipped with all kinds of facilities required to undertake large scale production. Being aware about the increasing competition, and have installed latest machines in our unit, so that any kind of target can be fulfilled. Moreover, the research & development activities of our organization are undertaken add new dimensions to the existing range of Machinery, Elevators and Conveyors. It have team of R&D experts, which conduct different types of research activities enabling us to enhance the quality of our existing range. They are one of the prominent manufactures, suppliers and exporters of a wide range of Ginning Automation System. These products are manufactured using L steel, stainless steel, mild steel and cast iron, which ensures maximum durability. We also offer these products in different specifications as per the specific requirements of the clients.

Organization has a team of expert professionals, which helps us in carrying out the different activities of the organization in a smooth manner.

Key strength of this company are

- Trouble-free payment modes

- Competent and efficient workforce

- Transparency in dealings

OBJECTIVES OF THE STUDY

1. To study the perception of the employee towards the organisational culture in manufacturing industries.
2. To study the factors (OCTAPACE) that affects the organizational culture.
3. To study how the different groups of organization perceive its culture in the organization.

Need for the study

1. Analyze and evaluate satisfaction and perception level of employee.
2. Retain the employee in organisation for the betterment of individuals and organisation.
3. Develop effectiveness towards organisational goal.

RESEARCH METHODOLOGY

Research methodology is the systematic way to reversed problem. It may be understand as a science of studying how much is done scientifically.

Research design

The research design used in this study is descriptive analysis. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. It constitutes the blueprint for the collection, measurement and analysis of data.

The research design is the conceptual structure within which research is conducted; it constitutes the blueprint for collection, measurement and analysis of data. It is a plan that specifies the sources and types of information relevant to the research problem.

Data collection method

Primary Data

Primary data are those which are collected a fresh and for the first time, and thus happen to be original in character. Under primary method of data collection, several methods are available. For this study questionnaire method is used.

Secondary Data

The secondary data are those which have already been collected by someone else and which have already been passed through statistical process. Secondary data may be published or unpublished data.

Sample design

The following criteria is adopted to collect response from employees. At the first instance, the total numbers of employee have been taken into considerations to decide about the sample size.

Sample size

- Total number of employees = 150

- Sample taken = 50% of 150 of total population.

        I.E. 75 sample size

Research instrument

    Questionnaire: the research instrument used in the study was a closed end questionnaire with five point Likert Scale.

DATA ANALYSIS AND INTERPRETATION

RELAIABILITY ANALYSIS

    Cronbach's Alpha coefficient is widely used to measure reliability, if the value is 0.1-0.4 is weak ,if the value is 0.4-0.6 is moderate and if the value is between 0.6-0.9 it ensures the reliability of the internal consistency of the questionnaire.

Reliability Statistics	
Cronbach's Alpha	N of Items
.731	26

Interpretation: The questionnaire used in this research was tested by cronbach Alpha test, the alpha score was .731 and this is acceptable as the reliable one.

PERCENTAGE ANALYSIS

1) **EMPLOYEE GENDER**

| Gender				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid Male	69	92.0	92.0	92.0
Female	6	8.0	8.0	100.0
Total	75	100.0	100.0	
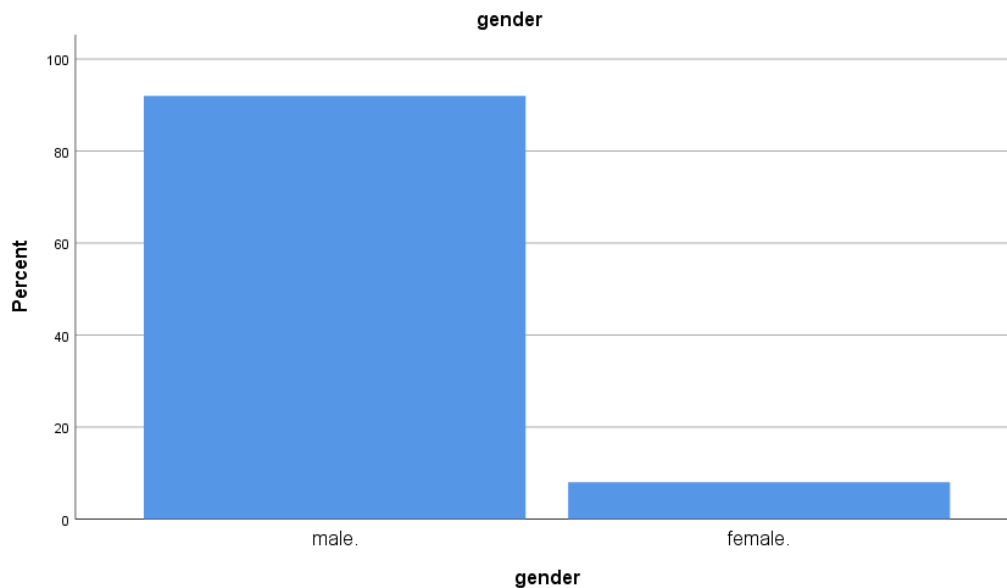
Interpretation: The above table shows that , 92 % of the respondents are male, and 8 % of respondents are female.

Inference: It is inferred that majority 92% of the respondents are males.

2) EMPLOYEE AGE

| Age				
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	20-25	21	28.0	28.0	28.0
	26-35	29	38.7	38.7	66.7
	36-45	13	17.3	17.3	84.0
	46-60	4	5.3	5.3	89.3
	above 60	8	10.7	10.7	100.0
	Total	75	100.0	100.0	
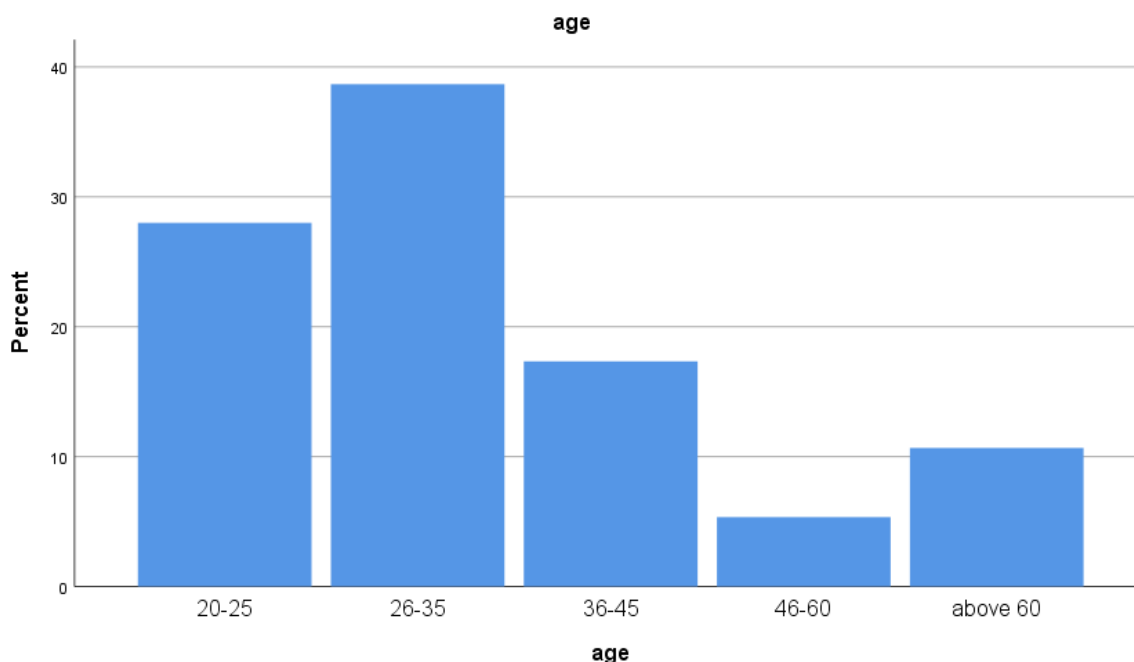
Interpretation: The above table shows that , 28% of the respondents belong to the age group of 20-25 years, 38.7% of the respondents belong to the age group of 26-35 years, 17.3% of the respondents belong to the age group of 36-45 years, 5.3% of the respondents belong to the age group of 46-60 years, 10.7% of the respondents belong to the age group of above 60 years.

Inference: It is inferred that majority 38.7% of the respondents belong to age group of 26-35 years.

3) EMPLOYEE MARITAL STATUS

| Marital status				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid Single	35	46.7	46.7	46.7
married	40	53.3	53.3	100.0
Total	75	100.0	100.0	
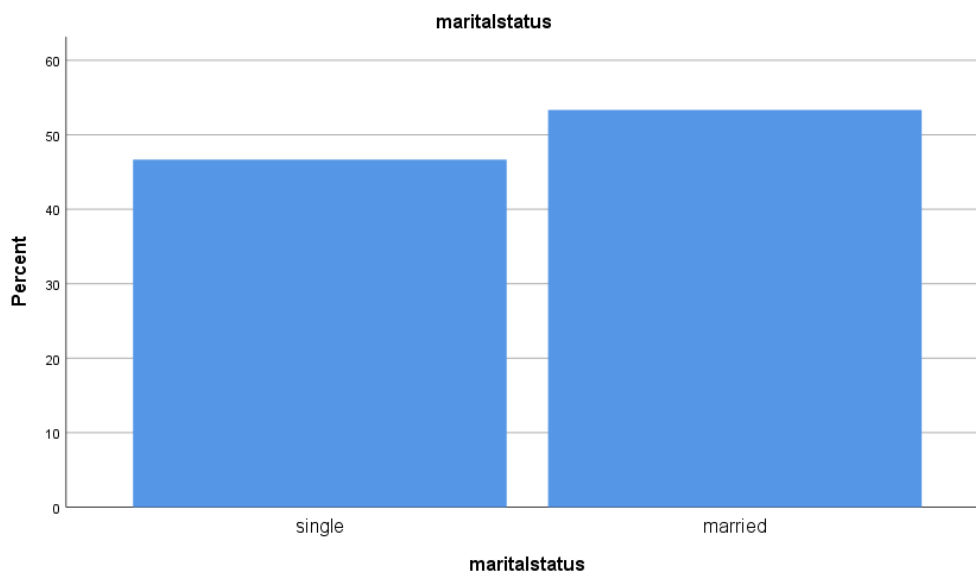
Interpretation: The above table shows that , 46.7% of the respondents are single, and 53.3% of respondents are married.

Inference: It is inferred that majority 53.3% of the respondents are married.

4) EMPLOYEE EDUCATIONAL QUALIFICATION

Educational Qualification				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid HSC	19	25.3	25.3	25.3
ITI	39	52.0	52.0	77.3
DIPLOMA	2	2.7	2.7	80.0
ENGINEERING	9	12.0	12.0	92.0

|				
OTHERS	6	8.0	8.0	100.0
Total	75	100.0	100.0	
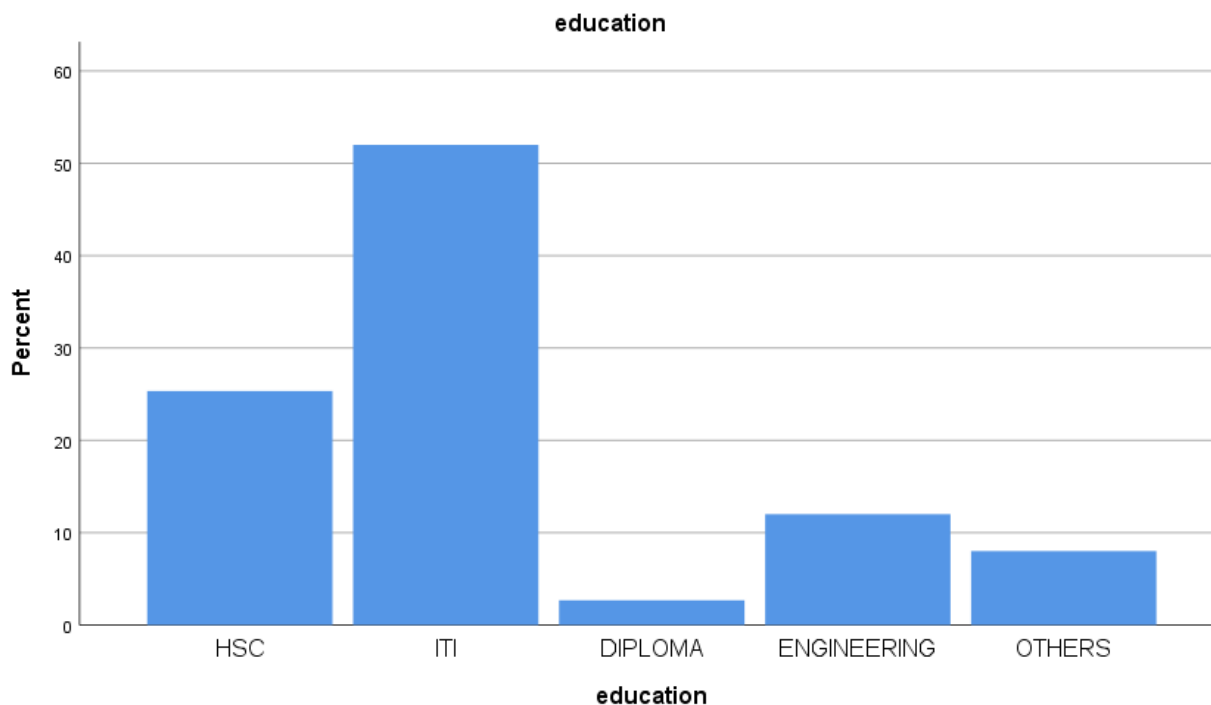
Interpretation: The above table shows that , 25.3% of the respondents completed HSC, 52% of the respondents completed ITI, 2.7% of the respondents completed Diploma, 12% of the respondents completed Engineering, 6% of the respondents completed other educational qualification.

Inference: It is inferred that majority 52% of the respondents completed ITI.

5) EMPLOYEE EXPERIENCE

| Experience				
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	0-2 YEARS	24	32.0	32.0	32.0
	3-5 YEARS	25	33.3	33.3	65.3
	6-8 YEARS	15	20.0	20.0	85.3
	9-10 YEARS	11	14.7	14.7	100.0
	Total	75	100.0	100.0	
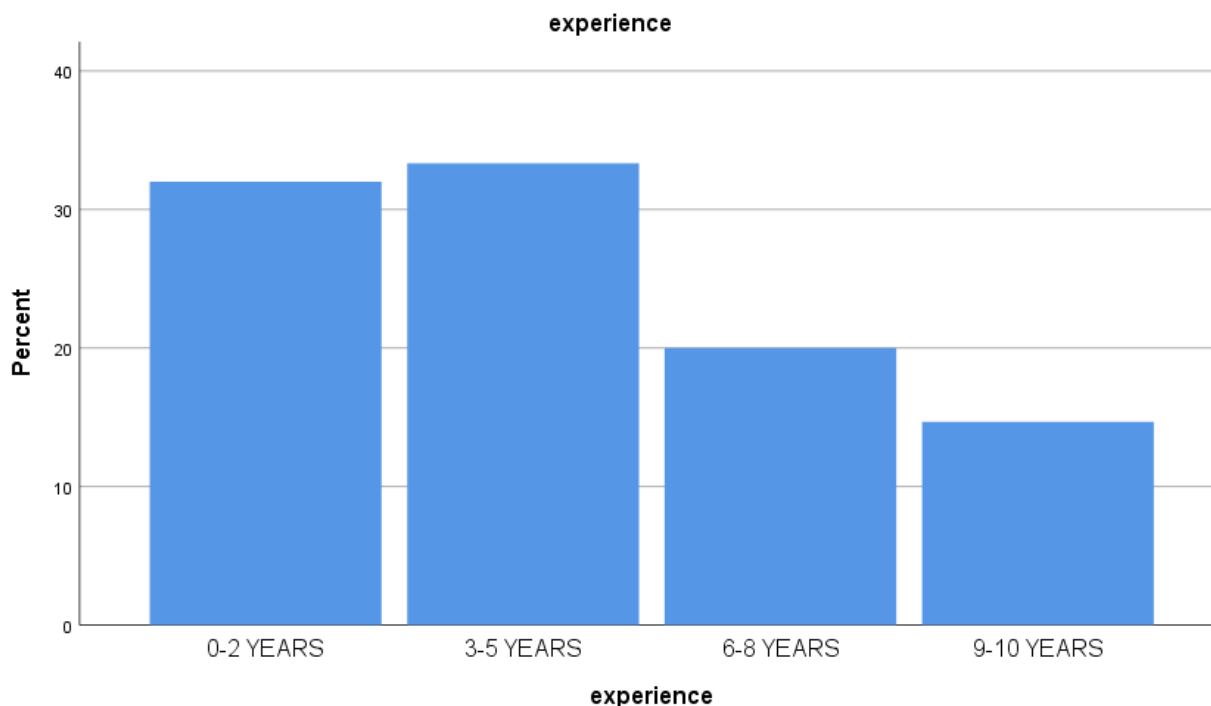
Interpretation: The above table shows that , 32% of the respondents have experience between 0-2 years, 33.3% of the respondents have experience between 3-5 years, 20% of the respondents have experience between 6-8 years, 14.7% of the respondents have experience between 9-10years.

Inference: It is inferred that majority 33.3% of the respondents have experience between 3-5 years.

6) EMPLOYEE INCOME

Income					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	5000-10000 RS	6	8.0	8.0	8.0
	11000-15000 RS	43	57.3	57.3	65.3
	16000-20000 RS	18	24.0	24.0	89.3
	21000-30000 RS	7	9.3	9.3	98.7
	ABOVE 30000 RS	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

income

income
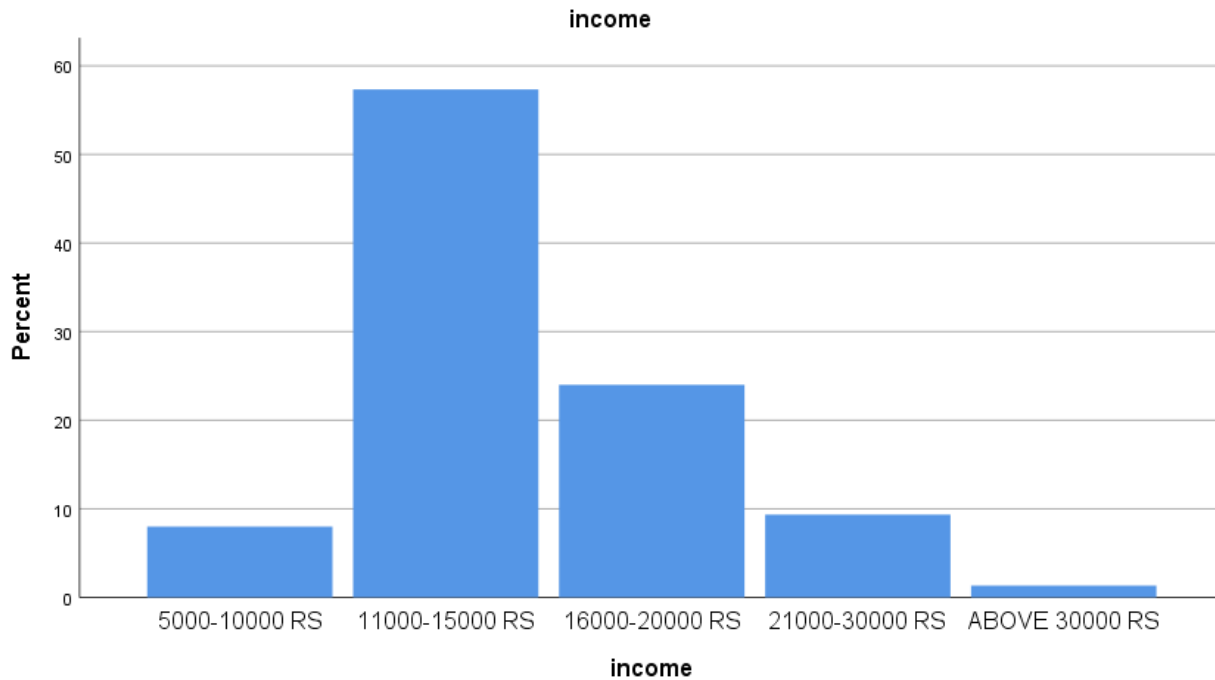
Interpretation: The above table shows that , 8% of the respondents get salary between 5000-10000 rupees, 57.3% of the respondents get salary between 11000-15000 rupees, 24% of the respondents get salary between 16000-20000 rupees, 9.3% of the respondents get salary between 21000-30000 rupees, 1.3% of the respondents get salary above 30000 rupees.

Inference: It is inferred that majority 57.3% of the respondents get salary between 11000-15000 rupees.

CHI SQUARE TEST ANALYSIS

HYPOTHESIS TEST 1

Checking relationship between employee age and culture satisfaction

Null hypothesis (H0) - there is no significant association between employee age and culture satisfaction.
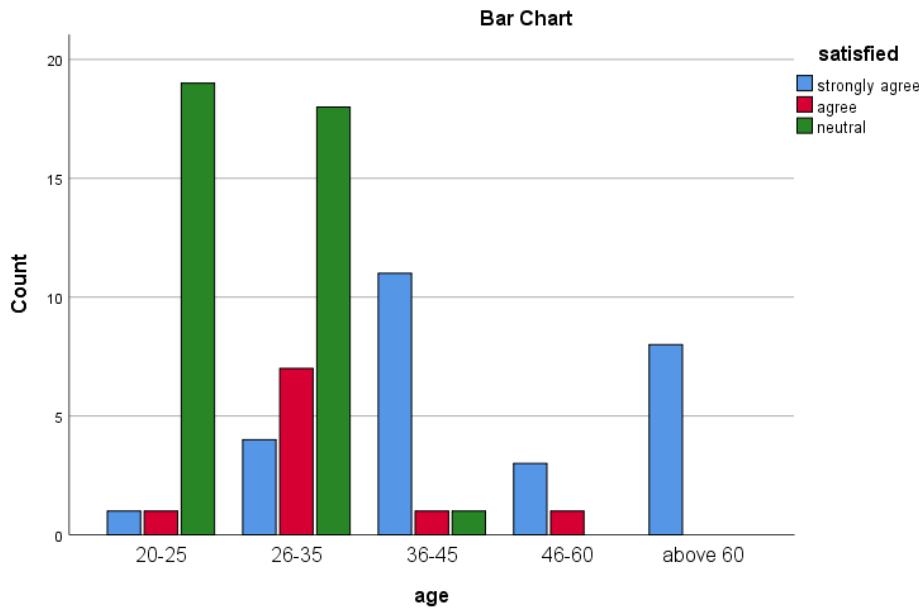
Alternative hypothesis (H1)-there is a significant association between employee age and cultural satisfaction.

Employee age * culture satisfaction				
Count				
		satisfied			Total
		strongly agree	agree	neutral	
Age	20-25	1	1	19	21
	26-35	4	7	18	29
	36-45	11	1	1	13
	46-60	3	1	0	4
	above 60	8	0	0	8
Total		27	10	38	75

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	52.604[a]	8	.000
Likelihood Ratio	59.808	8	.000
Linear-by-Linear Association	38.650	1	.000
N of Valid Cases	75		
a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .53			

Chi square test result
- Calculated value: 52.604
- Degree of freedom: 8
- Table value: 15.507
- Significant level: 5%
- Comparison:52.604 >15.507

Bar Chart

Interpretation:

Calculated chi square value is greater than the table value. Therefore, alternative hypothesis (H1) is accepted .This shows that there is relationship between age and culture satisfaction.

HYPOTHESIS TEST 2

Checking relationship between employee educational qualification and communication.

Null hypothesis (H0) - there is no significant association between employee educational qualification and communication.

Alternative hypothesis (H1)-there is a significant association between employee educational qualification and communication.
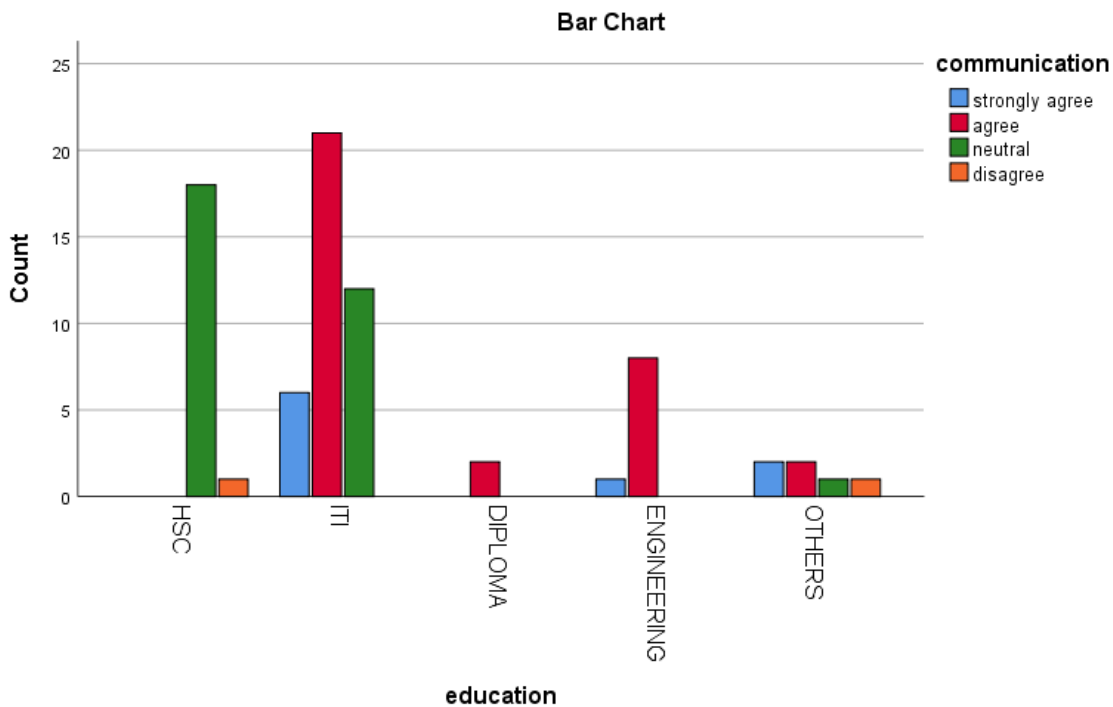
Education qualification * communication						
Count						
		Communication				Total
		strongly agree	agree	neutral	disagree	
Education	HSC	0	0	18	1	19
	ITI	6	21	12	0	39
	DIPLOMA	0	2	0	0	2
	ENGINEERING	1	8	0	0	9
	OTHERS	2	2	1	1	6
Total		9	33	31	2	75

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	45.912[a]	12	.000
Likelihood Ratio	54.805	12	.000
Linear-by-Linear Association	11.702	1	.001
N of Valid Cases	75		
a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .05.			

Chi square test result
- Calculated value: 45.912
- Degree of freedom: 12
- Table value: 21.026
- Significant level: 5%
- Comparison:45.912 >21.026

Interpretation:

Calculated chi square value is greater than the table value. Therefore, alternative hypothesis (H1) is accepted. This shows that there is relationship between employee educational qualification and communication.

HYPOTHESIS TEST 3

    Checking relationship between employee income and performance appraisal.

Null hypothesis (H0) - there is no significant association between employee income and performance appraisal.

Alternative hypothesis (H1)-there is a significant association between employee income and performance appraisal.
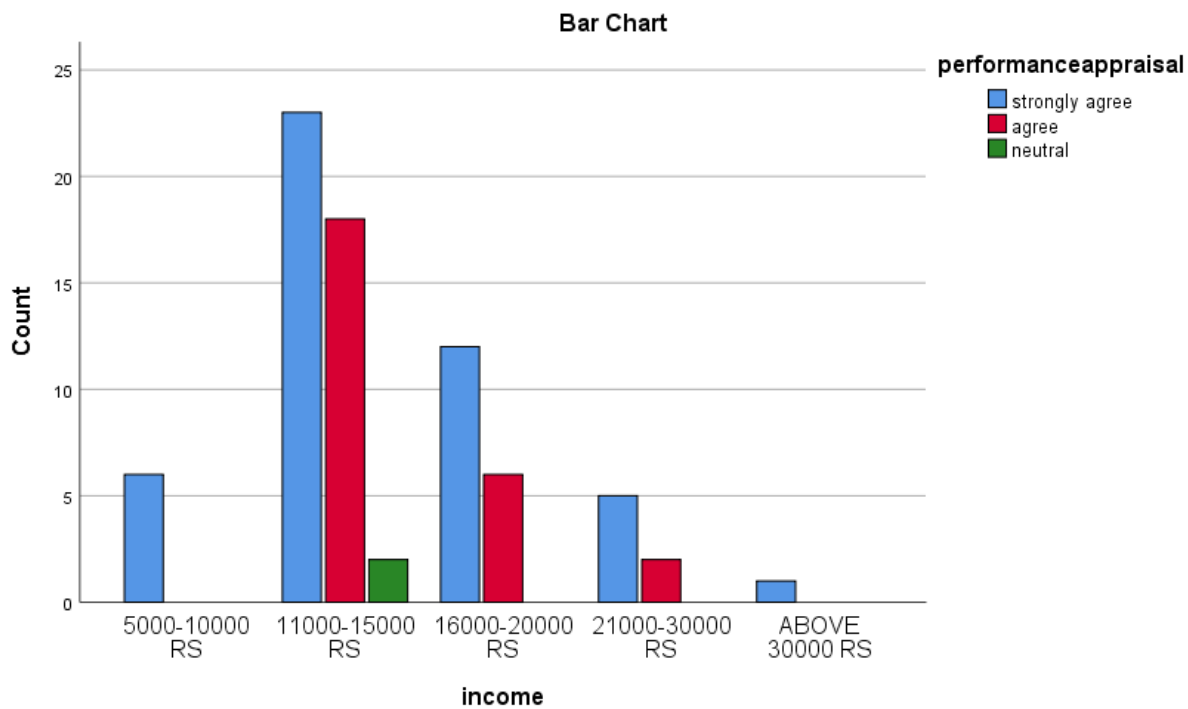
income * performance appraisal					
Count					
		Performance appraisal			Total
		strongly agree	agree	neutral	
Income	5000-10000 RS	6	0	0	6
	11000-15000 RS	23	18	2	43
	16000-20000 RS	12	6	0	18
	21000-30000 RS	5	2	0	7
	ABOVE 30000 RS	1	0	0	1
Total		47	26	2	75

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.908[a]	8	.547
Likelihood Ratio	9.821	8	.278
Linear-by-Linear Association	.173	1	.677
N of Valid Cases	75		
a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .03.			

Chi square test result

- Calculated value: 6.908
- Degree of freedom: 8
- Table value: 15.507
- Significant level: 5%
- Comparison:6.908 < 15.507

Interpretation:

Calculated chi square value is less than the table value. Therefore, null hypothesis (H0) is accepted. This shows that there is no relationship between employee income and performance appraisal.

HYPOTHESIS TEST 4

Checking relationship between employee experience and growth &development

Null hypothesis (H0) - there is no significant association between employee experience and growth & development.

Alternative hypothesis (H1)-there is a significant association between employee experience and growth &development.

experience * feedback growth				
Count				
		Feedback growth		Total
		agree	neutral	
Experience	0-2 YEARS	12	12	24
	3-5 YEARS	19	6	25
	6-8 YEARS	8	7	15
	9-10 YEARS	11	0	11
Total		50	25	75

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.680[a]	3	.014
Likelihood Ratio	13.924	3	.003
Linear-by-Linear Association	4.790	1	.029
N of Valid Cases	75		
a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 3.67.			

Chi square test result
- Calculated value: 10.680
- Degree of freedom: 3
- Table value: 7.815
- Significant level: 5%
- Comparison:10.680 > 7.815
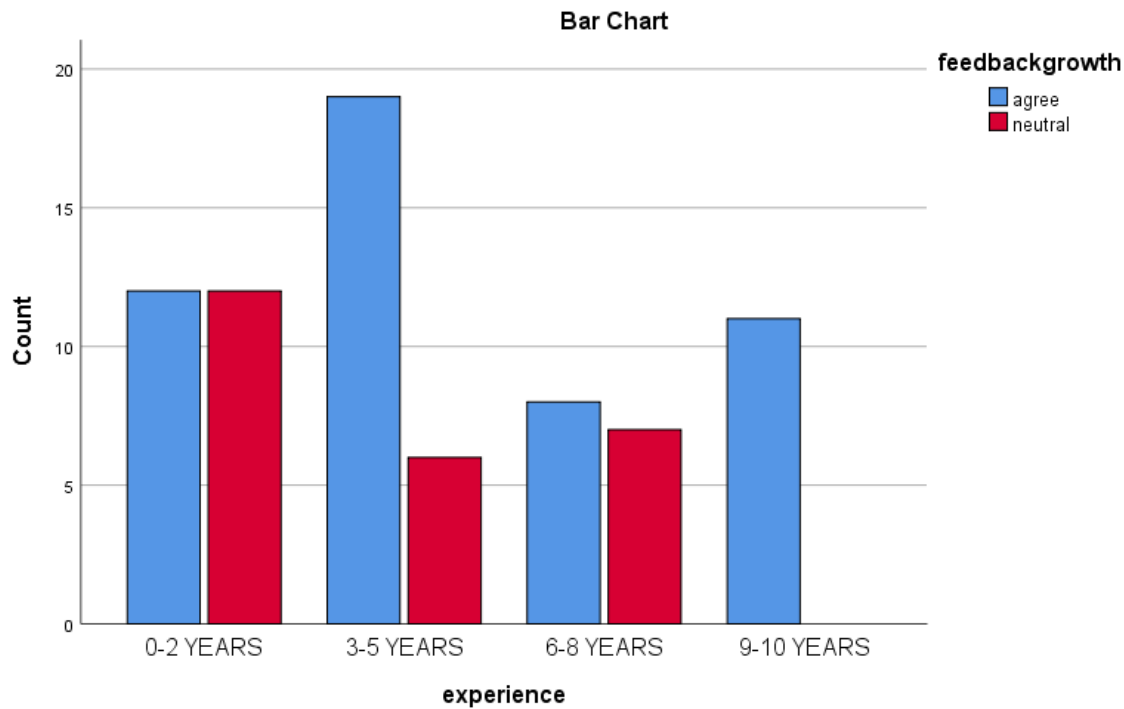
Interpretation:

Calculated chi square value is greater than the table value. Therefore, alternative hypothesis (H1) is accepted. This shows that there is relationship between experience and growth &development.

CONCLUSION

This study is based on the employee perception towards the organizational culture i.e what the employee should feel or think about the organization. The organization encourages the employee for their organizational goals, mission and productivity through better organizational culture practices.

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Jimenez and Valle"s (2008) survey on 173 Spanish organizations concludes that HRM practices.