# A STUDY ON ORGANIZATIONAL CULTURE AND EMPLOYEE MORALE IN: A PRIVATE SECTOR ENTERPRISE IN RANIPET, TAMILNADU

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## ABSTRACT

Organizational culture is the collective behavior of employees who form the core of an organization. It is shaped by organization values, visions, norms, working language, systems, and symbol. It also includes beliefs and habits of employees. Employee morale describes the overall outlook, attitude, satisfaction, and confidence that employees feel at work. When employees are positive about their work environment and believe that they can meet their most important needs at work, their employee morale gets boosted up. Such a positive morale can lead to better organizational performance. But when employees are negative and unhappy about their workplace and feel that their work is not appreciated, their employee morale becomes negative or low. If the morale of the employees is low, the productivity of the company will be affected as employees will not be able to meet their goals. The prevailing culture in an organization can have an impact on the morale of the employees. The study was conducted in order to find out the Impact of Organizational culture on employee morale.

**Keywords :** Attitude, Employee, Culture.

## 1. INTRODUCTION

**Edward Hall (1959),** equates culture to a silent language, and defines it as "that part of man's behavior which he takes for granted, the part he doesn't think about, since he assumes it is universal or regards it as idiosyncratic." **Geert Hofstede (1993)** is one of the first to attempt to quantify culture, and defined it as "the collective programming of the mind which distinguishes one group or category of people from another." Organizational culture can be 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 that is reflected in the kind of work they produce. On the other hand, low employee morale results in less productivity and pessimism among employees. It is important for every organization to keep the employee morale high. Employee morale is part of workplace culture and it is important in the company. When workers are happy, they tend to be more efficient because they enjoy their work. It is important that employees are not developing a feeling of work as a burden. Employee morale is determined by organizational culture and how employers treat their workforce. Morale of an employee is developed on the basis of his attitude towards the organization. This study is an attempt to find out the relationship between organization culture and employee morale in private sector undertakings of Sipcot, Tamilnadu.

**Impact of Organisationsal Culture on Employee Morale**

The nature of corporate culture that exists in a company is going to decide the degree to which the desired results from the employees are obtained.  The common perceptions of the individual members about the organisation determines the types of the organisational culture, individuals with realm of universal truths and are broad enough to accommodate any variety of circumstance.

An organisation culture consists of two primary components.

(i)    The primary value of the organization and

(ii)    The existing management style and systems.

These two components significantly determine the degree to which the desired result from the employees is obtained.  The value system to which the employees support directly or indirectly or by their behaviour indicates the direction in which organizations are likely to move in the future.  A strong culture is a powerful lover for guiding behaviour.  It helps the employees to do their job better.

## 2.  STATEMENT OF THE PROBLEM

➢ It is necessary for any management to ensure that employees are satisfied with their job, for the benefits of the organization.

➢ A study on organization culture measures  helps the management to understand the attitude of the employees towards their job.

➢ It tells how the people feel about their relationship with an industry, and their welfare of job.

➢ The present study has made an attempt to measure the organization culture and employee morale in Private Sector companies at Ranipet

➢ This study has been conducted with 100 employees in the study area.

**Need of the Study**

➢ People are affected by the culture in which they live.

➢ Similarly, an individual working for any organization with a firmly established culture will be taught the values, beliefs, and expected behaviors of that organization.

➢ There is a at least some sound evidence that variations in cultural values may have a significant impact on employee turnover and possibly employees job performance.

➢ Hence the study of organizational culture is important for the understanding and practice of organizational behavior.

**Objectives of the study**

• To measure the organizational culture that is prevailing in Private Sector enterprises at Ranipet

• To evaluate the impact of organizational culture on the morale of employees of Private Sector undertakings in Ranipet

• To examine the relationship between cultural level and morale of the employees in Private Sector companies at Ranipet

• To analyze the variance in morale among employee groups.

## 3.  RESEARCH METHODOLOGY

Methodology is a plan of action for a research project and explains in details how data are collected, analyzed and presented so that they will provide meaningful information.  This section gives enough background of the organizational culture.

**Limitations of Study**
- ➤ The study was restricted to Private Sector companies in Ranipet only.
- ➤ Since there has been a gap of a few months between data collection and the consolidation of the report, findings might not accurately reflect the current attitudes and perception of the employees as these could have changed over time.
- ➤ Some of the respondents were hesitated to express their opinion about organization culture measures due to fear of management.
- ➤ The survey bases on the opinion of the employees, which may be biased.
- ➤ Period of study is too short and hence it is a major limitation.

**Review of Literature**

According to **Leung, K., & Ang, S (2012)** the role of national culture in international business has received considerable attention partly because of the seminar work of Hofstede on cultural dimensions. In this research tradition, national culture is typically defi ned by subjective constructs, such as values and beliefs. However, the cultural perspective also encompasses the ecology of a culture and other objective elements such as physical infrastructure and formal institutions. In a different line of research guided by institutional theory, cultural differences in the choices and behaviors of fi rms are explained by differences in institutional variables across societies.

**Gelfand, Erez, & Aycan (2007)** observed that with the increasing globalization of organizations and diversification of domestic workforces, understanding why some individuals function more effectively than others in culturally diverse situations has become more important than ever.

**Edgar H Schein (1983)** 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.  PROFILE OF THE PRIVATE SECTOR COMPANIES IN RANIPET

### NAG LEATHERS

NAG leathers private limited is Manufacturer of leather shoe uppers leather goods, cow calf etc. **Year of Establishment,** 1987 **Legal Status of Firm,** Limited    Liability/Corporation (Privately Held) **Nature of Business** Manufacturer  Australia/NZ, Indian Subcontinent and Middle East  Manufacturer of leather shoe uppers leather goods, cow calf etc.

### M/S SHREE RAMWELD PRODUCTS (P) LIMITED, COMPANY   PROFILE

The benefits of green revolution from several years modern methods can improve the Technology supply of electricity facilities to the Industry as well as farmer better technology facilities easy availability of credit to industrialist and higher procurement prices have all combined to increase the power generation and to increase engineering production in a phenomenal way and create National and International market with very good purchasing power.

## DATA ANALYSIS AND INTREPRETATION

## INTERPRETATION

The above table reveals that 57% of the respondents were belongs to the age group of 26-35 years, 23% of the respondents were belongs to the age group of upto 25 years, 17% of the respondents were belongs to the age group between 36-45 years, 3% of the respondents were belongs to the age group between 45 above years.
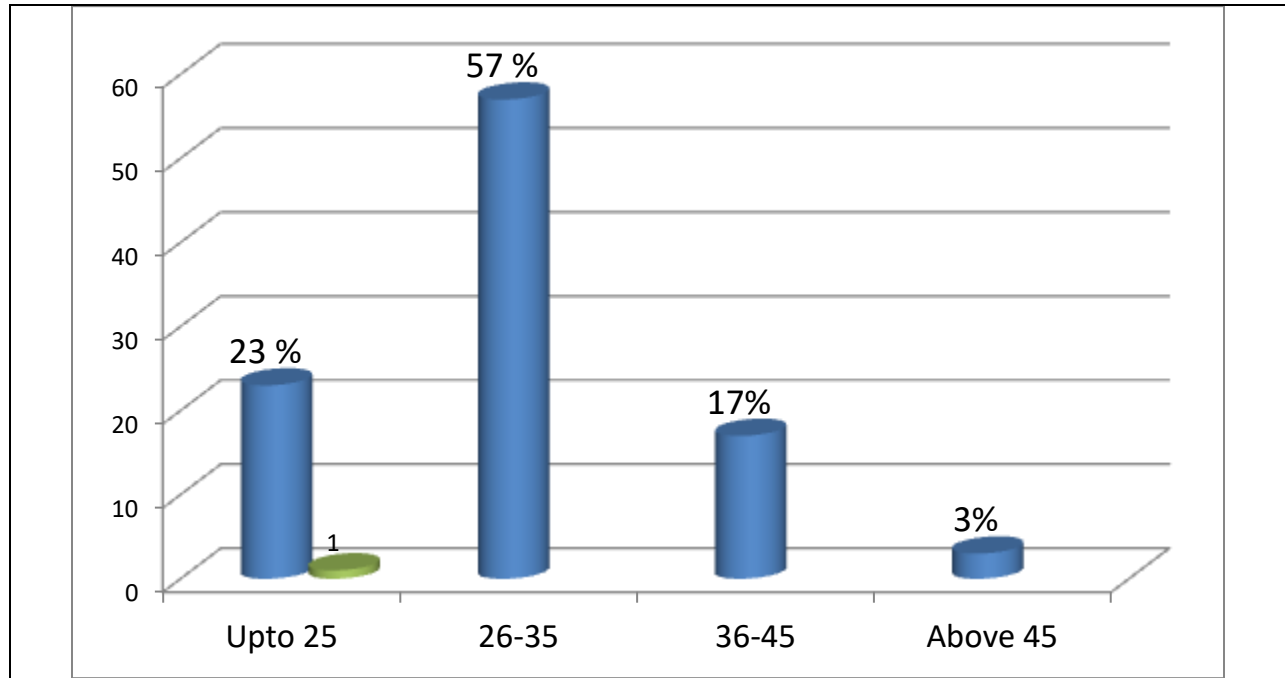


Fig.1

## INTERPRETATION

The above table reveals that 30% of respondents earn Rs.10001-20000 and 20001-30000, 17% of respondents earn Rs. 30001-40000, 13% of respondents earn Rs.40000-above, 10% of respondents earn below-10000.
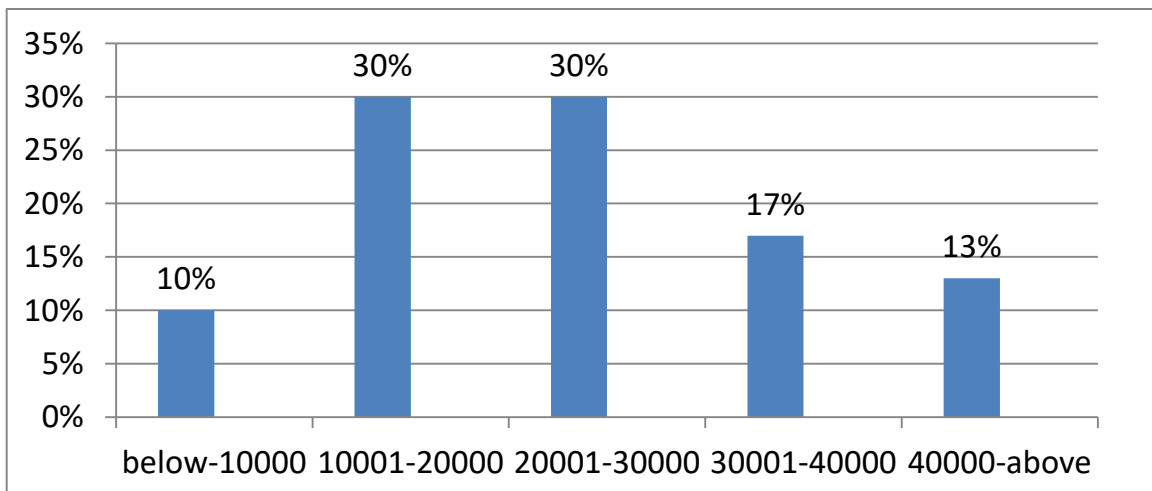


Fig.2

## INTERPRETATION

The above table reveals that 50% of respondents are agree with clear safety policy, 37% of respondents are strongly agree, 10% of respondents are moderate, 3% of respondents said that disagree for clear safety policy.
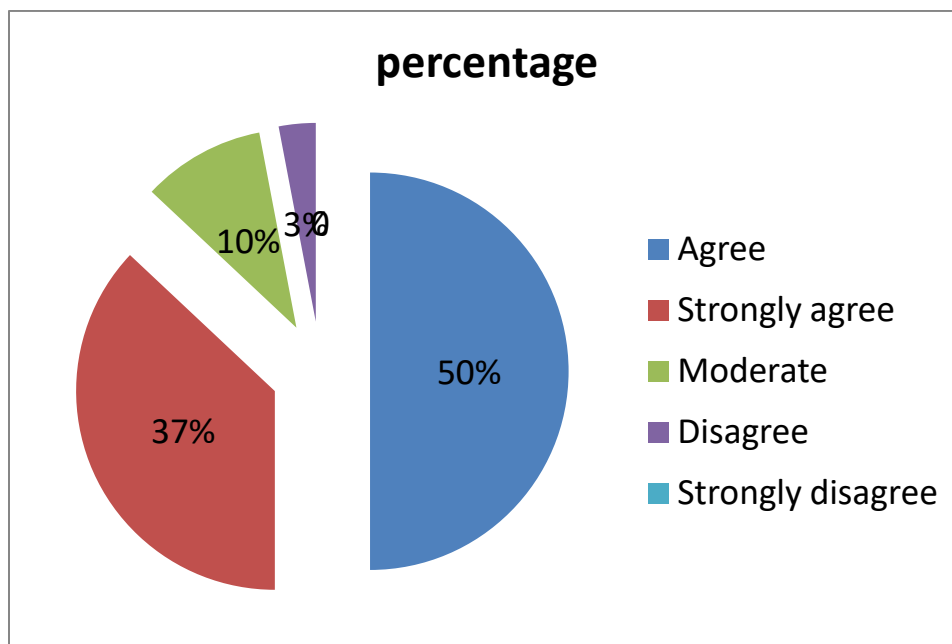


**Fig.3**

## FINDINGS

➢ 57% of the respondents were belongs to the age group of 26-35 years
➢ 55% of the respondents were female.
➢ 67% of the respondents were married
➢ 40% of the respondents education qualification is degree
➢ 30% of respondents earn Rs.10001-20000 and 20001-30000
➢ 35% of respondents are below 6-10 years experience
➢ 50% of respondents are agree with clear safety policy

## SUGGESTION

• Identify how science funding and directing organizations could promote appropriate cultural orientations and a favorable cultural environment for privately funded science organizations and

• Determine the cultural orientations and cultural environment needed within the funding and directing organizations to make this happen.

• In organizations responsible for both science and national security, of private sector companies a significant challenge is to balance the cultural requirements of creativity and collaboration with those of regulatory compliance and the protection of classified information.

**CONCLUSION**

Culture also provides a focus for organisational action. Effective leaders often seek to influence values so that they become closer to, if not identical with, their own beliefs. In this way, they hope to achieve widespread support for, or 'ownership' of, new policies. By working through this informal domain, rather than imposing change through positional authority or political processes, heads, principals and other leaders, including middle managers, are more likely to gain support for innovation.  An understanding of both societal and organisational culture also provides a sound basis for leading and managing people in education. In many countries, schools and colleges are becoming multicultural, and recognition of the rich diversity of the cultural backgrounds of students, parents and staff is an essential element in school management.

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