



BEHAVIOUR EQUIVALENCE OF ORGANISATIONAL CULTURE - A STUDY ON THE EMPLOYEES ATTITUDE AT PHA INDIA PVT LTD

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Abstract

The Automobile industry in India is one of the largest in the world and one of the fastest growing globally. India manufactures over 17.5 million vehicles (including 2 wheeled and 4 wheeled) and exports about 2.33 million every year. It is the world's second largest manufacturer of motorcycles, with annual sales exceeding 8.5 million in 2009. India's passenger car and commercial vehicle manufacturing industry is the seventh largest in the world, and it has an annual production of more than 3.7 million units in 2010. According to recent reports, reports regarding the automobile industry are taken correctly, the spare parts are supplied to many companies and to be the most big concern and they became their regular dealers. Evolving technologies in the auto industry worldwide force the component manufactures to offer high level technical skills. Innovative products that they produce according to the customer needs, committed in creating value through continuous knowledge sharing, participative management and high transparent culture. PHA automotive reckons its human resources as its most treasured asset and main resource of strength. Pioneers in innovative technology for door moving and locking systems. With the endless enthusiasm and being the world best supplier in the automotive industry

Key Words: Culture, Climate, Attitude, Perception.

1.1 INTRODUCTION

Few aspects of organizational studies have such diverse and fragmented literature as organizational culture (OC). Dominated by psychologists in mid 50s, the field of organization studies had a micro-orientation; early 80s saw advancement of the theoretical concept of OC. The term 'culture' has different meanings. For example, Kroeber et al (1952) compiled a list of 164 definitions of "culture", the introduction of 'organizational culture' to the field of organizational studies is generally credited to Pettigrew in 1979 (Detert et al, 2000). Since then, researchers have dealt with a range of questions from what is culture, who shares it, how did it come to be, what is it composed of, how are its parts structured, how it works, conditions for culture to exist, conditions for culture to affect organizational efficiency as well as other organizational variables; to why and how do we change culture, in what way can culture contribute to controlling an organization, how can we measure culture, in what terms can we describe culture, the cultural change and the cultural difference in various contexts like national, occupational, positional, industry, firm, and its subunits, cross-cultural management in multinationals, mergers and alliances and cultural conflicts.

1.2 STATEMENT OF THE PROBLEM

Organizational culture is a pattern of basic assumptions invented, discovered or developed by a given group, as it learns to cope with the problems 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. Organizational culture is a set of shared understandings, norms, values, attitudes and beliefs of an organization which can foster or impede change. When people join an organization, they bring with them the values and beliefs that they have been taught. The study of Organizational Behaviour (OB) is very interesting and challenging too. It is related to individuals, group of people working together in teams. No two individuals are likely to behave in the same manner in a particular work situation. It is the predictability of a manager about the expected behaviour of an individual. An appropriate organizational culture can modify individual behaviour. Recent trends exist in laying greater stress on organizational development and imbibing a favourable organizational culture in each individual. It also involves fostering a team spirit and motivation so that the organizational objectives are achieved.

1.3 COMPANY PROFILE

PHA INDIA (P) Limited (PHAS) has created history in short span of time and look forward for its exciting future in every moment. PHA India Private Limited was formerly known as PHC Manufacturing Pvt Ltd. It changed its name in November 2007. The company was founded in 1997 and is based in Sriperumbudur, India. As per the transaction announced on February 26, 2010, PHA India Private Limited operates as a subsidiary of Pyeong Hwa Automotive Co., Ltd. PHA is associated with OEM customers like M/s Hyundai Motor India Ltd., M/s Ford India Limited in the automotive sector and M/s. Pentair Water Inc., USA in the non-automotive front so far in India. PHA is working collaboratively with our customers by applying our experience, intelligence and diligence to meet their technical, engineering and logistical business



challenges. PHA is a 100 PPM and I PHA has its ambitious programme to enter into the Export arena by getting into the shoes of the global suppliers development programme for world's leading Auto / Auto-component manufacturers in near future. The company has its own in house developed selective quality management systems. PHA is among the world's best automotive company and is one of the top performers in this industry.

1.5 INDUSTRY PROFILE

The Automobile industry in India is one of the largest in the world and one of the fastest growing globally. India manufactures over 17.5 million vehicles (including 2 wheeled and 4 wheeled) and exports about 2.33 million every year. It is the world's second largest manufacturer of motorcycles, with annual sales exceeding 8.5 million in 2009. India's passenger car and commercial vehicle manufacturing industry is the seventh largest in the world, and it has an annual production of more than 3.7 million units in 2010. According to recent reports, reports regarding the automobile industry are taken correctly, the spare parts are supplied to many companies and to be the biggest concern and they became their regular dealers. Evolving technologies in the auto industry worldwide force the component manufactures to offer high level technical skills. Innovative products that they produce according to the customer needs, committed in creating value through continuous knowledge sharing, participative management and high transparent culture. PHA automotive reckons its human resources as its most treasured asset and main resource of strength. Pioneers in innovative technology for door moving and locking systems.

1.6 NEEDS FOR THE STUDY

1. To understand about the organization culture in the organization.
2. Artefacts and behaviour are the most tangible aspects of organizational culture.
3. Values and beliefs which influence the assumptions and behaviour of employees.

1.7 SCOPE OF THE STUDY

1. The study covers the behaviour equivalence of organizational culture in PHA India pvt limited.
2. This study has the scope to know about behaviour employees in the organization.
3. The study covers the behaviour equivalence of organization in PHA India pvt limited.
4. This study has the scope to know about behaviour of employees in the organization.
5. The study involves providing feedback of each individual level of employees in the organization.

1.8 OBJECTIVE OF THE STUDY

Primary Objective

1. To study about the behavioural equivalence in organizational culture.

Secondary Objective

1. To know the individual values and beliefs based on their past experiences schemes and self-efficiency in PHA India pvt limited.
2. To analyze the organizational level source of behaviour and the belief, values based on the structured leadership and group specific tasks.
3. To find the industrial level sources of behaviour and the values and belief determined by the nature of product or service the competition and societal expectations.
4. To find the external sources of behaviour and values and belief derived from the national culture and general economic conditions.

1.9 RESEARCH METHODOLOGY

1.9.1 Research Problem

Research methodology is away to systematically solve the research problem it may be understand as a science of studying how research is done systematically. The present day is on behavioural equivalence culture with reference PHA India pvt limited.

1.9.2 SOURCES OF DATA

Primary data: Data originally collected for an investigation are known as primary data, questionnaireis used as primary data collection method.

Secondary data: The data was collected from books, magazines journals, training manuals and websites

1.9.3 RESEARCH DESIGN

The study has been conducted in the company to evaluate the individual group and company behavioural on organizational culture. The study used descriptive research as research design

1.9.4 TOOLS AND TECHNIQUES: STATISTICAL TOOLS:

The statistical tools used for analysis are:

Percentage Method

It is one of the ratio analysis percentage method is making comparisons between two or more series of data.

DISCRIMINATE

CLUSTER ANALYSIS

ANOVA:

- Analysis of variance (abbreviated one-way ANOVA) is $(\sum x^2)/N + (\sum y^2)/N$
- Sum of the square within the sample (SSE) = SST-SSC.
- The F statistics and is calculated by –.
- $F = MSC/MSE$, with (c-1) and c(r-1) degree of freedom.
- Where $MSC = SSC/\text{degree of freedom}$.

$$R = \left[\frac{R_{xx} R_{yy}}{R_{yx} \ 1} \right] \quad R = \left[\frac{R_{xx} R_{yy}}{R_{yx} \ 1} \right]$$

FACTOR ANALYSIS

Factor analysis includes both component analysis. More than other statistical techniques factor analysis has suffered from confusion its every purpose:

The formula for the correlation is:

$$r = \frac{N\sum xy - (\sum x)(\sum y)}{\sqrt{[N\sum x^2 - (\sum x)^2][N\sum y^2 - (\sum y)^2]}}$$

Where, N=number of pairs of scores.

$\sum xy$ =sum of the products of paired scores.

$\sum x$ = sum of the x scores.

$\sum y$ = sum of the y scores.

$\sum x^2$ = sum of the squared x scores.

$\sum y^2$ = Sum of the squared y values.

1.9.5 SAMPLING DESIGN

The convenient sampling technique was employed during data collection. A sample of employees was questioned in order to collect the data.

1.9.6 SAMPLE SIZE

The size of the sample chosen or study is 68 employees who were available during the execution of the project survey.

1.9.7 AREA OF SURVEY

Population is the set of convenient and potential respondents in PHA India pvt limited.

1.10 LIMITATIONS OF THE STUDY

- Time is important limitation due to the time constraints only few employees are taken for the study.
- The study is limited to the employees deployed in PHA India pvt limited
- The study process often overloaded by management so relativism involvement could manipulate desired res

2. LITERATURE REVIEW

Denison, Haaland, and Goelzer (2004) found that culture contributes to the success of is concerned with how employees perceive the basic characteristics like individuals, autonomy, structure, reward, conflict, and consideration. Additionally, Clarke (2006) found that a safety climate is related to an organization's safety record. The organization, but not all dimensions contribute the same it is concerned with the understanding, prediction and control of human behavior in organisation. The experimenters wanted to ascertain how a group could put pressure on an individual member for lowering production in a high incentive system. This behaviour studied for seven months from November 1931 to May 1932. It was found that the impacts of these dimensions differ by global regions, which suggests that organizational culture is impacted by national culture. Organizational culture is reflected in the way people perform tasks, set objectives, and administer the necessary resources to

achieve objectives. Culture affects the way individuals make decisions, feel, and act in response to the opportunities and threats affecting the organization.

3. DATA ANALYSIS AND INTERPRETATION

FACTOR ANALYSIS

Aim

This tool has been applied on the following **8** variables to identify the important influencing factors under different dimensions. The factors considered for the analysis are

Communalities		
	Initial	Extraction
Structural /purpose/values	1.000	.732
Group beliefs /norms	1.000	.774
Nature /needs of	1.000	.600
Specific tasks	1.000	.731
Organization practices	1.000	.613
Founder	1.000	.756
Goal programmes	1.000	.765
Gen paradigm	1.000	.193

Extraction Method: Principal Component Analysis.

Component Matrix ^a			
	Component		
	1	2	3
Group beliefs /norms	.809	-.294	-.184
Structural /purpose/values	.724	-.325	-.319
Nature /needs of	.621	-.260	.383
Founder	.190	.838	-.129
Goal programmes	.455	.695	-.273
Organization practices	.136	.619	.460
Gen paradigm	.250	.257	-.253
Specific tasks	.382	.027	.765

Extraction Method: Principal Component Analysis.
a. 3 components extracted.

Rotated Component Matrix ^a			
	Component		
	1	2	3
Group beliefs /norms	.868	.097	.106
Structural /purpose/values	.850	.079	-.054
Goal programmes	.147	.861	.031
Founder	-.183	.846	.080
Gen paradigm	.167	.395	-.095
Specific tasks	.088	-.065	.848
Organization practices	-.300	.456	.561
Nature /needs of	.530	-.114	.553

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

Component Transformation Matrix			
Component	1	2	3
1	.843	.370	.391
2	-.454	.879	.146
3	-.290	-.301	.909

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Interpretation: From the communalities table and rotated component matrix table it is inferred that the following factors were classified under different dimensions and identified as very important variables

Dimension 1- Group/beliefs norms, structural/ purpose /values

Dimension 2 - Goal programmes, founder

Dimension 3- Specific tasks.

FACTOR ANALYSIS

Aim

This tool has been applied on the following **7** variables to identify the important influencing factors under different dimensions. The factors considered for the analysis are

Communalities		
	Initial	Extraction
Setting goals /purpose	1.000	.728
Policies /procedures	1.000	.790
Leadership,control,trust,collaboration	1.000	.475
Sense	1.000	.815
Co-operation	1.000	.717
Customer encounters	1.000	.844
Communicating commitment.	1.000	.776

Extraction Method: Principal Component Analysis.

Total Variance Explained						
Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.931	27.591	27.591	1.931	27.591	27.591
2	1.671	23.869	51.459	1.671	23.869	51.459
3	1.543	22.048	73.507	1.543	22.048	73.507
4	.905	12.932	86.439			
5	.376	5.377	91.816			
6	.340	4.862	96.678			
7	.233	3.322	100.000			

Total Variance Explained			
Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	1.837	26.244	26.244
2	1.752	25.026	51.270
3	1.557	22.237	73.507

Component Matrix ^a			
	Component		
	1	2	3
Policies /procedures	.737	-.494	.055
Leadership,control,trust,collaboration	.663	-.039	-.186
Co-operation	.422	.732	.051
Setting goals /purpose	.586	-.617	-.062
Sense	.579	.604	-.341
Communicating commitment.	.068	-.148	.865
Customer encounters	.296	.349	.797
Extraction Method: Principal Component Analysis.			
a. 3 components extracted.			

Rotated Component Matrix ^a			
	Component		
	1	2	3
Policies /procedures	.880	.019	.127
Setting goals /purpose	.841	-.144	-.027
Leadership,control,trust,collaboration	.568	.385	-.071
Sense	.130	.878	-.166
Co-operation	-.101	.816	.204
Customer encounters	-.030	.295	.869
Communicating commitment.	.077	-.245	.842

Interpretation

From the communalities table and rotated component matrix table it is inferred that the In

Dimension 1

Policies/procedures, setting goals/purpose.

Dimension2

Sense.

Dimension 3

Customer encounters, communicating commitment. The following factors were classified under different dimensions and identified as very important variables.

4. FINDINGS, SUGGESTIONS AND CONCLUSION

4.1 SUMMARY OF FINDINGS

1. Most of the male respondents are agree based on the past experience schemes and self-efficiency will influence the organisational culture personality and female respondents are agree with it, towards the individual sources of behaviour.
2. Most of the male respondents are agree based on the past experience schemes and self-efficiency will influence the organisational culture schemes and female respondents are neither agree (nor)disagree with it, towards the individual sources of behaviour.
3. Most of the male respondents are agree based on the past experience schemes and self-efficiency will influence the organisational culture self-efficiency and female respondents are neither agree (nor)disagree with it, towards the individual sources of behaviour.
4. Most of the male respondents are neither agree (nor) disagree based on the past experience schemes and self-efficiency will influence the organisational culture experience and female respondents are disagree with it. towards the individual sources of behaviour.
5. Most of the male respondents are agree the values and belief based on the purpose and female respondents are agree with it, towards the organizational and intra organizational level sources of behaviour.



6. Most of the male respondents are agree the values and belief based on the beliefs and female respondents are agree with it, towards the organizational and intra organizational level sources of behaviour.
7. Most of the male respondents are agree the values and belief based on the nature and female respondents are agree with it, towards the organizational and intra organizational level sources of behaviour.
8. Most of the male respondents are neither agree (nor) disagree the values and belief based on the specific tasks and female respondents are neither agree (nor) disagree with it, towards the organizational and intra organizational level sources of behaviour.
9. Most of the male respondents are agree the values and belief based on the organization and female respondents are agree with it, towards the organizational and intra organizational level sources of behaviour.
10. Most of the male respondents are agree the values and belief based on the founder and female respondents are agree with it, towards the organizational and intra organizational level sources of behaviour.
11. Most of the male respondents are neither agree (nor) disagree the values and belief based on the programmes and female respondents are neither agree (nor) disagree with it, towards the organizational and intra organizational level sources of behaviour.
12. Most of the male respondents are agree the values and belief based on the paradigm and female respondents are neither agree (nor) disagree with it, towards the organizational and intra organizational level sources of behaviour.
13. Most of the male respondents are agree the values and beliefs determined by the competition, and female respondents are agree towards the industry level sources of behaviour.
14. Most of the male respondents are agree the values and beliefs determined by the customer needs and female respondents are agree towards the industry level sources of behaviour.
15. Most of the male respondents are neither agree (nor) disagree the values and beliefs determined by the societal and female respondents are neither agree (nor) disagree, towards the industry level sources of behaviour.
16. Most of the male respondents are agree values and beliefs determined by the expectations and female respondents are neither agree (nor) disagree, towards the industry level sources of behaviour.
17. Most of the male respondents are agree values and beliefs determined by the knowledge and female respondents are neither agree (nor) disagree, towards the industry level sources of behaviour.
18. Most of the male respondents are agree the values and belief derived from the national culture and female respondents are agree, towards the industry level sources of behaviour.
19. Most of the male respondents are agree the values and belief derived from the global interface and female respondents are agree, towards the industry level sources of behaviour.
20. Most of the male respondents are S neither agree (nor) disagree the values and belief derived from the stable turbulent and female respondents are neither agree (nor) disagree, towards the industry level sources of behaviour.
21. Most of the male respondents are neither agree (nor) disagree values and belief derived from the ambiguous and female respondents are neither agree (nor) disagree, towards the industry level sources of behaviour.
22. Most of the male respondents are neither agree (nor) disagree values and belief derived from the economic conditions and female respondents are neither agree (nor) disagree, towards the industry level sources of behaviour.
23. Most of the male respondents are agree the manifestation of behaviour based on the outcomes of purpose and female respondent are strongly agree with it.
24. Most of the male respondents are agree the manifestation of behaviour based on the outcomes of procedure and female respondent are agree with it.
25. Most of the male respondents are agree the manifestation of behaviour based on the outcomes of leaders and female respondent are agree with it.
26. Most of the male respondents are agree the manifestation of behaviour based on the outcomes of sense and female respondents are neither agree (nor) disagree with it.
27. Most of the male respondents are agree the manifestation of behaviour based on the outcomes of co-operation and female respondents are neither agree (nor) disagree with it.
28. Most of the male respondents are are neither agree (nor) disagree the manifestation of behaviour based on the outcomes of customer and female respondents are agree with it.
29. Most of the male respondents are are neither agree (nor) disagree the manifestation of behaviour based on the outcomes of commit and female respondents are agree with it.

4.2 SUGGESTIONS

1. Most of the female respondents are neither agree (nor) disagree with schemes, towards the individual sources of behaviour.so the organization should improve in schemes.
2. Most of female respondents are neither agree (nor) disagree with the self-efficiency towards the individual sources of behaviour.so the organization should concentrate more in self-efficiency.



3. Most of the and female respondents are disagree with past experience and self –efficiency. So the organization should consider the individual values and beliefs.
4. Most of the male and female respondents are neither agree (nor) disagree the values and belief based on the specific tasks. So the organization should consider all the tasks.
5. Most of the male and female respondents are neither agree (nor) disagree the goal programmes. So the organization should provide proper goal programmes.
6. Most of the male and the female respondents are neither agree (nor) disagree the values and belief determined by the societal.so the organisation should consider society people.
7. Most of the female respondents are neither agree (nor) disagree, towards the industry level sources of behaviour.so the organization should consider the expectations.
8. Most of the male and female respondents are are neither agree (nor) disagree values and belief derived from the economic conditions, towards the industry level sources of behaviour.so the organisation should strong their economic conditions.
9. Most of the female respondents are neither agree (nor) disagree the manifestation of behaviour based on the outcomes of co-operation, so the co-operation should maintain.
10. Most of the male respondents are are neither agree (nor) disagree the manifestation of behaviour based on the outcomes.so the organisation should maintain the outcomes.

4.3 CONCLUSIONS

The survey made an attempt to find out the behaviour equivalence of organisational culture of the employees in the organization. It provides a comprehensive framework and a behavioural perspective to understanding organizational culture and why and how it will change as an organization evolves through changing environment conditions, internal and external. Consequently, the proposed model has implications for practice as managers can have an overall assessment of the organizational culture by analysing manifestations of organizational behaviour and also by identifying sources of behaviour.

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