

**A STUDY ON WORK CULTURE AMONG THE EMPLOYEES OF SAC ENGINE
COMPONENTS PVT LTD**

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ABSTRACT

This research project was carried out to evaluate work culture. Data were collected through questionnaires from SAC Engine components Pvt. Ltd., The data collected were analyzed using the simple percentage and chi – squares, correlation statistical tool were used in interpretation of the data. The results revealed that persisting employee perception in the organization that is evident that the employees are happy with culture and is feeling involved into the values assumptions and norms posed by the company. It is suggested to the management to considered employees opinions while making decision about the employee which will create sense of belongingness of the employees. Every organization been private or public ensures that there should be proper persisting of work culture in the organization.

INTRODUCTION

Work culture refers to values, ethics, of the employees at day to day operations and environment of the organization. Work culture of the organization plays an important role in extracting the good of employees and makes them to stable in the organization for a long run of the enterprise, at the same time organization should give a positive vibe on the employees to get concentrated on their work rather thinking of other.

MEANING & DEFINITION

Work culture is the composition of “management policies, organizational change and development, rewards and recognition, role clarity and training which facilitates in creating a positive work environment which in turn builds a strong culture that supports organization to grow, withstand competition in the long run and succeed.”

TYPES OF WORKPLACE CULTURES

1. Adhocracy culture
2. Clan culture
3. Customer – focused culture
4. Hierarchy culture
5. Market – driven culture
6. Purpose – driven culture

Adhocracy culture

Adhocracy culture describes tendency to take risk in order to innovate and move quickly

Clan culture

Thinking and feelings of everyone is similarly, and is working towards the common goal.

Customer – focused culture

Customer – focused culture refers to put customers first and empower the employees to do the same.

Hierarchy culture

Hierarchy cultures are traditional, paternalistic types of cultures.

Market – driven culture

Market – driven culture is a culture keen on results oriented, demanding, hardworking, and highly competitive.

Purpose – driven culture

Purpose – driven culture is tending to be more community – focused, collaborative, and charitable. Whole Foods, REI, and TOMS shoes are classic examples.

KEY COMPONENTS OF WORK CULTURE

Punctuality and Flexibility

The first thing an employee will notice that the working hours when they join your company how long and how many days do you work? How many breaks do you take? And these details can vary from company to company from region to region. (E.g.) American work culture typically mandates a 9 to 5 workday, with a 30 min – 1 hour lunch break in between. This gives you a maximum of 40 work hours a week.

Monitoring style

The biggest factor that determines workplace’s culture is leadership.

Development

The other key component of work place culture is development of employee.

Expression

People in work places generally feel happier. That indicates the level of comfort in their work place.

Recognition

The success of employees will recognize by the management and reward people when they do well. That builds good work culture and appreciation towards mutual respect on both the employer and employee.

Communication

Every one in the organization must feel free to express their feeling towards the work and work culture among the employees. If there is no scope for sharing the feelings among the employees about the work culture then there is no much room for growth.

NEED FOR THE STUDY

The development of the any organization depends on its employees. In any organization work culture is important. There is always a need for work culture that efforts to make the employee to work efficient and effectively. Efficient employees contribute to growth of the organization. Future needs of employees will be known through training and development programs. There is at least some sound evidence that variations in cultural values may have significant impact

on employee turnover and possibly employee's job performance. Hence the study of work culture is important for understanding and practice of organizational behavior.

SCOPE OF THE STUDY

The work culture of any organization depends on its employees. For organizational productivity work culture assumes greater significance. Training aims at increasing knowledge and skills of the employee in the organization. Work culture improves the organization as its structure, objectives, policies and procedures including managers and employees. It identifies the training and development needs present among the employees. It also gives direction to organization, how to deal differently with different employees. Work culture helps the management to satisfy the employees and take measures in removing performance deficiencies. This will also help the management to know the satisfaction levels of employees and take corrective measures to improve their performance. Work culture is being a very complex process and it can be achieved by studying and analyzing the feedback of employees as well as managers.

RESEARCH METHODOLOGY STATEMENT OF PROBLEM

Work culture plays a vital role in any organization. It is aimed at preparing employees for future and current needs. The company may face some problems such as low morale of employees, adapting new technologies, communication gaps, changes in employee attitude and performance deficiencies. Therefore, to overcome all these problems, the intention of this research is to study and analyze the response of employees regarding work culture and development on employee's performance.

OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVE

To study the work culture among the employees of SAC Engine Components private Limited.,

SECONDARY OBJECTIVE

To find out the influence of management policies on work culture

To identify the role of organizational change and development on work culture among the employees of SAC

To examine the role clarity among employees

To analyze the training programs conducted by the organization To know the rewards and recognition given to employees

VARIABLES INDEPENDENT VARIABLE

The independent variables used for the study are

- Gender,
- Age,
- Marital status,
- Educational qualifications,
- Monthly income,
- Experience,
- Employment status,
- Type of work done.

DEPENDENT VARIABLE

Dependent variables are the factors (i.e.)

- Management policies,
- Organizational change and development,
- Role clarity,
- Training,
- Rewards and recognition.

FORMULATION OF HYPOTHESIS

H0: There is no significant relationship between Experience and good performance of the employed is highly rewarded by the management.

H0: There is no significant relationship between Educational qualifications and role clarity, training.

RESEARCH DESIGN

Descriptive Research Design

SAMPLING METHOD

Simple Random Sampling

TOOLS USED FOR DATA COLLECTION

The tool which is used to collect data from the respondents is questionnaire. A closed – ended self – administrated questionnaire was framed from an instrument based on Kirkpatrick Theory. The questionnaire prepared for this study has multiple – choice and dichotomous questions.

DATA COLLECTION PRIMARY DATA

The primary data is the first hand information and it is collected through a structured questionnaire.

SECONDARY DATA

Secondary data refers to those sources of information that are used to interpret and analyze primary data to make explanations for events that happened in the past or even to be able to explore whatever meaning can be derived from a work of art.

STATISTICAL TOOLS USED FOR ANALYSIS

PERCENTAGE ANALYSIS

Percentage = Number of respondents/ Total no of respondents*100

CHI – SQUARE

$$\chi^2 = \sum (O-E)^2 / \sum E$$

Where,

O – Observed Frequency

E – Expected Frequency

R – Number of rows

C – Number of columns

Degree of freedom = v = (r – 1) (c – 1)

CORRELATION

Pearson r Correlation

DATA ANALYSIS AND INTERPRETATION

STATISTICAL ANALYSIS CHI SQUARE TEST

Null Hypothesis (H0): There is no significant relationship between experience and good performance of the employees is highly rewarded by the management.

Alternate Hypothesis (H1): There is significant relationship between experience and good performance of the employees is highly rewarded by the management.

Table: 1

Table representing Chi square test between experience and good performance of the employees is highly rewarded by the management.

Experience		Good performance of the employee is highly rewarded by the management					Total	Chi-Square	Sig.
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree			
Below 5 years	Count	0	5	11	11	6	33	22.487 ^a	.052
	% within EXP	0.0%	15.2%	33.3%	33.3%	18.2%	100.0%		
	% within RR1	0.0%	31.3%	64.7%	22.4%	23.1%	30.0%		
	% of Total	0.0%	4.5%	10.0%	10.0%	5.5%	30.0%		
5 – 10 years	Count	2	8	6	27	15	58		
	% within EXP	3.4%	13.8%	10.3%	46.6%	25.9%	100.0%		
	% within RR1	100.0%	50.0%	35.3%	55.1%	57.7%	52.7%		
	% of Total	1.8%	7.3%	5.5%	24.5%	13.6%	52.7%		
11- 15 years	Count	0	3	0	5	5	13		
	% within EXP	0.0%	23.1%	0.0%	38.5%	38.5%	100.0%		
	% within RR1	0.0%	18.8%	0.0%	10.2%	19.2%	11.8%		
	% of Total	0.0%	2.7%	0.0%	4.5%	4.5%	11.8%		

Above 15 years	Count	0	0	0	6	0	6
	% within EXP	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within RR1	0.0%	0.0%	0.0%	12.2%	0.0%	5.5%
	% of Total	0.0%	0.0%	0.0%	5.5%	0.0%	5.5%
	Count	2	16	17	49	26	110
	% within EXP	1.8%	14.5%	15.5%	44.5%	23.6%	100.0%
	% within RR1	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	1.8%	14.5%	15.5%	44.5%	23.6%	100.0%

INTERPRETATION

The chi Square was performed to examine the relationship between independent variables on experience and dependent variable on reward and recognition. The chi square value is more than 0.05 and statistically insignificant at the 5% level, the p value is (0.052). Hence, the null hypothesis is accepted. Therefore, there is no significant relationship between independent variables on experience and dependent variable on reward and recognition.

CORRELATION TEST

Table: 2
Table representing correlation test between Educational qualifications and all the variables of role clarity, training.

Correlations				Results
Variables		Role Clarity	Training	
Educational	Pearson Correlation	.521	.644	
	Sig. (2-tailed)	.012	.019	

Qualification	N	110	110	Significant
**. Correlation is significant at the 0.01 level (2-tailed).				

Interpretation

A Pearson correlation coefficient was computed to access the relationship between independent variables on educational qualifications and dependent variables namely role clarity and training. Hence the correlation coefficient value was less than 0.05. Therefore, the null hypothesis is rejected. In addition, that there is significant relationship between independent variables on educational qualifications and dependent variables namely role clarity and training.

FINDINGS AND CONCLUSIONS

STATISTICAL FINDINGS CHI SQUARE TEST

There is no significant relationship between independent variables on experience and dependent variable on reward and recognition.

CORRELATION TEST

There is significant relationship between independent variables on educational qualification and dependent variables namely role clarity and training.

LIMITATIONS OF THE STUDY

The study was limited to a short period of time and results would change based on individuals. The research is conducted among the middle and lower level employees. Hence the opinions of the top level employees were not collected.

The present research is limited to employees of automobile industry in Gummidipoondi (Thiruvallur District) only.

SUGGESTIONS

It is suggested to the management to consider employees' opinions while making decisions about the employee which will create a sense of belongingness of the employees.

It is suggested to the management to brief employees about their role in the organization which would facilitate attaining organizational goals and increase employee work performance.

It is suggested to the management to conduct adequate and appropriate training programs to increase their skill level to prevent accidents and facilitate career development opportunities.

It is suggested to the management to recognize and reward good performance which will boost employee morale and motivation.

CONCLUSION

Work culture may be the greatest strength or serious limitations for a company, depending on whether the values held are in line with work strategy and environmental demands. Even though changing a work culture is difficult, success of the organization may require the change. Leaders, through their actions, role modeling, rule making, and story creation, serve as instrumental change agents. The current study concentrated on work culture that is persisting in the organization and employees' perception about it. It is evident from the study that the employees are happy with the culture and are feeling involved in the values, assumptions and

norms posed by the company. Even though the study portrayed findings some suggestions were given to enhance the productive contribution of the employees towards the company goals.

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