Chapter 1

Introduction to the Study
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Globalisation of Indian economy and move towards privatisation, recently, seems to have imbibed a new spirit in the economic performance of public sector organisations. Without diluting their social objectives, public sector organisations are increasingly expected to perform well commercially also. A strong culture and a positive approach towards organisational change are vital for the efficient functioning of an organisation. If innovation, growth, and revitalisation are mandatory in a world characterised by rapid change and worldwide competition, organisations must find a way to have a new life in their procedure, management style and culture. Culture in each successful company in fact have systemic quality. Further executives in successful companies become emotionally committed to their organisation and its culture. This emotional commitment arises out of a good fit between the specific cultural features of an organisation and the individual characteristics of people staying with it.

The above review unveils the significance of the role played by the behavioural components of organisational culture, organisational commitment, attitude towards organisational change and their interrelations, in making the change programme a successful one. Attitude of organisational members towards the change initiatives is mainly determined by their organisational commitment and perceptions of the culture prevailing in the concern. Harrison noted that, "Much of the conflict that surrounds organisation change is really ideological struggle".

Organisational culture is the prime factor leading the change attempts through successful steps. In the words of Zammuto and O'Connor, "acceptance and effective implementation of advanced manufacturing technologies in the organisation is influenced by its cultural characteristics". In addition, the impact of culture on
commitment is also a deciding factor in the success of a change attempt. Culture is critical in developing and maintaining the levels of intensity and dedication among employees that often characterizes successful firms. A strong organisational culture is a belief system that sustains the commitment of individual members for the betterment of the organisation.

Organisational commitment, a dependent variable, may be defined as the relative strength of an individual's identification with and involvement in a particular organisation. In other words, it is the willingness of an employee to exert high levels of effort on behalf of the organisation. Organisational commitment is the acceptance of major goals and values of the organisation. All the discussed meanings of organisational commitment proved that the committed people will devote their time, money, endurance, persistence, loyalty and ingenuity for the cause of the success of a change effort initiated by their organisation. Thus organisational commitment is the glue that provides the vital bond between people and change goals.

The study unit, Hindustan Latex Limited (a public limited company) has to face the stiff competition posed by the MNCs and TNCs in the field. Hence it must energise itself with the help of changing its structure, technology, and the system in tune with the order of the day. As said already, the achievements of such change efforts depend upon the culture, commitment and attitude towards change prevail in the organisation. Hence systematic probe into the dynamics of organisational culture, commitment and attitude towards change in Hindustan Latex Limited is timely and relevant.

1.1 NEED AND SIGNIFICANCE OF THE STUDY

The only source of competitive advantage at present shall be the ability of organisations in India to adopt changes and improve even faster than organisations elsewhere, to become truly accelerating organisations. Hence the study unit, Hindustan Latex Limited must come forward to initiate strategic changes in its technology.
structure, product mix, promotional mix and other relevant areas. But the success of any such change initiative depend upon the positive attitude of people involved in the implementation of change programmes. The review of literature shows that the attitude of people towards change are considerably influenced by their organisational commitment level. And the existing literature also reveals that the level of organisational commitment is directly related to the nature of culture and person-culture fit prevailing in the concern. The consideration of the above facts urged the attempt of the present research to concentrate on the study of organisational culture, commitment and attitude towards organisational change in Hindustan Latex Limited.

1.2 SCOPE OF THE STUDY

The excerpts of the reports of experts in the field of organisational behaviour reveal that the concentration of the research efforts in the review of culture, commitment and change in a single industrial unit will fetch more benefits to the organisation under consideration. That is why in the studies on organisational culture, researchers have generally focussed on a single organisation. Hence in the present research, the scope of the research endeavour is confined to the total work force working in the administrative office and the manufacturing units of Hindustan Latex Limited.

1.3 THE NATURE OF DATA

The data collected for the study is subjective, as it is based on the perceptions of the respondents. Usually the perceptions of the people are based on their judgements about their experience in their organisation. Though it is subjective to some extent, it is decided to go ahead with the collection of the preferences of respondents on organisational culture and perceptions of respondents on culture, commitment and attitude towards change through an interview schedule.
Though the respondents are responding from their continuous experience in the organisation, it has to be mentioned that the study is not a longitudinal one.

The next decision to be taken as to the nature of the study is whether to include universal oriented or organisational specific values to measure the perceptions of the respondents. Although the study is a case analysis, the researcher decided to induct more universal variables in addition to some organisation specific aspects. This will make the research work more useful to the study unit and similar organisations to face the challenges of globalisation.

1.4 OBJECTIVES OF THE RESEARCH

The various objectives of the present research are listed below.

1. To identify the existing organisational culture profile in the study unit.

2. To assess the nature of person-culture fit existing in the study unit.

3. To reveal the strength of the culture prevailing in the organisation under consideration.

4. To unveil the role of demographic profiles on the formation of the organisational culture existing in the area of study.

5. To unearth the kind of cross relations prevail between organisational culture, organisational commitment and attitude towards organisational change in the study unit.

6. To explore the nature of association exist in-between personal profiles and organisational commitment and attitude towards change.

7. To offer suggestions for the enhancement of the quality of organisational culture, commitment and attitude towards change in a manner to make easy the change programmes in the study unit.
1.5 HYPOTHESES OF THE STUDY

The Hypotheses of the present investigation is based on the following set of propositions.

1. The perceived organisational culture does not significantly differ from that of preferred organizational culture.

2. The person-culture fit does not cause a significant difference in the organizational culture of respondents.

3. Demographic features of respondents does not cause a significant difference in the organisational culture.

4. The person-culture fit does not cause a significant difference in the organizational commitment, and attitude towards organizational change.

5. The organizational commitment, and attitude towards organizational change are significantly influenced by organizational culture; and

6. The demographic profiles of the respondents does not cause a significant difference in their organizational commitment and attitude towards organizational change.

1.6 CHAPTERISATION

The content of the present research report is classified into seven chapters. A brief description of the chapters are furnished in the following lines.

The first one, the "Introductory Chapter" gives a vivid picture about the problem to be studied, its need and significance, nature, scope, objectives, and hypotheses of the analysis. In addition, a detailed chapter arrangement for the reporting aspect of the present research is also described.

The Second Chapter titled as "Organisational Culture, Commitment and change: A Review of Literature", is for reviewing the existing literature relevant to the present study.
The third chapter "Methodology" exhibits a meticulous narration on the methods adopted in the present research. The methodological viewpoint of the study is narrated under the heads of the population, sampling frame used for the data collection, pretesting, reliability and validity of the tools, and the statistical techniques used in the analysis.

The effort behind the fourth chapter entitled as "Organisational Culture in Hindustan Latex Limited", is devoted to reveal the maximum reliable results inferences and findings of the organisational culture existing in the study unit.

The attention of the fifth chapter "Interrelationship between Organisational Culture, Commitment and Attitude towards Organisational Change in Hindustan Latex Limited", is concentrated to focus the torch against the secrets of the nature and association between the organisational culture, organisational commitment and attitude towards organisational change in the study unit.

The sixth chapter, titled as "Discussion and Integration", deals with analysing the results of the study with a view to derive useful implications on the future plans and performance of the study unit.

And the seventh chapter "Summary of Findings, Recommendations and Conclusion", depicts a brief summary of findings, worthy recommendations and implications and valid concluding remarks as to the results of the present research.
REFERENCES


