A STUDY OF ORGANISATIONAL CULTURE IN RELATION TO MANAGERIAL EFFECTIVENESS, LEADERSHIP BEHAVIOUR AND WORK MOTIVATION

(A Case Study of BHEL, Hardwar)

INTRODUCTION

In the proposed study of the researcher, an effect is made to investigate the organizational culture in relation to managerial effectiveness, leadership behaviour and work motivation among middle & lower managerial cadre employees. The organisational culture is very important to a firm’s success for several reasons. The organizational and managerial practices such as communication, leadership, team work, motivational activities among the various groups within the organisation would go a long way in developing positive attitudes and for positive influence on productivity also.

ORGANISATIONAL CULTURE

The term ‘culture’ means the ‘way things are done around here’ or the ‘personality of the organisation’. Culture determines the identity of a human group in the same way as personality determines the identity of an individual. A high performance culture in an organisation may be brought through an interaction of the characteristics of the organisation with those of individuals and groups within the organisation. In the proposed research, the primary characteristics of the organisational culture like – identity of members and their integration, reward criteria, people focus etc,
and its topologies like academy, club, baseball team etc, creates distinction between one organisation and others are also describes.

**MANAGERIAL EFFECTIVENESS**

For the higher growth and prosperity of an organisation, it is must for the organisation or the boss to have an efficient manager, who is able to sort out such problem with ease. A manager has an authority to plan, organise, integrate, motivate, evaluate, control and so on, for the performance of his people on the one hand and that of the organization on the other hand.

Managerial effectiveness varies widely from organisation to organisation and from job to job and hence the scope of this is not limited. Due to this BHEL, Hardwar also sends their executives to different management institutions like MDI, Gurgaon and so on.

**LEADERSHIP BEHAVIOUR**

The main essence of management is to get the work done by the people by directing them in the right perspective. Leadership is the quality of the behaviour of individuals whereby they guide people and their activities in organised efforts. Autocratic, participative, free-rein leadership/leaders depends upon the types of followers and the organisational atmosphere. Without leadership, an organisation is simply a mass of man, machines and material. For understanding the leaders and their qualities various theories such as Trait theory, Behavioural theory, Situational theory are described by various authors time to time.
WORK MOTIVATION

The word ‘motivation’ has been derived from the word ‘motive’ which means any idea, need that prompts a man into action. Motivation inspires the employees of an enterprise to do more and better work. It develops the feeling of co-operation among employees and proper utilisation of resources in the organisation. The financial motivation provides the monetary facilities such as wage, salary, bonus etc to the employees in one hand and the job enrichment, praise, oppournity for growth provided by non-financial motivation on the other hand. For motivating the employees various theories are also propounded by various authors such as Maslow need hierarchy theory, Herzberg theory, ERG model, Vroom’s expectancy theory, Mc Gregor theory etc, for achieving the organisational goals. For investigating the effect of organizational culture on managerial effectiveness, leadership behaviour and work motivation among middle and lower managerial cadre employees, BHARAT HEAVY ELECTRICALS LIMITED [BHEL], Hardwar area is selected for the proposed study by the researcher.

HISTORICAL PERSPECTIVE OF BHEL

The previous name of BHEL was HEL. The full name of HEL was Heavy Electrical(India) Limited was setup in Bhopal in August, 1956 with a view to reach self sufficiency in industrial products and power equipment for the industrialization of the country. For the development of power equipment manufacture in India, Heavy Electrical (India) Limited [HE(I)Ltd.], Bhopal was merged into Bharat Heavy Electrical Limited
(BHEL) in 1974. To meet the total demand of heavy electrical equipments, BHEL established the following plants –
- In 1963, Heavy Power Equipment Plants established in Hyderabad.
- In 1965, High pressure Boiler Plant, Tiruchy in Tamil Nadu.
- In 1967, Heavy Electrical Equipment Plant, Hardwar (UP).

There are two power equipments manufacturing plants situated in BHEL. On the northern side Heavy Electricals Equipment Plant (HEEP) set up originally with Soviet collaboration. The plant went into production in 1967 and is engaged in the manufacturing of power generation and utilisation equipment and located immediately to the south of HEEP is the Central Foundry Forge Plant (CFFP), set up with French collaboration for the production of alloy steel casting and forgings required to complete the production profile of BHEL. BHEL Hardwar has a large township spread over 25 sq. kms. With over 6500 houses including hostel accommodation equipped with all modern amenities. The management has also arranged loans for the employees through various financial institutions to enable them to build their own houses. Under this scheme a big township named ‘Shivalik Nagar’ has also come up within BHEL campus with all facilities. All employees, their families and dependents are entitled to free medical aid at the company’s well equipped hospital and 8 dispensaries, located in various sectors and in the indoor treatment facilities.

A Pollution Control Research Institute (PCRI) has also been setup within the BHEL campus at Ranipur to provide services to government and private agencies and to control industrial pollution with respect to air,
water, noise and solid wastes for reorienting itself to be more responsive to customer need. Now BHEL is a core sector of the India economy viz., Power Generation and Transmission, Industry, Transportation, Telecommunication, Renewable Energy, Defence etc. The wide network of BHEL’s 14 manufacturing divisions, four power sector, Regional centres over 150 project sites, eight service centres, enables the company to promptly serve its customers and provide them with suitable products, systems and services – efficiently and at competitive prices.

BHEL has already attained ISO 9000 certification for quality management, and ISO 14001 certification from environment management.

**OBJECTIVES OF THE STUDY**

The present study is undertaken with the main objective of exploring the effect of organizational culture on different variables such as managerial effectiveness, leadership behaviour and work motivation for understanding the difference in the opinion of middle and lower management regarding the following variables.

The main objectives of the research are –

- To find out the relationship between organizational culture on managerial effectiveness.
- To find out the difference in the opinion of middle and lower management regarding managerial effectiveness.
- To find out the relationship between organizational culture on leadership behaviour.
• To find out the difference in the opinion of middle and lower management regarding leadership behaviour.
• To find out the relationship between organizational culture on work motivation.
• To find out the difference in the opinion of middle and lower management regarding work motivation.

RESEARCH HYPOTHESIS

The process of establishing hypothesis is an important step in the research process because any conceivable pertinent hypothesis is the basis for tracing out the possible causes of problem. The following hypothesis have been formulated in the research work are –
• There shall be a significant relationship between orgainsational culture and managerial effectiveness.
• There shall be a significant relationship between orgainsational culture and leadership behaviour.
• There shall be a significant relationship between orgainsational culture and work motivation.
• There shall be a significant difference between middle and lower managerial cadre on managerial effectiveness.
• There shall be a significant difference between middle and lower managerial cadre on leadership behaviour.
• There shall be a significant difference between middle and lower managerial cadre on work motivation.
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Collection of Data – The data for the present study have been drawn both from primary and secondary sources. Primary data has been obtained from personnel department and employees of BHEL, Hardwar with the help of personal interview and structured questionnaire. Secondary data include published and unpublished document from organisation (BHEL, Hardwar). Various journals, periodicals, books and manual reports are also taken into consideration while presenting this research.

Analysis of Data – For the present study simple random sampling method was used. In the present study for the data processing sampling techniques used the correlation coefficient, z-test, mean etc. For analysing these sampling techniques, statistical software used like – SPSS, Minitab, Ms-Excel etc for the various calculations and graphs in the study.
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SUPERVISOR:                      SUBMITTED BY:

Dr. J. P. SINGHAL
KAMAL PANT
Reader
Scholar
Department of Commerce and
College,
Business Administration
Saharanpur

Research
J. V. Jain (P.G.)