CHAPTER V

FINDINGS, SUGGESTIONS, RECOMMENDATIONS, MANAGERIAL IMPLICATIONS, SCOPE FOR FUTURE RESEARCH AND CONCLUSION

5. 1. Findings

The dependent variable of this study is organizational culture. Its various dimensions are openness, confrontation, trust, authenticity, proaction, autonomy, collaboration and experimentation. It was observed that the information technology employees of Cochin info-park experienced different levels of organizational culture, which may be categorized into high, medium, and low levels. The common causes of difference in experience of organizational culture include variations in socio demographic factors such as education, designation, experience, dependence etc., occupational stress, job satisfaction, job involvement and organizational commitment.

The respondents included 61.2% males and 38.8% females. Proportionate samples from each category were collected. The employees belonging to various categories were: project managers (6%), project leaders (20%) senior software engineers (28%), software engineers (36%) and system analysts (10%). While 24.2% of the respondents were below 25 years of age, 2.5% of them were above 46 years of age. Respondents of the category 26 to 35 years of age constituted the majority (54%). While 60.7% of the respondents were married, 39.3% of them were single. Regarding the years of experience, while 31% of the respondents were having five to eight years of experience, 14% of them were having more than thirteen years experience. Majority of the respondents (32%) were belonging to the category of less than four years experience.
In this sample 48.7% of the respondents were members of extended/joint family and 51.3% were having nuclear family. While 31.3% of the employees were having two dependent children and 6% had three or more dependent children. Most of the respondents were engineering graduates (58.2%). The spouses of the respondent were mostly engineering graduates (22.4) and 30.1% were postgraduates. While 54.8% of the respondents’ spouses were employed, 6% were unemployed. Majority of the respondent were having three or less number of dependents (60.7) 32.3% of them were having four to six number of dependents. Regarding the monthly income, 8.3% were having less than Rs.20,000 and only 10% of the respondents were having above Rs.60,001 as monthly income. Above one third of the respondents (35.2%) has chosen sports as recreation technique, while 2.5% preferred walking. Respondents mostly relaxed by talking to friends (34%) and checking mails (35%). Respondents preferred company vehicle (43.7%) as the mode of transportation than own vehicles (42%) and public transport system (14.3%).

While 35% of the employees was having attended less than four training programmes and 13% attend above thirteen training programmes. Majority of the employees (56.4%) were from rural background, while 5.8% from metropolitan cities. Nearly half of the employees (48.5) were from agriculture background and 26% from employed families. While 45.7% of the employees had worked 3 to 4 different locations and nearly half of the employees (49.2%) were worked in less than two companies. Majority of the employees worked in more than five projects, while 85.4% have worked in less than five on-site projects.

Results of the Chi-square tests clearly indicate that irrespective of gender, all experiences and shares more or less same culture. Organizational culture is closely associated with different age groups, which means that all of them practiced the same culture. ANOVA result shows that the education statuses of the respondents were showing significant difference among
engineers with rest of the groups in experiencing organizational culture. Organizational culture is perceived and shared by the system analysts’ were showing significant deference with project mangers, project leaders and software engineers. Culture showed significant variance among different groups of employees based on their experience in the organization. Employees experienced less than four years had significant difference with employees having more than nine years of experience. Organizational culture shows significant difference among married and single respondents. Education status of the spouse showed significant variance among employees in their experience of culture and business administration spouses differed among the groups. Employment of the spouse shows significant association among the respondents.

Dependent children influenced the culture of the employees in the organization and employees having more than two child showed the differences with employees having single child and unmarried employees. Employees showed culture variations depending upon the number of the dependent members of the family and less than three dependent employees significantly vary from those having more than four dependent members. The family type exhibited significant influence on the employees’ culture and varied significantly between joint/extended families with nuclear family. The monthly income of the employees was a significant factor contributing to the culture and the employees having less than Rs.20000 thousand with employees earned more than Rs.30001 thousand and above. Mode of transportation showed significant variance between employees using public transport system and employees using own or company vehicle. The recreation and relaxation techniques practiced by the respondents showed significant difference on the organizational culture. Training programmes contributed significantly to the organizational culture and employee attended less than four training showed difference with employees attended more than nine trainings.
The social background had inserted certain influence on culture and the parents’ employment significantly contributed to the culture of the employees and they showed variance among the self-employed parents with employed and agriculturalist parents. Employee’s worked in less than two locations differed with employee worked more than three places, employees worked in different places significantly contributed to the culture building irrespective of the companies they worked. The number of projects worked by the employees showed significant difference and employees worked in more than eleven projects differed with those worked less than ten projects. Employee worked in six to ten on-site projects showed the variance significantly with employees worked in less than five on-site projects. Co-workers support showed significant difference among the employee who received support sometimes with those never and often received support. Superiors’ support did not make any significant difference among the employee in exercising the practices in the organization.

Chi-square showed the association between organizational classes with organizational commitment, job satisfaction, occupational stress and job involvement. Occupational stress and its dimensions; self-role distance, inter-role distance, role boundedness, and personal inadequacy were negatively correlated to organizational culture and its dimensions. Organizational commitment and its dimensions; affective commitment, continuance commitment and normative commitment were positively correlated to organizational culture and its dimensions. Job satisfaction was positively correlated to culture and its dimensions. Job involvement was positively correlated to organizational culture and its dimensions. Step-wise multiple regressions showed the strength of association between organizational culture with occupational stress, organizational commitment, job satisfaction and job involvement.
5.2. Suggestions and Recommendations

Managing both business imperatives and employees’ concerns appears to be the two sides of the same coin. In the similar vein, organizations need to attend to the business demands as well as to address employees' demands for better working ambiance for creating good organizational culture. By keeping these principles in mind, the following suggestions are put forth to create effective organizational culture. These suggestions are applicable to the various stakeholders in the organization namely, employers, employees and society.

i) The IT sector encompasses a lot of business opportunities and potentials. The employee profile of this sector is very different from other industries. Employees though part of a team, work on individual targets. The majority of the employees are at the early stages of their adulthood as well as work. The works values they acquire at the nurturing stages lasts for longer time. Therefore the organizations should encourage working in healthy conditions where personal and organizational values are followed.

ii) The nature of business in the IT industry is unique as well. Long work hours and night working (formal or informal) is common. On the basis of the empirical testing carried out in this study, occupational stress have identified as an impediment to the good organizational culture. While job satisfaction, job involvement and organizational commitments were positively contributed to the organizational culture.

iii) Organizations could constitute task forces to identify the needs of the employees, their work-life goals, develop need-based employee assistance programmes, train administrators, managers and supervisors to be work-friendly.

iv) The research data has highlighted the role of coworkers’ support in alleviating problems with regard to ones work. These supports may be either formal or informal. Formal support could be by way of making use
of existing values practiced in the organizations. Informal support could be by way of informal work arrangements that could facilitate better work integration leading to satisfaction of the work done without compromising performance.

v) Employees should equip themselves with better life skills, time management skills, and communication skills for better relations and personal effectiveness strategies so as to make the best of the time bind. Organizations could provide these inputs on a regular basis in the form of contact programmes or orientation programmes.

vi) Stress reduction techniques to be adopted by the organizations to facilitate the employees work better and reduce the attrition to ensure a good employee friendly atmosphere to work. The values encourage the organizations to provide better work life that enhance the work culture of the organization as well as the life of the employees.

vii) Further, higher ups in the organization should recognize the importance of setting up of an assessment center within the organization, and find out the cultural issues in the organizations that contributed in its achievement of organizational goals.

viii) In Indian societal set up, family constitutes an important support system in building the social culture and considered as the backbone of the same. Employees hailing form different social family background contributed significantly to the organizational culture. The organization should provide the space for coping up with existing culture.

ix) Job satisfaction, job involvement, organizational commitment contributed significantly to the organizational culture. The assessment of those should be made available on regular intervals and checked. The adverse effects on those could create a less valued culture, which makes organization sick and remedial activities may be executed aptly.
x) The IT companies on the whole are mostly westernized in its adaptation techniques. The geographical and social factors play an important role in employee’s job satisfaction, job involvement and organizational commitment. The medium and low-level cultures could make the way for attrition and low productivity. Thus ensuring that the employees share the belief and values of the organization in present social context and continue to build organizational values, which in turn fetches all that organization requires and employee’s with high values.

5.3 Managerial implication of the study

The findings of the study indicate a number of implications for managerial/organizational actions. The present study has traced the interplay of personal, occupational and organizational factors among employees of IT organizations in Cochin. The findings of the present study have thrown light on the concept of organizational culture in the Indian context and also the important variables that have a significant influence on the same so that HR strategists could derive many HR management cues to effectively manage cultural issues.

Another important managerial implications of this study is that organizations can introduce various HR support programs for making employees friendly organization that could retain value system practiced in the organization. When the problems are taken care of, employees may respond by improved performance and productivity. Value initiatives on the part of the organization could ensure that the employees can focus on performing their jobs well. Such initiatives help them to recruit better talents, increased productivity, and reduced absenteeism.

As the study has revealed occupational stress, organizational commitment, job satisfaction, job involvement and the various socio-demographic factors studied as the major parameters influencing culture of the employees; organizations should take special care to ameliorate these issues by implementing an employee-supportive work environment which include
alternative work arrangements, support from the supervisors and coworkers. This is particularly important in retaining the specifically trained manpower in the respective field.

5. 4. Scope for future research

Findings of this study have some important research implications, as they suggest numerous opportunities for future research. Among those, expanding of sample to be surveyed to include various organizations is probably the most essential. To that end, organizational culture on defining the meaning of employment is also warranted. One idea is to create measures that take account of one’s value roles with in the work and non-work domain that creates culture. Other potential variables reflecting personal characteristics as well as work in employee’s life should also be examined in addition to present variables examined. Another direction for allied research is the impact of employee work culture on social culture. The social problems existing in society could be studied to its roots as it influences the work culture.

5. 5. Conclusion

Organizational culture increasingly being recognized as a strategic human resource management tool to generate employee commitment, satisfaction, increasing morale, and to reduce sources of stress and problems at work place, and also to attract and retain talented work force. In the present day of globalization, competitive work culture is changing the way of work condition in every organization. The present study comprises investigations on the impacts of certain selected variables socio-demographic variables, occupational stress, organizational commitment, job satisfaction and job involvement.

In the present study the respondents included 61.2% males and 38.8% females. Proportionate samples from each category were collected. The employees belonging to various categories were: project managers (6%), project leaders (20%) senior software engineers (28%), software engineers (36%) and system analysts (10%). While 24.2% of the respondents were
below 25 years of age, 2.5% of them were above 46 years of age. Respondents of the category 26 to 35 years of age constituted the majority (54%). While 60.7% of the respondents were married, 39.3% of them were single. Regarding the years of experience, while 31% of the respondents were having five to eight years of experience, 14% of them were having more than thirteen years experience. Majority of the respondents (32%) were belonging to the category of less than four years experience.

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employees worked in more than five projects, while 85.4% have worked in less than five on-site projects.

Attempts had been made specifically to examine whether the socio-demographic variable and organizational behavior variables are the major contributors of organizational culture among information technology employees in Cochin. The results indicated that socio-demographic and organizational behaviour variables influence the culture. The study has also revealed that culture differ among the employees based on marital status, level of education, experience, designation, number of children, monthly income, mode of transportation and number of dependents etc. In nutshell the results indicated that the stress reduced the level of organizational culture while increase in the commitment and job satisfaction and job involvement improved the organizational culture. The tested organizational culture model clearly shown that occupational stress, organizational commitment, job satisfaction and job involvement are the influencers of organizational culture.