CHAPTER VII

SUMMARY AND CONCLUSIONS

The study of an organisation's culture is invaluable for it helps the organisation frame basic strategies and objectives. Therefore the congruence in the elements of culture between individuals and organisation is most essential.

It helps the organisation to identify its own 'personality' and show the direction for any required change or adjustment. The twin advantage of improved performance on the part of Executives and Organisational Effectiveness can be achieved through an ideal culture.

7.1 OBJECTIVES

The objectives framed for the study cannot be more appropriate than to examine the culture profile of the units, to ascertain the extent of congruency in the values of Executives and those of their organisaton.

The nature and extent of involvement of Executives in their jobs, their commitment towards the organisation and the association between person- culture fit Executives with job involvement and organisational commitment have been examined. A profile of such person-culture fit, job involved and committed Executives has been drawn.

The above question was reviewed and findings have been reported below.
7.2 MAJOR FINDINGS OF THE STUDY

7.2.1 Organisational Culture

It would be interesting to understand, analyse and state the results on culture profile of the units and person-culture fit of Executives.

In order to examine the culture profile—both existing and preferred, Mean Values were determined for all the eight factors for each of the units.

It was found that the culture that prevailed in Unit I was more task, work and bureaucratic oriented one. Therefore it was called a "Structured Culture".

Unit II was examined to have a results oriented culture combined with work being highly structured. Hence the culture existing was called a "Result Oriented One".

The culture type existing in Unit III was results-cum-work oriented one, being less structured relative to the earlier unit. Thus it was named a "Constructive Culture".

Unit IV on the other hand gave equal importance to results-cum-work oriented culture and emphasised employees importance in the organisation. Such a unit experienced an "Integrative Culture".
The last Unit V believed in a more functional, processual, work structured and results oriented culture. Therefore it was named "Directed Culture".

A similar assessment for each of the units based on the eight culture factors as preferred by Executives was also studied. This examination helped in drawing conclusions on Executives' expectations from the organisations for a particular culture.

In Unit I the Executives preferred a "Structured Culture". The executives of Unit II have identified a "Result Oriented Culture".

In Unit III - the Executives show a preference for an "Aggressive Culture".

High preferences where shown for behavioural oriented culture by the Executives of Unit IV and hence the name "Consultative Culture".

Finally the Executives of Unit V expected a more "Integrative Oriented Culture"

A summary of the cultures practiced in the units and those preferred by Executives has been prepared.

<table>
<thead>
<tr>
<th>Units</th>
<th>Practiced Culture</th>
<th>Preferred Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit I</td>
<td>-</td>
<td>Structured</td>
</tr>
<tr>
<td>Unit II</td>
<td>-</td>
<td>Result Oriented</td>
</tr>
<tr>
<td>Unit III</td>
<td>-</td>
<td>Constructive</td>
</tr>
<tr>
<td>Unit IV</td>
<td>-</td>
<td>Integrative</td>
</tr>
<tr>
<td>Unit V</td>
<td>-</td>
<td>Directed</td>
</tr>
</tbody>
</table>

Structured
Result Oriented
Aggressive Culture
Consultative Culture
Integrative culture
A standing of the five units on culture that prevails on an overall basis amongst themselves has been studied. It was observed that in Unit I the factors of culture were practiced to a very high extent when compared to other units, while majority of the factors were practiced least in Unit III.

Similarly viewing the factors preferred by Executives amongst the Units, it can be concluded that Executives of Unit I and Unit IV showed high preferences for majority of the factors while Unit V Executives showed least preference on a large number of factors.

One Way Anova test confirmed the significance of the selected factors in determining an organisation's culture. Seven out of the eight factors were significant excepting Customer Orientation factor. The reason accountable for such an outcome is that all the units gave prime attention to Customer Orientation factor vis-a-vis other factors. Hence the importance of the factors varies significantly for the seven determinants excluding Customer Orientation where the difference in the Mean Values between the units was minimum.

7.2.1 a. Assessment of Person - Culture Fit

Research has shown that drawing on values, individuals manage their lives in ways by choosing congruent roles, occupations and organisations. It was expected that high personal-culture fit would be related positively to selected outcomes. Hence in the assessment of 'person-culture fit' which forms an important part of the research work, a consolidated position of each unit was drawn. This showed the mean values of practiced and preferred cultures.
It was observed that in Unit III the difference between mean values of preferred and practiced cultures was the maximum or highest. It can be said that the expectations of Executives do not match with those of their organisation. They show low person-culture fit. However the reverse can be stated about Unit I where the difference between preferred and practiced culture factors was the minimum. The expectations of the Executives to a large extent do match with the practices of the organisation and hence they show high person-culture fit.

Next the characteristics of Executives that experience high, moderate and low person-culture fit levels have been examined by grouping them using Cluster Analysis. Those with minimum difference scores on the eight factors came under Cluster 1 comprising of 158 Executives. These members were deemed to 'fit' their organisations well and experienced "high person-culture fit".

Those Executives with a moderate level of difference scores on the factors comprised Cluster 2 numbering 20 in all. Such executives were moderately fit for their organisations and therefore experienced "moderate person-culture fit level". In Cluster 3 were 53 Executives who had a very high level of difference scores. They were considered to be highly misfit in their units and experienced "low person-culture fit".

Further it was observed that in Cluster 1 the difference scores on all the eight factors was the least when compared to the factors in Clusters 2 and 3. The difference scores were moderate in 5/8 factors in Cluster 2. While in Cluster 3, 5/8 factors showed high difference scores on the factors.
7.2.1 b. Reliability of Cluster Formation

In order to determine the reliability of Cluster Analysis technique used in the study, three reliability measures were suggested. The results of the Correct Classification table showed that in Cluster 1, Executives correctly classified were 120 or 76%, in Cluster 2, 7 (35%) Executives were correctly classified while in Cluster 3, 25 (47.2%) Executives were rightly grouped. On an overall basis the correct predicted classification of 66% can be viewed to be moderately high.

To establish the authenticity of the results of Predicted Group Classification, Canonical Discriminant Analysis function was calculated. It was found to be highly significant. Hence the results of correct member classification can be accepted as a good reliability measure of cluster formation.

The final reliability measure used was ANOVA. The F values were determined for the eight difference scores of factors along with clusters. The results again were highly significant in determining the clusters.

7.2.2 Job Involvement

To study the nature of job involvement, mean values were determined for the five units. It was noted that the Executives of Unit II showed highest level of job involvement relative to others. It could be interpreted that such Executives are aware of their ability to perform well on the job. On the other hand their job too helps in satisfying their needs. A reverse of this outcome can be seen for the Executives of Unit III. Such Executives are least involved in their job when compared to Executives in other units.
To ascertain the levels of job involvement so as to examine Executives experience low, moderate and high levels of involvement in their jobs, a range of scores pattern was determined. It was seen that 14 Executives experience low level of job involvement in their units while a majority numbering 117 showed a moderate level of involvement and an equally large number ie 100 Executives showed a high level of job involvement.

Another important objective of the study was to determine the extent of association between Person-Culture fit and Job Involvement of Executives. It was expected to find that high levels of person-culture fit would be significantly associated with a high level of job involvement. Conversely low level of person-culture fit of executives would be associated with Executives experiencing low level of job involvement. Those Executives who moderately fit their units would experience moderate level of involvement in their job. Chi-Square test was useful in confirming this assumption. Hence it could be concluded that executives with high, moderate and low person-culture fit levels also experience high, moderate and low level of involvement in their jobs.

7.2.3 Organisational Commitment

Descriptive statistics to a large extent has been used to analyse and interpret the results on organisational commitment. Considering the entire sample of 231 respondents, the Mean Values have been the highest or maximum for Normative Commitment followed by Continuance Commitment and Affective Commitment. This shows that the Executives feel moral obligations to stay in their units and have also invested their time, effort and
money in it. They showed least emotional attachment towards their organisations generally.

Studying each of the components individually one can conclude that Executives of:

Unit IV have the highest Mean Value for Affective Commitment
Unit V have the least Mean Value for Affective Commitment.

This indicates that Executives of Unit IV are comparatively more attached to their employing organisation than others. On the other hand Executives of Unit V reveal least attachment towards their unit.

Considering the second component Continuance Commitment
Executives of Unit I show highest Mean Value while
Executives of Unit III show least Mean Value.

The above result shows that Executives of Unit I are committed highly to their organisation as they lack alternative job opportunities outside and their cost investments prevent them from doing so. Hence they prefer to continue to stay and work for the organisation. The Executives in Unit III have the least Mean Value for they have probably less cost investment in the Unit and will therefore not find it difficult to leave it.

The mean value for Normative Commitment in Unit II is the highest and Unit I is the least.
This is consistent with the above results. Those Executives with high Normative Commitment have regard for personal values like loyalty, moral obligations and hence stay in the Units. Executives with least moral values towards their units have least commitment.

Hence the Executives of:

Unit I - have the highest mean values for Continuance Commitment and hence will be least attached to it on grounds of normative values nor any emotional attachment.

Unit II - have highest mean values for Normative Commitment but are equally attached on grounds of Continuance Commitment but however show least attachment on emotional grounds.

Unit III - have high regard for their organisation on basis of moral obligation, emotional attachment and low on continuance commitment.

Unit IV - too similarly feel like that of Executives in Unit III.

Unit V - experience moral obligations towards their employing organisation and prefer to stay and work for it. Hence the Mean Value of Continuance Commitment is also high on this account, while showing least commitment on grounds of emotional attachment.

To understand the extent of Organisational Commitment of the Executives unit wise, it was very clear that with a highest Mean value of 3.4933 the Executives of Unit II experienced maximum commitment towards
their organisation. While Executives of Unit III experienced least commitment towards their organisation.

In order to ascertain whether these components vary significantly amongst the units, one way Anova was calculated. It was found that the three components of Affective, Continuance and Normative Commitments and overall Organisational Commitment vary significantly amongst the firms.

It is extremely essential to ascertain the levels of organisational commitment for the entire sample of 231 Executives so as to establish the hypothesis framed in the study. It was determined that 56 executives experience low level of commitment towards their organisations while 156 show moderate organisational commitment, 19 show high level of organisational commitment.

Previous research has suggested that person-culture fit increases commitment. Organisational culture helps build commitment, also having an impact on work.

Therefore one of the main objectives hypothesised is that Executives with high person-culture fit levels, would reveal high commitment towards their organisation. Conversely executives with low and moderate person-culture fit levels would show low and moderate extent of organisational commitment. Chi-square test was applied and the association was significant at 5% level.
7.2.4 Profile of Culture ‘Fit’ and ‘Mis Fit’ Executives

From the results it can be understood that Senior Level Executives with maximum experience of 20 years in the age group of 46-55 years comprised Cluster 1 or ‘high person-culture fit level’. They work in departments of Production, Finance and Marketing. Such Executives drawing a gross monthly salary of Rs.15,001-Rs.22,500 seem to be unhappy with the Rewards and Growth system of their organisation.

Junior level Executives in the age group of below 30 years with basic academic qualification working in Production, Marketing and Finance Departments, earning gross monthly income of less than Rs.7500 or Rs.7501-Rs.15000 perceive themselves ‘fit’ for their units.

Contrary to the above, Executives with 10-14 years of experience in the age group of 31-45 years earning Rs.15001 - Rs.22,500 working in Marketing division find themselves to be ‘misfits’ in their units.

7.2.5 Profile of Executives Involved in their Jobs

It can be comprehended that Middle level Executives with work experience of 10-14 years in the organisation and falling in the age group of 31-45 years working either in the Marketing, Production and Systems departments show a range of moderate to high involvement in their jobs.
While those Executives in the Senior level having a tenure of 15-19 years in the organisation, comprising largely the age group of 46-55 years either working in the Production and Systems Departments show a high level of involvement in their job.

7.2.6 Profile of Committed Executives

Moderately committed Executives are those in the middle level category who have a service record of 10-14 years in the age group of 31-45 years and working for the Production department.

Low commitment towards the organisation was shown by Junior level Executives with a tenure of less than 9 years and in the age group of below 30 years, earning a gross monthly salary of Rs.7500 working for the Marketing Division.

7.3 IMPLICATIONS OF THE STUDY

The research work clearly emphasises the relevance of studying and identifying different cultures practiced in organisations and those preferred by Executives.

A periodic review of the same would help the organisation to match its people with congruent values and goals and pave the way for any future change and development.
Executives of Unit I and II prefer the cultures practiced in their organisations. A change for an Aggressive culture is felt by Executives of Unit III where the prevailing culture was a Constructive oriented one. Executives of Unit IV prefer a more behavioural or Consultative oriented culture rather than the existing Integrative culture.

The Executives of Unit V are justified in opting for an Integrative culture than the prevailing Directed culture.

An assessment of person-culture fit levels helped identify three clusters of minimum, moderate and maximum extent of differences on the eight factors of culture for all the Executives. This cautions the organisation to concentrate on such problem areas.

The associations and relationships between person-culture fit levels with job involvement and organisational commitment have been positively established. This is an indicator to all units to take stock of their Executives on these grounds. On examination of the results on a unit basis, it was observed that Executives of Unit II showed high involvement in their job. They also showed high commitment towards their organisation relative to others. Conversely Executives of Unit III showed low job involvement and were also least committed towards their organisation.

An interesting observation of Unit I showed that majority of the Executives comprised Cluster 1 or high 'person-culture fit' level. However they revealed only high continuance commitment. Considering the three components
of organisational commitment such Executives were found to be moderately committed to their organisation.

Again the difference in the mean values of preferred and practiced cultures was insignificant for the factor Rewards and Growth system. It could be interpreted that Executives of Unit I though satisfied with their unit's compensatory package had made high cost investments in it either in the form of money, time and effort and hence not finding it feasible to leave the organisation. On an overall basis having high normative values, organisational commitment was moderated for them.

7.4 SCOPE FOR FUTURE RESEARCH

It is very clear from the above study that an organisation cannot work in isolation. To survive it has to interact with its internal and external environment as well. With India opening up her doors to international operations and with pluralistic religions, languages, communities, societies, she is also going through a phase of multiculturalism too. What with the Hyndai’s, Cielos, Fords, Suzukis etc storming the consumer market, it would be very interesting to study the slow penetration of alien, multiple cultures-attitude, behaviour and life styles change the traditional outlook of Indian organisations and its members.

Several studies have identified different cultures prevailing in organisations, considering different variables. There seems to be no dearth for a combination of the factors that help highlight varied cultures.
One of the characteristic observation made in this study being worthy of mention is that the factor "Risk Tolerance and Innovation" was ranked least important in determining an organisation's culture. This greatly reveals the psychology of Indian entrepreneur's emphasis for the concept of creativity and innovation. Research studies have claimed that on a divide the Westerners strongly incline towards this factor while their counterparts in the East are less inclined to show importance towards this factor. The emerging cultural pattern of an organisation highlighting this factor provides ample scope for future research in this area.

An overbearance of the high or low risk taking behaviour of members is clearly felt on the assuming of responsibilities and decision-making styles of executives. At work, they either adopt one or more analytical or intuitive style of taking decisions. Identifying the management philosophy in organisations through decision-making styles helps to examine "Corporate Culture".

An attempt can also be made to evaluate the nature of culture in an organisation. Results drawn at two different points in time can be subjected to analysis and scrutiny for consistency and stability. Further, financial indicators and variables of organisational effectiveness are also helpful in drawing relationships between Culture, Performance and Organisational Effectiveness.

A cross section of employees drawn from different levels of hierarchy in the organisation could comprise a more comprehensive sample size to draw cultural profiles.