The Effect of Organisational Culture and its Relationship to Job Motivations in Southern Railway Workshop Ponmalai, Tiruchirappalli

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Abstract

All of organizations are compete to survive in this volatile and fierce market environment. Organisational Culture and Motivation of the employees are essential tools for the success of any organization in the long run. There is a positive relationship between Organisational Culture and Job Motivation, reflected in numerous studies. This paper aims to analyze the relationship between organisational culture and employee motivation, in a large public sector undertakes namely the Southern Railway Workshop at Ponmalai, in Truchirappalli.

Index Terms: OCP, Motivations

Introduction

Originally, an anthropological term, culture refers to the underlying values, beliefs, and codes of practice that makes a community what it is. It refers to the totality of knowledge in an organization or society. Organizations are located within larges societal cultural contexts, yet almost all organizational cultures are unique to particular organizations. Obviously, there is cultural variation within each society, depending on the region in which a particular organization is located. In almost any organization around the globe, the organizational culture would consist of the uniquely patterned beliefs, feelings, values and behaviour that connect the members to the organization and simultaneously distinguish that organizational culture from the cultures of other organizations. Obviously, cultural dimensions are reflected in various forms in the external life of a society or an organization, as well as in the values and beliefs held by its members.

Work Culture

Culture, in the context of human civilization, is the way of life of a human group. Work culture, which in the context of an organization is also known as organizational culture, is essentially a learned and shared set of responses of constituent individuals and groups to the organization environment, tasks and problems (Sinclair, 1993). Stated another way, it consists of what people believe about how things work in their organization, and the behavioural and physical outcomes of such beliefs (Sinclair, 1993). It is thus a combination of attitudes, relationships, developed abilities, habits and other behavioural patterns of the individuals who belong to the organization. An important constituent of work culture is work ethos.

Types of Organisational Culture

Handy (1985) has analyses the different types of organizational culture and offers a four-fold typology:

The Power Culture

In this, the organization stresses the role of individuals rather than committees. Individuals are power-oriented and politically aware. Control is exercised at the centre and is characterized by informal webs of influence rather than formal procedures. It is no characterized by bureaucracy.

The Role Culture

Here the stress is upon formal rules and roles and authority is vested in these roles. It is characterized by formal procedures and offers the individual security, stability and predictability. It is, therefore, characteristic of bureaucracy.

The Task Culture

This is job-oriented and is concerned with getting the job done. It is concerned with utilizing resources to meet the organization's objectives and is characterized by the requirement of efficiency. The culture adapts itself to change and is driven by the need to provide goods and services for the customer.

The Person Culture

The individual is at the heart of this organization and this culture, according to Handy, is not often found. The organization serves the individual rather than the other way round. Control mechanisms or hierarchies are virtually impossible and influence the shared.

Review of Literature

Edgar Schein (1985), one of the most prominent theorists of organizational culture indicates that the culture is a pattern of basic assumptions - invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration - that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. This definition identifies that culture is to do with groups of people collectively (not individuals alone), who through their experiences together, day by day in the work environment, will build a picture of what the organisation is all about and how it undertakes its purpose, and that this picture is built through learning how to behave for survival and progression. In other words, as groups evolve over time, they face two basic challenges: integrating individuals into an effective whole, and adapting effectively to the external environment in order to survive. As groups find solutions to these problems over time, they engage in a kind of collective learning that creates the set of shared assumptions and beliefs we call "culture."

Hofsted, (1980) states that culture determines the identity of a human group in the same way as personality determines the identity of an individual. More over the two interact; - Culture and personality is a classic name for Psychological Anthropology. Culture traits some time can be measured by personality traits.

Bartol and Martin (1998) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective

Objectives of the Study

1. To assess the organizational culture at the Southern Railway Workshop at Ponmalai, in Truchirappalli
2. To analyze the association between Socio demographic variables and the Perception of Organizational Culture
3. To find out the relationship between the perception of Organizational Culture and Job Motivation

Methodology

The present study is empirical in nature, based on the primary data collected from 75 respondents. Convenient sampling technique was employed for the present study. The questionnaire consisted of three parts. The first part elicited data relating to the socio demography of the respondents. The second part related to the Organisational Culture. Organisational Culture job Profile (O'Reilley 1991) was used to collect data for this purpose. The third part Motivation measured of some work attitudes by P. Warp (1979).

Analysis and Interpretations

Table: 1 Descriptive Statistics

Sl. No	Variable	Categories	Frequency	Percentage
1.	**Gender**	Male	62	82.7
		Female	13	17.3
2.	**Age**	Below 30	25	33.3
		Above 30 years	50	66.7
4.	**Marital Status**	Single	9	12.0
		Married	66	88.0
5.	**Family Type**	Nuclear	42	56.0
		Joint	33	44.0
6.	**Experience**	Below 10 years	13	17.3
		11-20 years	36	48.0
		More than 21	26	34.7
7.	**Monthly Income**	Below Rs. 20000	37	49.3
		More than 20001	38	50.7
8.	**Designations**	Helper	14	18.7
		Technical Grade-I	48	64.0
		Junior & Senior Engineer	13	17.3
9.	**Department**	Carriage Repair Shop	40	53.4
		Wagon Body Shop	25	33.3
		Wheel Shop	10	13.3
10.	**Educational Qualification**	B.E/ Diploma	14	18.7
		ITI	29	38.7
		UG & PG	12	16.0
		Others	20	26.6

The table 1 show that Out of the 75 respondents covered under the study nearly 82.7 per cent of them is male and the remaining 17.3 per cent are female. The Age profile of the respondents was classified into two categories.66.7 percent of the respondents were found above 30 years category, 33.3 per cent of the employees are below30 years.

Out of 75 respondents, about 88 per cent were married, 12 per cent were unmarried. From the observation of the table majority belonged to married status.

The family type of the respondent was almost equally divided between joint and nuclear family types. Average experience among the sample was 11 to 20 years and the average salary was more than Rs.20, 000/-.

Among the respondents, 17.5 percent were occupying the position of 'Helper', 64 per cent were in Technical Grade and 17.3 percent were in the position of Junior and senior engineer. Department wise 33.3 percent were in the wagon Body shop, 53.4 percent in the carriage repair shop, and 13.3 percent in the wheel shop

Table: 2 Rating of Dimensions - The Organizational Culture measure consisted of seven sub dimensions. The scores for the sub dimensions are given below:

Dimension	Mean	S.D	Mean %	Remarks
Performance Orientation	18.44	5.81	92.20	Strong
Social Responsibility	17.52	1.25	87.60	Strong
Supportiveness	17.61	1.20	88.05	Strong
Emphasis on Rewards	18.09	6.02	90.45	Strong
Stability	17.48	1.25	87.40	Strong
Competitiveness	18.13	6.13	90.60	Strong
Innovation	17.59	1.14	87.95	Strong
Over all	123.00	5.63	87.86	Strong

The value of Organizational Culture calculated using the OCP (Sinha and Arora, 2012) shows that the Culture of Organization is very strong, as each dimension has a score of around 75% or above.

Performance orientation is valued at 92.20 percent, which is high enough, but there is scope for improvement. Social Responsibility has a high score of 87.60 percent, as the Southern Railway Workshop at Ponmalai has a reputation for social service in and around where it is located. Emphasis on rewards also has a score of 90.45percent as employees feel that the rewards are fair and higher performance is rewarded with higher pay. Non-monetary rewards also are given to the employees. Stability and Innovations are valued at 87.40 percent and 87.95 percent and supportiveness dimension had the second highest rating at 88.05 percent, which is indicative of information being shared freely, with strong collaboration among members, and being team oriented.

Table: 3 Mean and standard Deviation of organizational culture Dimensions for Gender

Sl. No	Dimensions of organizational culture	Male		Female		t Value
		Mean	S.D	Mean	S.D	
		(N=62)		(N=13)		
01.	Performance Orientation	17.69	1.28	22.00	13.54	**2.51**
02.	Social Responsibility	17.42	1.22	18.00	1.15	1.52
03.	Supportiveness	17.58	1.16	17.77	1.42	0.51
04.	Emphasis on Rewards	17.50	1.51	20.92	14.20	1.89
05.	Stability	17.55	1.23	17.15	1.34	1.03
06.	Competitiveness	18.16	6.74	18.00	1.08	0.08
07.	Innovation	17.52	1.15	17.92	1.03	1.17
	Total	122.79	5.80	124.08	4.75	0.74

**P <.01   *P <.05

The above table shows that between male and female there was no significant difference is in all the dimensions of organisational culture profile except Performance Orientation, where the different between the two was statistically significant. This may be due to the thought that woman must have felt that they are not rewarded significantly based on their performance when compared with men.

Table: 4 - Mean and standard Deviation of organizational culture Dimensions for Department

Sl. No	Dimensions of Organizational Culture	Carriage Repair Shop		Wagon Body Shop		Wheel Shop		F ratio
		Mean S.D		Mean S.D		Mean S.D		
		N =25		N =40		N = 10		
1.	Performance Orientation	19.28	7.79	17.48	1.50	17.50	1.35	.88
2.	Social Responsibility	17.95[a]	0.93	17.04[a]	1.36	17.00[b]	1.56	**5.66****
3.	Supportiveness	17.83	1.08	17.36	1.49	17.40	.69	1.33
4.	Emphasis on Rewards	18.83	8.12	17.12	1.53	17.60	1.17	0.64
5.	Stability	17.63	1.25	17.36	1.35	17.20	1.03	0.62
6.	Competitiveness	17.73	1.33	19.24	10.51	17.00	1.24	0.65
7.	Innovation	17.65	1.07	17.56	1.26	17.40	1.17	0.19
	Total	124.38	4.67	121.60	7.08	121.10	3.81	2.64

**P<.01. Means sharing similar superscripts differ significantly (P<.01) by scheffe procedure

The above table shows that between department and organisational culture dimensions, there is no significant difference between Performance Orientation, Supportiveness, Emphasis on Rewards, Stability, Competitiveness and Innovation, except Social Responsibility organisational culture dimensions.

Table: 5 Relationship between Independent variables and Job Motivation

Variables	Categories	N	Mean	SD	F / t Value
Gender	Male	62	10.75	2.30	0.45
	Female	13	11.15	4.70	
Experience	Below 10 years	13	12.15	4.66	2.03
	Between11 - 15 years	36	10.33	2.22	
	Above 16 years	26	10.84	2.22	
Department	Carriage Repair Shop	40	10.57	3.25	1.66
	Wagon Body Shop	25	11.60	2.19	
	Wheel Shop	10	9.90	1.96	
Designations	Helper	14	10.78	4.52	0.90
	Technical Grader	48	10.58	2.22	
	Junior & Senior Engineer	13	11.76	2.52	

As can be seen from the table, there was no significant difference between the respondents based on Gender as well as Department both men and women have the same perception of Job motivation and those carriage repair shop, wagon body shop and wheel shop also have the same perception of Job motivations. Thus, it can be concluded that the perception of Job motivations did not vary with gender or Department. The same holds good for Designations too where there was no difference among groups in the perception of job motivation. The results are similar and reflect the same when Experience is taken into account. Here too it is found that those with higher experience have a significantly higher score than others. Thus, it can be said that as employees remain with the organisations for long they tend to have a better and stronger perception of the job motivation.

Table: 6 - Relationship between the Perception of Organisational Culture and Job Motivation

Job Motivation / Organisational culture	Low	Moderate	High	Total	χ^2
Weak	8	4	7	19	0.26
Moderate	14	7	11	32	
Strong	9	6	9	24	
TOTAL	31	17	27	75	

From the above table it is inferred that there is most significant variance among the OCP and Job Motivation.

Table:7 - Mean, Standard Deviation and correlation of organizational culture and Job Motivation

Variable	Mean	S.D	Variance	Pearson Correlation
Job Motivation	9.61	2.40	5.76	
OCP	123.01	5.63	31.69	.087

The result from the correlation matrix shows the values of Pearson Correlation between the organisational culture and employee's job motivation is .087. The values describes that there is low positive correlation between motivation and occupational total of organisational culture

Discussion

The overall objective of this study was investigating the relationship between organizational culture and Job Motivations in Southern Railways Workshop Ponmalai, Tiruchirappalli. The study indicated a strong culture is organisation, as there was no statically significant difference among various group based on Gender and Department. There was also no significant difference among member is relation to Job Motivation as no difference was formed among different categories of respondents. The chi square test revealed that there was no relationship between organisational culture and organisational Motivation. is group based on these scores failed to show any significant different among group. Overall, the results are indicative of strong organisational culture.

Conclusion

In this study, the researcher tried to evaluate the overall impact of organizational culture on the Job Motivation Southern Railway Workshop Ponmalai, Tiruchirappalli. The concepts of organisational culture and job motivation are studied and linked to be able to give an answer to the problem statement. What impact do strong and weak organisational cultures have on employee motivation? This study has shown that the organisational culture has an impact on an employee's motivation. Both strong and weak organisational cultures seem to provide intrinsic and extrinsic motivation. Employees who widely share the same underlying values and beliefs in the organisation and employees who share different aspects of the underlying values and beliefs characterize strong organisational culture.

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