

## A STUDY ON WORK CULTURE PREVAILING IN EFX, A DIVISION OF PRASAD CORPORATION AT CHENNAI

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### **Abstract**

The study deals with the “work culture prevailing in EFX, division of Prasad Corporation” Chennai. The study was conducted among the workers of EFX, division of Prasad Corporation. The objective of this study is to find out the work culture prevailing in the organization, employee’s attitude towards the organization mission, working conditions and also interpersonal relationship in the organization. Descriptive research design was used and judgment-sampling technique has been adopted and the data was collected from 200 respondents in the different department through questionnaire. Data was analyzed and interpreted using the statistical tools like simple percentage, and chi-square test. Based on the analysis and findings, the suggestions and conclusion have been provided.

Keywords: EFX- Expeditionary Force Experiment.

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## INTRODUCTION

Every organization has its own unique culture even though they might not have consciously created it. Rather it will be probably created unconsciously, based on the value of management or the founders or core people who build and/or direct that organization individuals particularly the organization leaders attempt to change the culture of the organization to fit their own preferences or changing market place conditions. This culture influences the decision making process, it affects, styles of management and what it determines as success.

When an organization is created it becomes its own world and its culture becomes that which the organization will exist in the world. Organization theorists began to apply the term culture to corporate/work situations 20 years. Initially the term was used to describe the leadership practices and later in Management Gurus define culture in terms of symbols, slogan, heroes, rites may be elements of culture, but they are not the heart of the culture.

Deal and Kennedy argue that culture is the single most Important factor accounting for success or failure in organization. They identified 4 key dimensions of culture: -

1. Values:-The belief that lie at the heart of the corporate culture.
2. Heroes: - The people who embody values.
3. Rites and rituals:- Routines of interaction that have strong symbolic qualities.
4. The cultural network:-The informal communication system or hidden hierarchy of power in the organization.

Peters and Waterman (1982) suggest a psychological theory of the link between organization culture and business performance. Culture can be looked upon as a reward of work, we sacrifice much to the organization and culture is a term of return on effort.

Basically organization culture is the personality of the organization. Members of the organization soon come to sense the particular culture of an organization. Culture is one of the terms that is difficult to express distinctly, but everyone knows it when they sense it.

## CULTURE

“The way to do things around here” is a common sense definition of culture. But it old concept and misses powerful underlying concepts and processes. Geneth Morgan (1986) describes culture as shared meaning, shared understanding sense making. He argues that culture must be understood as “an active, hiring, phenomena which people create and recreate their worlds”. This definition stress that culture is a dynamic evolving process, not at all static. Their views are key individuals have a crucial role to play in shaping and refining the culture. Other writers see an organization structure as determining its culture.

## ORGANISING CULTURE AND STRATEGIC MANAGEMENT

Culture has long been on the agenda of management theorists. Culture change must mean changing the corporate ethos, images and values that inform action and this new way of understanding organizational life must be brought into the management process. There are a number of central aspects of culture.

There is an evaluative element involving social expectations and standards. The values and beliefs that people hold central and that bind organizational groups. Culture is also a set of non-material elements or artifacts. These are the signs and symbols that the organization is recognized by but they are also the events, behaviors and people that anybody culture. The medium of culture is social interaction, the web of communication that constitutes a community. Here a shared language is particularly important in expressing and signifying a distinctive organizational culture.

## CULTURE AND MANAGEMENT OF CHANGE

If real change is to occur in organizations in rather than cosmetic or short –lived changed, it has to happen at the cultural level. Corporate culture has many powerful attractions as a level of change. The problem is how to get a hand on the lever.

Firstly, cultures can be explicitly created you have to be aware of to what it takes to change an existing culture. The ability of company's to be culturally innovative is related to leadership and top management must be responsible for building strong cultures. Leaders construct the social reality of the organization. They shape values and attempt to the drama and vision of the organization. Culture is frequently counter post to form rationality. In this sense culture helps to solve the dilemma of bureaucracy. Formal procedures are necessary for business indignity but they also stifle autonomy and innovation

The period from the mid 70's has been one of growing uncertainty for the firms and in response to a changing environment and business uses. Adaptable cultures that are responsive the changes have become vital. Morgan (1977) focus on the whole organizational, the cultivation of harmonies relations. At all levels, the merging of individual with common goals and reliance on workers responsibility (Japanese approach) as success factors in organizational culture.

### **EXPLORING ORGANISATIONAL CULTURE**

Culture is symbolic and is described by telling stories about how we feel about the organization. A symbol stands for something more than itself and can be many things, but the point is that a symbol is invested with the meaning by as an expressive form of understanding device forms our past collective experiences. The sociology view is that organization exists in the minds of the members. Stories about culture show how it acts as a sense-making device.

Culture is unifying and refers the process that bind the organization together, culture is then conceptual and not conflictual. Culture is holistic and refers to the essence the reality of the organization what it is like to work there, how people deal with each other and what behaviors are expected.

## **REVIEW OF LITERATURE**

### **1. Integrative Literature Review: Ethical Business Cultures: A Literature Review and Implications for HRD**

1. **Alexandre Ardichvili**, University of Minnesota
2. **Douglas Jondle**, Center for Ethical Business Cultures

This literature review identifies characteristics of ethical business cultures, describes factors, considered to be important in developing such cultures, describes current practices of developing ethical culture programs, and discusses the role of HRD in developing ethical business cultures. We argue that ethical thinking and behavior can be learned and internalized as a result of work-based interpretive interactions, and this learning process constitutes an important part of organizational learning. Therefore, to help the organization develop an ethical culture, HRD needs to play a key role in several interrelated activities which include: culture change efforts, focused on the creation of conditions, conducive to ethical behaviors; creation of a dynamic program of ethical training for employees on all levels of the organization; and development of up-to-date codes of ethics.

### **2. A review of literature on work culture and its relation to the library sector**

1. **Michael Pawlus**, MA Librarianship Student, University of Sheffield,

Literature on organizational culture is reviewed using sources which specifically address issues. Relevant to librarians as well as sources from other disciplines. The information gathered is ordered thematically and includes investigations into different models used for typologies, the affects organizational culture has on performance, the measurability of organizational culture, and ways in which organizations can manage cultural change.

### **3. The Work of Culture**

1. **Tony Bennett (2007)**, "The Work of Culture", centre for cultural research pre-print journal articles.

The formulations of cultural sociology have a tendency to merge culture and the social so closely that they become indistinguishable from one another. Drawing on Foucauldian governmentality theory and actor network theory, this article argues that it is preferable to examine the processes through which culture is separated off from the social via the production of distinctive cultural assemblages. The kinds of issues that need to be taken into consideration to account for the work that goes into making culture as a publicly differentiated realm are identified. Attention then focuses on the kinds of work that culture does in being brought to act on the 'working surfaces on the social' that are organized in the relations between social and cultural knowledges. The argument is exemplified by considering how the assemblages of Aboriginal culture produced by Baldwin Spencer enabled the production of a new surface of social management through which the relations between white and Aboriginal Australia were organized in the context of the Aboriginal domain.

**Keywords:** Aboriginal domain, absolute racism, actor network theory, assemblage, governmentality, the social

### **NEED/IMPORTANCE OF THE STUDY**

The study on "work culture" with special reference to EFX, a division of Prasad Corporation, Chennai has helped me to know the present work culture prevailing in the organization, the satisfaction of the working conditions, relationship between the workers inside the organization, relationship between the superior are the factors which includes the work culture. The wants, opinion and suggestions of the supervisors and the workers regarding the factors are carefully studied by conducting survey through questionnaire. The study has helped me to gain knowledge about the extent of satisfaction of the respondents, over the factors and other facilities provided by the management. From this study the problems and expectations of the respondents can be met.

## **OBJECTIVES**

1. To portray the work culture prevailing in the organization.
2. To understand the employee's attitude towards the organization's mission, working conditions.
3. To provide suitable suggestions to the company for improving the working condition and work culture.

## **HYPOTHESIS TESTING**

**H0:** There is no significant relationship between the experience of respondents and their feeling as a part of their departments.

**H1:** There is a significant relationship between the experience of respondents and their feeling as a part of their departments.

## **RESEARCH METHODOLOGY**

Research methodology is a systematized effort to gain new knowledge. Research methodology comprises of defining and redefining problems, formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, marking deductions and reaching conclusions to determine whether they fit the formulating hypothesis.

The main aim of this study is to find out the work culture of EFX, a division of Prasad Corporation, Chennai.

## **DATA SOURCES**

Both primary and secondary data collection methods are used.

## **PRIMARY DATA**

Data collected by the investigator directly for the purpose of investigation is called primary data. Primary data are those, which are collected afresh and for the first time. Primary data were collected using questionnaire with the employees.

### **Questionnaire technique**

A questionnaire consists of a number of questions printed in a definite order on a form is given to the employees and made them to write and return the questionnaire.

## **SECONDARY DATA**

The data collected from published sources are secondary data. The Secondary data was obtained from company profile, company websites.

## **RESEARCH DESIGN**

A research design is the arrangements of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

The research design of the study is descriptive. Descriptive research design includes surveys and fact-findings inquiries of different kinds. The major purpose of the descriptive research is for the description of the state of affairs, as it exists at present.

## **SAMPLE SIZE**

The sample size taken for this survey was 200

## **SAMPLE DESIGN**

Non probability judgment sampling method is used for selecting the samples from whom the primary data is collected

**SAMPLING UNIT**

The sampling unit consists of the employees in CG department, Restoration department, DI department, Client service department, Accounts department and Sales department in EFX, a division of Prasad Corporation, Chennai.

The data collected was analyzed using tools like,

**TOOLS USED FOR ANALYSIS**

1. Simple percentage method
2. Chi- square test

**SIMPLE PERCENTAGE**

Simple percentage is calculated based on the data collected from the Respondents. It is quite simple and commonly used method. In order to find

Out the percentage of respondents whether they agree, or disagree regarding various factors, this method is used.

**CHI- SQUARE TEST**

Chi- Square is useful to verify the hypothesis. It was introduced by Karl Pearson in 1890. It is a statistical measure used in the context of sampling a variance to a theoretical variance. As a non-parametric test, it can be used to determine if categorical data shows dependency or two classifications are independents. It can also be used to make comparisons between theoretical populations and actual data when categories are used.

This can be calculated by using the formula

$$\chi^2 = \frac{\sum (O - E)^2}{\text{-----}}$$

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**ANALYSIS AND INTERPRETATION**

**Table-1**

**Table showing classification of the respondents based on their experience**

Experience	No. of respondents	Percentage (%)
Below 1 year	30	15
1-5	43	21.5
5-10	62	31
10-15	35	17.5
Above 15	30	15
<b>Total</b>	<b>200</b>	<b>100</b>

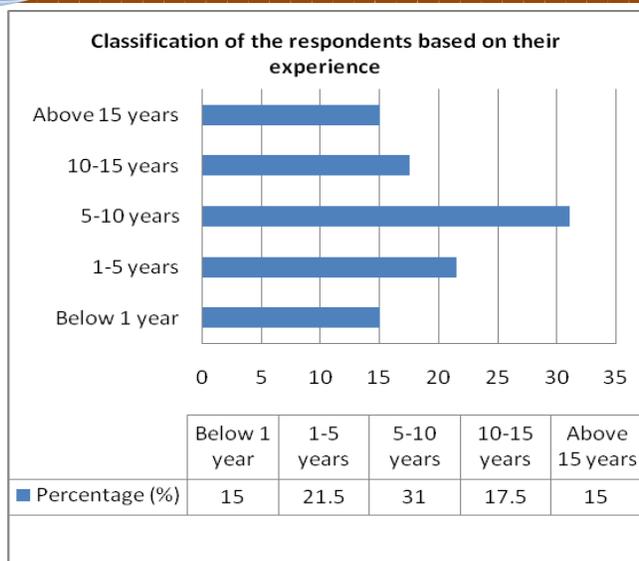
**Source: Primary data**

**Interpretation**

The above table shows that 31% of the respondents have an experience of 5-10 years, 21.5% of the respondents have an experience of 1-5 years, 17.5% of the respondents have an experience of 10-15 years, 15% of the respondents have an experience of below 1 year, and 15% of the respondents have an experience of above 15 years.

**Chart-1**

**Chart showing classification of the respondents based on their experience**



**Table-2**

**Table showing Comprehensiveness of firm's personnel policy**

Variance	No. of respondents	Percentage (%)
Strongly Agree	27	13.5
Agree	123	61.5
Neutral	36	18
Disagree	8	4
Strongly Disagree	6	3
<b>Total</b>	<b>200</b>	<b>100</b>

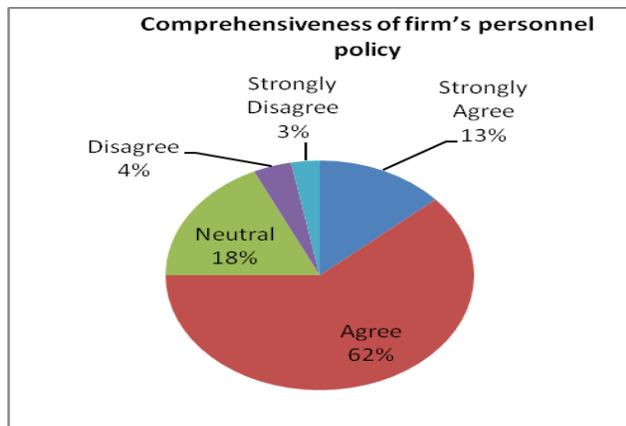
Source: Primary data

**Interpretation**

The above table reveals that 61.5% of the respondents agree that company's personnel policy is comprehensive, 18% of respondents stay neutral, 13.5% of respondents strongly agree, 4% of respondents disagree, 3% of respondents strongly disagree.

**Chart-2**

**Chart showing Comprehensiveness of firm's personnel policy**



**Table-3**

**Organization taking proactive attitude towards the problems**

Variance	No. of respondent s	Percentage (%)
Strongly Agree	28	14
Agree	117	58.5
Neutral	28	14
Disagree	17	8.5
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

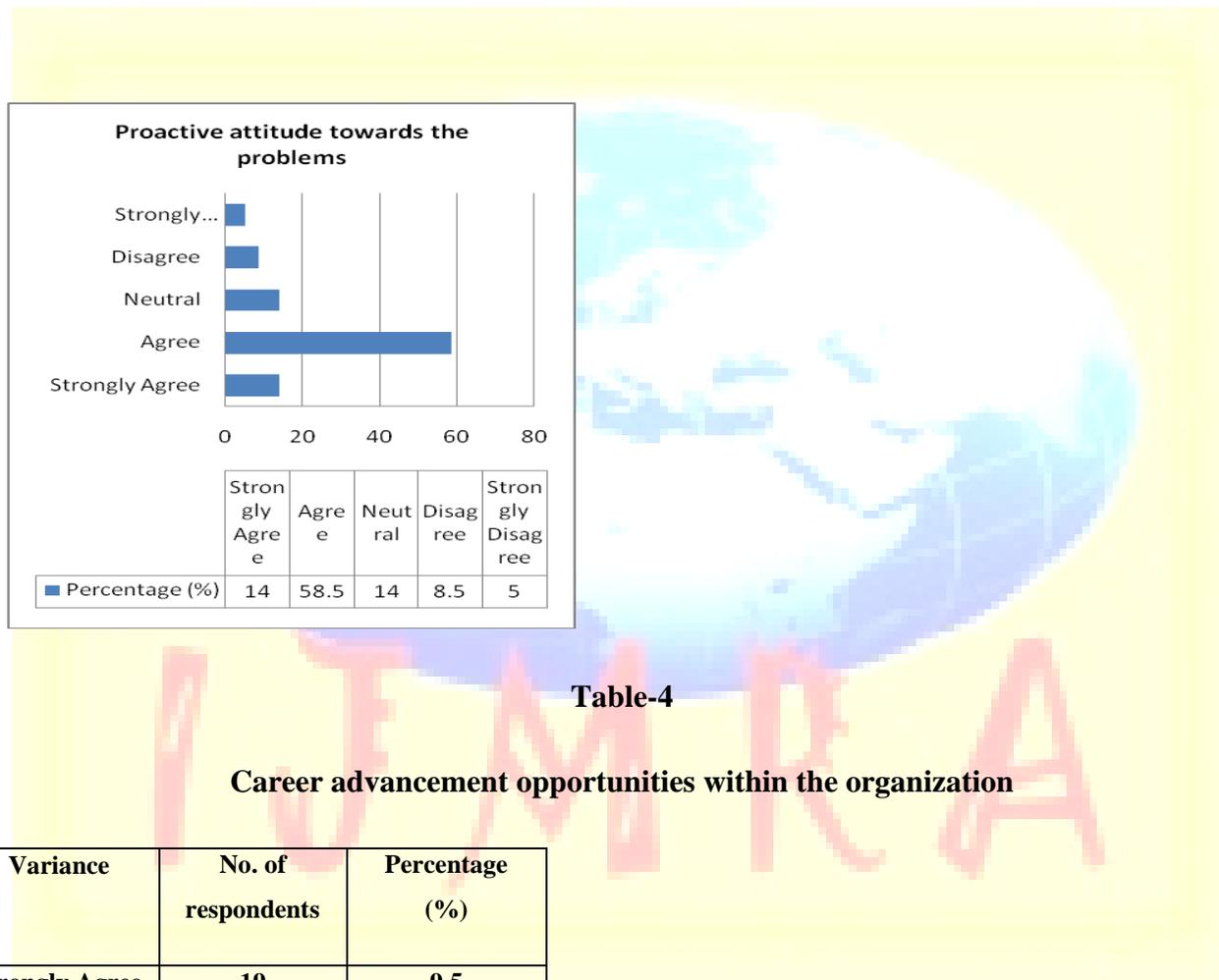
**Source: Primary data**

**Interpretation**

The above table reveals that 58.5% of respondents agree that the organization takes proactive attitude towards the problems, 14% of respondents strongly agree, 14% of respondents stay neutral, 8.5% of respondents disagree, and 5% of respondents strongly disagree.

**Chart-3**

**Organization taking proactive attitude towards the problems**



**Table-4**

**Career advancement opportunities within the organization**

Variance	No. of respondents	Percentage (%)
Strongly Agree	19	9.5
Agree	74	37
Neutral	48	24
Disagree	47	23.5
Strongly	12	6

Disagree		
Total	200	100

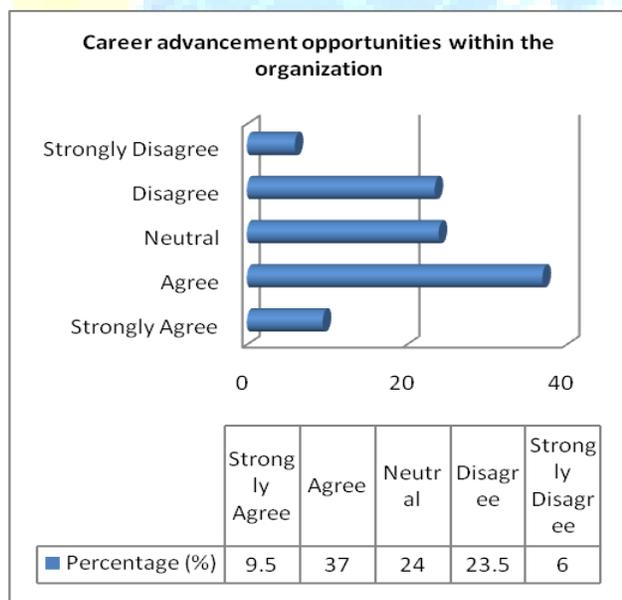
Source: Primary data

### Interpretation

The above table reveals that 37% of respondents agree that they have career advancement opportunities within the organization, 24% of respondent stay neutral, 23.5% of respondents disagree, 9.5% of respondents strongly agree, and 6% of respondents strongly disagree.

**Chart-4**

### Career advancement opportunities within the organization



**Table-5**

### Respondent's opinion regarding relationship with manager

Variance	No. of respondents	Percentage (%)
Strongly Agree	48	24
Agree	134	67
Neutral	12	6
Disagree	3	1.5
Strongly Disagree	3	1.5
Total	200	100

Source: Primary data

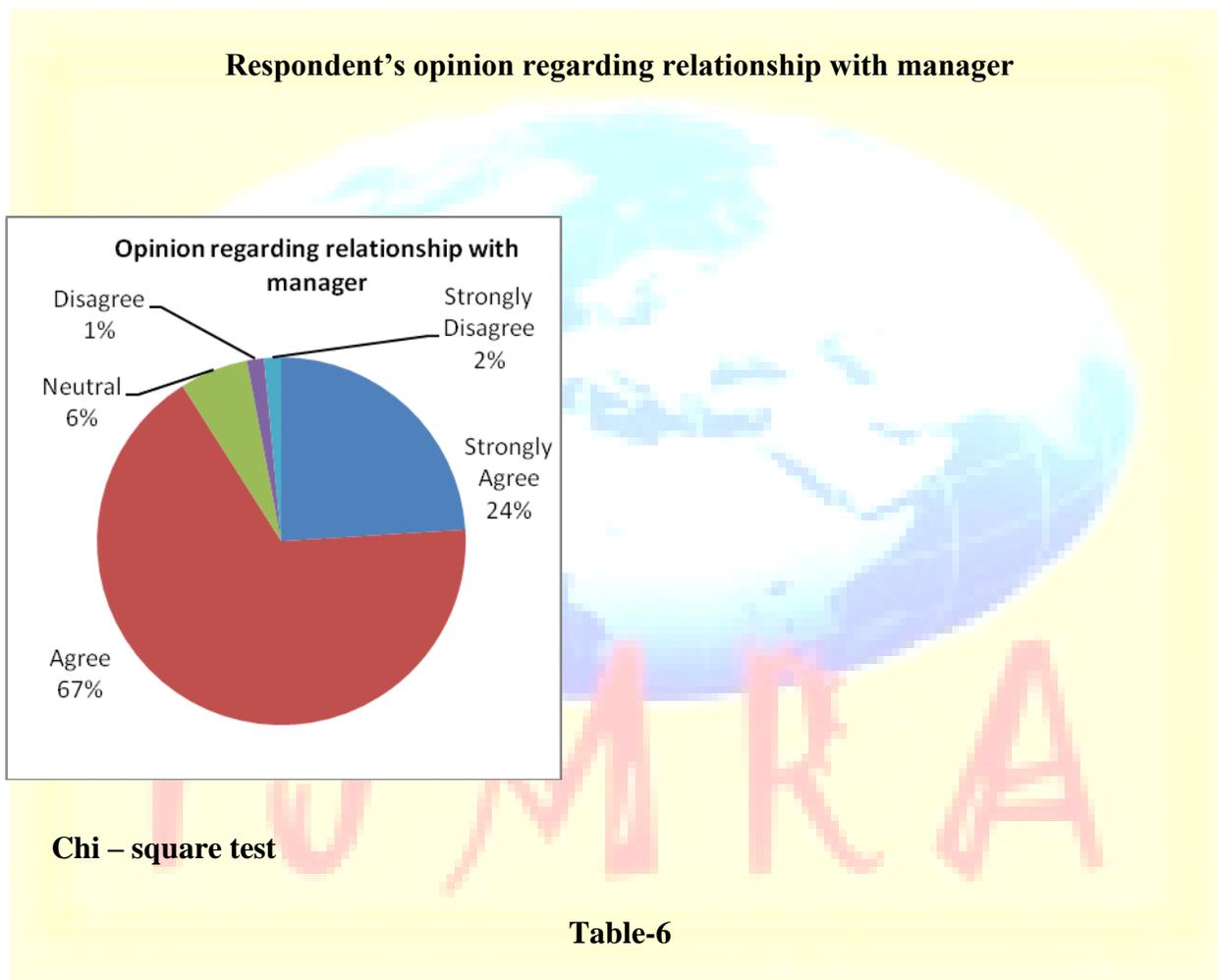
**Interpretation**

	Strongly Agree	Agree	Neutral/Disagree/Strongly Disagree	Total
Below 1 year	12	10	8	30
1-5	16	13	14	43
5-10	12	44	6	62
10-15	10	20	5	35
Above 15	8	14	8	30

Total	58	101	41	200
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The above table reveals that 67% of respondents agree that they have a good relationship with their manager, 24% of respondents strongly agree, 6% of respondents stay neutral, 1.5% of respondents disagree and 1.5% of respondents strongly agree.

**Chart-5**



**The experience of respondents and their feelings as a part of their department.**

O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
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12	8.7	3.3	10.89	1.2517
10	15.15	5.15	26.52	1.7507
8	6.15	1.85	3.42	0.5565
16	12.47	3.53	12.46	0.9993
13	21.71	8.71	75.86	3.4944
14	8.81	5.19	26.93	3.0574
12	17.98	5.98	35.76	1.9889
44	31.31	12.69	161.03	5.1433
6	12.71	6.71	45.02	3.5424
10	10.15	.15	0.02	0.0022
20	17.67	2.33	5.428	0.3072
5	7.17	2.17	4.70	0.6568
8	8.7	0.7	0.49	0.0563
14	15.15	1.15	1.32	0.0873
8	6.15	1.85	3.42	0.5565
<b>Total</b>				<b>23.4509</b>

**Table-6.1**

**Hypothesis testing**

H1: There is significant relationship between the experience of respondents and their feeling as a part of their departments.

Ho: There is significant relationship between the experience of respondents and their feeling as a part of their departments

Degree of freedom = 8

Level of significance = 5%  
 Table value = 15.507  
 Calculated value = 23.4509

The calculated value is greater than table value, so the null hypothesis can be rejected. That means there is significant relationship between the experience of respondents and their feeling as a part of their department.

**Chi – square test No: 2**

**Table-7**

Experience of respondents and management encourages the employees for risk taking

	Strongly Agree	Agree	Neutral/ Disagree/ Strongly Disagree	Total
< 1 year	5	15	10	30
1-5 years	6	24	13	43
5-10 years	5	42	15	62
10-15 years	6	19	10	35
> 15 years	6	17	7	30
<b>Total</b>	<b>28</b>	<b>117</b>	<b>55</b>	<b>200</b>

O	E	(O-E)	(O-E) <sup>2</sup>	(O-E)/ <sup>2</sup> E
5	4.2	0.8	0.64	0.1524
15	17.55	2.55	6.50	0.3705
10	8.25	1.75	3.06	0.3712
6	6.02	0.02	0.0004	0.0001
24	25.15	1.15	1.32	0.0526
13	11.82	1.18	1.39	0.1178
5	8.68	3.68	13.54	1.5602
42	36.27	5.73	32.82	0.9052
15	17.05	2.05	4.20	0.2465

Table-7.1

6	4.9	1.1	1.21	0.2469
19	20.47	1.47	2.16	0.1056
10	9.62	0.38	0.14	0.0150
6	4.2	1.8	3.24	0.7714
17	17.55	0.55	0.30	0.0174
7	8.25	1.25	1.56	0.1894
<b>Total</b>				<b>5.122</b>

### Hypothesis testing

H1: There is significant relationship between the experience of respondents and management encourages the employees for risk taking.

Ho: There is no significant relationship between the experience of respondents and management encourages the employees for risk taking.

Degree of freedom = 8

Level of significance = 5%

Table value = 15.507

Calculated value = 5.122

The calculated value is less than the table value, so the null hypothesis can be accepted.

### FINDINGS

-In the organization the management does not encourage the employee for risk taking.

-The organizational structure doesn't allow the employees to operate in an efficient and productive manner, and also they are not free to use organization structure for their own development.

-There is a limited scope for the career development of employees but still due to the organizational environment and the support from the supervisor employees do not take this as a hindrance to their development.

- -The supervisors are interested to know the skills and abilities of the employee and help them to develop the skills and abilities in which they lag behind. Organization considers its workers as “valuable assets” to the organization.
- -They have apprenticeship training provided for fresh entrants and they are sent out for various training programs.
- -Employees receive recognition for their work effort and they feel that they are a part of their department, which help them to increase their performance.
- Employees can meet their supervisor at any time; it helps them to approach management through their supervisor in case of any problem.

## SUGGESTIONS

The work culture prevailing in EFX, a division of Prasad Corporation Chennai, is found to be satisfactory. Almost all the employees are satisfied and motivated which makes them loyal to the organization.

As a result of Research work done, I would like to offer few suggestions, which would take the organization from “the better to the best”.

1. The career development programs and other development programs can be made more systematic and regular which would prove to be a very good source of motivation to the employees to perform even better.
2. It would be better if the training programs are arranged in the administrative and behavioral areas. Today’s organizations are giving much importance to their human resource. To keep pace with the changing dimensions of industries, the company should aim at overall development of their human resources.
3. It would be better that if the organization follows a systematic performance appraisal system and regular feedback, it will help the employees to know their performance level.

4. Though it is not possible to satisfy all the people in the organization, the company has got a very good number of people who are motivated, satisfied and loyal. I would conclude that the organization has to try to maintain the present situation and reach greater heights in future.

There is a harmonious relationship between the workers in their department and they have helping tendency. The trustworthiness among the employees is in a satisfied level.

## CONCLUSION

The study entitled “work culture prevailing in EFX, a division of Prasad Corporation”- Chennai, aims to find out the work culture prevailing in the organization. The assumptions, values, beliefs, rituals, material, symbols and languages that represent organizational work culture operate beneath the surface of organizational behavior. The descriptive type of research design has been used for this study. Population covers all the employees working in the organization. The researcher has taken 200 samples from the population; the collected data has been technically analyzed by using simple percentage and chi square test as statistical tools and has been pictorially represented by using bar diagram, pie chart, cylindrical and cone diagram. With the help of analyzed data inferences were made. It helped the researcher to know about the work culture prevailing in the organization, to know employees attitude towards organization mission, working condition, and interpersonal relationship. Majority of the respondents are satisfied regarding the work culture and interpersonal relationship in the organization. Suggestions are given which if implemented create a very good work culture and also increases the interpersonal relationship in the organization.

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