

Organization Culture and Job Involvement in Cement Industry - A Study

Prof. K. Venkata Subbaiah*
Dr. U.V. Adinarayana Rao**

Abstract

The purpose of the study was to compare public and private cement industries in terms of organization culture and job involvement. The total sample consists of 124 employees and 61 private sector employees. Data for the study were collected through a questionnaire survey. Means and Standard Deviations were calculated for public and private sector employees. To find the significant difference with mean ratings 't' values were calculated. Correlation coefficients with job involvement were computed for all the factors of organizational culture. The study reveals that there is a significant difference between private and public sector employees in terms of organization culture and job involvement.

Introduction

Since 1970s, the term 'Culture' has been increasingly used in studies of organizational behavior because of the growing realization among organizational scientists and management consultants. Culture of an organization has much influence on organizational effectiveness. This has created interest for research on organizational culture. Japanese firms during the late 1970s and the early 1980s were widely considered to have superior operating characteristics, but the firms of organizational research dominant then emphasized formal of organizational research dominant then emphasized formal structure and so failed to uncover any difference between Japanese and Western firms. As a consequence, researchers began to examine the possibility, that different national cultures might have penetrated modern corporate forms, thus creating differences in

organizational culture. Several early studies gave credence to this approach, which led to the possibility that even within a single national culture there might be local differences in the culture of firms.

Previously, the concept of culture was being used mostly by sociologists and anthropologists. Sociologists, for the most part, use culture to describe the "Ideational aspect" of social life in order to distinguish culture from society or social structure. The anthropological approach, by contrast, more often take its entire subject matter as culture. The several streams of work that have been mostly influenced by sociologists are: the study of myth and ritual symbolic interaction and the study of organizations as institutions. Anthropologist, like Radcliffe - Brown and Malinowski encourage the scholar to consider a group or society as a whole and to see how its practices, beliefs, and other cultural elements

**Professor, Department of Mechanical Engineering, Andhra University, Visakhapatnam, AP, India.
Email: drkvsau@yahoo.co.in*

***Associate Professor, GITAM Institute of Management, GITAM University, Visakhapatnam, AP, India.
Email: adinarayana.uppu@gmail.com*

function to maintain social structure. Geertz has focused on language and symbols. Cultural descriptions, according to Good enough required the discovery and writing out of systematic rules or algorithms that members of the culture implicitly use to generate acceptable behaviour.

Now-a-days, the study of organizational culture is dominated by behavioral scientists. When sociologists became disenchanted with the multivariate studies of organizational structure they simply took their intellectual curiosity and methodologies and migrated to the study of community structure, of occupational structure, of the structure of health care, and so on. Those who are employed in schools of management, however, are rater permanently committed to the study of business firms. As a result, they maintained their focus on business organizations, but sought new points of view and new techniques with which to revitalize the study of those specific institutions. In that transition was created to the study of organizational culture. Perhaps, it is through culture, rather than formal structure, that large firms can be bent to the will of their masters and rendered predictable, "rational".

Literature Review

Organization culture represents a common perception shared by the organization's members. Individuals with different backgrounds or at different levels in the organization tend to describe the organization's culture in similar terms. They perceive a unique set of characteristics that are substantially organization specific. Tony Modern (1993) dealt with national culture and its impact on the culture of the organization. The nature of national culture will have significant implications for the organization, its management and its human resource development within the prevailing local and environmental context. The taking of an ethnocentric or single-nation-oriented approach to other cultures is likely to be inappropriate. Organizations from one national background will need to make due allowance for the existence and relative influence of the different national cultures of the countries into which they enter as international or multinational operators. Venkata Subbaiah et al. (1994) conducted a study to explore the effect of core job variables namely, job feedback; job accountability, job authority; expectation of rewards and

expectation of sanctions on job outcome variables namely job involvement, work involvement and work motivation of bank employees. A descriptive study was conducted by Steven (2000) to investigate the relationships of total quality management, organizational culture and their impact upon a learning organization. The study investigated the attributes of a learning organization and its influence upon employee motivation. Greg Marshall (2004) studied on the relationship of job involvement to demographic, job situational, and market variables in a sales setting. Akin Aksu (2005) conducted a study on nine organizational dimensions that enable individual learning in hotel establishments and to note interests of tourism professionals to the learning of organizations subject and pure value and variance explanation rated dimension was that of behavior of superiors. Abraham Carmeli, (2005) study proposed and tested a model that attempts to explain the role of situational and personal-related factors relating to why top executives become involved in their jobs. Su-Chao Chang et al. (2007) investigated the relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. The hypothesized relationship between the attitude of job involvement and performance has received limited support. Ooi Keng Boon et al. (2007) worked a paper to examine the perceptions of individual employees on the influence of eight elements of HRM/TQM (i.e. leadership, training and development, employee participation, reward and recognition, customer focus, empowerment, teamwork, and communication) on employees' job involvement in six major Malaysian semiconductor contract manufacturing organizations. Despite extensive research and voluminous literature on HRM/TQM, very little empirical research has examined this scope of investigative study. The study conducted by Paul et al. (2007) seeks to provide another test of job involvement's association with performance. Ayse Kuruuzum et al. (2009) aims to determine the structural relationships between job involvement, job satisfaction, and three dimensions of organizational commitment (i.e. affective commitment, normative commitment, and continuance commitment) in the Turkish hospitality industry. Brad et al. (2010) worked on existing critiques of workplace spirituality and organizational culture and linked the two by problematising definitions of workplace spirituality that employ a "culture approach" to change, in which the construct is limited to a set of values that gives particular

meaning to the workplace. Remy (2010) worked on a paper to confirm quantitatively the previous finding that organizational characteristics influence knowledge management, and to assess whether the national culture of knowledge workers equally affects the management of knowledge.

Methodology

The sample consists of 63 employees (33–Managers, 30–Supervisors) from public sector and 61 employees (30–Managers, 31–Supervisors) from private sector. To collect the information, a structured questionnaire was designed and collected from each respondent. The organization culture questionnaire developed by Purnima Mathur et al. (1990) and job involvement questionnaire developed by Venkata Subbaiah et al. (1994) has been used. In the organization culture seven factors namely support, Structure, Conflict tolerance, Performance reward, Individual responsibility, Risk tolerance and Individual autonomy were considered as observable culture and four factors namely Beliefs, Group norms, Exercise of authority and Identity were considered as inferable culture. All the items of observable and inferable culture were mixed to get a clear picture of organizational culture. As a result, the questionnaire consisted of 53 items, out of which 40 were positive and 13 were negative. Ten questions were considered for Job Involvement. Both questionnaires were five-point likert scale. Every item has five point response categories from very low to very high which carries weights 1,2,3,4 and 5 respectively. The scoring is reversed for negative items.

Results and Discussions

A comparative picture of the public sector and private sector employees on certain demographic variables is presented in Table 1. The average age of the public sector employees was 35 years with standard deviation of 5.41 years and private sector employees was 31 years with standard deviation of 3.34 years. The average experience of the public sector employees was 9.33 years with standard deviation of 4.43 years and private sector employees was 5.67 years with standard deviation of 3.63 years. The number of dependents was matched for the public sector and private sector employees. The results shows that the private sector employees were significantly spent lesser number of years on the job. As

far as the education and number of dependents were concerned there was no significant difference between the employees of public and private Cement Industries.

Table 2 gives the mean, standard deviation and ‘t’ values of the organization culture (Factor wise and overall) and Job involvement of Public sector and Private sector Managers, Supervisors and as a whole. The overall organization culture is considered, then the private sector employees and public sector employees are rated at 3.57 and 2.977 respectively. It shows the private sector employees have high organization culture when compare to public sector employees. There is a significant difference (0.01 level) between the responses of public sector and private sector employees regarding overall organization culture. Job involvement received a mean rating of 3.55 and 3.393 from the private and public sector employees respectively. There is a significant difference (0.05 level) between the responses of public & private sector employees regarding Job involvement. The factor wise analysis of the organization culture is considered, there is a significant difference in the ratings for support, conflict tolerance, Performance reward, Individual responsibility, Individual autonomy, Beliefs, Group norms, Exercise of authority and Identity between the Public and Private sector employees. There is no significant difference between the responses of public and Private sector employees regarding structure & risk tolerance factors.

The Mean scores and Standard Deviation’s in respect of the managers of Public and Private sector, and ‘t’ value’s are calculated to find out whether there is any significant difference in the mean scores of the organization culture (factor wise and over all) and Job involvement. The Public sector managers have rated 2.979 and the Private sector managers have rated 3.288 for the overall organizational culture. From this it is clear that the private sector managers have high organization culture than public sector managers. There is a significant difference (0.05 level) between the managers of public and private sector cement industries regarding the rating on overall organization culture. Job involvement mean ratings are 3.413 and 3.306 for private and public sector managers respectively. However no significant difference is noticed for job involvement between the managers of Public and Private Cement Industries. The managers of Private sector were perceived better as compared to Public sector in all

factors of organizational culture except the factor structure. However there is a significant difference (0.01 level) between the mean scores of Private and Public sector managers for the organizational culture factors like support, performance reward, Risk tolerance, Individual autonomy, Beliefs, Group norms and Identity. There is no significant difference between the mean scores of Private and Public sector managers for the organizational culture factors like structure, conflict tolerance, Individual responsibility and Exercise of authority.

The mean scores, Standard deviations and 't' values of the organizational culture (factor wise and overall) and job involvement of supervisors of Public and Private cement industries. The Private sector supervisors has rated the overall organizational culture as 3.418 in the 5 point rating scale, but nevertheless not a very high rating. Whereas the public sector supervisors has rated overall organizational culture as 2.975, near to the average rating. It shows the supervisors of Private sector have high organizational culture than public sector. There is a significant difference (0.01 level) between the mean scores of overall organizational culture of Private and Public sector supervisors. For the Job involvement of supervisors of Private and Public sector has rated 3.594 and 3.496 respectively. There is no significant difference between the supervisors of private and public sectors when job involvement is considered. There is a significant difference (0.01 level) between the responses of private and public sector supervisors regarding the factors of organizational culture like support, conflict tolerance, Individual responsibility, Individual autonomy, Beliefs, Group norms, exercise of authority and Identity. However there is no significant differences between the ratings of Public and Private sector supervisors for the organizational culture factors like structure, performance reward and risk tolerance.

Table 3 gives the correlation coefficients between organizational culture and job involvement, factor wise as well as overall. Also the correlation coefficients of Public sector employee as a whole, private sector employees as a whole. Private sector managers, Public sector supervisors, and Private sector supervisors are shown separately for all the factors as well as overall organizational culture with job involvement.

Significant correlations were found between overall

organizational culture and job involvement (0.01 level) for the employees of Public and Private sectors considered as a whole, the overall correlations between job involvement and organization culture was found to be 0.716 and 0.531 for supervisors of Public and Private sectors respectively, which is significant at 0.01 level. The overall correlation between organizational culture and job involvement was found to be 0.363, which is significant at 0.05 level for the managers of private sector and the correlations between overall organizational culture and job involvement was found to be insignificant for a public sector managers.

For all the seven factors of observable culture and four factors of inferable culture, a significant correlation (0.01 level) were found with job involvement for the public sector employees as a whole were considered. Significant correlations were found for all the factors except the factor support with job involvement for the private sector employees as a whole were considered. When public sector managers considered separately, significant correlations were found only for the factor conflict tolerance, Exercise of authority and Identity. The remaining factors correlations were found insignificant and when private sector managers considered separately significant correlations were found only for the factor conflict tolerance, group norms, exercise of authority and identity and for the remaining factors correlations were found insignificant. Significant correlations (0.01 level) were found for all the factors with Job involvement for the public sector supervisors. When public sector employees considered separately, significant correlations were also found for all the factors. And when private sector employees were considered, significant correlations were found for all factors except beliefs.

Conclusions

Private sector employees have high culture than Public sector employees if the overall organizational culture is considered. The two dimensions namely observable culture and inferable culture were considered in this study for the total organizational culture. The private sector employees have higher observable culture and inferable culture than Public sector employees. This is mainly due to the lack of support, structure, conflict tolerance, rewards, Individual responsibility, risk tolerance, Individual autonomy, beliefs, group's norms,

exercise of authority and Identity for the Public employees in their organization. Job involvement which is the degree of psychological identification with one's work is slightly more for private sector employees than public sector employees.

If the managers and supervisors were considered separately, the private sector managers and supervisors have high overall culture and more Job involvement than Public sector managers and supervisors. The relationship between overall organizational culture and job involvement was found quite significant for the public sector and Private sector employees.

References

- Abraham Carmeli, (2005) "Exploring determinants of job involvement: an empirical test among senior executives", *International Journal of Manpower*, Vol. 26 Issue: 5, pp. 457–472.
- Abraham Carmeli, (2005) "Exploring determinants of job involvement: an empirical test among senior executives", *International Journal of Manpower*, Vol. 26 Issue: 5, pp. 457–472.
- A. Akin Aksu, Bahattin Özdemir, (2005) "Individual learning and organization culture in learning organizations: Five star hotels in Antalya region of Turkey", *Managerial Auditing Journal*, Vol. 20 Issue: 4, pp. 422–441.
- Ayse Kuruüzüm, Emre Ipekçi Çetin, Sezgin Irmak, (2009) " Path analysis of organizational commitment, job involvement and job satisfaction in Turkish hospitality industry", *Tourism Review*, Vol. 64 Issue: 1, pp.4–16
- Brad S. Long, Jean Helms Mills, (2010) "Workplace spirituality, contested meaning, and the culture of organization: A critical sense making account", *Journal of Organizational Change Management*, Vol. 23 Issue: 3, pp.325–341
- Greg W. Marshall, Felicia G. Lassk, William C. Moncrief, (2004) "Salesperson job involvement: do demographic, job situational, and market variables matter?", *Journal of Business & Industrial Marketing*, Vol. 19 Issue: 5, pp.337–343
- Ooi Keng Boon, Veeri Arumugam, Mohammad Samaun Safa, Nooh Abu Bakar, (2007) "HRM and TQM: association with job involvement", *Personnel Review*, Vol. 36 Issue: 6, pp.939–962
- Paul F. Rotenberry, Philip J. Moberg, (2007) "Assessing the impact of job involvement on performance", *Management Research News*, Vol. 30 Issue: 3, pp.203–215
- Punima Mathur & Amulaya Khurana (1990), "Development of the organizational culture questionnaire", *Indian Journal of Industrial Relations*, Vol. 26, No.2, pp 144–158.
- Rémy Magnier-Watanabe, Dai Senoo, (2010) "Shaping knowledge management: organization and national culture", *Journal of Knowledge Management*, Vol. 14 Issue: 2, pp.214–227
- Su-Chao Chang, Ming-Shing Lee, (2007) "A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction", *Learning Organization, The*, Vol. 14 Issue: 2, pp.155–185
- Steven W. Pool, (2000) "The learning organization: motivating employees by integrating TQM philosophy in a supportive organizational culture", *Leadership & Organization Development Journal*, Vol. 21 Issue: 8, pp.373–378
- Tony Morden, (1993) "National culture and the culture of the organization", *Cross Cultural Management: An International Journal*, Vol. 2 Issue: 2, pp.3–12
- Venkata Subbaiah K., M. Sugunatha Reddy (1994), "Job involvement, Work Involvement and Work Motivation: A Study in Banking Industry", *Industrial Engineering Journal*, Vol. 23, No. 2, pp. 23-26

Table 1: Mean, Standard Deviation and t values for some Demographic variables

| Variable | Public Sector (N ₁ = 63) | | Private Sector (N ₂ = 61) | | t' Values |
|-----------------------------|-------------------------------------|-------|--------------------------------------|-------|-----------|
| | Mean | SD | Mean | S.D | |
| Age (in years) | 34.656 | 5.414 | 31.226 | 3.344 | 4.259 |
| Education | 1.984 | 4.336 | 2.523 | 2.998 | 0.807 |
| Length of Tenure (In Years) | 9.328 | 4.432 | 5.673 | 3.632 | 5.029 |
| No. of Dependents | 3.393 | 1.429 | 3.362 | 1.216 | 0.131 |

Table 2: Mean, Standard Deviation and t' Values of Managers and Supervisors of public and private sector Employees

| Variable | Manager | | | | | Supervisor | | | | | Overall | | | | |
|----------|---------------|-------|----------------|-------|-----------|---------------|-------|----------------|-------|-----------|---------------|-------|----------------|-------|-----------|
| | Public Sector | | Private Sector | | t' Values | Public Sector | | Private Sector | | t' Values | Public Sector | | Private Sector | | t' Values |
| | Mean | SD | Mean | SD | | Mean | SD | Mean | SD | | Mean | SD | Mean | SD | |
| A | 3.094 | 0.297 | 3.43 | 0.287 | 4.565 | 2.891 | 0.371 | 3.39 | 0.352 | 5.855 | 3.001 | 0.348 | 3.4 | 0.34 | 6.458 |
| B | 3.03 | 0.922 | 2.932 | 0.49 | 0.534 | 3.213 | 0.808 | 3.28 | 0.335 | 0.421 | 3.114 | 0.876 | 3.11 | 0.44 | 0.032 |
| C | 3.106 | 0.732 | 3.125 | 0.265 | 0.105 | 2.804 | 0.699 | 3.31 | 0.367 | 3.523 | 2.967 | 0.726 | 3.22 | 0.33 | 2.511 |
| D | 2.842 | 0.456 | 3.213 | 0.296 | 3.863 | 2.993 | 0.352 | 3.206 | 0.611 | 1.675 | 2.911 | 0.418 | 3.18 | 0.447 | 3.453 |
| E | 3.011 | 0.51 | 3.013 | 0.451 | 0.017 | 2.965 | 0.38 | 3.56 | 0.679 | 4.241 | 2.99 | 0.456 | 3.28 | 0.633 | 2.919 |
| F | 3.099 | 0.346 | 3.576 | 0.321 | 5.676 | 3.131 | 0.531 | 3.34 | 0.346 | 1.815 | 3.114 | 0.441 | 3.2 | 0.425 | 0.064 |
| G | 2.97 | 0.454 | 3.297 | 0.344 | 3.239 | 2.971 | 0.395 | 3.316 | 0.487 | 3.036 | 2.97 | 0.428 | 3.31 | 0.424 | 4.443 |
| H | 3.127 | 0.317 | 3.42 | 0.354 | 3.448 | 3.041 | 0.34 | 3.517 | 0.274 | 5.984 | 3.103 | 0.328 | 3.45 | 0.323 | 5.935 |
| I | 2.929 | 0.574 | 3.702 | 0.337 | 6.59 | 2.864 | 0.45 | 3.872 | 0.454 | 8.708 | 2.899 | 0.522 | 3.75 | 0.415 | 10.07 |
| J | 2.646 | 0.498 | 2.978 | 0.878 | 1.822 | 2.786 | 0.543 | 3.267 | 0.38 | 3.996 | 2.71 | 0.524 | 3.04 | 0.681 | 3.017 |
| K | 2.919 | 0.477 | 3.528 | 0.312 | 6.048 | 2.945 | 0.491 | 3.43 | 0.305 | 4.617 | 2.965 | 0.482 | 3.48 | 0.314 | 7.071 |
| L | 2.979 | 0.248 | 3.288 | 0.258 | 4.836 | 2.975 | 0.263 | 3.418 | 0.166 | 7.838 | 2.977 | 0.255 | 3.57 | 0.311 | 11.59 |
| M | 3.306 | 0.388 | 3.413 | 0.307 | 1.219 | 3.496 | 0.469 | 3.594 | 0.335 | 0.936 | 3.393 | 0.438 | 3.55 | 0.315 | 2.297 |

A - Support, B - Structure, C - Conflict Tolerance, D - Performance Reward, E - Individual Responsibility, F - Risk Tolerance, G - Individual Autonomy, H - Beliefs, I - Group Norms, J - Exercise of Authority, K - Identity, L - Overall, M - Job Involvement.

Table 3: Correlation Coefficients between organization culture and Job involvement Factor wise as well as overall

| Variable | Correlation with Job Involvement | | | | | |
|---------------------------|----------------------------------|-------------------------|---------------------------|----------------------------|--------------------------|---------------------------|
| | public sector managers | private sector managers | public sector supervisors | private sector supervisors | public sector as a whole | private sector as a whole |
| Support | -0.192 | 0.092 | 0.599 | 0.422 | 0.499 | 0.221 |
| Structure | 0.189 | 0.321 | 0.689 | 0.488 | 0.711 | 0.322 |
| Conflict Tolerance | -0.65 | -0.731 | 0.566 | 0.431 | 0.504 | 0.296 |
| Performance Reward | 0.105 | 0.188 | 0.78 | 0.693 | 0.643 | 0.44 |
| Individual Responsibility | 0.243 | 0.312 | 0.831 | 0.901 | 0.688 | 0.307 |
| Risk Tolerance | 0.244 | 0.222 | 0.719 | 0.613 | 0.65 | 0.359 |
| Individual Autonomy | -0.002 | 0.163 | 0.592 | 0.439 | 0.43 | 0.482 |
| Beliefs | 0.079 | 0.338 | 0.771 | -0.231 | 0.673 | 0.423 |
| Group Norms | 0.266 | -0.341 | 0.749 | 0.631 | 0.564 | 0.478 |
| Exercise of Authority | -0.714 | 0.423 | 0.744 | -0.432 | 0.449 | 0.269 |
| Identity | 0.516 | 0.731 | 0.864 | 0.392 | 0.749 | 0.497 |
| Overall | 0.257 | 0.363 | 0.716 | 0.531 | 0.658 | 0.432 |