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# A Study on Employee Perception towards the Organizational Culture in Manufacturing Industry

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*Abstract: The article aims to discover about the employee perception towards the organizational culture among the employee in manufacturing industry. Thus the factors determine the culture of the organization and the employee perception towards it. The various factors such as Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, collaboration and Experimentation (OCTAPACE) are adopted. The primary data has been collected through questionnaires through employee at different levels and secondary data through company records, websites. The findings indicate that all the factors of culture influence the employee and organization in different perspectives.*

*Keywords: Organizational culture, Employee perception, OCTAPACE, Manufacturing industry.*

## I. INTRODUCTION

Employee perception is said to be an organization brand and personality. Industries uniqueness is based on the belief it stands for. The organization culture has everything to do with the organization. Organizations changed the circumstances in the continuous search of strategies which could provide them with a source of survival and growth. The development of organizational culture involves through the process of interactive relationship with global trends. It is been recognized that different organization have distinctive culture, these are identified through tradition, history and structure. By this process the organization builds up their own culture. Hence the culture gives the organization a sense of identity. Organizational culture is a system of shared assumptions, values, and beliefs in an organization that is believed by people. The culture of the organization influences in shaping the attitudes, values, motivation and performance of people is been increasingly realized. Culture also shapes the human thought and behavior in the system. The concept of organizational culture is in usage since the 1980's, as the organizational climate concept was replaced at certain extent to organizational culture. Organizational culture or corporate culture comprises of the attitudes, experience, beliefs and values of the organization. From the organizational values, there developed the organizational norms that prescribes the appropriate kinds of behavior in situations and control the behavior of organization.

### A. An Overview Of Organizational Culture

The concept of culture is important factor when attempting to manage an organization wide change. The change not only includes changing structures and processes, but also changing the organizational culture as well. Due to the increase in the competition, change and pressure, the organizational culture is given more prominence and emphasis. Organizational culture creates stability and adaptability for the organizations through consensual values.

Organizational culture has assumed importance since the 21st century, because of its impact on employee performance and job satisfaction.  is imperative on every organization to understand its own dynamic culture so that mangers can capitalize on the insights generated by the cultural perspective to wield greater control over their organizations. The culture of an organization has an important on its performance. Organizational culture can be described as a thought or scheme in the field of management and organizational studies which depicts and describes the psychology, behaviors, experiences, beliefs and values of an organization.

Culture thereby fosters adaptability by providing a clear set of principles to follow while designing strategies to face the competition among different organizations. And it is important for the managers to interpret and understand the organizational culture as it may affect the strategic development, productivity and learning at all levels. Hence the cultural assumptions may be both enable and constrain what the organizations are able to do.

## II. OBJECTIVES OF THE STUDY

A. To study the perception of the employee towards the organisational culture in manufacturing industries.

B. To study the factors (OCTAPACE) that affects the organizational culture in study unit.

C. To study how the different groups of organization perceive its culture in study unit.

## III. REVIEW OF LITERATURE

Charles W. Read, Brian H. Kleiner (2010) This paper sought to replicate on the importance of training and the importance of learning theory. Ten learning methods were identified to be the best namely videotapes, lectures, one-on-one instruction, role plays, games/simulation, case studies, slides, computer-based training, audiotapes and films. The study also detailed on the factors considered for selecting the training method and the various ways of evaluating the trainees after completing the program.

Abdelgadir N. Abdelhafiz Elbadri (2010) This comprehensive study was attempted to examine the emphasis given for training activities both internal and external to maintain competitiveness in the market. The study was conducted among 30 Polish companies to determine the training needs, developing programs and assessing outcomes. The results revealed that many companies neglected to assess training needs and evaluate outcome properly, providing for suggestions and improvements.

Shawn Kent (2010) This article examined the values of Mentor system prevailing in the organisations. The employees who became more productive, derived greater career satisfaction and enjoyed accelerated career growth were identified. Mentoring was considered to be a mutually advantageous way to both attract and retain employees.

Anil Norohia (2005) This article deals with organisation transformation relating to establishing future goals, developing individual competencies to align with organisational goals. The success of an organisation was determined by applying knowledge to practice skill, to achieve desired results. It was ascertained that the culture in the organisation should harness the inherent talents and competencies of individual employees focusing on organisational requirements.

Lisa Bryant, Denise A. Jones and Sally K. Widener (2004) This paper investigate the relationship that existed among multiple performance measures to determine how they understand the creation of firm value. The designing of performance measurement system was supposed to consider all aspects of the business, not just the financial results. The data from 125 firms over a five year period were used to measure the outcome. The findings showed that the value creation process was better in all higher level BSC perspectives. K Raghavendra Rao (2004) This article emphasized the different dimensions of rewarding the employees working for different types of organisations. Drastic changes have taken place in reward system since globalization. Rewarding the right people at the right time in the right way enhances their contribution to the organisation in terms of productivity. Organisations should identify the sensible performance indicators used to measure the employees performance.

Industry standards were taken into account for fixing the rewards and compensation in various organisations to retain talent.

Shyamal Majumdar (2004) This article highlighted the various aspects of pay and the ways to retain best performers. In addition to usual monetary rewards acting as a hygiene factor, lifestyle benefits like flexitime, crèches and travel overseas were provided. Some companies follow the system of variable pay package which is performance related. It also depended on the employee value proposition. Talented people choose to remain in those companies which could provide exciting work, a great company, attractive compensation and opportunities to develop. Jay M. Jackman and Myra H.Strober (2003) This article highlighted the importance of feedback reviews both positive and negative and its impact on the relationship between the superior and subordinate. Organisations should provide employees the opportunities to adapt to changes and change accordingly. The study also emphasised on self assessment and feedback from superiors which guides the employees to develop faster. The organisations tried to follow adaptive techniques having a positive impact on the executives' development and leverage feedback.

Bradley E. Wright (2001) The topic of work motivation has received relatively little attention in the public sector, the research that does exists has been largely data driven, guided at best by theories that have not incorporated more contemporary research. In this article evidence regarding the unique characteristics of public organizations and employees, and develop a revised public – sector model of work motivation that emphasizes variables such as procedural constraints, goal content, and goal commitment.

## IV. CONCLUSION

This study is based on the employee perception towards the organizational culture i.e what the employee should feel or think about the organization. The organizations encourages the employee for their organizational goals, mission and productivity through better organizational culture practices.

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