The Impact of Organisation Culture in Academic Institutions offering Management Education in India

Kameswara Rao Poranki
Professor in Department of Marketing,
FAFS, Al Baha University, Saudi Arabia (KSA)
Email: kamesh_p2001@yahoo.com & kamesh_p2001@rediffmail.com

Abstract

There is a unique social and psychological environment in the educational institutions offering management education in India as the values and behaviors that contribute corporate or education institution. As we all know that, organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. The researcher of this paper has focused on some selected Educational Institutions in India to assess the impact of organizational culture and also proposes various ways of building an innovative organization culture and importance as it would reflect on student's development as per the corporate expectations.

Keywords: Organization Culture, Job satisfaction, Efficiency, Leadership Style, beliefs etc.

Originality/value: In this research paper an earnest attempt made to know exactly the impact of the organization culture on faculty members of Educational institutions of Andhra Pradesh India have been surveyed and their working condition, organization culture and satisfaction have been assessed.

Paper type: Research paper

Introduction

The corporate culture, it's shown in a) the ways the organization conducts its business, treats its employees, customers, and the wider community, b) the extent to which freedom is allowed in decision making, developing new ideas, and personal expression, c) how power and information flow through its hierarchy, and d) how committed employees are towards collective objectives. How it will affects the organization's productivity and performance, and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment is very crucial to academicians who are teaching in Management Institutions across India. The researcher of this paper has tried to establish the relation between the organizational culture of teaching faculty members and its implications on future mangers who are pursuing their management education in the educational institutions under study.

Review of literature

According to Amos and Weathington (2008) that the organization with strong and suitable culture positively affects not only the satisfaction of the employees but also the job commitment of the employees with the organization. The researcher Gorris (2006) find that various forms of the communication in the organization and the relationship between the employee and the employer have positive impact on the job satisfaction of the employees is inevitable. However, Hansen et al. (1989) describe that the behavior of the employees towards their mode of thinking whatever they think intentionally or unintentionally is strongly influenced by the culture of the organization is vital. According to Hebb (1949) and Morse (1953) changes in the organizational
culture affects the job satisfaction of the employees and it also changes their behaviors and attitudes are important. Hellriegel et al. (1974) report the existence of relationships between organizational culture, climate and job satisfaction to be studied. Kerego and Muthupha (1997) describe that organization and people positively influence one another to achieve better results. He argues that employees in the organization are the role model and because of them organizations become more successful as per their research. Robbert and Reilly (1979) and Gorris (2006) find that various forms of the communication in the organization and the relationship between the employee and the employer have positive impact on the job satisfaction of the employees is reported. According to Schneider et al. (1975) define job satisfaction “as a personal evaluation of conditions present in the job or outcomes that arise as a result of having job”. Further, they explain that job satisfaction has to do with individual's perceptions and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations is been explained. Schreiber et al. (2006) points out that normality of the data and estimation methods jointly require a minimum sample size is crucial. The researcher of this paper adopted questions on organizational culture and job satisfaction which have been adapted from Specter (1985) as these are highly relevant in today's context. As per Walton and Basra (2001) described organizational culture as a shift from operations or product oriented to customer and market oriented is reported. It is interesting to note that the variable culture which can be built to be strong and unique according to Smircich, 1983, p. 439. As per research, within these perspectives, the concept of organizational culture has been around for only twenty five years but has challenged the dominant view of organizations as “rational-utilitarian institutions whose purpose is to accomplish established goals” (Shafritz, Ott, & Jang, 2005, p.352). According to these authors who defined culture in terms of shared values, assumptions, and behaviors, seven used Schein’s (2004) view on organizational culture as “a pattern of shared basic assumptions that was learned by a group as it solved 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”. The researcher, Powell (1997) argued that organizational culture “often develops sub-cultures which, in turn, create dissonance and disharmony” while distances between a sub-culture and the main culture decrease organizational effectiveness, so organization-wide culture aims to reduce such distances and build harmony within the organization is more important. In more clear manner, such initiatives can produce confusion and lack of consensus about the purpose of the change and the vision, mission, and strategy of the organization among employees and departments (Pierson & Brooks, 1994). As a case example, Bates and Khasawneh (2004) tested “the ability of learning organization culture to account for variance in learning transfer climate and subsequent organizational innovation, and to examine the role of learning transfer climate as a mediator between learning organization culture and innovation” is been submitted. There are many new examples of similar purposes include linking organizational culture to knowledge management, training effectiveness, employee selection, information sharing, and company ownership.

The above review of literature gives us insight into the implications of organizational culture, job satisfaction of teaching employees in Educational institutions and the net learning to the students of those institutions under study. It is clearly evident that the organizational culture plays a dominant role on the students those who pursue their studies in these institutions. There is correlation on the Management Education provided by these faculty members and the potential managers coming out of these institutions.
The Concept

“If you don’t understand the culture of the company, even your most brilliant strategies will fail. Your vision will be resisted, plans won’t get executed properly, and all kinds of things will start going wrong.” -Chairman & CEO, Four Seasons Hotels

After observing the above figure-01 we can deduce that the Organizational Culture is marked by the deeply embedded beliefs and values that are shared by members of an organization which become visible in the way work gets done on a day to day basis. The culture of an organization is like its DNA, showing some outward representation yet much is held below the surface which is much harder to identify and name. This is why being able to clearly understand the organization’s culture is not an easy undertaking and requires objective assessment and evaluation.

The expectations of today's corporate world from the students are been enlisted hereunder:

- The industry knowledge required to face the competition
- Functional knowledge of a business organization in which arena it operates.
- In-depth knowledge of minimum one discipline of Management.
- The ability to adapt to new environments at micro and macro levels.
- Problem analyzing and solving.
- Inter-personal skills.
- Knowledge of functional interdependencies and adaptability.
- Communication skills.
- Self-confidence and motivational skills.
- Drive to succeed and control with initiatives.

Therefore, it is clearly evident that management can be christened as an art of conducting and directing the modern day organizational, businesses and other related activities. It characterizes the process of leading and directing various organizational activities such as its various resources like human, financial, material, intellectual and so on. We all know that management encompasses five basic functions such as Planning, Organizing, Leading and Coordinating. Any student can achieve proper knowledge and training about management through management education. In India educational institutions that teach management are usually called "Business Schools". However, a business school is normally a university level institution that teaches topics such as accounting, finance, marketing,
organizational behavior, strategic planning, quantitative methods, etc. These include schools of "business", "business administration", and management etc.

Objectives

• To understand the organizational culture and its impact on students
• To identify the characteristics of faculty members and students.
• To determine the frequency with which something occurs due to organizational culture.
• To study management education in Andhra Pradesh, India
• To study and compare organization culture for faculty members of management institutions of Andhra Pradesh, India.

Hypothesis

Faculty members of management institutes have better work satisfaction and organization culture and that has definite impact on the student's development.

Method

This research aims at measuring the organization culture and its effect on Professors and Lecturer, and offering recommendations for improving the same and thus deductive methodology would be the appropriate choice as theory obtained from published works is tested empirically during the research. The inductive methodology is not chosen for this study because generation of new theory is not the purpose of this study. Various methodologies like graphs, matrices, comparison tables for analyses of responses of various questions is being used after questionnaire survey. The research is under descriptive study which includes large population studies in which data on lots of different variables is being collected. The statistical techniques which are being used are a) Descriptive Statistics (Univariate & Bivariate Data-Analysis) b) Test of Significance. The researcher has studied the variables like leadership skills, power, decision making authority, suggestions in strategy making, value of accountability, employee–employer relationship, involvement and commitment, personal responsibility, trust etc. Data is collected from the academicians of most of the Engineering and Management Institutions of Andhra Pradesh, India. Probability and non-probability sampling are the two methods that are used for social researches technique for the collection of data, was not considered so the sample of size 400 academicians was considered in this study consisting of Professors, Associate Professors, Assistant Professors etc

The functions performed by the Organization culture in an organization.

• There is a boundary defining role i.e. it creates of distinctions between one organization and others.
• This Organization Culture conveys a sense of identity for organization member.
• It enhances the stability of the social system.
• It lays the stability impact on attitude and behavior.

Analysis

According to the study conducted the hypothesis of research can be tested by testing of the equality of mean responses after applying scaling by using t-test (as sample is large for statistical point of view the population can be easily considered as normally distributed & t-test can be replaced by z-test). The testing technique will differ in different situations so we can consider some of the important situations.
Hypothesis Testing

The Null Hypothesis for the research to be carried out was
1) Faculty members of management institutes do not have better organization culture as there is no impact on student's development (Ho1)
And the Alternate Hypothesis for the research to be carried out was
2) Faculty members of management institutes have better organization culture as there is high impact on student's development (Ha1)

According to the Table-05 and Table-06 the regression analysis results show that the effect of organizational culture on job satisfaction of teachers of higher education institutes of Andhra Pradesh, India is significant while the two components of organizational culture i.e. organizational culture related to managers and leaders and organizational culture related to employees. As a result, the regression analysis shows that effect of organizational culture related to employees (0.65) on job satisfaction is higher than effect of organizational culture related to employees (0.59). Interestingly, both effects are positive and significant at less than one percent. Value of adjusted R2 (0.76) shows that organizational culture related to managers and leaders and organizational culture related to employees explain 76 percent variation of job satisfaction. F test (F Statistic = 477.359, P value = 0.00) shows that joint effect of both independent variables on job satisfaction of teachers of higher education institutes is significant and our model is good fit.

Conclusion

After the analysis of this research, the researcher is concluding that there is a significant relation between the organizational culture and student's development in educational institutions offering management education. It means, the student would be developed if and only if the faculty members maintain good organizational culture among themselves, while conducting their duties. As the students would follow the teachers while learning and accordingly they frame their mindset in terms of good organization culture or the opposite may happen. There is a unique social and psychological environment in the educational institutions offering management education in India as the values and behaviors that contribute corporate or education institution.

The sticking fact is the organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together. The researcher of this paper has made an attempt to assess the impact of organizational culture and also proposes various ways of building an innovative organization culture and importance as it would reflect on student's development as per the corporate expectations. The future researchers are recommended to expand the scope of this concept and explore the better facts of organizational culture and its impact on students.

References

### Table-01: Test of Reliability

<table>
<thead>
<tr>
<th>Variables</th>
<th>Valid (N)</th>
<th>Number of Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>400</td>
<td>09</td>
<td>0.95</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>400</td>
<td>21</td>
<td>0.87</td>
</tr>
</tbody>
</table>

### Table-02: Test using KMO and Bartlett

<table>
<thead>
<tr>
<th>Variables</th>
<th>No. of Item</th>
<th>KMO Measure of Sample Adequacy</th>
<th>Bartlett’s Test of Sphericity Chi-square</th>
<th>Bartlett’s test of Sphericity Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>09</td>
<td>0.93</td>
<td>2598.76</td>
<td>.000</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>21</td>
<td>0.88</td>
<td>7589.97</td>
<td>.000</td>
</tr>
</tbody>
</table>

### Table-03: Factor Loadings (a)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Item</th>
<th>Factor Loading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>I like doing the things I do at work</td>
<td>0.81</td>
</tr>
<tr>
<td></td>
<td>Those who do well on the job stand a fair chance of being promoted.</td>
<td>0.88</td>
</tr>
<tr>
<td></td>
<td>My superior is quite competent in doing his/ her job</td>
<td>0.75</td>
</tr>
<tr>
<td></td>
<td>The benefits we receive are as good as most other organizations offer.</td>
<td>0.79</td>
</tr>
<tr>
<td></td>
<td>When I do a good job I receive the recognition for it that I should receive</td>
<td>0.66</td>
</tr>
<tr>
<td></td>
<td>Many of our rules and procedures make doing a good job simple.</td>
<td>0.85</td>
</tr>
<tr>
<td></td>
<td>I enjoy my coworkers.</td>
<td>0.86</td>
</tr>
<tr>
<td></td>
<td>I feel satisfied with my chances of salary increases.</td>
<td>0.79</td>
</tr>
<tr>
<td></td>
<td>Communications seem good within this organization.</td>
<td>0.82</td>
</tr>
</tbody>
</table>

### Table-04: Factor Loadings-(b)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Item</th>
<th>Factor Loading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture</td>
<td>In my organization, team/groups revise their thinking as a result of group discussions</td>
<td>0.84</td>
</tr>
<tr>
<td>Related to Employees</td>
<td>In my organization, people give open and honest feedback to each other</td>
<td>0.83</td>
</tr>
<tr>
<td></td>
<td>In my organization, people spend time building trust with each other</td>
<td>0.75</td>
</tr>
<tr>
<td></td>
<td>In my organization, whenever people state their view, they also ask what others think</td>
<td>0.63</td>
</tr>
<tr>
<td></td>
<td>In my organization, people help each other learn.</td>
<td>0.60</td>
</tr>
</tbody>
</table>

### Table-05: Regression Analysis

<table>
<thead>
<tr>
<th>Regressor</th>
<th>Coefficient</th>
<th>Standard Error</th>
<th>t-Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>-0.005</td>
<td>0.027</td>
<td>-0.18</td>
</tr>
<tr>
<td>OCM</td>
<td>0.59</td>
<td>0.049</td>
<td>12.04*</td>
</tr>
<tr>
<td>OCE</td>
<td>0.65</td>
<td>0.027</td>
<td>24.07*</td>
</tr>
</tbody>
</table>

### Table-06: Required Statistics

<table>
<thead>
<tr>
<th>R²</th>
<th>Additional R²</th>
<th>F- Statistic</th>
<th>Prob. (F- Statistic)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.77</td>
<td>0.76</td>
<td>477.359</td>
<td>0.000</td>
</tr>
</tbody>
</table>