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- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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## ORGANIZATIONAL CULTURE IN PENNAR INDUSTRIES LTD.

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**AVADI**

**ABSTRACT**

*Culture is made up of the attitudes, values, beliefs and behaviors of its employees. It reflects the demonstrated values and principles of the workplace, permeating everything an organization does. Essentially, it can make or break organization. The ideal organizational culture is one in which projects are considered in strategic planning and are implemented to support an organization's corporate strategy and corporate objectives. Pennar Industries Limited is one of the leading engineering organizations in India renowned for providing global innovative engineering solutions. This paper carried out "a study on organizational culture in PENNAR industries Ltd". Mainly focused on whether there is good organizational culture in the company. The primary data was collected with the help of questionnaire. Responses were gathered from the employees working at PENNAR industries Ltd". A descriptive study was conducted. Data were analyzed and the findings and recommendation are presented.*

**KEYWORDS**

Culture, Organization, Corporate, engineering, Work place.

**INTRODUCTION**

**Organizational culture** is a pattern of shared basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration. Organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations.

The organizational communication perspective on culture views culture in three different ways:

- **Traditionalism:** Views culture through objective things such as stories, rituals, and symbols.
- **Interpretivism:** Views culture through a network of shared meanings.
- **Critical-Interpretivism:** Views culture through a network of shared meanings as well as the power struggles created by a similar network of competing meanings.

**Corporate culture** is the total sum of the values, customs, traditions, and meanings that make a company unique. Corporate culture is often called "the character of an organization", since it embodies the vision of the company's founders. The values of a corporate culture influence the ethical standards within a corporation, as well as managerial behavior.

Organizational culture and corporate culture are often used interchangeably but it is a mistake to state that they are the same concept. All corporations are also organizations but not all organizations are corporations. Organizations include religious institutions, not-for-profit groups, and government agencies. Corporations are organizations and are also legal entities.

**COMPANY PROFILE**

1988 was the year when Pennar Industries Limited was born, and since then, Pennar has grown and diversified to become a leading engineering company making a host of **steel based products**. Pennar began by manufacturing Cold Rolled Steel Strips (CRSS) with an installed capacity of 30,000 MTPA. Its first plant strategically established at Isnapur, 45KM from Hyderabad. Pennar achieved profits right from the first year of its operation, followed by declaration of dividend from the second year. The company was growing at a rapid pace and thus to incorporate its expansion and demand, Pennar increased its manufacturing capacity.

Pennar is now a multi-location, multi-product company manufacturing Cold Rolled Steel Strips, Precision Tubes, Cold Rolled Formed Sections, Electro Static Precipitators, Profiles, Railway Wagons and Coach Components, Press Steel Components and Road Safety Systems.

**REVIEW OF LITERATURE**

In a study of 230 Organizations from different industries around the world, and from regions including North America, Asia, Europe, The Middle East, and Africa, having a strong and positive organizational culture was associated with increased organizational effectiveness. The strong and positive aspect of organizational culture is most critical to success across regions generally included

- \* empowering employees
- \* having a team orientation
- \* having a clear strategic direction and intent
- \* possessing a strong and recognizable vision.

**Harvard Business School** (2003) study reported that culture has a significant impact on an organization's long-term economic performance. The study examined the management practices at 160 organizations over ten years and found that culture can enhance performance.

**Denison, Haaland, and Goelzer (2004)** found that culture contributes to the success of the organization, but not all dimensions contribute the same. It was found that the impacts of these dimensions differ by global regions, which suggests that organizational culture is impacted by national culture.

**Burman and Evans (2008)** argue that it is 'leadership' that affects culture rather than 'management', and describe the difference. When one wants to change an aspect of the culture of an organization one has to keep in consideration that this is a long term project. Corporate culture is something that is very hard to change and employees need time to get used to the new way of organizing.

**OBJECTIVES OF THE STUDY**

- To study the Organizational culture of PENNAR INDUSTRIES
- To find out Opportunity for personal development & career development in PENNAR.
- To find out the relationship between company culture and,
  - (a) Wage system
  - (b) Appraisal system
  - (c) Stress management system.
  - (d) Diversity in management etc.,

**ANALYSIS AND INTERPRETATION****1. GENDER OF RESPONDENTS**

Gender	Respondents	Percentage%
Male	96	87.27%
Female	14	12.73%
Total	110	100%

From the above table it is observed that 87.27% of the employees are in the Male category 12.73% of the respondents are in the Female category

**2. RESPONDENTS WORKING EXPERIENCE WITH PENNAR**

Options of respondent	Respondent	Percentage%
Below 2 years	12	10.91%
2 to 5years	76	69.09%
5 to 10 years	14	12.73%
Above 10 years	8	7.27%
Total	110	100%

Most of the respondents 69.09 are in the experienced with pennar by 2 to 5 years 12.73% are experienced with Pennar by 5 to 10 years. The thing is above 10 years experienced (7.27) are the high officials that's from supervisory level.

**3. RESPONDENTS CURRENT POSITION IN PENNAR**

Options of respondent	Respondent	Percentage%
Lower level	20	18.18%
Supervisory	90	81.82%
President	0	0%
Director	0	0%
Total	110	100%

From the above table, it is inferred that 81.82% of respondents are in supervisory level and 18.18% are in lower level employees in Pennar.

**4. ORGANIZATION CULTURE FOLLOWS THE COMPANY'S MISSION**

Options of respondent	Respondent	Percentage%
Strongly agree	48	43.64%
Somewhat agree	36	32.73%
neutral	10	9.09%
Somewhat disagree	14	12.73%
Strongly disagree	2	1.82%
Total	110	100%

43.64% of the respondents are highly agreed with the question 32.73% are agreed and 9.09% neither agree nor disagree but 12.73% are disagreed and highly disagreed by 1.82%.

**5. ORGANIZATION CULTURE IS DEVELOPED BY TOP MANAGEMENT AND INTERNAL CULTURE**

Options of respondent	Respondent	Percentage%
Strongly agree	20	18.18%
Somewhat agree	55	50.00%
neutral	15	13.64%
Somewhat disagree	8	7.27%
Strongly disagree	12	10.91%
Total	110	100%

Half of the respondent (50%) are in PENNAR somewhat agreed with the question, 18.18% are strongly agreed 13.64% are in neutral 10.91% are disagree and rest are strongly disagreed the question.

**6. PENNAR SHOWS RESPECT TO THE IDEAS, OPINIONS, PEOPLE IN THE WORK PLACE**

Options of respondent	Respondent	Percentage%
Strongly agree	10	9.09%
Somewhat agree	39	35.45%
neutral	28	25.45%
Somewhat disagree	24	21.82%
Strongly disagree	9	8.18%
Total	110	100%

35.45% are agreed the PENNAR respect about ideas, people inside in the company. 9.09% of respondents strongly agreed and the thing is 25.45% are neutral and 22% are disagreed and nearly 8.18% are strongly disagree about the question.

**7. OPPORTUNITY FOR PERSONAL DEVELOPMENT AND CAREER DEVELOPMENT**

Options of respondent	Respondent	Percentage%
Excellent	18	16.36%
Very good	56	50.91%
Good	14	12.73%
Somewhat good	22	20.00%
Total	110	100%

Most of the respondent 50.9% are says that the chance for career and personal development in PENNAR is quite good. But the same time 20% are not much satisfied 16.36% feels it is Excellent and 12.73% felt good.



**8. EMPLOYEES ARE GETTING EQUAL TREATMENT**

Options of respondent	Respondent	Percentage%
Excellent	15	13.64%
Very good	38	34.55%
Good	40	36.36%
Somewhat good	17	15.45%
Total	110	100%

36.36% respondents agreed it is good to get equal treatment employees, 34.55% said that it is very good in PENNAR. 13.64% said that it is excellent but 15.45% it is somewhat good only.

**9. WAGE SYSTEM IN PENNAR**

Options of respondent	Respondent	Percentage%
Excellent	10	9.09%
Very good	20	18.18%
Good	33	30.00%
Somewhat good	47	42.73%
Total	110	100%

The employees are not much satisfied with PENNAR industries wage system. Nearly 43% respondents says that it is somewhat good only. 30% says it is good and 18.18% and 9.09% are valuing it is "good" and "excellent" respectively.

**10. STRESS MANAGEMENT SYSTEM**

Options of respondent	Respondent	Percentage%
Excellent	10	9.09%
Very good	43	39.09%
Good	40	36.36%
Somewhat good	17	15.45%
Total	110	100%

The response reveals that the stress management system is quite good in PENNAR. 39.09% is agreed with very good and 36.36% is good, 9.09% feels it is excellent but above 15% saying it is not much satisfied.

**11. RECOGNITION FROM MANAGEMENT**

Options of respondent	Respondent	Percentage%
YES	63	57.27%
NO	47	42.73%
Total	110	100%

57.27% respondents said that they are getting recognition from management but 42.73% are saying they are not getting.

**12. SATISFACTION ABOUT COMPANY'S LEAVE POLICY**

Options of respondent	Respondent	Percentage%
YES	80	72.73%
NO	30	27.27%
Total	110	100%

The huge parts of the respondents (72.73%) are satisfied with leave policy and rest 27.27% are not satisfied about the leave policy of the PENNAR.

**FINDINGS**

1. Half of the respondent (50%) are in PENNAR agreed with the culture of PENNAR is developed by top management and internal culture.
2. It is found that PENNAR industries value the opinion of employees. Nearly 51% are strongly agreed the question. Again 30.91% are satisfied and agreed, but nearly 10% are not agreed.
3. 35.45% are agreed the PENNAR respect about ideas, people inside in the company. 9% of respondents strongly agreed and the thing is 25.45% are neutral and 22% are disagreed and nearly 9% are strongly disagree.
4. Most of the respondent i.e., 50.9% are says that the chance for career and personal development in PENNAR is quite good but at the same time 20% are not much satisfied, 16.36% feels it is Excellent and 12.73% felt good.
5. 36.36% of the respondent said that the relationship between management and workers are good. 35.45% feels it is very good and 20% excellent and minimum 6% it is somewhat good.
6. It is observed the employees are not much satisfied with PENNAR industries wage system.

**SUGGESTIONS AND RECOMMENDATIONS**

- From the study it is identified that the **wage system, job appraisal** system prevails in the organization are not up to satisfactory level to the contribution of organizational culture so the PENNAR try to solve it.
- Employees are not much satisfied with the **diversity in management** of PENNAR. If the company gives more, it helps the organization to reach above competitors.
- It has been found that half of the employees feel they are not getting **encouragement for higher earnings**. Hence the company should make its motivation one to all the employees.

**CONCLUSION**

Organizational culture is a pattern of basic assumptions that are taught to the personnel as the correct way to perceive, think and act on a day-to-day basis. Some of the important characteristics of organizational culture are observed behavioral regularities, norms, values, rules, philosophy and so on. While everyone in the organization will share the organization's culture, not all may do so to the same degree. There can be a dominant culture, but also a number of subcultures. Some organizations have strong cultures and others have weak cultures. PENNAR Ltd is a leading manufacturer and exporters of industrial steel based moldings.

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