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## A STUDY ON IMPACT OF CULTURAL CORRELATION BETWEEN ORGANIZATIONAL CHANGE AND PRODUCTIVITY IN RURAL BANKS

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### ABSTRACT

*The study is aimed at analyzing the Organizational Culture and its impact on organizational change and productivity in rural banks in Karnataka. Also examines the utilization, purpose, difficulties and satisfaction level of users about Internet based survey and statistical tools administered to the study. Explores the impact analysis of Organisational change can benefit the baking industry to accept the new culture to facilitate the users and benefit by expanding the market share. Further the study suggests that need to provide training on the use of Organisational Culture on productivity, so that the banking industry use the appropriate facilitation tools and techniques to obtain required productivity and output. The study aims at cultural correlation between organizational change and productivity especially in the Rural Banks in Chikkaballapur district. Researchers has administered SPSS statistical tool to evaluate the relationship between the change initiative and the amount of productivity derives on each initiatives pondered on each occasion.*

### KEYWORDS

organizational change; productivity; Banks; Karnataka.

### 1. INTRODUCTION

Culture is a notoriously difficult term to define. In 1952, the American anthropologists, Kroeber and Kluckhohn, critically reviewed concepts and definitions of culture, and compiled a list of 164 different definitions. Apte (1994: 2001), writing in the ten-volume Encyclopedia of Language and Linguistics, summarized the problem as follows: 'Despite a century of efforts to define culture adequately, there was in the early 1990s no agreement among anthropologists regarding its nature.'

The following extract from Avruch provides an historical perspective to some of the ways in which the term has been interpreted:

Much of the difficulty [of understanding the concept of culture] stems from the different usages of the term as it was increasingly employed in the nineteenth century. Broadly speaking, it was used in three ways (all of which can be found today as well). First, as exemplified in Matthew Arnolds' Culture and Anarchy (1867), culture referred to special intellectual or artistic endeavors or products, what today we might call "high culture" as opposed to "popular culture" (or "folkways" in an earlier usage). By this definition, only a portion – typically a small one – of any social group "has" culture. (The rest are potential sources of anarchy!) This sense of culture is more closely related to aesthetics than to social science.

### 2. REVIEW OF LITERATURE

There is no single definition for organizational culture. The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational commitment. The following definitions are views of authors from the applied sciences disciplines and are more relevant to the scope of this research document.

**Robbins (2000:34)** postulates that culture, as a concept, has had a long and cheered history. In the last decade, it has been used by some organizational researchers and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the espoused values and credo of an organization.

**Schein (1999:200)** defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

**Mullins (1999:53)** defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization.

**Aswathappa (2003:479)** refers to culture as a, complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities and habits acquired by man in a society.

**Collins and Porras (2000:338)** state that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations.

Whereas the evolutionists stressed the universal character of a single culture, with different societies arrayed from savage to civilized, Boas emphasized the uniqueness of the many and varied cultures of different peoples or societies. Moreover he dismissed the value judgments he found inherent in both the Arnoldian and Tylorean views of culture; for Boas, one should never differentiate high from low culture, and one ought not differentially valorize cultures as savage or civilized.

### 3. BACKGROUND OF THE STUDY

The principal competitive advantage of successful organizations is their culture. Its study is a major constituent of organizational development—that is, the process through which an organization develops its internal capacity to be the most effective it can be in its work and to sustain itself over the long term.

Organizational culture may have been forged by the founder; it may emerge over time as the organization faces challenges and obstacles; or it may be created deliberately by management.

Organizational culture comprises the attitudes, experiences, beliefs, and values of the organization, acquired through social learning, that control the way individuals and groups in the organization interact with one another and with parties outside it.

### 4. RESEACH METHODOLOGY

This section deals with description of study procedures and the methods employed in the study. Areas covered include the research design, population, sample and sampling techniques, data collection procedures and analysis.

**4.1 PROBLEM STATEMENT**

To study the impact of cultural correlation between organizational change and productivity especially in the Rural Banks in Chikkaballapur district.

**4.2 OBJECTIVES OF THE RESEARCH**

The main objective of this research is to establish the correlation between organizational culture and productivity especially in the Rural Banks in Chikkaballapur district.

**The specific objectives are as follows:**

1. To examine the factors responsible for the low support, in creating organizational culture towards managing of rural banks.
2. To identify specific actions required to secure the support of all in creating good organizational culture at rural banks in Chikkaballapur district.
3. To establish the relationship between good organizational culture and productivity of banks in Chikkaballapur district.

**4.3 RESEARCH QUESTIONS**

1. What account for the low support for creating organizational culture by most banks in Chikkaballapur district?
2. What actions are necessary to get the support of all in creating good organizational culture banks in Chikkaballapur district?
3. Is there a link between good organizational culture and productivity banks in Chikkaballapur district.

**4.4 RELEVANCE OF STUDY**

The significance of the study is to:

1. Improve understanding of the role of organizational culture in the achievement of organizational objectives in rural banks in Chikkaballapur district.
2. Add to literature on organizational culture in Rural banks in Chikkaballapur district.

**4.5 POPULATION OF THE STUDY**

Population refers the group about whom the researcher wants to know more and from whom a sample will be drawn. This is often defined in terms of demography, geography, occasion time, etc.

The branch offices of the all public sector Bank in Chikkaballapur district. Public Sector Bank has 215 permanent staff at both their Regional and branch offices of Chikkaballapur district.

The targeted population for the study thus includes the following:

1. Branch Manager and all heads of the various departments at the different branches.
2. Clerical and other staff of the Bank at the Branch offices.

**4.6 SAMPLE AND SAMPLING TECHNIQUE**

A sample size is a finite part of a statistical population whose properties are studied to gain information about the whole. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey (Neuman,1997).

The researcher adopted both the Survey and Purposive sampling technique. The survey sample technique ensured that each member of the targeted population has equal chance of being selected. Under the purposive or judgment sampling technique, the researcher purposively draws a sample from the population which he thinks is a representative of the population.

**4.7 DATA COLLECTION**

Because the study focuses more on attitudes and perception of bank employees, the importance of primary data is evident; here the views of respondents will be sort direct. Initial visit to the Bank was to introduce herself, familiarize researcher with the Bank as well as to seek their consent for the study.

**4.8 SCOPE (DELIMITATION)**

Organizational culture and its effect on productivity are important in all commercial and rural banks in Chikkaballapur district. However, this study is limited to public sector banks in Chikkaballapur district. This is due mainly to proximity, time and financial constraints' in carrying out this research.

**4.9 LIMITATIONS OF THE STUDY**

1. The researcher had to raise the finance for the research and carry out the research simultaneously since the research was not pre-finance and time to facilitate data collection and analysis.

**5. ANALYSIS AND DISCUSSIONS**

Impact of cultural correlation between organizational change and productivity in rural banks emerged as the most critical workforce challenges in the present competitive modern organizations. The problem of cultural correlation between organizational change and productivity has become even more pronounced in the Indian Banking industry. Organizations devote more resource and time on retaining existing talented employees. The critical issues in cultural correlation between organizational change and productivity and assess the various influencing factors that Banks face.

The following Table - 1 shows the identified factors of cultural correlation between organizational change and productivity for employee retention in banking industry:

**TABLE – 1: FACTORS INFLUENCING CULTURAL CORRELATION BETWEEN ORGANIZATIONAL CHANGE AND PRODUCTIVITY IN BANKING INDUSTRY**

SI No	Factors
1	Recognition of cross-cultural issues
2	Learning environment
3	work environmental factors
4	Trusting relationships and a safe space
5	Flexible in style and approach
6	Respond to culture and diversity
7	Use Human Resources effectively
8	Sufficient resources and Organisational support

**ANOVA**

Impact and influence of **Factors influencing cultural correlation between organizational change and productivity in banking industry**

$H_0$ : There is no significant (statistically) difference in rank orders/ preferences of respondents between 72 responses of respondents with respect cultural correlation between organizational change and productivity.

$H_1$ : There is a significant (statistically) difference in rank orders/ preferences of 72 responses of respondents with respect cultural correlation between organizational change and productivity

$H_0 = \mu_{\text{Responses with cultural correlation between organizational change and productivity}}$

$H_1 =$  one of them not equal to another.



TABLE 2: MEAN, STANDARD DEVIATION AND TEST STATISTICS OF CULTURAL CORRELATION BETWEEN ORGANIZATIONAL CHANGE AND PRODUCTIVITY

No.	Descriptive Statistics			Test Statistics <sup>a,b</sup>	
	Factor	Mean	SD	Asymp. Sig.	Decision
WC_1	Recognition of cross-cultural issues	4.71	0.45	0.303**	Not Sig
WC_2	Learning environment	4.82	0.43	0.311**	Not Sig
WC_3	work environmental factors	4.09	0.41	0.309**	Not Sig
WC_4	Trusting relationships and a safe space	4.19	0.47	0.315**	Not Sig
WC_5	Flexible in style and approach	4.86	0.43	0.310**	Not Sig
WC_6	Respond to culture and diversity	4.30	0.39	0.300**	Not Sig
WC_7	Use Human Resources effectively	4.62	0.46	0.302**	Not Sig
WC_8	Sufficient resources and Organisational support	4.03	0.45	0.307**	Not Sig

## Interpretation

From the above Table 1, the mean of WC\_1, WC\_2, WC\_3, WC\_4, WC\_5, WC\_6, WC\_7 and WC\_8 which indicate that the respondents are in agreeableness with the factor 'cultural correlation between organizational change and productivity', as the values are almost nearer to the response 'Strongly Agree'. Moreover, the standard deviation for all the statements WC\_1, WC\_2, WC\_3, WC\_4, WC\_5, WC\_6, WC\_7 and WC\_8 are in the range of 0.43 indicate that there is not much deviation from the responses as expressed by the respondents with respect to the agreeableness of the factor 'cultural correlation between organizational change and productivity'.

## CHI – SQUARE TEST

TABLE – 3: CONSOLIDATED RESULTS OF  $\chi^2$  TEST

Sl No	Relative Factors	$\chi^2$ Value
1	Recognition of cross-cultural issues	37.56
2	Learning environment	34.13
3	work environmental factors	16.62
4	Trusting relationships and a safe space	6.54
5	Flexible in style and approach	18.19
6	Respond to culture and diversity	2.47
7	Use Human Resources effectively	20.70
8	Sufficient resources and Organisational support	384.05

## Critical Value for all the factors is 5.627 and the Degree of Freedom is 2

In order to find the relationship between the selected independent variables such as Recognition of cross-cultural issues, Learning environment, work environmental factors, Trusting relationships and a safe space, Flexible in style and approach, Respond to culture and diversity, Use Human Resources effectively, sufficient resources and Organisational support have been taken into consideration for analysis. Since the study centers on the dependent variable i.e., the Recognition of cross-cultural issues respond to culture and diversity, sufficient resources and Organisational support, a chi-square test was employed and some of the results of the test are shown in Table - 3.

As mentioned earlier, an attempt has been made to analyze the relationship between the independent variables and the dependent variable. For this purpose the respondent's feedback has been classified based on cultural dimension viz, Recognition of cross-cultural issues Respond to culture and diversity and Sufficient resources and Organisational support.

## FINDINGS

From the analysis, it is found that the Recognition of cross-cultural issues Respond to culture and diversity and Sufficient resources and Organisational support in banking organization and the employees expressed the view that they would leave the organization, if they were offered work with better working environment elsewhere.

An employee tends to leave the organization cross cultural environment and productivity would be low because of poor coordination and supportive Organisational environment. Other factors which would drive poor productivity found is substandard nature of the job, discontented personal factors, uncongenial organization support, dispirited perceptual factors and hostile organizational culture. From the results, it is found that work environmental factors have a positive relation on employee's decision to stay and also that the cultural development and advancement opportunities provided in the organization have a positive relation with employee retention.

## SUGGESTIONS

Even though, it is impossible to scrap problems totally, there are certain ways by which the problem can be tackled. Since Banking Industry is unique, these organizations need to develop innovative ways to tackle them. The Leaders must address these issues and along with the management need to evolve strategies to sync cultural diversity among employees at all levels.

- Providing flexi work arrangements and work life balance:
- Connecting staff by means of mentors or coaches:
- Ensuring an effective leadership style, ensuring good relationships are formed and nurtured with the leaders:
- Fostering effective work environment
- Enable Recognition of cross-cultural issues in banking sector
- Fostering Learning environment in working environment
- Developing Supportive work environmental factors
- Developing Trusting relationships and a safe space
- Enabling Flexible in style and approach
- Develop a culture Respond to culture and diversity
- Application of Human Resources effectively
- Sufficient resources and Organisational support to enable productivity in banks

## CONCLUSION

Companies today are forced to function in a world full of change and complexity, and it is more important than ever to have the right employees in order to survive the surrounding competition.

It is also a fact that a too high turnover rate affect company's in a negative way and retention strategies should therefore be high on the agenda. Organizations in banking industry must strive to set the right retention strategy, ensuring coming at par with the competitors.

It is seen that organisation and leaders which respect and value employees competency, Recognition of cross-cultural issues, Learning environment, work environmental factors, Trusting relationships and a safe space, Flexible in style and approach, Respond to culture and diversity, Use Human Resources effectively

and Sufficient resources and Organisational support assure challenging work, value the quality of work life, provide chances for learning, etc have loyal and engaged employees. Therefore, leaders play a vital role in employee retention.

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