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IJRCM



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ORGANISATIONAL CULTURE AMONG THE APPAREL MANUFACTURING AND EXPORTING ORGANISATIONS LOCATED IN TIRUPUR CLUSTER

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ABSTRACT

The Indian Textile industry occupies an important place in the economy of the country and its contribution to the industrial output, employment generation and foreign exchange earnings is tremendous. Over the last two decades, Tirupur has emerged as a leading export cluster in knitwear and has established its presence in Europe, US and in the Pacific. This cluster has grown as a highly linked cluster of units which together convert cotton to knitwear products. Individual units are highly specialized at the manufacturing of fabric, dyeing, processing, knitting and export marketing. A business organisation can create a trust and strong network relationship with suppliers, customers, and other organisations and the relationship is habitual and characterised by trust, open communication, and joint problem solving. Organisational culture is the major distinguishing feature in successful business, the most important competitive advantage and a key ingredient for the success. The sustained success of these firms has had less to do with market forces than company values; less to do with competitive positioning than personal beliefs; less to do with resource advantages than vision. With this context an attempt was made to study the organizational culture prevailing among the Apparel manufacturing and exporting organizations located in Tirupur using the Denison's model.

KEYWORDS

Organizational Culture, Apparel Manufacturing and exporting organizations, Denison's Model on organizational culture.

1. ORGANISATIONAL CULTURE- AN OVER VIEW

The business scenario world-wide, be it competitive or monopolistic, demands everyone in the business to formulate the strategies for their sustainability. One of the most accepted views of experts for sustainability of the business is creating the customer base, by creating a kind of trust and strong network for the business. The term culture is an ever-changing element and it is as old as mankind. Culture is normally understood as the shared values, norms, rules and regulations among mankind. The evolution of civilisation has a greater contribution from the changes in the various aspects of culture. As the term culture is as old as mankind, so is the term 'business' which is not an exception.

Edgar H. Schein (1984)¹ one of the renowned authors of organisational culture, describes it as a pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration and that have worked well enough to be considered to be valid and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems. Cheng (1989)² assumed that organisational culture is a dominant factor affecting organisational members' job attitudes and productivity. Strong organisational culture can promise high satisfaction, commitment and performance among members.

Kathryn A. Baker's³ review of organisational culture literature makes the following clear: (i) culture is essential for both successful organisational change and maximising the value of human capital; (ii) culture management should become a critical management competency; and (iii) while the right culture may be a necessary condition for organisational success, it is by no means a sufficient condition. Although all organisations have cultures, some appear to have stronger, more deeply rooted cultures than others. Initially, a strong culture was conceptualised as a coherent set of beliefs, values, assumptions, and practices embraced by most members of organisations. The emphasis was on: (i) the degree of consistency of beliefs, values, assumptions, and practices across organisational members; and (ii) the pervasiveness of consistent beliefs, values, assumptions, and practices.

Organisational culture includes unspoken assumptions, beliefs, values and also visible behavioural norms. Organisational culture is influenced by a critical environment which includes a set of assumptions, expectations, values, and norms shared by most of members in an organisation. The pattern of aroused needs of a new member may be modified or shaped by the existing organisational culture and then the behaviour will be changed according to organisations. If a person's needs or patterns cannot be adapted to the existing organisational culture, then the person will be alienated in organisations. Leaders often shape their organisations according to their assumptions about human nature. Most of the time the leader's assumption may influence organisational culture significantly.

Greatest numbers of research based suggestions have been implemented in organisational culture to bring organisational effectiveness which is ever expected from the business. People working for organisations from the founder to the basic level employee have greater roles in creating, practicing and following the values, norms, rules required for the business. The basic elements which make people to follow a certain culture would be trust, the way of relationship, the structure of the relationship inside organisations, the need for knowledge or all of these elements.

The research by Michael *et al.* (2004)⁴ explains that organisational culture represents the best available "lubricant" that permits Small and Medium-sized Enterprises (SMEs) to function smoothly and effectively. One of the key factors that may influence SMEs information search, filtering and responsiveness is its organisational culture. This indicates that organisational culture is not a term for only well structured and larger organisations and the best culture is required for the development of SMEs also. This view gives a back bone idea for the present research to study the prevailing organisational culture in Apparel Manufacturing and Exporting Organisations (AMEOs), since most of them located in Tirupur cluster are SMEs.

¹ Edgar H. Schein (1984), 'Coming to a New Awareness of Organisational Culture', Sloan Management Review, 25 (2), p. 3.

² Cheng Yin Cheong (1989), 'Organisational Culture: Development of a Theoretical Frame Work for Organisational Research', CUHK Education Journal, 17(2), pp. 128-147.

³ Kathryn A. Baker, Chapter 11, Organisational Culture documented on 02.20.02.

⁴ Michael Stoica, Jianwen Liao and Harold Welsch (2004), 'Organisational Culture and Patterns of Information Processing: The Case of Small and Medium-Sized Enterprises', Journal of Developmental Entrepreneurship, 9(3), pp. 251-266.

Culture starts with leadership, is reinforced with the accumulated learning of the organisational members, and is a powerful set of forces that determine human behaviour. An organisation's culture goes deeper than the words used in its mission statement. Culture is the web of tacit understandings, boundaries, common language, and shared expectations maintained over time by the members (Smith 2004).⁵

An important challenge for managers is to inculcate the most effective culture is for their organisation and, when necessary, how to change the organisational culture effectively. Although all organisations have cultures, some appear to have stronger, more deeply rooted cultures than others. Initially, a strong culture was conceptualised as a coherent set of beliefs, values, assumptions, and practices embraced by most members of the organisation. The emphasis was on: (i) the degree of consistency of beliefs, values, assumptions, and practice across organisational members; and (ii) the pervasiveness of consistent beliefs, values, assumptions, and practices. Many early proponents of organisational culture tended to assume that a strong, pervasive culture was beneficial to all organisations because it fostered motivation, commitment, identity, solidarity, and sameness, which, in turn, facilitated internal integration and coordination.

Denison (2004)⁶ noted that 'because of the dominant role of the founder, not only during the entrepreneurial period but also potentially through successive stages, values and owner motivations are powerful cultural drivers. As founders are individuals and hold sometimes contradictory opinions and values, so these are reflected in the companies they establish. This cultural uniqueness, if understood and nurtured, can be one of a corporation's greatest advantages. Ownership and control bring an element of freedom to families in business.

A thorough understanding of an organisation's cultural character may be management's last, best weapon. Many literatures clarify that cost, quality, technology, product and process innovation, customer service, talent and brand are considered to be the key factors of the organisation's competitive advantage. The less obvious or less tangible factor which also contributes to the determination of competitive advantage is organisational culture. Culture is a major determinant of productivity; it shapes organisational responses to external pressure and suppresses or enhances the cooperative effort level of the work force (Tom Davis and Michal Landa 2001).⁷ A culture is born and becomes embedded in the behaviours and actions of all the people connected with the organisation.

Culture of the organisation will enable the leaders to maximise the intellectual, attitudinal and behavioural capital that each employee owns and chooses to share with the organisation. Darcy (2003)⁸ said that the culture that leaders influence and build with their employees exerts a huge impact on what individuals and teams achieve for their organisation. The culture of an organisation may be created in which all employees feel secure and the culture will sustain as an asset of an organisation. Desired shift in the organisational culture may be caused by agreed upon vision, guiding principles and administrative practices and policies.

Culture may not be defined in a very precise manner but it is very precious to feel and sense by the members of the organisation. Generally in society, culture provides the guidance to human beings for their behaviours and greatly influences their decisions. The culture of an organisation is increasingly being viewed as an important determinant of performance.

For most organisational writers, culture is a stable, conservative and resistant force that is likely to change only through management intervention. Cultural reinterpretation can involve the reading of old meaning into new forms but it can also involve the retention of old forms that have been given new meanings. In this regard socialisation can be seen as a process through which individuals contribute to cultural pattern maintenance as well as change (Mary and Vade Ven 2004).⁹

Eleni T. Stavrou *et al.* (2005)¹⁰ say that the culture of the firm can be in three forms such as paternalistic, laissez-faire, participative or professional. In the paternalistic business, relationships are managed hierarchically. The founder or other family leaders retain all authority to make decisions and the key information about operations.

William (2005)¹¹ proposed that in a strong and cohesive culture, the organisation's core values are both intensely held and widely shared. This high intensity of common beliefs makes it relatively easier to draw consensus among employees, to build a focus on important goals and objectives, to reduce potential conflicts, to cultivate a learning environment, and to lower staff turnover. He and his co-authors also described culture as a set of values, beliefs, common understanding, thinking and norms for behaviour that are shared by all members of a society. The unusual part of practicing cohesive culture in an organisation may make the employees not to change with any kind of changes in the environment. He also feels that a strong culture could bind people together to form a defensive or non-adaptive strategy, sometimes to the extent of being catastrophic and uncontrollable.

William proposed that a desired organisational culture is stable and flexible- stable in their vision, values and mission, but elastic in the structure and operations; it should focus on both external adaptation and internal integration, adapting to the customer and market and satisfying to employees at the same time. Also measuring the organisational culture may be a valuable tool to assess the prevailing culture and the required change in various levels. In short, measurement of organisational culture can be a strategically important tool kit to develop the competitive advantage of an organisation.

Randel and Caroline (ND)¹² warn that limited understanding of the cultural implication may lead to confusion about culture with disastrous results.

Organisational culture either promotes or inhibits the changes needed for a successful integration. Leaders who ignore organisational culture are likely to be burnt by the organisational culture. Understanding of culture involves knowing the strengths, and weaknesses, anticipating the consequent dynamics, intelligent choices for leveraging current capabilities as well as untapped capacities.

Cheng (1989)¹³ in his article on development of theoretical frame work emphasises the definitions of Schein in 1985 and Hellriegel and Slocum in 1974 as follows: organisational climate and culture seems to be mainly a set of shared perceptions of behavioural norms and attributes of an organisation. Climate is a set of overt, perceptible, and behavioural norms but culture may be multi-level including implicit assumptions, beliefs and values and also explicit behavioural norms. In other words, organisational climate seems to be the overt part of organisational culture, partly reflecting the implicit assumptions, beliefs and values shared among members. He assumed that organisational culture is a dominant factor affecting organisational members' job attitudes and productivity and that strong organisational culture can promise high satisfaction, commitment and performance among members.

Cheng also viewed organisational culture as multi-level including implicit assumptions, beliefs and values and also explicit behavioural norms. Organisational culture is a critical environmental influence, including a set of assumptions, expectations, values, and norms shared by most of the members in an organisation. The pattern of aroused needs (or values system) of a new member may be modified or shaped by the existing organisational culture and then his/her behaviour will be changed or 'socialised'. If his/her pattern of needs (or values) cannot be adapted to the existing culture, he/she will be alienated by the organisation. Changes in organisational culture result in changes in behaviours of members. Leaders often shape their organisations according to their assumptions about human nature. Since they have the largest power in organisations, their assumptions can influence organisational culture most.

⁵ Aiman L. Smith (2004), 'What Do We Know about Developing and Sustaining a Culture of Innovation?'

⁶ Daniel R. Denison, Colleen Lief and John L. Ward (2004), 'Culture in Family-Owned Enterprises: Recognising and Leveraging Unique Strengths', *Family Business Review*, 17(1), pp. 58-70.

⁷ Tom Davis and Michael Landa (2001), 'Changing Dynamics', *CMA Management*.

⁸ Darcy Lynn Marc and Simon Far brother (2003), 'Changing Organisation Culture: One Face at a Time', *Public Arrangement*.

⁹ Mary Jo. Hatch and A. Vade Ven (2004), 'Dynamics in Organisational Culture: New Direction in the Study of Organisational Change and Innovation Processes', *Forthcoming in M.S. Poole*, New York, Oxford University Press.

¹⁰ Eleni T. Stavrou, Tonia Kleanthous and Tassos Anastasiou (2005), *Leadership Personality and Firm Culture During Hereditary Transitions in Family Firms, Model Development and Empirical Investigation*, *Journal of Small Business Management*, 43(2), pp. 187-206.

¹¹ William H. Mobley, Lena Wang and Kate Fang (2005), 'Organisational Culture: Measuring and Developing it in Your Organisation', *China Organisational Culture*, *Harvard Business Review*, China, pp. 128-139.

¹² Randell J. Alford and Caroline Fisher (ND), 'Making the Merger Work', *Hand Book of Business Strategy*.

¹³ Ibid. 2

In organisations at times the culture may be understood by the visible slogans, languages, behaviours, even dress codes and the arrangement, the rituals but these may not give the exact picture of the organisations. However, a deeper analysis and reflection of collective beliefs, values and assumptions of employees of an organisation may help in understanding the culture in the organisation.

Culture starts with leadership, is reinforced with the accumulated learning of the organisational members, and is a powerful set of forces that determine human behaviour. An organisation's culture goes deeper than the words used in its mission statement. Culture is the web of tacit understandings, boundaries, common language, and shared expectations maintained over time by the members (Smith 2004).¹⁴

A top executive who has too much power has been found to be a major source of organisational decline. A lack of trust also affects job satisfaction and the organisational climate. An organisation's ability to innovate and change is essential for its survival in a changing market environment. The lack of change and innovation led to increasingly outdated product offerings and cost structures significantly above the competitive level. Carrying out change requires strong leadership that can assert itself against resistance within the organisation. Standard fixed payment and tenure-based promotion systems provide further employee security. Firms should thus limit their growth to an optimum rate.

2. TIRUPUR TEXTILE CLUSTER

The fragmented nature of Indian textile industry which comprises apparel manufacturing as a sector is the building blocks of the economy of the country. One of the major clusters in India identified as highly potential for textile business, especially in earning foreign exchange, is Tirupur. Tirupur is a textile town where commerce precedes everything and gain stems from its performance in technology and the quality of its macro-economic environment. It also derives much of its ascent from improved perception of its public service. Buyers from 35 countries frequently visit this place regularly, and the industry can deliver customised samples in less than 12 hours; half a million pieces in a matter of days. 56% of India's total knitwear exports come from this district.

The rich availability of raw materials, the strong entrepreneurial and personalised management, contributes to efficient management of negotiations and direct control of operations causing cost effective competitiveness of the industry. Quick delivery and quality products add dimension to it's prowess as a centre to outsource excellent products. The industry structure of fragmented nature extends to manufacturing exporters, merchant exporters and job workers. These factors give rise to external economies such as specialised suppliers of raw materials, components and machineries, sector specific skills etc. These favour the emergence of specialised technical, administrative and financial services, create a conducive ground for the development of inter-firm cooperation and specialisation. Also it leads to cooperation among public and private local institutions to promote local production, innovation and collective learning.

3. PRESENT STUDY

Many factors may contribute to the success of any business such as financial capital, human capital, technology, quality of products and customer satisfaction. Organisational culture is one of the prominent factors which determine the success in the long run. Also, organisations located in a particular region are involved in the similar product chain such as textile products have greater dependability on the others related business for example: suppliers, transporters, bankers, customers, job workers and so on. One of the prominent factors which make all these business people to stay together is the trust and cooperation. A lot of research attempted to study organisational culture in view of performance of organisations. This study aims to understand the organisational culture prevailing among the apparel manufacturing and exporting organisations.

4. OBJECTIVE AND METHODOLOGY

To evaluate traits of organisational culture in AMEOs located in Tirupur District.

The current descriptive study aimed to describe the organizational culture collected the primary data required for the study relate to the profile of entrepreneurs and managerial level employees, their age, experience, educational qualification and their opinion on organisational culture by them in their organisations by questionnaire. The basic source of population for the study is Membership Directory of Apparel Export Promotion Council (AEPCC). Two

stage sampling method was employed to arrive the sample size for the study. In the first stage, Organisations which have membership in both AEPCC and Tirupur Exporters Association (TEA) were chosen. Since TEA is an association as a result of cooperation of the exporters in the district, the members of this association were taken for the study to ensure the reliability of data. According to the membership list of AEPCC, 4461 small and medium enterprises have registered from south India. This includes 1819 merchant exporters and 2642 manufacturing exporters. The manufacturing exporters include 1912 from Tirupur District. TEA has totally 658 members including 307 manufacturing exporters have the membership in AEPCC. 12% (37) of the manufacturing exporters from TEA were chosen.

It was attempted to select 12% of the AMEO in a systematic manner. This is done by selecting one in ten organisations from 307. When these organizations were approached to collect the data, few hurdles such as unwillingness of the owners to provide the data and non-existence of few organisations (8 and 4 respectively) were experienced. Hence, for the present study samples were chosen in a random manner. In the second stage the representative sample size of 10% (225/2250) of entrepreneurs and managerial level employees were chosen from all 37 AMEO depending on the number of employees.

5. PROFILE OF AMEO

The AMEO included in the study varied among them as follows:

Among the 37 organisations taken for the study six organisations were in the field of manufacturing and exporting for more than 25 years, 20 of them were in the business for more than 16 years. The study comprises 10 organisations who were into the business ranging from 6-15 years and only one organisation which with less than five years of presence in business. Out of 37 organisations taken for the study 7 organisations have more than 1000 employees working followed by 11 organizations with 600-1000, 15 organizations have 100-500 employees and 4 of them have less than 100 employees working. Among the sample organisations, 20 of them have registered their business under Partnership, 16 of them were registered under Sole Proprietorship and one organisation has registered as Company. All the organisations are into the export business, 20 organisations had 0-5 customers, 14 organisations manufacture the goods for 6-10 customers and 3 organisations have more than 10 customers who import their products to sell in the global Market.

These organisations taken for the study get the work done through job workers particularly during the seasonal orders. Among 37 organisations taken for the study 8 of them have more than 30 job workers, 3 work with 21-30 job workers, 17 of them get the work done by 11-20 job workers and 9 operate their business with the help of at least 10. The organisations source the raw materials from varied number of suppliers. 16 of them source their raw materials from 20 suppliers, 13 depend on 21-30 suppliers and totally 8 depend on 40-60 and more than 60 suppliers for their raw materials. Among these organizations 17 of them have transactions with at least 2 bankers and 20 of them have interactions with 2-3 bankers for their business transactions.

6. INSTRUMENT TO MEASURE ORGANISATIONAL CULTURE

Denison's Model on organisational culture was taken for the study and the instrument was validated according to the Indian context. The Denison Model is the result of fifteen years of research by Dr. Daniel Denison (1990)¹⁵, on the link between organisational culture and bottom-line performance measures such as return on investment, sales growth, quality, innovation and employee satisfaction. The model is the basis for two diagnostic surveys namely, organisational culture Survey and the Leadership Development Survey, developed by Daniel R. Denison and William S. Neale which have been used by over 500 organisations worldwide. The Denison Model used for the study measures four critical traits of organisation culture such as involvement, consistency, adaptability and mission. Each of these traits is further broken down into three indices (for a total of 12).

¹⁴ Aiman L. Smith (2004), 'What Do We Know about Developing and Sustaining a Culture of Innovation?'.
¹⁵ Daniel R. Denison (1990) Corporate Culture and Organisational Effectiveness, New York, John Wiley and sons.

6.1 INVOLVEMENT

Empowerment, team orientation and capability development are considered by Denison as the indicators of the trait Involvement. Empowerment is individuals who have the authority, initiative and ability to manage their own work. This creates a sense of ownership and responsibility toward organisations. Team Orientation related with value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. Organisations rely on team effort to get the work done. Capability development is investing in the development of employees' skills in order to stay competitive and meet ongoing business needs.

6.2 CONSISTENCY

Consistency is defining the values and systems that are the basis of a strong culture. The indices of consistency trait are: coordination and integration, agreement, core values. Coordination and integration are the two different functions and units of organisations are able to work together well to achieve common goals. Agreement is that an organisation is able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur. Core Values are the set of values shared by members of organisations which create a sense of identity and a clear set of expectations.

6.3 ADAPTABILITY

Organisations hold a system of norms and beliefs that support organisation's capacity to receive, interpret, and translate signals from its environment into internal behavioural changes that increase its chances for survival, growth and development. Three aspects of adaptability impact an organisation's effectiveness. First is creating change which is the ability of organisations to perceive and respond to the external environment. Successful organisations always focus on their customers and their competitors. Second is customer focus of organisations which is the ability to respond to internal customers, regardless of level, department or function. Third is organisational learning which is the capacity to restructure and re-institutionalise a set of behaviours and processes that allow organisations to adapt. Without this ability to implement adaptive response, an organisation cannot be effective.

6.4 MISSION

According to Denison mission is defined as a meaningful long-term direction for organisations. Denison has found the indices of mission trait as strategic goals, vision, strategic direction and intent which convey organisation's purpose, make it clear how everyone can contribute and "make their mark" in the industry. Goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. Vision refers to organisation's shared view of a desired future state. It embodies core values and captures the hearts and minds of organisations' people, while providing guidance and direction.

7. ORGANISATIONAL CULTURE AMONG THE AMEO'S**7.1 ORGANISATIONAL CULTURE PRACTICED BY RESPONDENTS BASED ON AGE****TABLE 7.1: ANOVA ON AGE GROUP AND ORGANIZATIONAL CULTURE**

Index	Age group of respondents (Mean Values)				F	Sig.
	18 - 25 years	26-35 years	36-45 years	>46 years		
Involvement	54.88	58.74	59.88	60.04	2.962	0.033
Consistency	50.64	56.76	57.99	58.93	7.136	0.000
Adaptability	54.84	57.63	58.12	60.32	3.092	0.028
Mission	54.20	58.35	58.94	60.46	3.329	0.020

Table 7.1 shows that mean values are higher for all traits of organisational culture with the age group more than 46 years. This shows that these respondents have more involvement, consistent pattern of working, adaptability and meaningful mission. The experience in the work place might have helped them to understand the importance of following certain culture in organisations. However, the significant difference among mean values is tested by applying ANOVA. As per the different age group categories of the managerial level employees, the test indicates statistically significant difference ($p < 0.05$). Hence, it is understood that age is one of the factors that may differentiate the way in which organisational culture is practiced.

Above all, the present scenario of young managers with a tendency to apply different work practices might have indicated their less consistency of work pattern. These young managers may be less involved in their job because they are yet to finalise their career choice. This leads to less adaptability to the demands of an organisation from the external environment and less orientation towards mission of an organisation.

7.2 EDUCATIONAL QUALIFICATIONS OR RESPONDENTS AND ORGANISATIONAL CULTURE**TABLE 7.2: ANOVA ON EDUCATIONAL QUALIFICATIONS AND ORGANISATIONAL CULTURE**

7.2. ANOVA ON EDUCATIONAL QUALIFICATIONS AND ORGANISATIONAL CULTURE						
Index	Educational Qualification of respondents (Mean Values)					
	School Level	Diploma	UG	PG	F	Sig.
Involvement	63.23	60.29	58.28	58.33	2.104	0.101
Consistency	58.77	57.83	56.15	56.94	0.742	0.528
Adaptability	61.69	59.37	57.13	57.43	2.566	0.055
Mission	61.92	58.31	57.96	58.36	1.006	0.391

Table 7.2 shows that mean values are higher for all traits of organisational culture with respondents who have school level education. However, these mean values are tested by ANOVA to find the significant difference. Organisational culture based on the educational qualification indicates that p values are greater than 0.05. Hence, there is no significant difference on organisational culture based on educational qualification among managerial level employees. This indicates that practice of organisational culture has nothing to do with educational qualification and it is the fine human quality such as the acceptance rather than understanding.

7.3 YEARS OF EXPERIENCE OF RESPONDENTS AND ORGANISATIONAL CULTURE**TABLE 7.3: ANOVA ON YEARS OF EXPERIENCE AND ORGANISATIONAL CULTURE**

Index	Experience of the Respondents (Mean Values)					F	Sig.
	<5 years	6 - 10 years	11 - 15 years	15 - 20 years	> 20 years		
Involvement	55.34	58.46	62.08	59.78	59.32	5.064	.001
Consistency	51.89	57.04	59.86	57.91	57.76	7.747	.000
Adaptability	54.64	57.54	60.28	57.65	59.21	5.091	.001
Mission	54.74	58.46	60.66	58.00	59.95	4.359	.002

Table 7.3 shows that mean values are higher for organisational culture among respondents who have 11-15 years of experience whereas those with less than 5 years of experience have less mean values for all traits. This shows that those who have 11-15 years of experience ultimately in their mid-career cycle may have more involvement, and consistent pattern of working, adaptability and mission. This may be due to their understanding and the ability to learn in their work places. Moreover, vast experience might have created a confidence in them to perform the job in a better way which ultimately made them to involve, adapt, follow the constant work practices and have mission. However, the significant difference among mean values is tested by ANOVA. As per the analysis, there is a statistically significant difference ($p < 0.05$) among respondents in practicing organisational culture.

7. 4 EXPERIENCE IN THE PRESENT ORGANISATION OF RESPONDENTS AND ORGANISATIONAL CULTURE

TABLE 7. 4: ANOVA ON EXPERIENCE IN THE PRESENT ORGANISATION AND ORGANISATIONAL CULTURE

Index	Organisational Experience of the Respondents (Mean Values)					F	Sig.
	< 2 years	2 - 5 years	5 - 7 years	7 - 10 years	> 10 years		
Involvement	54.50	58.87	60.16	62.34	61.43	8.443	0.000
Consistency	51.64	56.49	59.13	60.28	59.69	12.431	0.000
Adaptability	54.64	55.87	59.60	61.56	60.54	10.677	0.000
Mission	54.29	57.42	60.62	61.47	60.89	8.290	0.000

The work experience in the present organisation may have the impact on organisational culture. Hence, ANOVA is performed to understand results based on experience in the present organisation. Mean values of respondents who have 7 - 10 years of experience are higher among all other respondents with different years of experience in the same organisation. This shows that there is a significant difference among the opinion on the organizational culture based on their experience in the organisation.

7. 5 DESIGNATION OF RESPONDENTS AND ORGANISATIONAL CULTURE

TABLE 7. 5: ANOVA ON DESIGNATIONS AND ORGANISATIONAL CULTURE

Index	Organisational Experience of the Respondents (Mean Values)				F	Sig.
	Managing Directors	Marketing and Merchandising Managers	Production Managers	Administrative Managers		
Involvement	60.68	57.91	59.90	58.60	1.394	0.246
Consistency	58.46	56.60	55.98	56.63	0.739	0.530
Adaptability	58.97	57.35	58.28	57.56	0.595	0.619
Mission	59.19	58.00	57.55	59.00	0.476	0.699

Table 7.5 investigates the difference in the practice of organisational culture among respondents based on designation using ANOVA. It is understood that there is no difference with in the practice of organisational culture with various designations since $p > 0.05$. Designation may not be the criteria to understand and practice the values in organisations or in the society. Many people without any definite designation and educational qualification lead a better life than designated and educated people. Respondents also have proved that designation is not a criterion to practice a better organisational culture.

8. RESULTS

Respondents in the age group more than 46 years have more involvement, consistent pattern of working and adaptability. Experience in the work place might have helped them to understand the importance of following certain culture in organisations. It is understood that age is one of the factors which may differentiate the way in which organisational culture is perceived. There may be a possibility that less age group employees take more time to accustom themselves with existing organisational practices. These practices may be new to them since most of them are directly from the educational institutions which create the possibility of expectation gap in organisational practices. The young respondents may be in need of more time to involve and to be familiar with the elderly respondents. Mean values are higher for all traits of organisational culture with respondents who have school level education. Organisational culture based on the educational qualification does not show significant difference among the various education qualifications. This indicates that educational qualification is not a criterion to follow the culture practices of organisations but it is only basic understanding of the practices. Values for organisations are common to every one who creates organisations.

Respondents with 11-15 years of experience ultimately in their mid-career cycle may have more involvement, consistent pattern of working, adaptability and mission. This may be due to their understanding and learning in their work places. The experience might have created a confidence in them to perform the job in a better way which ultimately made them to involve, adapt, follow constant work practices and have mission.

The higher mean values for respondents with 11-15 years of experience indicate that they have significantly high involvement compared with respondents with less than 5 years experience. The respondents of less years of experience ultimately may need some more time to be more involved in organisational practices. They also have less mean values for all traits. Respondents less than 5 years of experience significantly differ in their opinion on consistency from all others. The same respondents significantly differ in their opinion on adaptability and mission from respondents with experience of 11-15 years and more than 20 years.

Less mean values of responses from the less experienced category clearly indicate that they have less consistent work practices when compared with other respondents. This may be due to the early career stage which may contribute to less consistent work practices due to non-settlement in their work place. The respondents with the experience of employees of 11-15 years are ultimately in their mid-career cycle may have more involvement, consistent pattern of working, adaptability and mission. The more experience might have created a confidence in to perform their job in a better way. The study indicates that designation may not be the criteria to understand and practice values in organisations or in the society. Many people without a definite designation and educational qualification lead a better life than well designated and educated people. Respondents also have proved that designation is not a criterion to a better organisational culture.

9. CONCLUSION

Successful organisations have developed something special that supersedes corporate strategy, market presence, or technological advantages. They have found the power that resides in developing and managing a unique corporate culture (Cameron and Quinn 1999).¹⁶ Organisational culture created primarily by the initial founder of the firm may be based on the participation of management teams and it is developed consciously. Management teams also decide to improve their company's performance in systematic ways. Considering this view the study recommends that a better organisational culture according to the vision of the founder may be inculcated in AMEOs by the top level management as it contributes largely to the sustainable development of the business. Though specific cultural properties will vary from organisation to organisation, the principles used in determining the appropriateness of these properties are applicable across organisations. Understanding of values and ideologies to be not only shared by organisation's members but they must be communicated to new members. It is a fact that organisations located in a cluster contribute tremendously to the growth of the industry nation wide and particularly exports contributes to the national income. Identifying the suitable culture and inculcating the same may help the organization for its constant presence in the business and gives an unique identity to the cluster.

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