INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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Books

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

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

Contributions to books

- 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.

Journal and other articles

- 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.

Conference papers

- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

Unpublished dissertations and theses

- Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

Online resources

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Website

- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 http://epw.in/epw/user/viewabstract.jsp

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ORGANIZATION CULTURE IN MANAGEMENT INSTITUTIONS WITH SPECIAL REFRENCE TO JAIPUR, RAJASTHAN

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ABSTRACT

Management is an exciting field where you can have an immediate impact on the operations of any business. The field of Management is a constantly changing hotbed of activities. New tools and techniques are continually being introduced to improve the efficiency, productivity, and profitability of any organization. All organizations and their departments, functions, or groups use Management methodologies, which include problem solving techniques and guidelines for various related activities. This research throws light on organization culture and its impact on management education of Rajasthan employee's affectivity and efficiency. It analyses the importance of healthy organization culture, improvement of employees and organizational efficiency. The research paper proposes various ways of building an innovative organization culture and importance of quality of work life. The researcher has done a critical study of the impact of organization culture on faculty members of selected institution of Rajasthan. Professors, Readers and Lecturers working with selected management colleges of Rajasthan have been surveyed and their working condition, organization culture and satisfaction etc. has been deliberated. The purpose of research is to discover answers to the questions through the application of scientific procedures.

KEYWORDS
Correlation & Regression Analysis, Efficiency, Leadership Style, Organizational Culture, Work Satisfaction.

INTRODUCTION

The conceptualization of culture within the context of an organization is primarily adapted from the field of anthropology and sociology. Culture has typically been defined as the traditional ideas and values of a group of people. In other words, a group of people will develop a system of shared values that guides the activities of its members. S. A. Sackmann(1997) identifies three approaches as using a holistic perspective or a cognitive perspective, both of which describe the internal state of culture members. Not all cultures agree on what is good, what is normal, and how things "should be done."

According to Kroeber and Kluckholn (1952), "Culture consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artifacts. The essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their Artifacts and social Institutions Values, beliefs and assumptions Behavior of people attached values. Culture systems may, on the one hand, be considered as products of action, and on the other, as conditioning elements of further action." The Indian perspective of culture given by Sinha (2000) suggests, "Culture consists of totality of assumptions, beliefs, values, social systems and institutions, physical artifacts and behavior of people, reflecting their desire to maintain continuity as well as to adapt to external demands."

The culture is a hidden but unifying force that provides meaning and direction to a system of shared meanings, or systems of beliefs and values that ultimately shapes employee behavior. Schein (1985, 1992) defined organizational culture as a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problem of external adaptation and internal integration. These values are then taught to new members in the organization as the correct way to think and feel in relation to those problems. For Schein (1999), culture is the sum of all the shared, taken for granted assumptions that a group has learnt throughout its history. Also, culture is determined to be the residue of success. Culture is also the structure and control system to generate behavioral standards.

A more formal definition of culture that the researcher identifies with is that "organizational culture is 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 taught to new members as the correct way to perceive, think and feel in relation to those problems" **(**Schein, 2004).

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Organization culture can be a set of key values, assumptions, understandings and norms that is shared by members of an organization. Organization values are fundamental beliefs that an organization considers being important, that are relatively stable over time, and they have an impact on employee's behaviors and attitudes.

Organization Norms are shared standards that define what behaviors are acceptable and desirable within organization. Shared assumptions are about how things are done in an organization. Understandings are coping with internal or external problems uniformly.

MANAGEMENT EDUCATION IN RAJASTHAN

Study of management is among one of the sectors in Rajasthan that is enjoying rapid development. Over the last few years, opportunities for students who aspire to pursue career in management has grown manifold. With the increasing number of management institutes and improvement in the quality of education being imparted, local as well as multinational companies are finding the competence of management students in Rajasthan quite satisfactory. The proof of this fact is that most of the students are being hired directly through campus placement after completion of their management studies.In the modern economic scenario all over the world- **"Management" – as a stream of education and training has acquired new dimensions**.

Management is an exciting field where you can have an immediate impact on the operations of any business. The field of Management is a constantly changing hotbed of activities. New tools and techniques are continually being introduced to improve the efficiency, productivity, and profitability of any organization. All organizations and their departments, functions, or groups use Management methodologies, which include problem solving techniques and guidelines for various related activities.

The modern day Business Managers are required to have proficiency in:

- Functional knowledge of a business organization.
- 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.

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 - often a business and its various resources like human, financial, material, intellectual and so on. Management encompasses five basic functions such as Planning, Organizing, Leading and Coordinating.

An individual can achieve proper knowledge and training about management through management education. Educational institutions that teach management are usually called "Business Schools". 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".

OBJECTIVE OF STUDY

The purpose of research is to discover answers to the questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and which has not being discovered yet. Though each research study has its own specific purpose, then also research objectives can be categorized into following groups:

- To gain familiarity with a phenomenon or to achieve new insights into it.
- To portray accurately the characteristics of a particular individual situation or a group.
- To determine the frequency with which something occurs or with which it is associated with something else.
- To test a hypothesis of a casual relationship between variables.

Therefore the objectives of proposed study are on the basis of portraying accurately the characteristic of faculty member's of selected management colleges of Rajasthan to know their organization culture. The objectives are as follows:

1. To study management education in Rajasthan
2. To study organization culture for faculty members of management institutions of Rajasthan.
3. To determine major factors contributing to organization culture.
4. To suggest improvements in the organization culture of faculty members of management institutions of Rajasthan

HYPOTHESIS OF STUDY

Hypothesis is usually considered as the principal instrument in research. Its main function is to suggest new experiments and observation. In fact, many experiments are carried out with the deliberate objective of testing hypothesis. Testing hypothesis enables researcher to make probability statements about population (Probability Distribution) or its parameter(s) . The hypothesis may not be proved absolutely, but in practice it is accepted if it has withstood a critical testing. Hypothesis means mere assumption or some supposition to be proved or disproved. Hypothesis can even be defined as a propositions set forth as an explanation for the occurrence of some specified group of phenomena either asserted merely as a provisional conjecture to guide some investigation or research, or it can also be accepted as highly probable in the light of established facts.

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- Faculty Members of Management Institutes understand the need Organization Culture for better professional environment in the institution.

- Leadership style is the Major Determinant of Organization Culture.

Variables which affect the organization culture of any institutions/organization are as follows:

- PWR - Power
- FOCUS - Focus on Strategy
- TRNSPRCY- Transparency
- RESPBLY - Responsibility
- COMMITMNT- Involvement of Commitment
- L_TRUST - Level of Trust

- PARTNRNG – Partnering
- SHARING - Sharing of relevant Information
- L_STYLE – Leadership Style
- EFFCNCY – Efficiency
- WORK_SAT Work Satisfaction

METHODOLOGY

The current study 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:

- Descriptive Statistics (Univariate & Bivariate Data-Analysis)

- Test of Significance

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, sharing of information and factors of OCTAPACE is taken into consideration to analyze the data collected during research work.

SAMPLING METHOD

Data is collected from the academicians of most of the Management Institutions of Jaipur, on the basis of questionnaire prepared with the help of instruments like Organizational Climate Survey and Organization Diagnosis & Instruments for HRD and OD of Professor Udai Pareek published by Tata Mc Graw Hill etc.

Probability and non-probability sampling are the two methods that are used for social researches. Probability sampling is "a sampling technique in which every member of the population has a known, non-zero probability of selection." (White & McCain 2000). Whereas in non-probability sampling units of the sample are selected on the basis of personal judgment or convenience. Probability of any particular member chosen is unknown within non-probability sampling. Since all the selected Management Institutions are felt behaving in a similar manner because they all are governed by the common Government body AICTE (All India Council of Technical Education). Thus need, to apply a certain sampling technique for the collection of data, was not considered so important. But the criteria of random selection of respondent, was considered in different manner.

The questionnaire was distributed to all the existing teaching staff and a dead line is fixed to receive the responses. Those entire respondents who responded within the deadline, have been considered as part of the study. Due to the limitation of resources, time and the availability of coverage area, convenience sampling have been considered a batter alternative to be used for collecting information from the respondents. It was earlier decided that a sample of 50% of total member (273) will be considered as an appropriate sample for the study. But fortunately the respondents took a very good interest in providing the required information. 190(69.6%) faculty members, responded within the deadline. Therefore, the sample of size 190 academicians out of 273 is considered in this study consisting of Professors, Associate Professors, Assistant Professors and other teaching staff of various AICTE approved institutions of Jaipur. It is understandable that the sample represents the population as the number of actual faculty members working in these institutions. The institutes which were selected for the data collection are performing well in Rajasthan are mentioned in Appendix A.

SCALE

The study has used a variety of questions to find out the complete information about the topic under research. Apart from dichotomous and multiple-choice answers of the questions, interviews which include statements of the respondents required to rate on the basis of different scales like the likert scale, rating scale etc are also being used.

SCOPE OF STUDY

Organization Culture plays an important role to identify and examine the internal environment of any organization. Organization Culture tells information of the employees working. Organization culture is today's hot issue to be discussed by various famous companies to increase the productivity of employees because work culture is the major player which puts impact on the working style and art of employees.

Organization culture performs a number of functions in an organization.

- It has a boundary defining role i.e. it creates of distinctions between one organization and others.

- It conveys a sense of identity for organization member.

- It facilitates the generation of commitment to something larger then ones individual self interest.

- It enhances the stability of the social system.

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- It lays the stability impact on attitude and behavior.

The complete knowledge of these facts about organization culture and its impact on employees is given the effectiveness and efficiency of both organization; and employees which can list them among the top organization and employees which can list among top organization. So this study holds importance in today's scenario because work culture is directly related with the satisfaction of employees and productivity of employee.

LIMITATIONS OF STUDY

1. The collection of data was prolonged because it was lingered by respondents to an extent.
2. Respondents were less cooperative and were more conscious for getting their identity disclosed.
3. Respondents were hesitating to respond openly to the questionnaire.
4. Respondents may be biased. And may not be sincerely responding to the questionnaire survey.

ANALYSIS AND INTERPRETATION

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. A statistical software SPSS (Statistical Packages for Social Sciences) version 16.0 has been used for all statistical analysis.

Table 1: Descriptive Statistics of Responses with respect to 11 Identified Predictors of Organizational Culture

Predictors	Mean	Std. Deviation	Lower Limit	Upper Limit
pwr	2.9684	.79286	2.17554	3.76126
focus	3.0681	.78185	2.28625	3.84995
trust	2.9834	.53383	2.44957	3.51723
respblty	2.7826	.58555	2.19705	3.36815
comitmnt	3.2874	.56918	2.71822	3.85658
l_trust	3.0473	.58831	2.45899	3.63561
partnrng	3.0786	.68686	2.39174	3.76546
sharing	3.1645	.51907	2.64543	3.68357
l_style	3.0145	.39029	2.62421	3.40479
effcncy	3.1201	.54517	2.57493	3.66527
work_sat	3.0481	.25751	2.79059	3.30561

Table 2: Number of Respondents* with respects to their Average Responses towards the Predictors of Organizational Culture in Management Institutions

Response	Predictors								
	PO	FS	T	R	IC	LT	P	SI	LS
1-2	10	1	5	5	4	2	6	1	0
2-3	60	80	81	101	33	66	56	55	83
3-4	94	73	96	73	127	103	99	122	105
4-5	25	32	7	10	24	17	25	11	2
Total	189	186	189	189	188	188	186	189	190

*: The Incomplete responses, with respect to a predictor variable, have not been considered in the analysis

Figure -1: Average Response of Predictors for Organizational Culture
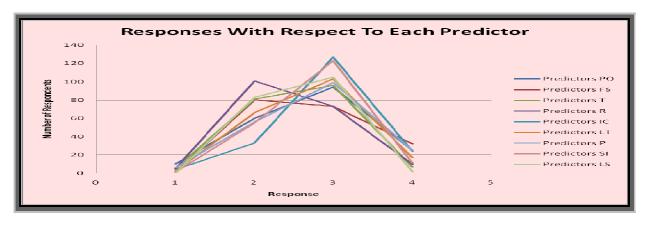
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Table 3: Regression Coefficients with other useful Statistics (Output of SPSS)

Model		Unstandardized Coefficients		t	Sig. (p-value)	95% Confidence Interval for B	
		B	Std. Error			Lower Bound	Upper Bound
1	(Constant)	.270	.053	5.065	.000	.165	.375
	work_sat	.913	.017	52.405	.000	.878	.947
2	(Constant)	.142	.030	4.762	.000	.083	.201
	work_sat	.854	.010	85.835	.000	.834	.873
	effcncy	.098	.005	20.959	.000	.089	.108
3	(Constant)	-.001	.002	-.408	.684	-.005	.003
	work_sat	.819	.001	1221.222	.000	.818	.820
	effcncy	.091	.000	294.170	.000	.090	.092
	l_style	.090	.000	208.879	.000	.089	.091

DISCUSSION

The results of Table-4 show that there is a significant correlation of 'Power' with 'Focus' , 'Transparency' 'Responsibility', 'Level of Trust' , 'Partnering' and 'Leadership Style'. That is, if Power is being raised then automatically Focus on Strategy, Trust, Responsibility, Partnering and Leadership all will get positively affected which all together form a standard of organization culture.

The graph, in Figure-1, represents that faculty member at management institutions in Jaipur City think that sharing of information is the major variable which affects the organization culture; along with sharing of information involvement of commitment does also play a vital role in formation of organization culture. The relationship is very clear that if information would travel properly from top to bottom then the commitment level increases and brings a positive working environment in the organization as it make the employees feel the feeling the part of organization.

Table 4: Correlation Along With Significance Values between Predictors of OC in Management Institutions (Output of SPSS)

Predictor		pwr	focus	trust	respblty	comitmnt	l_trust	partnrng	sharing	l_style	effcncy	work_sat
pwr	Pearson Correlation	1	.102	-.020	.065	-.076	.062	-.056	.125	.189(**)	.014	.447(**)
	Sig. (2-tailed)		.162	.782	.372	.298	.395	.446	.085	.009	.850	.000
focus	Pearson Correlation	.102	1	.002	.009	-.079	.106	-.168(*)	.019	-.084	.066	.378(**)
	Sig. (2-tailed)	.162		.975	.907	.277	.145	.021	.798	.250	.369	.000
trust	Pearson	-.020	.002	1	-.065	.234(**)	.133	.293(**)	.165(*)	.329(**)	.266(**)	.476(**)

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	Correlation										
	Sig. (2-tailed)	.782	.975		.370	.001	.068	.000	.023	.000	.000	.000
respblty	Pearson Correlation	.065	.009	-.065	1	-.080	-.023	-.063	.040	-.070	-.131	.255(**)
	Sig. (2-tailed)	.372	.907	.370		.274	.750	.388	.586	.340	.072	.000
comitmnt	Pearson Correlation	-.076	-.079	.234(**)	-.080	1	.077	.372(**)	.181(*)	.217(**)	.304(**)	.446(**)
	Sig. (2-tailed)	.298	.277	.001	.274		.292	.000	.012	.003	.000	.000
l_trust	Pearson Correlation	.062	.106	.133	-.023	.077	1	-.090	.065	.191(**)	.136	.385(**)
	Sig. (2-tailed)	.395	.145	.068	.750	.292		.215	.374	.008	.060	.000
partnrng	Pearson Correlation	-.056	-.168(*)	.293(**)	-.063	.372(**)	-.090	1	.121	.155(*)	.203(**)	.413(**)
	Sig. (2-tailed)	.446	.021	.000	.388	.000	.215		.096	.033	.005	.000
sharing	Pearson Correlation	.125	.019	.165(*)	.040	.181(*)	.065	.121	1	.051	.117	.470(**)
	Sig. (2-tailed)	.085	.798	.023	.586	.012	.374	.096		.481	.107	.000
l_style	Pearson Correlation	.189(**)	-.084	.329(**)	-.070	.217(**)	.191(**)	.155(*)	.051	1	.188(**)	.287(**)
	Sig. (2-tailed)	.009	.250	.000	.340	.003	.008	.033	.481		.009	.000
effcncy	Pearson Correlation	.014	.066	.266(**)	-.131	.304(**)	.136	.203(**)	.117	.188(**)	1	.282(**)
	Sig. (2-tailed)	.850	.369	.000	.072	.000	.060	.005	.107	.009		.000
work_sat	Pearson Correlation	.447(**)	.378(**)	.476(**)	.255(**)	.446(**)	.385(**)	.413(**)	.470(**)	.287(**)	.282(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

Therefore the faculty members of selected management institutions of Jaipur are aware about organization culture and emphasize on power, information sharing. Depending upon this the level of commitment can build a healthy organization culture in institutions. Table-3 shows the results of Multiple Linear Regression Analysis with the help of SPSS(version 16.0). After three rounds of omission of insignificant predictors (stepwise method), it resolved that only three factors are important to observe an organizational culture in management institutions. These are **Work Satisfaction, Efficiency** to execute a job in hand and an appropriate **Leadership.** It predicts that if institution provides good leadership, give responsibility to furnish a job, on the basis of capability of the employees then the employee will complete the job with all its efficiency and may feel work satisfaction. This approach may be observed as a batter tool for maintaining the strong organization culture in the management institutions..

SUGGESTIONS

There were some suggestions given by faculty members to improve the organization culture in lond course of time. These are as follows:

- The vision, mission, and outcomes should be clear and well defined to have better organization culture.
- Delegation of decision making authority should be done to get the things done accurately and in time this can also form a support to improve organization culture.
- There should collaboration of individual and organizational goals so that staff members can work in harmony to improve the work conditions of the colleges as well as their own.
- Leadership supporting a quality culture should be implemented in government colleges which can be a motivation for staff members to improve their organization culture.
- The information about rules and regulation should be given well in advance to inculcate good and healthy organization culture in the institution.
- Suggestion of employees should be welcomed and implemented at its earliest to make the work environment outstanding,
- Team work where every member of the team should perform his/her duties.
- There should be monthly interaction among staff members to discuss on various issues and future planning which can be good for the institution as well as bring the staff together building strong relationship among the members and the management.
- Social gathering is the best medicine for any to hold in a strong bond so social staff gathering can show the way to good and strong relationship with each other which is very necessary for maintaining good work environment and organization culture.
- Well defined job objectives with indicators can always guide to better organization culture and satisfied staff members so it should often be performed in management institutions.
- Appraisal is the key for success of any operation so constant monitoring and feedback system should be sustained in the institutions to maintain excellent organization culture. As on basis of appraisal the problem areas can be identified and lacunae's can be eradicated by group discussions, but appraisal should be always handled sophisticatedly.
- There should be proper distribution of workload and non performance of assigned duties should be taken strictly into notification without any biasness.
- Remuneration system should be improved to attract competent and qualified people in education sector.

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APPENDIX A

1. Compucom Institute of Information Technology &Management, Jaipur.
2. Apex Institute of management & Science, Jaipur
3. International School of Informatics & Management, Jaipur
4. The Institute of Certified Management Accountants of India, Jaipur
5. Subodh Institutes of Management & Career Studies, Jaipur
6. M.K.M. Institute of Management, Jaipur
7. Jaipur Institute of Integrated Learning in Management, Jaipur
8. Jaipuria Institute of Management, Jaipur
9. Institute of Information and Management Sciences, Jaipur
10. Deepshikha College of Technical Education, Jaipur
11. Jaipur Engineering College, Jaipur
12. Yagyavalkya Institute of Technology, Jaipur
13. Arya College of Engineering & InformationTechnology, Jaipur
14. Gyan Vihar School of Engineering and Technology, Jaipur
15. Maharshi Arvind institute of Engineering & Technology, Jaipur
16. Seedling Academy of Design, Technology & Management, Jaipur
17. Global Institute of Technology, Jaipur
18. Shankara Institute of Technology, Jaipur
19. Jaipur Engineering College & Research Centre, Jaipur
20. Rajasthan Institute of Engineering and Technology, Jaipur
21. Kautilya Institute of Technnology & Dngineering, Jaipur
22. Swami Keshavanand Institute of Technology Management & Gramothan, Jaipur.
23. Poornima School of Management, Jaipur
24. Baldev Ram Mirdha Institute of Technology, Jaipur
25. Regional Colleges for Education Research & Technology, Jaipur

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