

Process of Integration of Organisational Culture - A study of Visakhapatnam Port Trust.

Dr.A.Sairoop¹, Prof.S.Rajani²

¹Associate Professor, Department of Management Studies, Gayatri Vidya Parishad College for Degree and PG Courses (A), Visakhapatnam.

²Professor, Department of Management Studies Gayatri Vidya Parishad College for Degree and PG Courses (A), Visakhapatnam.

I. Introduction:

To ensure survival and success, all organisations in the present competitive world need to be innovative, and resilient adapt to the changes effortlessly. Organisation culture plays an important role in defining the individual development and the path the company takes into future.

According to Schein(1999), culture springs from three sources namely the beliefs, values, and assumptions of the founders of the organization, the learning experience of units within the organization, and the beliefs, values and assumptions brought into the organization by new members, leaders, and stakeholders.

In reality it goes far behind and all of these three have to be integrated together to implement/adopt the right culture in an organization. A simple definition of culture states that it is 'shared or held in common' and how these common values apply to leadership, motivation, communication, teamwork, conflict resolution and other domains influencing interpersonal relationships and define organizational dynamics. Culture of the organization is the kingpin to analyze the dimensions of organizational growth which is often a manifestation of one or more of Leadership styles and motivation of employees, approach to problem solving and decision making, communication and information sharing, extent of cooperation and coordination.

Leadership style and level of motivation of employees:

Leader's role in defining the broad contours of an organization's culture and percolating it down to the different levels in the organization

is very significant. Leaders' philosophy and style of handling different situations is often the foundation for building the culture of an organization. Employees in the organization emulate the leaders like children follow the footsteps of parents in the house. A good interaction system within the entity creates a platform for better exchange of views, ideas and knowledge. Exchange of ideas can make the people think innovatively, coming up with new suggestions which can improve the overall performance of the organization.

Management has to provide employees freedom to experiment with their ideas, thus paving way to creating within the entity. Freedom to take more risks makes the work more challenging giving the employees better chance for growth. The opportunity to capitalize one's skills can generate a feeling of loyalty which leads to lowered employee turnover and higher retention levels. Cultivating a positive organization culture, thus builds a creative workforce who are capable of exploring new horizons in conflictless environment, thereby contributing significant wealth to the organization. Therefore, appropriate motivational tools have to be adopted to keep the employees engaged with the organization.

Leader has to instil confidence in individuals and guide them towards realizing the shared vision of the future. All this becomes possible when the environment in the organization provides opportunity to individuals to work together in teams and respect individual opinions.

Approach to problem solving and decision making:

Every experience in crises strengthens the culture with value judgments and motivates new learning. Handling conflicts and management of crisis can be learnt only through experiential way. However observing and emulating successful leaders in the organization helps to deal with crisis more effectively. Decision making in such circumstances always throws up new opportunities and forces individuals to think out of the box thus bringing out the creativity in them. These experiences therefore help to create new norms, values, working procedures, and change the existing assumptions.

The degree of centralization in decision making and the extent of delegation of authority is an indicator of openness and flexibility in organizational culture. This helps the organization tide over contingencies and pave the path for taking clear and objective decisions which enhance the competitiveness of the organization. In fact decisions in organizations may be viewed as coordinated social actions or events.

Communication and information sharing.

Communication is the essential life blood of any organization. According to Luhmann (1992), decisions are seen as “choices between alternatives” and as a form of communication. For every decision, processing of conscious and unconscious information is an essential pre-requisite for communication process in the organization facilitates information for decision making within and outside the organization.

In an organization, communication flows downwards, upwards, lateral, diagonal and external and facilitates key organizational functions. Communication helps managers to communicate the organization's mission and vision to the employees, transmit work-related information to the employees at low experience levels, provide feedback on employee performance, highlighting the areas requiring attention.

The subordinates use upward communication to convey their problems and expectations to their superiors besides reporting and completion of tasks.

Communication not only helps in accomplishing organizational goals but acts as a binding agent holding different components of the organization together. It is the adhesive force which lays down the channels for culture to be integrated into the organizational milieu. The rituals, stories and shared values, which are critical tools to embed culture into the organization are all possible only through effective communication. Open, receptive, timely and healthy communication is the base for a strong and progressive culture. Cultural blocks in the organization are often due to rumours, communication barriers or miscommunication.

Extent of Cooperation and Coordination.

According to McFarland (1985), “co-ordination is a far more inclusive term embracing the idea of co-operation”. Co-operation is a natural and voluntary process wherein individuals are willing to help each other while co-ordination is a contrived or derived process, which is brought by an executive through deliberate action. Cooperation of individuals and coordination across levels and activities nurture team work which is the back bone of dominant culture.

2. Objective of the study:

In this paper an attempt is made to study the process of integration of organizational culture in Visakhapatnam Port Trust. This paper is divided into four sections. Section 1 deals with leadership style and motivation, section 2 deals with approach to problem solving and decision making, section 3 deals with communication and information sharing and section 4 deals with cooperation and coordination which are considered as essential to assess process of integration of organizational culture.

Fourteen propositions are presented to Class-I and Class-II category of employees to elicit their degree of awareness on a three point scale (1 = Disagree, 2 = Agree and 3 = Strongly Agree. However for employees of Class - III category three propositions which are not relevant to them are removed and their views on awareness regarding integrating organisational culture on a three point scale.

3. Survey of Literature:

A brief review of literature is presented on organisational culture and concepts related to formation and sustenance of organizational culture are collected.

Burnes (2004) stated that wherever these cultures are there, there are also sub-cultures. Similarly where there is agreement with the culture there is also disagreement.

Hellriegel, Slocum and Woodman (2001) classified four types of cultures: bureaucratic culture, clan culture, entrepreneurial culture and market culture. All these four culture types represent different types of management philosophies or styles.

Hofstede (1990) in his studies suggested that supranational, national and professional values are gradually more important over organizational values and group practices.

Every organisation needs a strong culture which can be either positive or negative. Shared norms and values influence people work culture and their behaviour in group. This is entirely based on mutual trust, understanding, shared norms and values.

Kotter and Heskett (1992) elaborately studied the impact of culture on organisational performance and disclosed the fact that impact can be seen on economic performance of the organization as well and in determining organizational success or failure.

Lok, P., Crawford J., (2004) viewed that corporate culture also influences achievement of employees' personal goals and organisational goals and provides resources to do the task in different ways.

Mowday et al., (1979) viewed that the organizational commitment is an emotional attachment and involvement of the employee with the organization. Based on attitudinal commitment, he further stated that organizational commitment as identification and involvement of the individual in a particular organization. He explained this in three related factors: having a strong desire to accept the organization's goals, ethics and values; showing interest to put effort behalf of the organization; interest to continue as a member in the organization.

O'Reilly *et al.*, (1991) opined that having the strong organizational culture and values attract the individuals and they develop a strong sense of belongingness and work more with commitment. Similarly, Deal and Kennedy (1988) stated that code of conduct is also very important in achieving organizational commitment.

Qayar (2004) stated that if the managers empower their employees to do any job, employees can identify appropriate solutions to the problems.

Schein, (1999) defined culture through some manifestations. According to him organizational culture is "the way the organisation does things around here", "the rites and rituals of the company", "the company climate", "the reward system", "their basic values" and so on. These are manifestations of culture because they do not represent the culture at the deeper levels where we must understand and manage the deeper levels.

According to Job Samad and Sarminah (2007) commitment also be correlated with organizational citizenship, work satisfaction, performance at job and retention of talented employees.

4. Significance of the Study.

Organisational culture is the leading force which holds the diverse elements together in any organisation. It prescribes and promotes the behaviour required in an organisation. Visakhapatnam Port Trust, basically a service organisation undertakes cargo handling and berthing and harbour facility to facilitate trade operations.. All the functions of the port can be accomplished effectively only when the interpersonal relations are good and there is a strong bond between the different members in the organisation. This is possible and can be a reality only when the organisational culture is strong and achievement oriented. Visakhapatnam Port Trust is a public sector unit and characterized by bureaucratic culture which is governed by formal rules and regulations. However, with globalization and a spate of innovations in the international trade and business environment there is an ardent need for adopting competitive practices and strategies. This requires the culture to be more open,

receptive and flexible. Visakhapatnam Port Trust has to gradually adopt a market culture wherein values and norms reflect the significance of achieving measurable and demanding goals especially those that are financial/market based. This requires a lot of change to be brought in the process of formulating strategies, policies, in decision making, in style of leadership and tools for motivation, in communication and reward mechanisms etc. In this context it is interesting and also immensely important to analyse the culture in the organisation and its key characteristics to identify areas for strengthening culture to contribute to organisational development.

5. Methodology:

The study is based on primary data. The primary data has been collected for the factors affecting integration of organization culture in Visakhapatnam Port Trust through a detailed questionnaire that has been canvassed to 228 employees out of a total 529 employees (i.e Class I: Employees in the senior and middle level Management, Class-II: employees at the lower level Management, Class -III: employees of supervisory, clerical and skilled workers). The sample employees are selected by using stratified random sampling technique for an intensive study. As the study relates to analysis of integration of organizational culture of employees clerical employees in Class - III are omitted, as culture cannot be imposed or reflected in their performance significantly. Thus the final sample for the study is drawn from Class-I employees, Class -II employees and Supervisory and Skilled workers of Class-III.

Measurement/Scale:

Twelve propositions were selected to elicit the views of their level of awareness. Among the twelve, three are focused for only class I and class II employees and the remaining eleven were focused on all employees i.e. class I, class II and class III.

Methods of research used:

In this study stratified random sampling technique has been used to identify the respondent for analyzing the organizational

culture in Visakhapatnam Port Trust. Statistical Methods used in this study to interpret the data collected are simple tabular analysis and chi-square analysis.

6. Style of leadership and motivation of employees.

In this section the perceptions of the employees of class I and Class II on the following aspects influencing the integration of culture in respect of the role of leaders and their abilities to motivate the employees by creating a sense of commitment and initiation in the organization are analysed by considering their opinion on whether 1) Existence of shared vision about the organization's future and 2) employees work with commitment and initiation. Further opinion of the employees of all class I, II and III is also sought on 3) employees' belief in self to make a positive impact, 4) whether the organization respects the ideas of employees and 5) high level of team spirit among employees. Data relating to perception of the respondents on the above five aspects is obtained on a three point scale according to cadre and experience and results are presented in Table – 1. In this category views of employees on five propositions were elicited.

6.1. Existence of shared vision about the organization's future.

A long term vision as conjured by the founder/leader is essential to steer the organization forward. This vision has to be communicated to everyone in the organization as well as those associated with the organization. Such a shared vision helps to build a strong bond and an intense sense of belongingness among the organizational members. This belongingness strengthens the roots of organizational culture. Data relating to perception of the respondents regarding existence of shared vision about the organization's future is obtained on a three point scale according to cadre and experience and is presented in Part A of Table-1. This aspect is considered relevant to only for Class-I and Class-II employees and hence, data is not obtained from Class-III employees.

It can be seen from part A of Table 1 that while 80% of respondents from Class-I category agree (43 % strongly agree), only 43 percent of

the respondents from Class-II category (13 % strongly agree) agree that there is a shared vision about the organization's future among the employees.

Null hypothesis-1: There is no association between experience and extent of agreement of the respondents on the perception that there is a shared vision about the organization's future among the employees.

A look at the experience based categorization among the respondents reveals that 55 percent of the respondents from high experience group in class I and 20 percent in class II strongly agree with the proposition that there is a shared vision about the organization's future among the employees .

Since the calculated Chi-Square values are 5.25 for Class I and 5.47 for Class II and are significant at 10% level, the null hypothesis can be rejected.

Therefore, it can be concluded that among the respondents of Class –I and class –II category, there is a significant positive association between experience and agreement that there exists a shared vision about the organization's future among the employees.

6.2. Employees work with commitment and initiation.

Initiation and commitment are both essential components of a strong and progressive culture. One of the main challenges of post globalization is a drastic fall in the commitment levels of employees. High levels of employee attrition has not only a deleterious effect on the morale of the employees but also influences the culture in a negative manner. Data relating to perception of the respondents, regarding whether employees work with commitment and initiation, on a three point scale according to cadre and experience is presented in part – B of Table-1. This aspect is considered relevant to only for Class-I and Class-II employees and hence, data is not obtained from Class-III employees.

It can be seen from part B of Table 1 that while 79% of respondents from Class-I category agree (44 % strongly agree), 75 percent of the respondents from Class-II category (32 % strongly agree) agree that employees work with commitment and initiation.

Null hypothesis-2: There is no association between experience and the perception of respondents on whether employees work with commitment and initiation.

A look at the experience based categorization among the respondents reveals that in Class I 77 percent of the respondents from high experience group and 81 percent in low experience group agree with the proposition that employees work with commitment and initiation observed negative association. In class II this percentage varies between 80% in high performance group and 70% in low performance group shows positive association.

The calculated Chi-Square values are 6.25 for Class I and 5.55 for class II and are significant at 5% level in class I and 10% level in class II and hence, null hypothesis can be rejected.

Therefore, it can be concluded that while among the respondents of Class –I category, there is a significant negative association, positive association is found in class II, between experience and agreement that employees work with commitment and initiation. Hence the organisation needs to motivate the employees to take initiative and work committedly in Class I category.

6.3 Employees' belief in self to make a positive impact.

Employees' belief in self helps the organization make rapid strides of development and face challenges with ease. Organizational culture is the source of such a sense of empowerment and encourages the employee to make a positive impact. Data relating to perception of the respondents regarding employees' belief in self to make a positive impact obtained on a three point scale according to cadre and experience is presented in part C of Table-1.

It can be seen from part C of Table- 1 that 76% of the respondents from Class-I category (39 % strongly agree), 70 percent of the respondents from Class-II category (38% strongly agree) and 67 percent of the respondents from Class-III category (17% strongly agree) agree that employees belief in self makes a positive impact.

Null hypothesis-3: There is no association between experience and extent of agreement that employees' belief in self make a positive impact.

A look at the experience based categorization among the respondents reveals that in Class I 45 percent of the respondents from high experience group and 31 percent in low experience group and in Class II, 64 percent in high experience group and 75 percent in low experience group agree with the proposition that employees' belief in self to make a positive impact, shows negative association. In Class III this percentage varies between 76% in high experience group and 54% in low experience group shows positive association.

The calculated Chi-Square values are 6.17 for Class I, 6.57 for Class II and 5.58 for Class III is greater than the table value and is significant at 5% level for class I and class II and 10% level for Class III, hence, null hypothesis can be rejected.

Therefore, it can be concluded that among the respondents of Class-I and Class II category, there is a significant negative association between experience and agreement that employees' belief in self make a positive impact. In Class III employees the association is positive. Thus the organization needs to create a belief in self among the Class I and Class II category employees so that it shows positive impact on organizational culture.

6.4. Organization respects the ideas of employees.

Receptivity and recognition of ideas and opinions of people in the organization encourages participation and involvement of all. It strengthens the problem solving and crisis handling capabilities of the organization as a whole. Such recognition satisfies the employees' need for recognition and enhances their motivation levels. Data relating to perception of the respondents regarding whether the organization respects the ideas of employees, is obtained on a three point scale according to cadre and experience and is presented in part D of Table-1.

It can be seen from part D of Table 1 that 65% of the respondents from Class-I category (31% strongly agree), 75 percent of the respondents from Class-II category (36% strongly agree) and 67 percent of the respondents from Class-III category (25% strongly agree) agree that organization respects the ideas and opinions of employees.

Null hypothesis-4: There is no association between experience and extent of agreement that the organization respects the ideas and opinions of employees.

A look at the experience based categorization among the respondents reveals that in Class- I 77 percent of the respondents from high experience group and 50% in low experience group, in Class-II 80 percent of the respondents in high experience group and 71 percent in low experience group agree with the proposition. In Class III 74 percent of respondents in high experience group and 56 percent in low experience group agree with the proposition that organization respects the ideas and opinions of employees.

The calculated Chi-Square values are 6.70 for class I, 5.45 for class II and 5.06 for class III and are significant at 5% level for class I and 10% level for class II and class III hence, null hypothesis can be rejected.

Therefore, it can be concluded that among the respondents of Class-I, Class II and Class III category, there is a significant positive association between experience and agreement that organization respects the ideas and opinions of employees.

6.5. High level of team spirit.

Another important characteristic of organization with a strong culture is the existence of team spirit. People working as a team contribute better and achieve more. They are individually happy and as a group also more satisfied. Organizational synergies are possible through team work. Data relating to perception of the respondents regarding high level of team spirit in the organization is obtained on a three point scale according to cadre and experience is presented in part E of Table-1.

It can be seen from part E of Table 1, that 79 percent of the respondents from Class-I category (43% strongly agree), 70 percent of the respondents from Class-II category (40% strongly agree) and 71 percent of the respondents from Class-III category (17% strongly agree) agree that there is a high level of team spirit in the organisation.

Null hypothesis-5: There is no association between experience and extent of agreement that

employees are having high level of team spirit in the organization.

A look at the experience based categorization among the respondents reveals that while 55 percent of the respondents from high experience group in Class -I, 56 percent in Class -II agree with the proposition that there is a high level of team spirit in the organisation. and only 16 percent in Class-III are agree with the proposition.

The calculated Chi-Square values are 5.38 for class I, 5.43 for class II and 5.66 for Class III and are significant at 10% level hence, null hypothesis can be rejected.

Therefore, it can be concluded that among the respondents of Class-I, Class II and Class III category, there is a significant positive association between experience and agreement that employees are having high level of team spirit in the organization.

7. Approach to problem solving and decision making.

Simon(2010) views decision making as a process of thinking and problem solving which is directed towards the discovery and selection of courses of action. Thus decision making in organizations is largely concerned with seeking alternative courses of action to solve a problem and achieve the predetermined (desired) goal. This requires active and enthusiastic participation from all concerned. Effective decisions can be made only when maximum information is available and there is adequate clarity on what is acceptable in the organizational context. On many occasions there may be difference of opinion but a consensus has to be arrived at to make the decisions acceptable. Creativity and innovation are a big boon in such circumstances because they throw out completely new options which are more apt to the situation. The process of decision making per se, the involvement of people at different levels through delegation of authority and responsibility, emphasis on creativity and consensus etc., are important issues influencing the process of integration of culture. These practices have a major influence on building and sustaining the strength of the organizational culture.

In this section an attempt is made to analyze the views of the employees on aspects like i) employees being encouraged to adopt creativity in problem solving, ii) adequacy of managerial skills to achieve consensus on critical issues, iii) decisions being objective and unbiased.

Data relating to perception of the respondents on the above seven aspects is obtained on a three point scale according to cadre and experience and results are presented in Table – 2.

7.1 Encouragement to creativity in problem solving.

Problem solving is a regular exercise in any organization. Though the intensity and significance/criticality of the problems may vary. Hence, all the employees must be trained on problem solving at their own level as well as contributions to problem solving at higher levels as well when given an opportunity. Creativity is an essential tool to facilitate problem solving therefore, employees need to be encouraged and educated to be creative at work. This keeps the organization vibrant and rejuvenated.

Therefore, data relating to perception of the respondents on encouraging employees to be creative in problem solving is obtained on a three point scale according to cadre and experience and is presented in Part A of Table-2.

It can be seen from part A of Table 2 that 75% of the respondents from Class-I category (47% strongly agree), 66 percent of the respondents from Class-II category (25% strongly agree) and 58 percent of the respondents from Class-III category (15% strongly agree) agree that employees being encouraged to be creative in problem solving.

Null hypothesis-6: There is no association between experience and extent of agreement that employees are being encouraged to be creative in problem solving.

A look at the experience based categorization among respondents reveals that in class- I 83 percent in high experience group and 65 percent in low experience group, in class -II 80 percent in high experience group and 54 percent in low experience group and in class III -63 percent of the respondents from high experience group and 41 percent in low experience group, agree with the proposition that employees are being

encouraged to be creative in problem solving which shows positive association.

The calculated Chi-Square values are 6.04 for class I, 5.12 for class II and 6.60 for class III is greater than the table value and is significant at 5 percent level for class I, 10% level for class II and class III, hence null hypothesis can be rejected.

Therefore, it can be concluded that among Class-I, Class-II and Class-III category, there is a significant positive association between experience and agreement that employees being encouraged to be creative in problem solving.

7.2. Adequacy in managerial skills to achieve consensus on critical issues.

Often when decisions are taken on critical issues, there may arise a conflict of interests of among different groups and it becomes essential to arrive at a consensus which is easier said than done. In such circumstances the skills of top management to consider the interests of everyone involved and seek their consensus, assume importance. These skills not only help ward off unpleasantness in problem solving and but also help infuse harmony in organizational culture.

Hence, data relating to perception of the respondents regarding top management possessing adequate skills to achieve consensus on critical issues is obtained on a three point scale according to cadre and experience and presented in Part B of Table-2.

It can be seen from Part B of Table 2 that 86 percent of the respondents from Class-I category (50% strongly agree), 70 percent of the respondents from Class-II category (38% strongly agree) and 72 percent of the respondents from Class-III category (12% strongly agree) agree that management has adequate skills to achieve consensus on critical issues.

Null hypothesis-7: There is no association between experience and extent of agreement that management has adequate skills to achieve consensus on critical issues.

A look at the experience based categorization among respondents reveals that in class- I all the respondents (100%) from high experience group, 43 percent in low income group and in class –III, 70 percent from high experience

group and 58 percent in low experience group agree with the proposition that top management possess adequate skills to achieve consensus on critical issues indicating positive association. Where as in class II this percentage varies between 59 percent in high experience group and 82 percent in low experience group agree with the proposition that top management possessing adequate skills to achieve consensus on critical issues which shows negative association.

Since the calculated Chi-Square values of 14.53 for Class I, 5.36 for Class II and 6.47 for Class III are greater than the table value and are significant at 1 percent level for class I and 10 percent level for class II and 5 percent level for class III, hence null hypothesis can be rejected.

Therefore, it can be concluded that among Class-I and Class III category, there is a significant positive association between experience and agreement that top management possess adequate skills to achieve consensus on critical issues where as negative association is found in Class II.

7.3. Decisions being objective and unbiased.

Organizations with strong culture are characterized by objective and clear cut decisions which are not influenced by the context. However there may be instances where flexibility is required and special consideration given to the specific circumstances while making decisions. Policies and regulations lay down the guidelines for decision making in organizations.

Therefore, data relating to perception of the respondents regarding decisions being objective, clear cut and unbiased is obtained on a three point scale according to cadre and experience are presented in part C of Table-2

This aspect is considered appropriate only for Class – I and Class-II employees and hence data has not been obtained from Class-III employees.

It can be seen from part C of Table 2 that 79 percent of the respondents from Class-I category (54% strongly agree) and 53 percent of the respondents from Class-II category (19% strongly agree) agree that decisions are objective, clear cut and unbiased.

Null hypothesis-8: There is no association between experience and extent of agreement that decisions are objective, clear cut and unbiased.

A look at the experience based categorization among respondents reveals that while 88 percent of the respondents from high experience group in class I and 69 percent in low experience group and in class –II 68 percent in high experience group and 39 percent in low experience group agree with the proposition that decisions are objective, clear cut and unbiased.

The calculated Chi-Square values are 5.18 for class I and 5.09 for class II is greater than the table value and are significant at 10 percent level hence, null hypothesis can be rejected.

Therefore, it can be concluded that among Class-I and Class II category, there is a significant positive association between experience and agreement that decisions are objective, clear cut and unbiased.

8. Communication and Information sharing.

Communication in organization adorns the same role as blood in human body. Communication in all forms basically fulfils the function of disseminating information in different directions which is essential to carry out the various managerial functions like planning, organizing, coordinating, directing, controlling etc. Organizations cannot function in the absence of communication. Communication also influences the behaviour of individuals in the organization by influencing their perceptions, attitude, learning and motivational levels. Both formal and informal communication sets the premise for initiating the right culture in the organization. Whereas informal communication holds the different elements of an organization together thus integrating and strengthening the organizational culture. Organizations with strong culture are characterized by open communication systems with lots of scope for everybody's participation.

In this section an attempt is made to examine perceptions of the employees regarding the effectiveness of the communication system on integrating organizational culture a) organizational communication is effective and timely and b) objectives are explicitly stated.

8.1 Organizational communication is effective and timely.

Communication in order to be of use to organizational / managerial functions, has to be timely and relevant. Effective communication plays a critical role in successful and easy integration of the organizational culture.

Hence, data relating to perception of the respondents regarding agreement on organizational communication being effective and timely is obtained on a three point scale according to cadre and experience and is presented in part A of Table-3.

It can be seen from part A of Table 3 that 81 percent of the respondents from Class-I category (44% strongly agree), 75 percent of the respondents from Class-II category (26% strongly agree) and 78 percent of the respondents from Class-III category (20% strongly agree) agree that organizational communication is effective and timely

Null hypothesis-9: There is no association between experience and extent of agreement that organizational communication is effective and timely.

A look at the experience based categorization among respondents reveals that in class –I, 92 percent of the respondents from high experience group, 65 percent in low experience group, agree with the proposition that organizational communication is effective and timely which shows positive association. In Class- II, 68 percent in high experience group, 82 percent in low experience group, in class III the percentage varies between 76 percent in high experience group and 81 percent in low experience group agreeing with the proposition that organizational communication is effective and timely, which shows negative association.

The calculated Chi-Square values are 8.91 for class I, 5.53 for class II and 5.04 for Class III which is greater than the table value and is significant at 5 percent level for class I, 10 percent level for class II and class III, hence, null hypothesis can be rejected.

Therefore, it can be concluded that among Class-I category, there is a significant positive association between experience and agreement that organizational communication is effective

and timely and negative association is reflected in Class II and Class III categories of employees.

8.2 Explicitly stated objectives.

Overall organizational objectives to be met have to be explicitly stated and communicated to everybody in the organization. This will ensure clarity in functions, roles and authority which is an essential pre requisite for nurturing harmonious and conflict free culture.

Hence, data relating to perception of the respondents regarding agreement on objectives being explicitly stated is obtained on a three point scale according to cadre and experience and presented in Part B of Table-3.

It can be seen from part B of Table 3.2 that 76% of the respondents from Class-I category (46% strongly agree), 75 percent of the respondents from Class-II category (32% strongly agree) and 69 percent of the respondents from Class-III category (11% strongly agree) agree that objectives are explicitly stated.

Null hypothesis-10: There is no association between experience and extent of agreement that there are explicitly stated objectives.

A look at the experience based categorization of respondents reveals that in Class- I, 81 percent of the respondents from high experience group, 72 percent of the respondents in low experience group, in class –III, 76 percent from high experience group, 59 percent in low experience group agree with the proposition that there are explicitly stated objectives in the organization which shows positive association. In class- II this percentage varies between 68 percent in high experience group and 82 percent in low experience group and this indicates that the association is negative.

The calculated Chi-Square values are 5.08 for Class I, 7.28 for class II and 5.77 of Class III greater than the table value and are significance at 10 percent level for class I and class III and 5 percent for class II, hence, the null hypothesis may be rejected.

Therefore, it can be concluded that among Class-I and Class III category, there is a significant positive association between experience and agreement that there are explicitly stated objectives in the organization which in case of Class II category there is negative association.

9. Extent of cooperation and coordination.

Cooperation and coordination are the adhesive forces holding people in an organization together and building the edifice of organizational culture. Coordination focuses on better interpersonal relations and facilitating team work while cooperation fulfils the need for affiliation and affection from a psychological/sociological perspective. From the managerial perspective these are important managerial functions to be carried out for the accomplishment of overall organizational goals. An organizational culture interspersed generously with cooperation and coordination helps the organization face any challenge and continuously scale new heights of success.

In this section an attempt is made to examine the employees' perceptions on the following aspects influencing the integration of organizational culture a) rules exist to work collaboratively towards common goals, b) dependency on team effort to get work done.

9.1. Rules exist to work collaboratively towards common goals.

According to Koontz and O'Donnel (2011) rules spell out specific required actions or non-action. They prescribe the behavior of individuals in organizations. Collaboration is the resultant of the organizational mechanism to make a person help others or work together with others. In other words, collaboration may not be voluntary. Often it has to be imposed and this is where rules come in handy. Rules may be framed in organizations to ensure that employees work in collaboration especially those from departments with conflicting interests. Collaboration often makes the impossible, possible.

Data relating to perception of the respondents, regarding their agreement on whether rules exist to work collaboratively towards common goals, is obtained on a three point scale according to cadre and experience and is presented in part A of Table-4.

It can be seen from Part -A of Table - 4 that 78% of the respondents from Class-I category (53% strongly agree), 60 percent of the respondents from Class-II category (34% strongly agree) and 73 percent of the respondents from Class-

III category (13% strongly agree) agree that rules exist to facilitate working collaboratively towards common goals.

Null hypothesis-11: There is no association between experience and extent of agreement regarding rules to facilitate working collaboratively towards common goals.

A look at the experience based categorization among respondents reveals that in class- I, 85 percent of the respondents from high experience group, 69 percent in low experience group, in class –III, 85 percent in high experience group, 54 percent in low experience group agree with the proposition that there are rules to work collaboratively towards common goals which shows that there is positive association. However in Class-II the percentage varies between 44 percent in high experience group, 75 percent in low experience group indicating negative association in the group.

The calculated Chi-Square values are 5.56 for class I, 5.32 for class II and 14.49 for class III and are significant at 10 percent level for class I and class II and 1 percent level for class III, hence, null hypothesis can be rejected.

Therefore, it can be concluded that among Class-I and Class III category, there is a significant positive association between experience and agreement that there are rules to work collaboratively towards common goals, but there is a negative association in case of Class-II.

9.2 Team work is essential to accomplish any work.

Today team work is the buzz word in the organization. It is widely accepted that team work can achieve herculean tasks and organizations encouraging team work have reaped continuous success. Team dynamics influence organizational culture and vice versa. The nature of teams, the process of formation, levels of motivation in the team, their goals and a lot of other dynamics of a team have a noticeable impact on the culture prevalent in the organization, eg: the culture in IT and ITES industry is an example of how culture is influenced by the team dynamics. Team work if used in the right spirit, can be a wonderful tonic to the organizational culture.

Data relating to perception of the respondents regarding agreement on team work being essential to accomplish any work is obtained on a three point scale according to cadre and experience is presented in Part B of Table-4.

It can be seen from Part B of Table 4 that 81% of the respondents from Class-I category (46% strongly agree), 74 percent of the respondents from Class-II category (38% strongly agree) and 71 percent of the respondents from Class-III category (17% strongly agree) agree that team work is essential to accomplish any work.

Null hypothesis-12: There is no association between experience and extent of agreement that team work is essential to accomplish any work.

A look at the experience based categorization among respondents reveals that in class I- 83 percent of the respondents from high experience group, 47 percent in low experience group, in class III- 84 percent in high experience group, 52 percent in low experience group agree with the proposition that Team work is essential to accomplish any work, reflecting positive association. However, in class II the percentage varies between 64 percent in high experience group, 83 percent in low experience group, indicating negative association in this group.

The calculated Chi-Square values are 5.30 for class I, 6.47 for class II and 13.14 for class III and are significant at 10 percent level for class I, 5 percent level for class II and 1 percent level for class III, hence, null hypothesis can be rejected.

Therefore, it can be concluded that among class-I and class III category, there is a significant positive association between experience and agreement that Team work is essential to accomplish any work and the association found to be negative in class II. Here attention is needed to educate and train employees of class-II in a special way.

Summery and Conclusions:

The results of the perceptions of the respondents of the three categories of the employees on four major heads namely a) leadership and motivation, b) problem solving and decision making, c) communication and information sharing and d) cooperation and coordination are summarized and presented below.

Experience and level of awareness among Class-I category of employees is found to be significant at a) 1% for the perception on i) Adequate managerial skills to achieve consensus on critical issues and b) 5% for the perceptions on i) Employees work with commitment and initiation, ii) Employees' belief in self to make a positive impact, iii) Organization respects the ideas of employees, iv) Encouragement to creativity in problem solving, and v) Organizational communication is effective and timely. In all other cases significance is found to be at 10% level. Experience and level of awareness among Class-II employees is found to be significant at a) 5% for the perceptions on awareness on i) Employees' belief in self to make a positive impact, ii) and Team work is essential to accomplish any work. 10% for the remaining. For none of the perceptions significant levels are found to be at 1% level.

Experience and level of awareness among Class-III employees is found to be significant at 1% for the perception a) Team work is essential to accomplish any work and b) 5% for the perceptions on awareness on i) Encouragement to creativity in problem solving, ii) Adequate managerial skills to achieve consensus on critical issues, and iii) Explicitly stated objectives. For the remaining propositions the level of significance is found to be at 10%.

Policy Suggestions:

- Employee need to be encouraged to take to innovation for adopting to the dynamic environment. Innovation can be in any process/function or managerial tool. To be able to innovate, learning has to be integrated into day – day work.
- Vision must be displayed more prominently throughout the organization and disseminated across the different levels. It may be presented in a language/manner easily understood by employees at lower levels. This creates and sustains the necessary excitement and motivation to inspire employees for higher performance.
- Decision making/problem solving are an integral function of any organizational culture. Creativity helps to make effective decisions and hence workshops or training programmes may be organized regularly for Class-II employees to enhance their creative thinking.
- Process of decision making must be made more transparent and objective. This can be possible by prescribing the basic norms for making decisions under different circumstances and standardizing them.

All these will help in integrating and strengthening the culture in Visakhapatnam Port Trust.

Table-1
Perception levels of employees according to extent of agreement on select variables

Cadre	Experience	A:Existence of a shared vision about the Organization's future.				Chi-Square
		Strongly Agree	Agree	Disagree	Total	
Class I	Low	9(28.13)	15(46.88)	8(25.00)	32(100)	5.25
	High	22(55.00)	12(30.00)	6(15.00)	40(100)	
	Total	31(43.06)	27(37.50)	14(19.44)	72(100)	
Class II	Low	2(7.14)	6(21.43)	20(71.43)	28(100)	5.47
	High	5(20.00)	10(40.00)	10(40.00)	25(100)	
	Total	7(13.21)	16(30.19)	30(56.60)	53(100)	

	B: Employees work with commitment and initiation.					
Class I	Low	10(31.25)	16(50.00)	6(18.75)	32(100)	6.25
	High	22(55.00)	9(22.50)	9(22.50)	40(100)	
	Total	32(44.44)	25(34.72)	15(20.83)	72(100)	
Class II	Low	1242.86	828.57	828.57	28(100)	5.55
	High	5(20.00)	15(60.00)	5(20.00)	25(100)	
	Total	17(32.08)	23(43.40)	13(24.53)	53(100)	
		C : Extent of agreement on employees' belief in self to make a positive impact.				
Class I	Low	10(31.25)	17(53.13)	5(15.63)	32(100)	6.17
	High	18(45.00)	10(25.00)	12(30.00)	40(100)	
	Total	28(38.89)	27(37.50)	17(23.61)	72(100)	
Class II	Low	15(53.57)	6(21.43)	7(25.00)	28(100)	6.57
	High	5(20.00)	11(44.00)	9(36.00)	25(100)	
	Total	20(37.74)	17(32.08)	16(30.19)	53(100)	
Class III	Low	6(14.63)	16(39.02)	19(46.34)	41(100)	5.58
	High	11(17.74)	36(58.06)	15(24.19)	62(100)	
	Total	17(16.50)	52(50.49)	34(33.01)	103(100)	
	D:The organization respects the ideas of employees.					
Class I	Low	6(18.75)	10(31.25)	16(50.00)	32(100)	6.70
	High	16(40.00)	15(37.50)	9(22.50)	40(100)	
	Total	22(30.56)	25(34.72)	25(34.72)	72(100)	
Class II	Low	13(46.43)	7(25.00)	8(28.57)	28(100)	5.45
	High	6(24.00)	14(56.00)	5(20.00)	25(100)	
	Total	19(35.85)	21(39.62)	13(24.53)	53(100)	
Class III	Low	11(26.83)	12(29.27)	18(43.90)	41(100)	5.06
	High	15(24.19)	31(50.00)	16(25.81)	62(100)	
	Total	26(25.24)	43(41.75)	34(33.01)	103(100)	
	E: Existence of high level of team spirit.					
Class I	Low	9(28.13)	14(43.75)	9(28.13)	32(100)	5.38
	High	22(55.00)	12(30.00)	6(15.00)	40(100)	
	Total	31(43.06)	26(36.11)	15(20.83)	72(100)	

Class II	Low	7(25.00)	10(35.71)	11(39.29)	28(100)	5.43
	High	14(56.00)	6(24.00)	5(20.00)	25(100)	
	Total	21(39.62)	16(30.19)	16(30.19)	53(100)	
Class III	Low	7(17.07)	17(41.46)	17(41.46)	41(100)	5.66
	High	10(16.13)	39(62.90)	13(20.97)	62(100)	
	Total	17(16.50)	56(54.37)	30(29.13)	103(100)	

Table: 2

Cadre	Experience	A : employees being encouraged to be creative in problem solving				Chi-Square
		Strongly Agree	Agree	Disagree	Total	
Class I	Low	10(31.25)	11(34.38)	11(34.38)	32(100)	6.04
	High	24(60.00)	9(22.50)	7(17.50)	40(100)	
	Total	34(47.22)	20(27.78)	18(25.00)	72(100)	
Class II	Low	7(25.00)	8(28.57)	13(46.43)	28(100)	5.12
	High	6(24.00)	14(56.00)	5(20.00)	25(100)	
	Total	13(24.53)	22(41.51)	18(33.96)	53(100)	
Class III	Low	9(21.95)	12(29.27)	20(48.78)	41(100)	6.60
	High	6(9.68)	33(53.23)	23(37.10)	62(100)	
	Total	15(14.56)	45(43.69)	43(41.75)	103(100)	
B: adequacy of managerial skills to achieve consensus on critical issues.						
Class I	Low	13(40.63)	9(28.13)	10(31.25)	32(100)	14.3
	High	23(57.50)	17(42.50)	-	40(100)	
	Total	36(50.00)	26(36.11)	10(13.89)	72(100)	
Class II	Low	14(50.00)	9(32.14)	5(17.86)	28(100)	5.36
	High	6(24.00)	8(32.00)	11(44.00)	25(100)	
	Total	20(37.74)	17(32.08)	16(30.19)	53(100)	
Class III	Low	5(12.20)	19(46.34)	17(41.46)	41(100)	6.47
	High	7(11.29)	43(69.35)	12(19.35)	62(100)	
	Total	12(11.65)	62(60.19)	29(28.16)	103(100)	
F: Extent of agreement on decisions being objective, clear cut and unbiased.						5.18
Class I	Low	13(40.63)	9(28.13)	10(31.25)	32(100)	

	High	26(65.00)	9(22.50)	5(12.50)	40(100)	
	Total	39(54.17)	18(25.00)	15(20.83)	72(100)	
Class II	Low	5(17.86)	6(21.43)	17(60.71)	28(100)	5.09
	High	5(20.00)	12(48.00)	8(32.00)	25(100)	
	Total	10(18.87)	18(33.96)	25(47.17)	53(100)	

Table: 3

Cadre	Experience	A : organizational communication is effective and timely				Chi-Square
		Strongly Agree	Agree	Disagree	Total	
Class I	Low	10(31.25)	11(34.38)	11(34.38)	32(100)	8.91
	High	22(55.00)	15(37.50)	3(7.50)	40(100)	
	Total	32(44.44)	26(36.11)	14(19.44)	72(100)	
Class II	Low	5(17.86)	18(64.29)	5(17.86)	28(100)	5.53
	High	9(36.00)	8(32.00)	8(32.00)	25(100)	
	Total	14(26.42)	26(49.06)	13(24.53)	53(100)	
Class III	Low	13(31.71)	20(48.78)	8(19.51)	41(100)	5.04
	High	8(12.90)	39(62.90)	15(24.19)	62(100)	
	Total	21(20.39)	59(57.28)	23(22.33)	103(100)	
B : objectives being explicitly stated.						5.08
Class I	Low	10(31.25)	13(40.63)	9(28.13)	32(100)	
	High	23(57.50)	9(22.50)	8(20.00)	40(100)	
	Total	33(45.83)	22(30.56)	17(23.61)	72(100)	
Class II	Low	6(21.43)	17(60.71)	5(17.86)	28(100)	7.28
	High	11(44.00)	6(24.00)	8(32.00)	25(100)	
	Total	17(32.08)	23(43.40)	13(24.53)	53(100)	
Class III	Low	6(14.63)	18(43.90)	17(41.46)	41(100)	5.77
	High	5(8.06)	42(67.74)	15(24.19)	62(100)	
	Total	11(10.68)	60(58.25)	32(31.07)	103(100)	

Table: 4

Cadre	Experience	A : existence of rules to work collaboratively towards common goals.				Chi-Square
		Strongly Agree	Agree	Disagree	Total	
Class I	Low	12(37.50)	10(31.25)	10(31.25)	32(100)	5.56
	High	26(65.00)	8(20.00)	6(15.00)	40(100)	
	Total	38(52.78)	18(25.00)	16(22.22)	72(100)	
Class II	Low	12(42.86)	9(32.14)	7(25.00)	28(100)	5.32
	High	6(24.00)	5(20.00)	14(56.00)	25(100)	
	Total	1833.96	1426.42	2139.62	53(100)	
Class III	Low	6(14.63)	16(39.02)	19(46.34)	41(100)	14.49
	High	7(11.29)	46(74.19)	9(14.52)	62(100)	
	Total	13(12.62)	62(60.19)	28(27.18)	103(100)	
B : team work is essential to accomplish any work.						5.30
Class I	10(31.25)	15(46.88)	7(21.88)	32(100)	10(31.25)	
	23(57.50)	10(25.00)	7(17.50)	40(100)	23(57.50)	
	3(345.83)	25(34.72)	14(19.44)	72(100)	3(345.83)	
Class II	15(53.57)	8(28.57)	5(17.86)	28(100)	15(53.57)	6.47
	5(20.00)	11(44.00)	9(36.00)	25(100)	5(20.00)	
	20(37.74)	19(35.85)	14(26.42)	53(100)	20(37.74)	
Class III	6(14.63)	15(36.59)	20(48.78)	41(100)	6(14.63)	13.14
	11(17.74)	41(66.13)	10(16.13)	62(100)	11(17.74)	
	17(16.50)	56(54.37)	30(29.13)	103(100)	17(16.50)	

(Figures in the brackets are percentage to row total)

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