THE EFFECT OF ORGANIZATION CULTURE ON THE MILLENNIAL EMPLOYEES OF POWER SECTOR IN GUJARAT

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ABSTRACT

In India, by taking Hofstede's model of cultural dimension (1984) in reference, the country is viewed as a masculine nation, with a score of 56 on this measurement. India is extremely masculine, as far as visual showcases of progress and power is concerned, which is barely in the middle in the ranking nations, according to the Hofstede's dimensions. In manly nations like India, the emphasis is on progress and accomplishments, which is approved by material achievement. Work is the focal point of one's life and achievement in the working environment is vital. The Indian culture values confidence, intensity and desire. Though the organizational culture is the centre point of all the achievements of any professional, people may unconsciously do not accept the organizational imperatives totally, even though they are framed from time to time. Therefore there is a continuous requirement to revolutionize the organization culture with respect to the future demands.

KEYWORDS: Millennial, Organizational Culture, Power Sector, OCTAPACE

INTRODUCTION

The definition of culture, as per Hagberg and Heifetz (1998) is, "it is an operating system of the organization. It guides how employees think, act and feel". Edgar H. Schien (1984), also defined the organization culture as "a set of basic assumptions that, a given group invented, discovered or developed in learning to cope with its problems of external adaptations and internal integrations that have worked well enough to be considered valid, and therefore, to be taught to new members, as a correct way to perceive, think and feel in relation to these problems". According to Daniel R Denison (1990), the definition is "Organization culture refers to the underlying values, beliefs and principles that serve as a foundation of organization's management systems, as well as the set of management practical and behaviors that both exemplify and reinforce those basic principles."

The work culture is India, is an amalgamation of various societal forces. Consistency in matching the expectation of the societal demands and organizational objectives is on the basis of the boundaries, technology, and managerial practices, human and physical resources. All the resources available can be the driving force and also the constraints. Therefore the inclusion of synchronizing the demand of organization and individual is a continuous effort. With the entry of Millennial in workforce there is a lot of debate and research initiated on the behavior, skills, communication and the most importantly the compatibility with the other members of the organization (especially generation X). The focus has shifted from the ability of the millennial to create functional relation with the older generation (McGuire et al. 2007), the

hurdle which they encounter when they enter into the socialization with the other employees (Chao et al 1994 and Schien 1979). There is this common belief observed in research wherein the millennial are found to be impatient, self obsessed, aloof and the most uncommitted employees (Hawala-Druy, S., & Hill, M. H. 2012, Howe and Strauss 2007, Jacobson 2007) and at the same time, there are researches that have observed them to be more appreciative, compared to the previous generation, more compatible with the technology and communication, ability to forecast and predict the opportunities, have more solution oriented approach in all discussions (Howe and Strauss 2000; Tapscott 1998; Zemke et al 2000).

As per the contribution of Ishwar Dayal, in the understanding of Indian thought of management, employees exercise authority on the basis of affiliation, rather than organizational position. The survival of any employee is on the basis of relationship with the employee, in a senior position within the organization and in case of any complaint the relative of the employee is approached, who will discipline the employee. Any fresh employee learning the culture of the organization starts with the socializing process (Black and Ashford 1995, Miller et al 1999) and also how to be an active member of the group with the acceptance of other group members (Myers and Oetzel 2003). For the millennial, the evaluation of the new job is not only on the basis of roles and responsibility assigned, but also on the relation and the compatibility with their co workers in the organization (Robinson and Morrison 2000). The acceptance of any new comer is judged in the basis of the valuable contribution, the employee makes in the group which is in return reciprocated by a relationship of commitment (Moreland and Levine, 2001).

In order to understand the comfort level of the new comers that are mostly the millennial, we need to understand the ethos of the organization. Majority of the organizational rules are prepared by the generation X and Baby boomers employee, wherein their perspective was satisfied. With the changing thoughts and lifestyle, there is an awareness of the rules and regulation of the organization. Many of the policies of organization might not be of interest of the millennial, which can lead to dissatisfaction and ultimately the attrition in any organization. Also, in power sector, there are various extreme dynamics like severe human resource practices, lack of training intervention focusing on behavioral and attitudinal changes etc which can hamper an employee's retention and commitment levels. In the research paper, we have analyzed the work culture of the organization, through a standardized questionnaire "OCTAPACE".

METHODOLOGY

Population

In this research, we have explored the millennial males, who are working full time in the power sector of Gujarat. The inclusion criteria for the sample was

- Gender: Male

- Age: Should be born after 1980

- Marital Status: Married

- Employability: Working as full time profession

- Spouse Employability: Employed as full time professional

Instrument

For the research, we have used OCTAPACE scale was prepared by designed by Professor T V Rao, to check the culture of the organization. The abbreviation OCTAPACE stands for Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. These values help in fostering a climate of continuous development of employees in an organization. An optimal level of these values is essential for facilitating HRD.

Survey

For the study 1000 questionnaire were distributed. The questionnaire was circulated by approaching them through mail and sending them Google doc and through hard copy if the net facility is not available. Out of 1000, total 800 responses were received. 52 out of them were rejected as they were partially filled. The respondents were approached after taking the organizational approval. Each organization's HR officer was contacted. There was also snowball approach to find similar respondents form the similar sector. The data collected was through the standard questionnaires. The information was gathered with no biasness, and the respondent addressed honestly. The respondents were well informed about the research and its purpose before they consented to fill the survey.

We have analyzed the data collected through factor analysis and descriptive statistics.

RESEARCH ANALYSIS

KMO for OCTAPACE

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.920
Bartlett's Test of Sphericity	Approx. Chi-Square	5458.491
	df	28
	Sig.	0.000

Here the value of KMO measure of sample adequacy was found to be 0.920, which is higher than the required minimum 0.6. This confirms that, the sample collected for the execution of organizational role stress for millennial males in power and textile sector is adequate.

In addition to it, Bartlett's test of sphericity was also used and its p-value was found to be statistically significant. This indicates that the correlation matrix poses significant information and the sample is fulfilling the minimum requirement for factor analysis.

Table 2: Communality Table for OCTAPACE

Communalities		
	Initial	Extraction
Openness	1.000	0.949
Confrontation	1.000	0.878
Trust	1.000	0.920
Authenticity	1.000	0.865
Proaction	1.000	0.811
Autonomy	1.000	0.527
Collaboration	1.000	0.893
Experimentation	1.000	0.941
Extraction Method: Principal Component Analysis.		

The communalities table was computed with respect to Openness, Confrontation, Trust, Autheticity, Proaction, Autonomy, Collaboration and Experimentation. The results show that, all the factors have more than 0.50 extractions which shows the suitability of the factor

Table 3: Extraction Method: Principal Component Analysis

	Total Variance Explained								
	Initial Eigen values			**Extraction Sums of Squared Loadings**			**Rotation Sums of Squared Loadings**		
Component	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative%
1	6.783	84.791	84.791	6.783	84.791	84.791	4.298	53.722	53.722
2	.756	9.445	94.237	.756	9.445	94.237	2.327	29.082	82.804
3	.153	1.914	96.151	.153	1.914	96.151	.642	8.020	90.824
4	.118	1.470	97.621	.118	1.470	97.621	.406	5.072	95.896
5	.071	.881	98.502	.071	.881	98.502	.168	2.098	97.994
6	.053	.661	99.163	.053	.661	99.163	.066	.828	98.822
7	.036	.445	99.608	.036	.445	99.608	.051	.641	99.463
8	.031	.392	100.000	.031	.392	100.000	.043	.537	100.000
Extraction Method: Principal Component Analysis.									

The above table explains the total variance in the OCTAPACE as accounted by its sub components. It can be observed that the first component causes 84.79% of the variation in OCTAPACE, second component causes 9.44% and the third component causes 1.9% variation. Cumulatively they cause 96.15% variation in OCTAPACE which proves that they are vital for the study.

Table 4: Rotated Component Matrix of OCTAPACE

Rotated Component Matrix								
	Component							
	1	2	3	4	5	6	7	8
OPENNESS	.812	.392	.268	.206	.117	.240	.035	.010
CONFRONTATION	.911	.339	.120	.092	.089	-.046	-.071	-.135
TRUST	.889	.337	.174	.193	.064	.004	-.005	.157
AUTHENTICITY	.567	.631	.194	.485	.077	.033	.021	.004
PROACTIVE	.758	.230	.593	.125	.069	.024	.014	.004
AUTONOMY	.242	.963	.096	.072	.010	.020	.015	.004
COLLABORATION	.600	.662	.228	.156	.351	.043	.023	.002
EXPERIMENTATION	.839	.360	.273	.194	.089	.049	.209	.013
Extraction Method: Principal Component Analysis.								
Rotation Method: Varimax with Kaiser Normalization.								
a. Rotation converged in 6 iterations.								

The table of rotated component matrix helps in the identification of indicators of OCTAPACE in the order of their relevance in the current study. As can be observed in the table above the first component which has the highest factor loading of 0.911 is "Confrontation".

The second component is "Autonomy" which has the loading factor of 0.963 and the third component "Proactive" which has the loading factor of 0.593.

Therefore in OCTAPACE, we can conclude that confrontation, autonomy and proactive are the key contributors.

The mean value of total OCTAPACE is 2.655, implying that employees face moderate influence of organizational culture. The highest mean value of "Trust" is 2.751, implying that employees are subject to this dimension the most. The highest standard deviation value of "Authenticity" is **0.96118**, indicating that some groups experience ethos of authenticity more than others.

Table 5: Descriptive Statistics of OCTAPACE

Descriptive Statistics				
	Mean	**Standard Deviation**	**N**	**Rank**
OCTAPACE	**2.655**	**0.92409**	**748**	
Openness	2.669	0.90303	748	3
Confrontation	2.617	0.91765	748	6
Trust	**2.751**	0.90754	748	1
Authenticity	2.624	**0.96118**	748	5
Proactive	2.611	0.95214	748	7
Autonomy	2.667	0.90815	748	4
Collaboration	2.602	0.90365	748	8
Experimentation	2.699	0.92902	748	2

Through the Likert scale analysis we can also observe as per the table, that trust plays an important role in influencing the compatibility with the organizational culture (combining frequently feeling ratio) is more (44% + 21%) 65% than compared to disagreement (combining occasionally and sometimes feeling ratio) (11%+24%) 35%.

Table 6: Likert Scale Analysis of OCTAPACE

	Openness	Confrontation	Trust	Authenticity	Proactive	Autonomy	Collaboration	Experimentation
If you occasionally (a few times) feel this way	10%	13%	11%	14%	15%	11%	12%	14%
If you sometimes feel this way	31%	29%	24%	30%	28%	31%	33%	30%
If you frequently feel this way	39%	40%	44%	36%	39%	39%	38%	36%
If you frequently or always feel this way	19%	17%	21%	20%	19%	19%	17%	20%

The graphical representation of the data signifies the frequently feeling components are dominating the occasionally feeling ratio. The highest contribution of experiencing is given by the "Trust" component and the occasionally feeling components overall are shown to be having minimum impact.
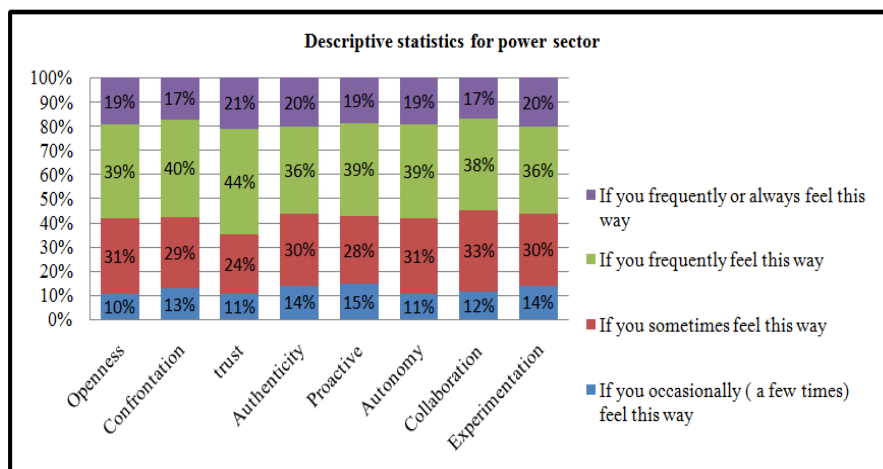

Figure 1: Descriptive Statistics of OCTAPACE

FINDINGS AND CONCLUSIONS

The study has reduced the ethos which is directly affecting millennial males through the organizational culture of the power sector of Gujarat. Through the factor analysis the calculation boiled down to three factors which were having the maximum impact on the organization culture of the organization are Confrontation, Autonomy and Proactive.

With this concluding observation, we analyze that the internal feeling of inadequacy, the gap between the reality and expectation of the job description and the condition in which there is an insufficient time given in which a person is expected to carry all the role functions can lead to role stress in millennial males. The motivation in terms of confrontation, autonomy and proactive is given much more importance in creating an impactful and compatible organization culture for millennial.

The millennial are labeled as futuristic, conscious and progressive generation till date. As per the report of the millennial employees feel that there are multiple occasions wherein the urge to improve self on the basis of skill set, knowledge continuously give them the pus to enhance themselves. They always have the feeling the personal inadequacy which gives them to option to create their competitive edge which can be globally recognized.

In the age of technology the exposure towards the updated reality of market expectation keep the millennial in loop with the current happenings. They are aware that the status of their talent required towards the job and the expectation of the organization towards their contribution in their job. Many times this creates a conflict in expectancy of both the parties which creates the distance reality and the expectation of the job description.

With the report in PWC (2016), it was observed that with the greater autonomy, the productivity of the employees was seen to be increasing. The millennial are more decisive about the way to work which is best suited to them. Instead of having the rewards on the basis of hours put in a single space of workplace they want to have it on the basis of results. They always seek the environment where in they get the power to make decisions and they are trusted on the basis of their talent and skill and regardless of their tenure and age. As the generation is evolving there needs to be a workplace which is changing the policies and their overall culture. The important element in change is the need of taking correct decision by the employees. As they are integral part of the change their decision should be given equal criteria.

As per the report of Das Keshab (2007), it is observed by industry experts, the only way to achieve these competitive advantages in profession is, to enhance efficiencies through proactive networking with different stakeholders in the business. With the ever changing and updating technology the proactive trait of any employee is well appreciated in a competitive scenario.

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