A STUDY ON EFFECTIVENESS OF ORGANISATIONAL CULTURE AT PIAGGIO APE INDIA LIMITED GUNTUR, A P.

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ABSTRACT

In order to accomplish its goals, every business must employe a staff that is both capable and experienced. The degree of expertise required in the workplace must rise, as must workers' adaptability and flexibility. Organizational culture is not just a good idea, but a must for any company that wants to keep its workforce competitive and well-informed. The purpose of the research was to determine how successful and strategies are in improving the knowledge and skills of staff members at the Piaggio ape Private limited company. The information was gathered from 100 workers who were chosen at random. Currently Working at the Piaggio ape company. The goal of this effort has been to compile a body of information on that may be used as a resource by anyone doing.

Keywords: Culture, Employee relation, Organization, Effectiveness

1. INTRODUCTION

Human Resource Management (HRM) is a relatively new approach to managing people in any organization. People are considered the key resource in this approach. it is concerned with the people dimension in management of an organization. Since an organization is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities. These activities fall in the domain of HRM. Human Resource Management is a process, which consists of four main activities, namely, acquisition, development, motivation, as well as maintenance of human resources.

Scenario of Automobile Industry: The automobile industry in India is the ninth largest in the world with an annual production of over 4.2 million units in 2011. In 2012, India emerged as Asia's fourth largest exporter of automobiles, behind Japan, South Korea and Thailand. In the 1980s, a number of Japanese manufacturers launched joint-ventures for building motorcycles and light commercial-vehicles. It was at this time that the Indian government chose Suzuki for its joint-venture to manufacture small cars. Following the economic liberalization in 1991 and the gradual weakening of the license raj, a number of Indian and multi-national car companies launched operations. Since then, automotive component and automobile manufacturing growth has accelerated to meet domestic and export demands.

Organizational culture: Organizational culture refers to a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behaviour. These values have a strong influence on employee behaviour as well as organizational performance. In fact, the term organizational culture was made popular in the 1980s when Peters and Waterman's best-selling book In Search of Excellence made the argument that company success could be attributed to an organizational culture that was decisive, customer-oriented, empowering, and people-oriented. Since then, organizational culture has become the subject of numerous research studies, books, and articles. Organizational culture is still a relatively new concept. In contrast to a topic such as leadership, which has a history spanning several centuries, organizational culture is a young but fast-growing area within management. An organization's culture may be one of its strongest assets or its biggest liability. In fact, it has been argued that organizations that have a rare and hard-to-imitate culture enjoy a competitive advantage. In a survey conducted by the management consulting firm Bain & Company in 2007, worldwide business leaders identified corporate culture to be as important as corporate strategy for business success. This comes as no surprise to leaders of successful businesses, who are quick to attribute their company's success to their organization's culture.

Profile Of Piaggio Ape India Ltd: Piaggio Vehicles Private Limited (PVPL), the pioneer of 3-wheeler goods transportation in India, is today the no. 1 in its class. By setting global standards in vehicle performance and customer service, it has revolutionized the 3-wheeler cargo segment in India. Today the company offers a range of passenger and cargo vehicles for many customized applications. PVPL is a 100 Per cent subsidiary of Piaggo & C. spa. of Italy, the inventor of 3-wheelers. PVPL commenced its Indian operations in the year 1999 with the launch of the brand ape which

was an instant success and has grown from strength to strength over the years. Its superior product features and benefits coupled with world class customer service have earned ape a loyal & growing customer base. ape is firmly established in the hearts and minds of customers as a dependable brand that helps them maximize their business earnings. Piaggo vehicles are engineered for higher fuel efficiency, rugged performance and outstanding load carrying capability. Living up to Piggy's core philosophy.

2. LITERATURE AND REVIEW

Hofstede's (1998) cultural dimensions theory also provides a framework to understand how culture influences organisational behaviour, particularly in international contexts. According to Hofstede, differences in values related to power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, and long-term orientation shape the way organisation's function. Organisational culture directly influences employee motivation, job satisfaction, and commitment. A study by Schneider et al. (2013) found that when employees feel their personal values align with organisational values, they are more likely to be engaged and productive. A strong culture that aligns with employees' values can improve retention. The work by O'Reilly, Chatman, and Caldwell (1991) highlighted the relationship between cultural fit and employee turnover. Organisations that promote a culture of inclusion and respect tend to have lower turnover rates.The process of changing an organisational culture to enhance effectiveness is complex and time-consuming. According to Kotter (1996), cultural transformation requires clear leadership, strategic planning, and a sustained commitment from all levels of the organisation.

Need for the study

People are affected by the culture in which they live. Similarly, an individual working for any organization with a firmly established culture will be taught the values, beliefs, and expected behaviors of that organization. There is at least some sound evidence that variations in cultural values may have a significant impact on employee turnover and possibly employees" job performance. Hence the study of organizational culture is important for the understanding and practice of organizational behavior. The culture decides the way employees interact at their workplace. A healthy culture encourages the employees to stay motivated and loyal towards the management. The culture of the workplace also goes a long way in promoting healthy competition at the workplace. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform.

Objectives of the study:

- To access the organizational culture at "Piaggio Ape India Ltd.
- To know the employee perceptions towards there organizational culture.
- To identify the factors affecting the organizational culture of the company.
- To analyses the overall performance of the employees.
- To learn the employee's relationship with their peers.

3. METHODOLOGY OF THE STUDY

The basic idea sampling is that by selection some of the elements in a population we may draw conclusion about the entire population. For any systematic inquiry application of appropriate methods and scientific bent of mind are semiquinone. This has an important bearing on the collection of reliable data of the present study is to acquire an intensive option about the organization development in Piaggio ape India ltd. investment solution private limited.

4. RESULTS DISCUSSION

The results of the study is discussed in the following tables:

Table -1

RESPONSE FOR ADOPTING THE CHANGE

Option	No of employees	Percentage
Yes	38	38 Per cent
No	10	10 Per cent
To some extent	40	40 Per cent
Don' t Know	12	12 Per cent

Source: primary data

Graph-1

RESPONSE FOR ADOPTING THE CHANGE

Source :Table -1

Table 1 explains that 40 Per cent of the employees say that to some extent, they feel the compelling reasons for adopting the development, 38 Per cent of them say yes,12 Per cent don't know, and 10 Per cent no say. The above data shows that. adopting the change programme in Piaggio ape India ltd.
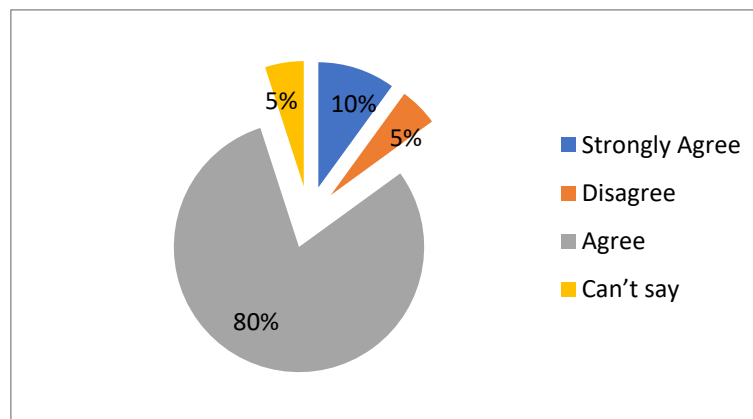
Table -2

RESPONSE FOR CULTURES AND VALUES

Options	No of employs	Percentage
Strongly Agree	10	10 Per cent
Disagree	5	5 Per cent
Agree	80	80 Per cent
Can't say	5	5 Per cent

Source: primary data

RESPONSE FOR CULTURES AND VALUES

Graph -2

Source :Table-2

Table 2 explains that 10 Per cent of employees are strongly agree stay with this company, 5 Per cent of employees are disagree stay with this company because of its culture & values, 80 Per cent of employees are agree stay with this company because of its culture & values, 5 Per cent of employees are can't say to stay with this the data shows that People stay with this company because of its culture & values
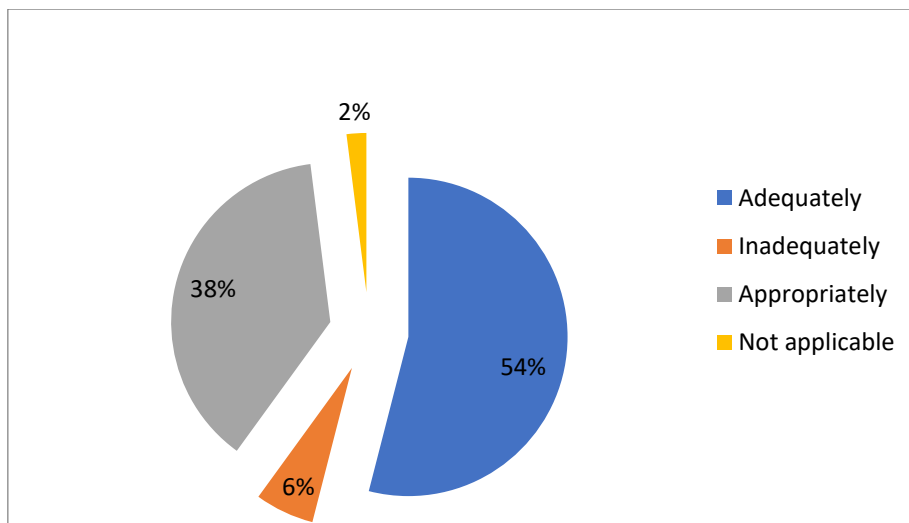
Table 5.3

RESPONSE FOR SUPPORT SENIOR EXECUTIVE TEAM

Option	No of employee	Percentage
Adequately	27	54 Per cent
Inadequately	6	6 Per cent
Appropriately	38	38 Per cent
Not applicable	2	2 Per cent

Source: primary data

RESPONSE FOR SUPPORT SENIOR EXECUTIVE TEAM

Graph -3

RESPONSE FOR SUPPORT SENIOR EXECUTIVE TEAM

Source Table-3

Table 3 explains that 54 Per cent of the employees are Adequately need based change, 6 Per cent of the employees are Inadequately need based change, 38 Per cent of the employees are Appropriately need based change, 24 Per cent of the employees are not applicable to need based change. The above data shows that. senior executive team support needs-based changes in organization.
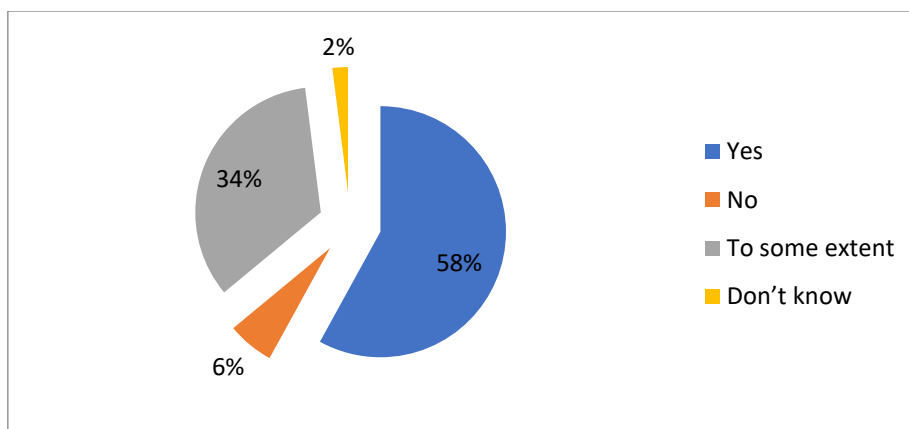
Table -4

RESPONSE FOR CONDUCTING THE AWARENESS PROGRAM

Option	No of employee	Percentage
Yes	58	58 Per cent
No	6	6 Per cent
To some extent	34	34 Per cent
Don't know	2	2 Per cent

Source: primary data

RESPONSE FOR CONDUCTING THE AWARENESS PROGRAM

Graph -4

Source Table -4

Table 4 explains that 58 Per cent of employees are yes to conduct an awareness program in organization, 6 Per cent of employees are no to conduct an awareness program in organization,34 Per cent of employees is to some extent to conduct an awareness program in organization, 2 Per cent of employees are don't know to conduct an awareness program in organizations while implementing development. The above data shows that. awareness programmers been conducted by your organization while implementing development
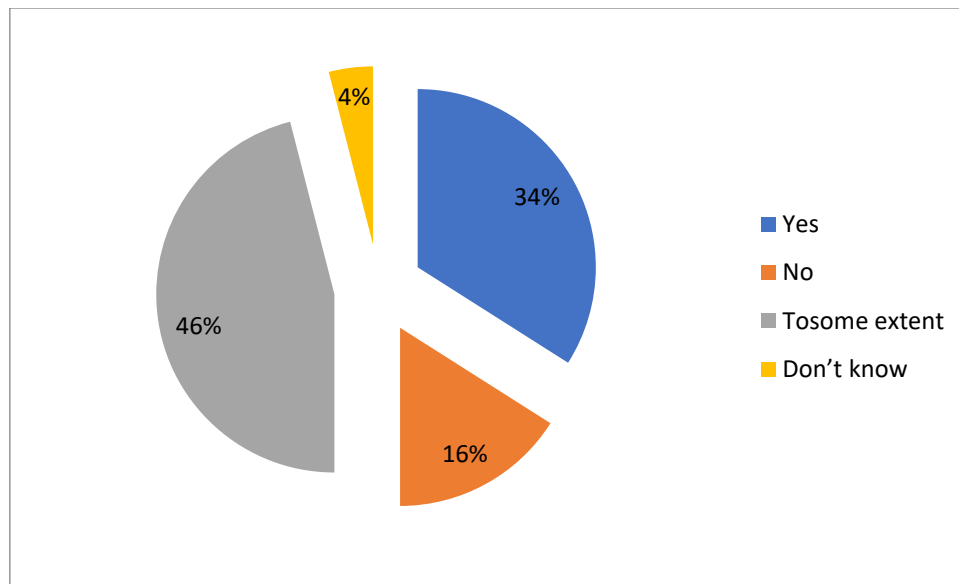
Table -5

RESPONSE THE STAKE HOLDER'S INVOLVEMENT

Options	No of employees	Percentage
Yes	34	34 Per cent
No	16	16 Per cent
Twosome extent	46	46 Per cent
Don't know	4	4 Per cent

Source: primary data

RESPONSE THE STAKE HOLDER'S INVOLVEMENT

Graph -5

Source table 5

Table 5 explains that 34 Per contemplates are say yes to stakeholders involved in the development process, 16 Per contemplates are say no to stakeholders involved in the development process, 46 Per contemplates are say to some extent to stakeholders involved in the development process, 4 Per contemplates are say don't know to stakeholders involved in the development process.

5. FINDINGS

- It is found that 40 Per cent of the respondents are adopting the change programme in Piaggio ape India ltd.
- It is found that 80 Per cent of the respondents are agree stay with this company because of its culture & values.
- It is found that 54 Per cent of the respondents are says senior executive team support need based changes in organization.
- It is found that 48 Per cent of the respondents are agree☐ that people behavior is guided by policies.
- It is found that 58 Per cent of employees are yes to conduct an awareness program in organization.
- It is found that 46 Per contemplates are say to some extent to stakeholders involved in the development process.
- It is found that 60 Per contemplates are agree to involved in framing the goals to lower level of the organization
- It is found that 46 Per cent of the employees say that the change management support operational accountability
- It is found that 52 Per cent of the employees agreed that the people with the responsibilities at their organization have the necessary skills.
- It is found that 56 Per cent of the employees agree that the training programme is being sufficiently designed and adequately resourced
- It is found that 56 Per cent of the employees agree that Piaggio ape India ltd. Focuses on both soft skills and technical skills
- It is found that 49 Per cent of the respondents are agree☐ that management provides health insurance and accident benefits to the employees.
- It is found that 60 Per cent of the employees agree that information system, human resource and other systems support the new operations environment.

- It is found that 68 Per cent of the employees agree that remuneration rewards and recruitment systems aligned with the development objective
- It is found that 50 Per cent employees are agree to see visible action to achieve our goals & priorities.

6. SUGGESTIONS

- To produce world-class three-wheeler vehicles that meet domestic and international standards of quality and performance.
- To strengthen its position as a leading manufacturer of commercial three-wheelers in India, catering to both cargo and passenger segments.
- To design and deliver products tailored to the needs of Indian businesses and customers, ensuring reliability, affordability, and superior after-sales service.
- To contribute to local economic development by creating employment opportunities and supporting skill development in the region.

7. CONCLUSION

These core components of effective organizations offer a framework for understanding the goals of organizational development work. Specific skills, such as leadership skills, group process skills, communication skills and problem-solving skills, are essential in order for these components to be developed and maintained. The process through which each organization approaches organizational culture work must be developed in relation to several factors, including its age and stage of development, the current conditions under which it is operating externally and internally, and the history and identity of the organization. Taken together, these components present a vision for organizational health that can help guide and direct organizational development efforts.

8. REFERENCES

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