

**A STUDY ON RELATIONSHIP BETWEEN WORKPLACE FUN
CULTURE AND ORGANISATIONAL CULTURE AMONG IT
PROFESSIONALS IN CHENNAI**

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ABSTRACT

This paper discusses the use of fun in the workplace as a culture .Fun is a Social group in the virtual world .Life Members are interested in fun culture both in real life and the virtual world. Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. Organizational culture is defined by all of the life experiences, strengths, weaknesses, education, upbringing, and so forth of the employees. While executive leaders play a large role in defining organizational culture by their actions and leadership, all employees contribute to the organizational culture.

Keywords: Organisational Culture, Fun Culture, IT Professionals, Workplace

Introduction

Culture is widely understood to be made up of a collection of fundamental values and belief systems which give meaning to organisations (Pettigrew, 1979;Schein, 1985; Sackmann, 1991; Hatch, 1993) The theory of organizational culture maintains that individual behaviour within an organization. Organizational culture can be found at every level of an organization, and since organizational members are multicultural entities understanding an organization’s culture is significant “because the beliefs, values and behaviour of individuals are often understood only in the context of people’s cultural identities” (Schein, 1999, p. 14) It must be remembered that there is no ‘one best way’ to have fun, as every organisation, and every individual within that organisation, will have a different concept of what fun is.

Organisational Culture

Pettigrew (1979), who suggested that organisational culture consist of cognitive systems explaining how people think, reason, and make decisions (Pettigrew, 1979). Pettigrew also noted differing levels of culture, arguing that at the deepest level, culture consists of a complex set of values, assumptions, and beliefs that define the ways in which a firm conducts its business (Pettigrew, 1990).

When discussing organizational culture, researchers are actually refer to the Corporate culture that is, the themes shared most widely by the organization's members. However, organizations are also comprised of five Categories they are Business Focus, Internal Communications, Values, Workplace Behaviours, Workplace Harmony and Discipline in the Business,

Fun Culture

Fun can be an activity, a state, or a trait (p. 160). Jarrett and Burnley (2010) add that fun has both activity and emotion components and that research on fun has often focused on whether activities designed to be fun by educators are actually viewed as fun by the participants. More recently, in popular press publications the philosophy of fun at work has been promoted widely as a key ingredient for energized and productive work environments (Lundin, Paul, & Christensen, 2000). In fact, a number of organizations, such as Pike Place Fish Market, Google, IBM, and Southwest Airlines, have incorporated fun into their corporate cultures (Collinson, 2002; Karl, Peluchette, Hall, & Harland, 2005; Sunoo, 1995). When discussing fun culture, researchers are actually refer to four Categories they are fun activities, work engagement, co-workers relationship and experienced fun

Critchley (2002) proclaims that 'fun is key element in the distinction of the human from the animal; it is a consequence of culture, and indeed of civilization' (pg.28). Apart from being a cultural indicator (Kushner, 1990), fun plays many roles in culture be it in the ethnic or organizational context. In terms of corporate culture, the degree of development of a social system will be reflected by the nature of its fun. The general hypothesis would be that the more mature a social system, the more it's fun will refer to situations that are uniquely shared among its own members. (Vaill, 1989) Anthropologists regarded fun as an important tool for illuminating the inner workings of a culture. Analyzing the jokes and stories used by workers,

managers, and executives throughout a corporation and veteran employees interact with new employees, particularly in the area of shared jokes and fun can reveal the hidden assumptions that define culture. Their fun provides a direct, uncensored view of their shared beliefs. (Kushner, 1990)

Review of Literature

Schein defines organizational culture as a pattern of basic assumptions, invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems (1985, p. 9). Particularly Schein believes that the concept of organizational culture can help to explain why organizations grow, change, fail, and “perhaps most importantly of all do things that don’t seem to make any sense” (1985, p. 1).

Fleming (2005) contends that practitioner literature regarding workplace fun makes the assumption that creating fun cultures will be accepted in a positive way by employees. He agrees that although some employees perceive fun cultures positively there are those who greet these programs with skepticism and aversion. Many of his respondents felt patronized and stated that the fun initiatives were phony. Several of his respondents preferred dignity and respect in their workplace and did not enjoy obligatory participation in asinine fun activities. Fleming (2005) concludes that the secret to organizational fun may lie in self-management and autonomy rather than in formally created ‘fun cultures’. His research highlights that there are many facets of fun cultures that need further exploration, including the popular assumption that fun cultures are universally desired and an overwhelmingly positive factor within organizations

Current study

The goal of the current research was to determine relationship between fun Culture and Organisational culture. Findings from this research will be useful to Chennai IT Professionals in taking account of workplace fun and culture. For companies which their employees are working under stressful environment, it is more important to introduce more workplace fun to reduce job pressure. Also, companies which are suffering descending employee’s job

satisfaction, this paper can work as a suggestion on introducing workplace fun culture to increase job satisfaction.

Methodology

Research is an art of systematic information. It is defined as a careful investigation or inquiry especially through search for new facts in any branch of knowledge. The main research goal of this paper is to understand better the current usage of fun and organisational culture in IT professionals. More specifically, we examine whether in organisational culture include Business Focus, Internal Communications, Values, Workplace Behaviours and Workplace Harmony and Discipline in the Business.

Sample size

The data in this study were collected among Chennai IT Professionals. The key research objective was to explore and define the relationship between fun culture and organisational culture. The interviews were semi-structured, which meant that all participants were asked the same basic set of questions. Sample size of population 158. Survey through hand copy circulation an effort is to circulate the questionnaire personally to the professionals for collecting data. They were informed to feel free and give their unbiased genuine and realistic response. They were also assured that their responses would be kept in strict confidence and would be exclusively for research purpose. This process was completed through the questionnaire was not a lengthy one, Most of the respondents understood the real purpose of the study and shared their feelings, ideas and opinions

Analysis

Table 1 shows the level of business focus of respondents. It is observed from the table that among the respondents, only 10.1 percent of them have high level of business focus. 77.8 percent of respondents have moderate level of business focus. 12.1 percent of respondents have low level of business focus.

Business Focus	Frequency	Percent
Low-1	19	12.1

Medium-2	123	77.8
High-3	16	10.1
Total	158	100

Table 1

Business Focus specializes in preparing unbiased, detailed Special Advertising Sections on different countries, trade blocs and international organizations. The respondents should have high level of business focus since it has social and industrial significance. But the research shows that only 10 percent of the respondents have high level. Necessary steps must be taken by the industry to improve the business focus of the respondents

Internal Communications

Table 2 shows the level of Internal Communications of respondents. It is observed from the table that among the respondents, only 41.8 percent of them have high level of Internal Communications. 53.2 percent of respondents have moderate level of Internal Communications. 5.1 percent of respondents have low level of Internal Communications.

Internal Communications	Frequency	Percent
Low-1	8	5.1
Medium-2	84	53.2
High-3	66	41.8
Total	158	100

Table 2

Internal communications is the function responsible for effective communication or trade among participants within an organization .The sharing of information within an organization for business purposes. Internal communication refers to the communication existing within a company among employees and is mainly referred to as employee relations. This involves face to face communication, formal meetings, emails, phone calls and memorandums among others

Values

Table 3 shows the level of Values of respondents. It is observed from the table that among the respondents, only 29.1 percent of respondents have moderate level Values .70.9 percent of respondents have low level of Internal Communications. Here no high level of level of values

Values	Frequency	Percent
Low-1	112	70.9
Medium-2	46	29.1
Total	158	100

Table 3

Values lie at the heart of Hofstede's (1980) model of the component parts of culture. Values are described by Hofstede as consisting of non-specific feelings of good and evil, beauty and ugliness, normality and abnormality, rationality and irrationality (Hofstede et al., 1990). Hofstede asserts that values themselves cannot be observed directly, but can be inferred from their manifestations in alternatives of behaviour. Sackmann (1991) uses the analogy of an iceberg to differentiate between the visible aspects of culture, observed behavioural regularities (the tip of the iceberg), and the central cognitive components of culture; values and beliefs (the under laying bulk of the iceberg).

Discipline in the Business

Table 4 shows the level of Discipline in the Business of respondents. It is observed from the table that among the respondents, only 47.5 percent of them have high level of Discipline in the Business.45.5 percent of respondents have moderate level of Internal Communications. 7.0 percent of respondents have low level of Discipline in the Business.

Discipline in the Business	Frequency	Percent
Low-1	11	7.0
Medium-2	72	45.5
High-3	75	47.5
Total	158	100

Table 4

Making investment into business discipline will create improved process and people that will secure dividends will into the future. Is the ability make choices that will help grow the business over the long term, rather than to take advantage of the short term. If there is a huge decline of revenue, the temptation is to reduce all spend to protect the short term.

Workplace Behaviours

Table 5 shows the level of Workplace Behaviours of respondents. It is observed from the table that among the respondents, only 35.4 percent of them have high level of Workplace Behaviours. 58.2 percent of respondents have moderate level of Workplace Behaviours. 6.4 percent of respondents have low level of Workplace Behaviours

Workplace Behaviours	Frequency	Percent
Low-1	10	6.4
Medium-2	92	58.2
High-3	56	35.4
Total	158	100

Table 5

Workplace Harmony

Table 6 shows the level of Workplace Harmony of respondents. It is observed from the table that among the respondents, only 69.6 percent of them have high level of Workplace Harmony. 26.6 percent of respondents have moderate level of Workplace Harmony. 3.8 percent of respondents have low level of Workplace Harmony

Workplace Harmony	Frequency	Percent
Low-1	6	3.8
Medium-2	42	26.6
High-3	110	69.6
Total	158	100

Table 6

IT professionals can't simply wave a magic wand and create a harmonious work environment. But every individual's personal behaviour can go a long way toward promoting

harmony in the workplace. Each person can either support or hurt a harmonious environment through the way he or she responds to adversity, ambiguity, and conflict. As IT professionals, we need to examine our organization's systems and policies to ensure that they are truly helping to promote workplace harmony and not working against it.

Fun Culture

Table 7 shows the level of Fun of respondents. It is observed from the table that among the respondents, only 13.9 percent of them have high level of Fun. 72.2 percent of respondents have moderate level of Fun. 13.9 percent of respondents have low level of Fun

Fun	Frequency	Percent
Low-1	22	13.9
Medium-2	114	72.2
High-3	22	13.9
Total	158	100

Table 7

Companies with strong cultures generally perform better than those with weak cultures, but only when the cultural content is appropriate for the organization's environment. Also, the culture should not be so strong that it drives out dissenting values that may form emerging values for the future. Organizations should have adaptive cultures so that employees focus on the need for change and support initiatives and leadership that keeps pace with these changes. Organizational culture is very difficult to change. However, this may be possible by creating urgency for change and replacing artifacts that support the old culture with artifacts aligned more with the desired future culture. Organizational culture may be strengthened through the actions of founders and leaders, the introduction of culturally consistent rewards, and maintenance of a stable workforce, management of the cultural network, and selection and socialization of employees.

Correlation between fun culture and organisational culture

Variable	Business	Internal	Values	Discipline in	Workplace	Workplace
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	focus	comm		the business	behaviours	Harmony
Fun Activities	-0.120	-0.152	-0.202*	-0.213**	-0.042	-0.154
Work engagement	-0.086	-0.296**	-0.168*	-0.305**	-0.159*	-0.160*
Co worker relationship	-0.040	-0.079	0.040	-0.024	-0.009	-0.080
Experienced fun	-0.136	-0.011	0.053	0.058	-0.004	-0.011

Source: Primary data * -5 percent level ** -1 Percent Level

Table 8

Table 8 shows correlation between the overall fun culture and Organisational Culture

H0:8:1: There is no significant correlation between overall fun culture and Organisational Culture

To test the stated hypothesis Pearson's coefficient correlation is applied. . The fun activities shows negative correlation with overall values of the employees with the r-value of -0.202 and it's found to be significant at 5 percent level. Table 8 also shows that negative correlation with overall discipline in the business of the employees with the r-value of -0.213 and it's found to be significant at 1 percent level. The correlation result indicates that the fun activities of employees do not have significant correlation with the Business Focus, Internal Communications, Workplace Behaviours and Workplace Harmony

The work engagement of employees has a negative correlation with overall values, workplace behaviours and workplace harmony of the employees with the r-value of -0.168, -0.159 and -0.125 and it's found to be significant at 1 percent level. The work engagement also as a negative correlation with overall internal communications and discipline in the business of the employees with the r-value of -0.296, -0.305 and it's found to be significant at 5 percent level. It is also inferred from correlation result that there is no significant correlation between work engagement of employees and business focus.

The correlation result indicates that the co-worker relationship of employees does not have significant correlation with the Business Focus, Internal Communications, values, Discipline in the business, Workplace Behaviours and Workplace Harmony .The experienced fun of employees does not have significant correlation with the Business Focus, Internal Communications, values, Discipline in the business, Workplace Behaviours and Workplace Harmony

Findings

In relation to the organisational Culture and fun culture some significant results emerge from the analysis. High scores recorded for job fun, workplace harmony, and business focus provides evidence to suggest an organisation where work is interesting and challenging. The results here are indicative of a positive climate in terms of work and working relationships generally within this Organisation. With respect to the managerial values investigated in this analysis reveals some interesting facets. Fun Culture and Organisational culture reveals that relatively high scores are indicative of an organisation. These include a strong role-based culture. At the same time, the survey results show that there are relationship between fun Culture and organisational culture among IT Professionals. The relationship between fun and organisational culture is highly correlated. Better benefit program is the key factor in a company which will lead to employee satisfaction. It is a known fact that all IT companies have better benefit program, which satisfies the personal needs of the employees and helps to improve their performance

Conclusion

In conclusion, this study has mapped out the culture and fun providing valuable evidence and posing some challenges for management in the rapidly changing environment of policy. Whatever we do, we have to make it fun, has become a modern truism and a modern cliché, and applied to everything. Fun however differs for different people. We all spend a lot of time at work and we should make people feel they have achieved something each day and enjoy the companionship and social interaction. As Harvey has put it, having fun at work is serious business. As a result, the current study suggests that fun at work positive affect and organisational culture demonstrate unique relationships with fun at work and the individual performance outcomes

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