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## **EFFECT OF DEMOGRAPHIC VARIABLES ON ORGANIZATIONAL CULTURE IN EASTERN RAILWAY**

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### **ABSTRACT**

The present study has been conducted with the purpose of examining the organizational culture of Eastern Railway. It also examines whether perception of organizational culture differ according to the demographic variables. Data were gathered with the help of a five point likert scale from 700 employees belonging to Group A, B, and C of the various departments, divisions, and workshops of the organization. The findings of the study reveal that Eastern Railway is perceived as a consistent organization by the respondents. The study shows that perceptions of the various traits of organizational culture partially differ according to the various demographic variables.

**KEY WORDS:** *Organizational Culture, Demographic Variables, Eastern Railway.*

## **Introduction**

Every organization has a culture of its own that can have a significant influence on attitudes and behaviours of its members. It works as an identity and is unique to each organization. Conceptualizing organizational culture is not an easy task which has led to numerous definitions of the construct. O'Reilly et al. (1991) defined organizational culture as "a set of cognitions shared by members of a social unit". According to Hofstede et al. (1990) organizational culture is the way in which members of an organization relate to each other, their work and the outside world in comparison to other organizations and therefore organizational culture can enable or hinder the strategy of an organization. Martins and Martins (2003, p 380) stated the general definition of organisational culture as "a system of shared meaning held by members, distinguishing the organisation from other organisations". According to Deal and Kennedy (1982, p.15) organizational culture is a system of informal rules that spells out how people are to behave most of the time. Schein, Edgar (1985) defined 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". Thus, we see from the above definitions that organizational culture is essentially made up of "cognitions" such as "values" and "beliefs" which are collectively shared and which further result into certain norms and patterns of behaviour and a certain "organizational way of life". Organizational culture is a long term proposition that must not only satisfy the needs and values of the organizational members but must also match the cultural requirements of all other stakeholders of the organization. Therefore, an organization should develop a culture which is conducive for everyone who is associated with it. Once such a culture is created, efforts should be made for its long term sustenance.

## **Review of Literature**

Previous studies have found the demographic variables to be having an effect on the perception of organizational culture of the respondents. Chen et al. (2008) examined in their study the gender differences in perceptions of organizational cultures in the banking industry. The study did not find any consistent pattern of differences between male and female managers' perceptions across the three bank types. Researchers such as Aaltio and Mills (2002), Acker (1998), and Britton (2000) have acknowledged gender as a fundamental element of organizational culture. According to Lester (2008, p. 277) organizational cultures shape as well as reinforce roles for men and women that are considered socially appropriate. Helms and Stern (2001) found male and female employees holding

different view of the various dimensions of organizational culture. Wagner et al. (1984) found that individuals belonging in the same age group share common values and communicate more effectively. A study by Helms and Stern (2001) revealed systematic differences in terms of the various aspects of organizational culture among different age groups. Bellou, Victoria (2007) found that older employees who are in the middle of their career tend to be more responsible and also has a greater understanding of the overall view of what the organization stands for and expects from its members. The study of Badawy et al. (2017) did not find age to influence organizational culture. The result of the study of K. Savitha (2017) found no significant influence of job tenure on organizational culture. However many studies have found that employees with longer tenure demonstrate a high sense of responsibility and see them as an integral part of the organization. There is a better person-organization fit of long-tenure employees who feel 'at-home'. Therefore, they have a deeper understanding of the work climate and identify themselves with the culture of the organization (Schneider, Goldstein & Smith, 1995; Wright & Bonett, 2002; Hunter & Thatcher, 2007). A study conducted by Khan and Afzal (2011) using the Denison Organizational Culture Survey (DOCS) instrument consisting of four traits, viz., involvement, consistency, adaptability, and mission, revealed that educational qualification had a significant impact on the various traits of organizational culture. Jackalas et al. (2016) found age and educational qualification of employees to be having an effect on their perception of organizational culture.

### **Need for Study**

The history of Indian Railways traces back to the British Raj. The organization is an industry on its right and is the largest employer of the country. Therefore, a prolific organization like Indian Railways does open up multiple avenues for research in various disciplines. Yet, there have been very few studies which tried to explore its organizational culture and the influence demographic variables have on it. In order to bridge the gap, this study aims to examine the cultural traits of Eastern Railway which is one of the 17 zones of Indian Railways, and also to find whether the perception of organizational culture differ according to the various demographic variables.

### **Objectives of the Study**

The study has been undertaken keeping in view the following objectives:

- To examine the various cultural traits present in Eastern Railway.
- To study the effect of demographic variables on the perception of organizational culture in Eastern Railway.

## Hypothesis

Based on the review of literature, the study has the following hypothesis relating to the demographic and organizational culture variables.

- i. H<sub>01</sub>: Gender does not have any effect on the perception of organizational culture in Eastern Railway.
- ii. H<sub>02</sub>: Age does not have any effect on the perception of organizational culture in Eastern Railway.
- iii. H<sub>03</sub>: Number of years in the organization does not have any effect on the perception of organizational culture in Eastern Railway.
- iv. H<sub>04</sub>: Educational Qualification does not have any effect on the perception of organizational culture in Eastern Railway.
- v. H<sub>05</sub>: Employee's Category does not have any effect on the perception of organizational culture in Eastern Railway.

## Research Methodology

The present study is an attempt to study the organizational culture and analyse the effect of demographic variables on organizational culture in Eastern Railway. Demographic variables have been studied as the independent variable whereas organizational culture has been considered as the dependent variable. The sample for the study has been drawn from the departments of the headquarters and all the divisions and workshops of Eastern Railway. There were 1,16,101 employees in Eastern Railway out of which 666 were in group A, 417 were in group B, and 1,12,825 in group C. The selection of respondents was done with the help of convenience and judgement sampling from the headquarters as well as all the divisions and workshops of the organization. Questionnaires were distributed to 1000 respondents across group A, B, and C of which 700 questionnaires were returned, yielding to a response rate of 70%. The responses collected through questionnaires have been analysed with the help of descriptive as well as inferential statistical tools such as Mean, Standard Deviation, T-Test, and One Way ANOVA. All the calculations to arrive at the results of the study have been done with the help of SPSS 20.

The study being empirical in nature has relied on both primary as well as secondary sources of data. Primary data were collected with the help of well-designed questionnaires which were administered to the staff of the headquarters, four divisions viz., Malda Division, Sealdah Division, Howrah Division and Asansol Division and three workshops viz., Liluah, Jamalpur, and Kanchrapara Workshops of Eastern Railway. Interpersonal interactions and observations have also been used for cross checking the questionnaires. The secondary data has been collected from various reliable sources such as journals, office records, periodicals, magazines, newspaper, past researches done in

the field, projects, internet, reports of Ministry of Railways and many other such sources that have been found to be valid and reliable.

### Instrument Used

The first section of the questionnaire started with a set of demographic questions relating to the respondent's age, gender, designation, educational qualification, and tenure of the employees. This was followed by the second section which measured organizational culture. Organizational culture was measured with the help of the 60-item Denison Organizational Culture Survey (DOCS) scale constructed by Denison and Neale (1999). The DOCS scale is a comprehensive measure of organizational culture as it contains four important cultural traits that are instrumental in determining the culture of an organization. These four traits of organizational culture are (a.) Involvement, (b.) Consistency, (c.) Adaptability, and (d.) Mission. The items of the scale were scored on a five-point Likert Scale. The Cronbach Alpha for a sample size of 700 employees for the scale was found to be highly reliable (60 items;  $\alpha = 0.917$ ).

### Results

The first section of the instrument gathered information about the personal profile of the respondents which included gender, age, educational qualification, and tenure. Table 1 shows the demographic characteristics of the respondents.

**Table 1: Demographic Profile of Respondents N = 700**

Profile of Employees	Description	Frequency	Percentage
Gender	Male	543	77.57
	Female	157	22.43
Age	21-30	62	8.86
	31-40	164	23.43
	41-50	253	36.14
	51-60	221	31.57
Educational Qualification	Higher Secondary	138	19.71
	Diploma	73	10.43
	Graduation	360	51.43
	Post-Graduation	126	18
	Ph.D	3	0.43
Tenure	1-10	137	19.57
	11-20	191	27.29
	21-30	280	40
	31-40	92	13.14
Group	A	70	10.00
	B	71	10.14
	C	559	79.86

Table-1 shows that 253 respondents fall under the age group of 41-50 and 221 employees belong to the age group of 51-60 years, 164 respondents fall in the age bracket 31-40 years and only 62 employees were between 21-31 years of age. This shows that the organization has less young employees. The sample profile shows that most of the respondents were graduates. Respondents whose highest qualification was Higher Secondary were 138 in number, 73 of them were Diploma holders, 360 were graduates, 126 were post-graduates and 3 of the respondents were Ph.D. 137 respondents has an experience of 1-10 years, 191 of them had 11-20 years of job experience, 280 respondents had an experience of 21-30 years whereas 92 respondents had a job experience of 31-40 years. Most of the respondents, i.e., 559 of the employees in the sample profile belonged to group C, 71 of the respondents were group B employees whereas 70 of them belonged to group A.

### Organizational Culture of Eastern Railway

Table 2 contains the descriptive data for organizational culture (N=700). The table displays the mean, and standard deviation values for the four cultural traits, viz., Involvement, Consistency, Adaptability, Mission, and overall organizational culture. All the cultural traits hold a sample size of 700.

<b>Table 2 : Mean Score and Standard Deviation values for Organizational Culture N=700</b>			
<i>Cultural Traits</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
<b>Involvement</b>	700	3.4011	0.54302
<b>Consistency</b>	700	3.4812	0.49619
<b>Adaptability</b>	700	3.3141	0.45387
<b>Mission</b>	700	3.4282	0.46609
<b>Overall Organizational Culture</b>	700	3.4062	0.42404

From Table-2 it is clear that the cultural trait Consistency ( $M = 3.4812$ ,  $S.D. = 0.49619$ ) emerges out prominently out of all the other traits of Eastern Railway's organizational culture followed by Mission ( $M = 3.4282$ ,  $S.D. = 0.46609$ ) and Involvement ( $M = 3.4011$ ,  $S.D. = 0.54302$ ). The cultural trait Adaptability has scored the least ( $M = 3.3141$ ,  $S.D. = 0.45387$ ) among all the other traits of organizational culture. The mean value of overall organizational culture ( $M = 3.4062$ ,  $S.D. = 0.42404$ ) shows that Eastern Railway does have a fairly prominent culture.

## Effect of Demographic Variables on Organizational Culture

Independent Sample T-Test was run to measure the significant difference in the perception of organizational culture among males and females.

Table-3 shows that the mean scores of Involvement ( $M = 3.42$ ,  $S.D. = 0.55$ ), Consistency ( $M = 3.49$ ,  $S.D. = 0.51$ ), Adaptability ( $M = 3.32$ ,  $S.D. = 0.45$ ), Mission ( $M = 3.44$ ,  $S.D. = 0.46$ ), and Overall Organizational Culture ( $M = 3.42$ ,  $S.D. = 0.43$ ) are higher among male employees. However, perceptions of Involvement ( $p = 0.210$ ), Consistency ( $p = 0.501$ ), Adaptability ( $p = 0.301$ ), Mission ( $p = 0.138$ ) and Overall Organizational Culture ( $p = 0.200$ ) do not differ significantly according to gender of the employees. Therefore, perceptions of the different dimensions of organizational culture as well as overall organizational culture do not differ significantly among males and females in Eastern Railway. Hence, the null hypothesis  $H_{01}$  - **Gender does not have any effect on the perception of organizational culture in Eastern Railway is accepted.**

**Table – 3 Effect of Gender on Organizational Culture N=700**

<u>Male</u>		<u>Female</u>		<i>t.</i>	df	Sig.
Variable	N	Mean	SD			
Involvement	543	3.42	0.55	1.254	698	0.210
Consistency	543	3.49	0.51	0.673	698	0.501
Adaptability	543	3.32	0.45	1.034	698	0.301
Mission	543	3.44	0.46	1.484	698	0.138
Overall Organizational Culture	543	3.42	0.43	1.283	698	0.200

The study has used one-way analysis of variance to see whether there is significant difference in the perceptions of the various traits of organizational culture and overall organizational culture according to age, job tenure, educational qualification, and the category the employee belongs to.

Table-4 shows that the mean values of Involvement ( $M = 3.48$ ,  $S.D. = 0.57$ ), Consistency ( $M = 3.51$ ,  $S.D. = 0.51$ ), and Mission ( $M = 3.46$ ,  $S.D. = 0.46$ ) are highest among the age group of 51-60 years. The mean value of Adaptability scores highest among the age group of 41-50 years ( $M = 3.35$ ,  $S.D. = 0.43$ ). As per the table it is clear that only the perception of the cultural trait Involvement ( $p = 0.012$ ) has a statistically significant difference on the basis of the age group of respondents. Consistency ( $p = 0.574$ ), Adaptability ( $p = 0.150$ ), Mission ( $p = 0.214$ ) and Overall Organizational Culture ( $p = 0.105$ ) do not differ significantly on the basis of age. Therefore, the null hypothesis **H<sub>02</sub>- Age does not have any effect on the perception of organizational culture in Eastern Railway is partially rejected.**

**Table – 4 Effect of Age on Organizational Culture N=700**

Variables	<u>21-30</u>			<u>31-40</u>			<u>41-50</u>			<u>51-60</u>			F	Sig.
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD		
<b>Involvement</b>	62	3.37	0.51	164	3.30	0.52	253	3.40	0.53	221	3.48	0.57	3.659	0.012
<b>Consistency</b>	62	3.49	0.53	164	3.44	0.46	253	3.48	0.50	221	3.51	0.51	0.664	0.574
<b>Adaptability</b>	62	3.25	0.46	164	3.26	0.43	253	3.35	0.43	221	3.33	0.49	1.778	0.150
<b>Mission</b>	62	3.43	0.48	164	3.36	0.47	253	3.44	0.47	221	3.46	0.46	1.496	0.214
<b>Overall Organizational Culture</b>	62	3.37	0.43	164	3.34	0.40	253	3.42	0.42	221	3.45	0.44	2.057	0.105

Table-5 shows that the cultural trait Involvement is highest among respondents with 31-40 years of job tenure in the organization ( $M = 3.47$ ,  $S.D. = 0.52$ ). Consistency scores highest among respondents with an experience of 21-30 years in the organization ( $M = 3.49$ ,  $S.D. = 0.52$ ). Adaptability has the highest mean score among respondents with a tenure of 21-30 years ( $M = 3.34$ ,  $S.D. = 0.44$ ) as well as 31-40 years ( $M = 3.34$ ,  $S.D. = 0.46$ ). Mission has the highest mean score



among respondents with an experience of 21-30 years in the organization ( $M = 3.47$ ,  $S.D. = 0.46$ ). Overall Organizational Culture has the highest mean score among respondents with a tenure of 21-30 years ( $M = 3.42$ ,  $S.D. = 0.43$ ) as well as 31-40 years ( $M = 3.42$ ,  $S.D. = 0.39$ ). Nevertheless, it is evident from the table that there is no difference in the perception of organizational culture according to job tenure since all the traits of organizational culture including the overall organizational itself, do not show any significant difference. Involvement ( $p = 0.524$ ), Consistency ( $p = 0.943$ ), Adaptability ( $p = 0.332$ ), Mission ( $p = 0.379$ ), and overall organizational culture ( $p = 0.737$ ) do not differ significantly on the basis of job tenure in Eastern Railway. Therefore, the null hypothesis  $H_{03}$ -**Number of years in the organization does not have any effect on the perception of organizational culture in Eastern Railway is accepted.**

**Table – 5 Effect of Job Tenure on Organizational Culture N=700**

Variables	<u>1-10</u>			<u>11-20</u>			<u>21-30</u>			<u>31-40</u>			F	Sig.
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD		
<b>Involvement</b>	137	3.37	0.55	191	3.39	0.52	280	3.40	0.56	92	3.47	0.52	0.747	0.524
<b>Consistency</b>	137	3.48	0.52	191	3.48	0.47	280	3.49	0.52	92	3.45	0.45	0.129	0.943
<b>Adaptability</b>	137	3.25	0.49	191	3.32	0.45	280	3.34	0.44	92	3.34	0.46	1.140	0.332
<b>Mission</b>	137	3.40	0.51	191	3.40	0.47	280	3.47	0.46	92	3.41	0.42	1.029	0.379
<b>Overall Organizational Culture</b>	137	3.38	0.44	191	3.40	0.42	280	3.42	0.43	92	3.42	0.39	0.422	0.737

According to table-6, Involvement is highest among diploma holders ( $M = 3.46$ ,  $S.D. = 0.46$ ), the mean value of Consistency is highest among respondents who are post-graduates ( $M = 3.62$ ,  $S.D. = 0.51$ ), Adaptability's mean value is highest among respondents with a Ph.D. degree ( $M = 3.67$ ,  $S.D. = 0.46$ ), Mission is highest among respondents with post-graduation degree ( $M = 3.55$ ,  $S.D. = 0.51$ ), and the mean value of Overall Organizational Culture is also highest among respondents who are post-graduates ( $M = 3.49$ ,  $S.D. = 0.48$ ). The table shows that there is a significant difference in the

perception of Consistency ( $p = 0.004$ ) and Mission ( $p = 0.021$ ) based on the educational qualification of the respondents. Nevertheless, educational qualification does not lead to significant difference in the perception of Involvement ( $p = 0.718$ ), Adaptability ( $p = 0.562$ ), and overall organizational culture ( $p = 0.143$ ). Therefore, the null hypothesis **H<sub>04</sub>- Educational Qualification does not have any effect on the perception of organizational culture in Eastern Railway is partially rejected.**

**Table – 6 Effect of Educational Qualification on Organizational Culture N=700**

Variables	N	Higher Secondary		N	Diploma		N	Graduation		N	Post-Graduation		N	PhD		F	Sig.
		Mean	SD		Mean	SD		Mean	SD		Mean	SD		Mean	SD		
Involvement	138	3.39	0.53	73	3.46	0.46	360	3.38	0.54	126	3.44	0.60	3	3.24	0.28	0.525	0.718
Consistency	138	3.38	0.44	73	3.51	0.46	360	3.47	0.51	126	3.62	0.51	3	3.44	0.43	3.904	0.004
Adaptability	138	3.30	0.39	73	3.29	0.48	360	3.31	0.46	126	3.35	0.50	3	3.67	0.46	0.745	0.562
Mission	138	3.37	0.39	73	3.42	0.46	360	3.41	0.47	126	3.55	0.51	3	3.40	0.70	2.902	0.021
Overall Organizational Culture	138	3.36	0.37	73	3.42	0.40	360	3.39	0.43	126	3.49	0.48	3	3.44	0.40	1.723	0.143

Table-7 shows the difference in the perception of organizational culture and its traits based on the category or group the employee belongs to. The table also displays the mean and standard deviation of each cultural trait and overall organizational culture. It is therefore clear from the table that all the cultural traits, viz. Involvement ( $M = 3.80$ ,  $S.D. = 0.54$ ), Consistency ( $M = 3.99$ ,  $S.D. = 0.43$ ), Adaptability ( $M = 3.61$ ,  $S.D. = 0.50$ ), Mission ( $M = 3.88$ ,  $S.D. = 0.44$ ) as well as Overall Organizational Culture ( $M = 3.82$ ,  $S.D. = 0.43$ ) are highest for respondents belonging to Group A. The perception of organizational culture can be affected by the category the employee belongs because the type of job and the responsibilities associated with it broadly differs according to the categories. This therefore shapes the perception of the employees. Hence, employees belonging to different categories have outlook that might differ from one group to another. The results displayed

in the table support this as they clearly show that there is significant positive difference in the perception of organizational culture based on the category of the respondent. Involvement ( $p < 0.001$ ), Consistency ( $p < 0.001$ ), Adaptability ( $p < 0.001$ ), Mission ( $p < 0.001$ ), and overall organizational culture ( $p < 0.001$ ) differ significantly according to the respondent's category. Therefore, the null hypothesis **H<sub>05</sub>- Employee's Category does not have any effect on the perception of organizational culture in Eastern Railway is rejected.**

**Table – 7 Effect of Category of Employee on Organizational Culture N=700**

Variables	<u>Group - A</u>			<u>Group - B</u>			<u>Group - C</u>			F	Sig.
	N	Mean	SD	N	Mean	SD	N	Mean	SD		
<b>Involvement</b>	70	3.80	0.54	71	3.62	0.42	559	3.32	0.53	32.992	0.000
<b>Consistency</b>	70	3.99	0.43	71	3.73	0.32	559	3.39	0.47	67.223	0.000
<b>Adaptability</b>	70	3.61	0.50	71	3.39	0.30	559	3.27	0.45	20.024	0.000
<b>Mission</b>	70	3.88	0.44	71	3.64	0.31	559	3.34	0.44	58.391	0.000
<b>Overall Organization al Culture</b>	70	3.82	0.43	71	3.60	0.26	559	3.33	0.40	57.823	0.000

## Discussion

The results of the study found the number of male respondents N=543 (77.57%) to be more than the number of female respondents N = 157 (22.43%). This skewed distribution is evident from the gender distribution of the entire population of Eastern Railway wherein there are only a total of 6511 female employees belonging to different categories and departments of the zone as compared to 1,09,590 male employees from all departments and categories of the zone (Ministry of Railways, 2016). Majority of the respondents fell within the age group of 41-50 years range (N=253, 36.14%). The reason for most employees belonging to middle age groups could be because of the low level of recruitment which is restricted to only certain categories. Majority of the respondents in the sample were Graduates (N=360, 51.43%). Most of the respondents had a length of service that fell between

21-30 years (N=280, 40.00%). The sample had maximum number of respondents belonging to Group C (N=559, 79.86%), followed by Group B (N=71, 10.14%) and Group A (N=70, 10.00%). The descriptive data for organizational culture showed that the cultural trait Consistency ( $M = 3.4812$ ,  $S.D. = 0.49619$ ) was the most prominent of all the other traits of Eastern Railway's organizational culture followed by Mission ( $M = 3.4282$ ,  $S.D. = 0.46609$ ) and Involvement ( $M = 3.4011$ ,  $S.D. = 0.54302$ ). Consistent organizations are well coordinated and organized. Such organizations have highly committed employees, key central values, a distinct method of doing business, and a clear set of do's and don'ts. Their values, beliefs and symbols are widely held by their members. There is very high level of integration and coordination in such organizations. Nevertheless, when members of the organizations encounter unfamiliar situations, they react in a predictable way (Denison and Neale, 1999). Eastern Railway displays all the attributes of a consistent organization very well. The organization has an extremely predictable way of doing business and carrying out operations. Adaptability has scored the least ( $M = 3.3141$ ,  $S.D. = 0.45387$ ) among all the other traits of organizational culture showing that Eastern Railway is resistant to change and takes time to react to current trends and anticipate future changes. The mean values of the cultural trait Mission ( $M = 3.4282$ ,  $S.D. = 0.46609$ ) and Involvement ( $M = 3.4011$ ,  $S.D. = 0.54302$ ) show that Eastern Railway not only has a clear strategic direction and intent along with very definitive goals and objectives, but also has moderately involved employees. The study revealed that Eastern Railway has a prominent organizational culture which is evident from the mean value of its overall organizational culture ( $M = 3.4062$ ,  $S.D. = 0.42404$ ).

The T-Test result showed that perceptions of the different dimensions of organizational culture as well as overall organizational culture did not differ significantly among males and females in Eastern Railway. This result of the study supports the finding of Sempene et al (2002) which showed that gender did not have any influence on organizational culture. Romaine (1999) did not find any direct influence of gender on organizational culture. However, the finding of the study is contradictory to some of the earlier findings which have shown that gender does have a significant influence on organizational culture. A study conducted by Ipek et al. (2015) found gender to be significantly affecting the perception of organizational culture of teachers. The study of Bellou, Victoria (2010), using the Organizational Culture Profile and the Job Description Index found gender to be influencing organizational culture in three public hospitals in Greece. The result of One Way ANOVA showed that age and educational qualification affect organizational culture to some extent. Category of employee was found to influence the perception of organizational culture in Eastern Railway, whereas job tenure was found to have no effect on organizational culture. Peterson (2014) did not find any influence of age on organizational culture. A case study of a business organization

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conducted by Preissing and Loennies (2011) in Germany found that skills and knowledge of older employees influence organizational culture and can be utilised to bring about organizational change. Contradictory to the findings of the present study, the result of a study by Carroll and Harrison (1998) found that length of service had effect on the various dimensions of organizational culture. Research conducted by Badawy et al. (2017) found that years of experience, category of employee and level of education did not have any effect on organizational culture. **Conclusion**

The study empirically investigated the organizational culture of Eastern Railway and measured the effect of demographic variables on its culture. The major findings of the study reveal that Eastern Railway has an organizational culture that is characterised by consistency. It is further revealed that demographic variables partially influence the organizational culture. The results are both supported as well as countered by other studies. This study has produced some preliminary insights on the type of culture prevalent in Eastern Railway and the influence that demographic variables have in determining the perception of organizational culture. Keeping in view the importance organizational culture has for the overall effectiveness and development of organizations, the present study holds a lot of scope for future researchers to carry forward more work in the field of organizational culture covering the various zones of Indian Railways.

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