



A Study on Effectiveness of Organizational Culture with Reference to Suryamitra Exim Pvt. Ltd., Bhimavaram

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ABSTRACT

Organizational culture constitutes a fundamental determinant of workplace behaviour, employee motivation, and overall organizational performance. This study examines the effectiveness of organizational culture at Suryamitra Exim Private Limited, a leading seafood processing and export company headquartered at Bhimavaram, Andhra Pradesh. The study is descriptive in nature, and primary data were gathered through a structured questionnaire administered to 132 employees selected using simple random sampling. The data were analysed using percentage analysis and graphical representations. The findings reveal that the majority of respondents are female and belong to the age group of 50 years and above, with monthly earnings exceeding ₹50,000. Employees expressed relatively high levels of trust in management and satisfaction with the prevailing salary system. However, notable concerns emerged regarding organizational support for change, supervisory encouragement of employee suggestions, and the interpersonal effectiveness of middle-level managers. The study concludes that while the core cultural elements of the organization are positive, targeted improvements in communication, supervisory practices, and change orientation are essential for sustaining and enhancing organizational effectiveness.

Keywords: Organizational Culture, Employee Behavior, Job Satisfaction, Leadership Style, Work Environment, Suryamitra Exim.

1. INTRODUCTION

Organizational culture refers to the shared values, beliefs, norms, and practices that collectively shape the behaviour and thinking of members within an organization. It functions as the social fabric that binds organizational participants together, governing how they interact, make decisions, and approach their responsibilities. Culture defines the informal “rules of engagement” within a workplace and manifests in both visible forms such as dress codes, office design, and formal policies and deeper, less tangible dimensions such as communication styles, leadership philosophies, and implicit assumptions about work.

A robust organizational culture directly influences employee motivation, promotes teamwork, and contributes to organizational success. Conversely, a dysfunctional or negative culture can result in low morale, high attrition, and declining performance. For organizations operating in dynamic, competitive environments, fostering a strong and adaptive culture is not merely desirable but strategically imperative.



Suryamitra Exim Private Limited, established in 1998 and incorporated as a private limited company in 2006, is a prominent seafood processing and export enterprise based in Bhimavaram, West Godavari District, Andhra Pradesh. The company specializes in the export of high-quality seafood products primarily shrimp and value-added seafood to global markets across Asia, Europe, and the Americas. With a workforce exceeding 2,500 employees, two modern processing units, an in-house hatchery in Kakinada, and certifications from BRC, USFDA, BAP, and FSSAI, Suryamitra Exim has established itself as a trusted participant in the international seafood industry.

This study is descriptive and analytical in nature. It investigates and evaluates the organizational culture prevailing at Suryamitra Exim Pvt. Ltd., focusing specifically on how cultural dimensions such as communication, management trust, supervisory effectiveness, employee participation, and workplace harmony influence employee behaviour and organizational outcomes.

2. REVIEW OF LITERATURE

Edgar H. Schein (1985) defined organizational culture as a pattern of shared basic assumptions that a group learns as it solves problems of external adaptation and internal integration. Schein's three-level model comprising artifacts, espoused values, and underlying assumptions provided a comprehensive framework for understanding how culture shapes employee attitudes, decisions, and behaviours. His work emphasized that leadership plays a decisive role in creating and sustaining organizational culture.

Deal and Kennedy (1982) characterized organizational culture as the manner in which things are accomplished within an organization. They proposed a four-type cultural classification Tough-Guy Macho, Work Hard/Play Hard, Bet-Your-Company, and Process Culture based on risk levels and speed of feedback. Their research established that organizations with strong and cohesive cultures consistently achieve superior performance, employee motivation, and long-term organizational stability.

Peters and Waterman (1982) in their seminal work "In Search of Excellence," identified that high-performing organizations share strong cultural values, including customer focus, employee empowerment, and a bias for action. Their findings underscored that shared values and cultural clarity contribute substantially to productivity, sustained competitive advantage, and organizational excellence.

Hofstede (1991) introduced cultural dimensions' power distance, individualism versus collectivism, uncertainty avoidance, and masculinity versus femininity that profoundly influence organizational culture, managerial practices, and employee behaviour. His contributions are particularly significant for organizations operating across diverse national and cultural contexts.

Denison (1990) developed a model linking organizational culture directly to effectiveness through four cultural traits: involvement, consistency, adaptability, and mission. His research demonstrated that organizations displaying high involvement and a clear strategic mission consistently exhibit superior performance and employee satisfaction.

Robbins (2001) conceptualized organizational culture as a system of shared meaning that distinguishes one organization from another. He identified seven cultural characteristics innovation, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability and concluded that a positive culture significantly enhances employee commitment, motivation, and organizational performance.

RESEARCH GAP

Notwithstanding a substantial body of literature on organizational culture, limited empirical research has specifically examined how cultural dimensions operate within Indian export-oriented manufacturing organizations, particularly in the seafood processing sector. Existing studies in the Indian context have predominantly focused on IT companies, banking institutions, and large manufacturing conglomerates. The influence of organizational culture on employee behaviour, supervisory effectiveness, and readiness for change within smaller, region-specific export companies remains insufficiently explored. The present study addresses



this gap by empirically assessing the cultural landscape of Suryamitra Exim Pvt. Ltd., Bhimavaram, through primary data collected directly from employees across hierarchical levels.

3. OBJECTIVES OF THE STUDY

- To understand the values, beliefs, and practices that influence employee behaviour at Suryamitra Exim Pvt. Ltd.
- To examine the prevailing leadership style and management practices within the organization.
- To analyse the quality of the internal communication system and interdepartmental openness.
- To assess the level of employee motivation, job satisfaction, and organizational trust.
- To evaluate the impact of organizational culture on employee performance and productivity.
- To identify the existing strengths and weaknesses of the organizational culture.
- To suggest practical measures for strengthening organizational culture and enhancing organizational effectiveness.

4. RESEARCH METHODOLOGY

4.1 Need for the Study:

Organizational culture plays a pivotal role in determining the success, operational efficiency, and sustainability of any organization. It directly shapes employee behaviour, communication, motivation, and job satisfaction. In today's highly competitive and rapidly evolving business landscape, organizations such as Suryamitra Exim operating in a demanding export sector must develop and sustain a strong, positive, and adaptive culture to achieve their strategic goals. There is a clear need to empirically investigate the cultural environment at Suryamitra Exim Pvt. Ltd. to identify cultural strengths, uncover areas of concern, and formulate evidence-based recommendations for organizational improvement.

4.2 Scope of the Study:

The study focuses on examining the organizational culture prevailing at Suryamitra Exim Pvt. Ltd., Bhimavaram. It covers cultural dimensions including management communication, employee trust, supervisory behaviour, openness to change, employee participation, teamwork, salary satisfaction, and interpersonal effectiveness of managers. The study is confined to the organization's operations and employee perceptions at the primary plant site during the internship period.

4.3 Sample of the Study:

The sample comprises 132 employees of Suryamitra Exim Pvt. Ltd., Bhimavaram, drawn from diverse departments and hierarchical levels. Simple Random Sampling was employed to ensure fair representation and minimize respondent bias.

4.4 Research Design:

The study adopts a Descriptive Research Design. Primary data were collected through a structured questionnaire comprising multiple-choice questions, Likert-scale items (Strongly Agree to Strongly Disagree), and Yes/No questions. Data were analysed using percentage analysis, tabulation, and graphical representations including bar charts and pie charts.

Sources of Data:

Primary Data: Collected through structured questionnaires, personal interviews, and informal discussions directly with employees.

Secondary Data: Sourced from company records, HR manuals, annual reports, company website, academic books, journals, and online research articles.



5. DATA ANALYSIS & INTERPRETATION

SECTION A: DEMOGRAPHIC PROFILE OF RESPONDENTS

Table 1: Demographic Profile of Respondents

Variable	Category	No. of Respondents	Percentage (%)
Gender	Male	63	47.7%
	Female	67	50.8%
	Others	2	1.5%
Age	18 – 24	34	25.8%
	25 – 40	39	29.5%
	40 – 50	19	14.4%
	50 and above	40	30.3%
Income (₹)	1,000 – 10,000	15	11.4%
	10,000 – 25,000	36	27.3%
	25,000 – 50,000	33	25.0%
	50,000 and above	48	36.3%

The demographic profile indicates that female employees constitute the majority at 50.8%, while males account for 47.7%. The age distribution reveals that the largest single group consists of employees aged 50 years and above (30.3%), followed by the 25–40 age group (29.5%). In terms of monthly income, 36.3% of respondents earn ₹50,000 and above, reflecting the relatively senior and experienced nature of the respondent base. The data collectively suggest a mature, predominantly female workforce with substantial employment experience and reasonable income levels, which has meaningful implications for the organization's cultural orientation and motivational strategies.

SECTION B: ORGANIZATIONAL CULTURE PERCEPTION COMMUNICATION, TRUST & CHANGE ORIENTATION

Table 2: Employee Perception of Organizational Culture Dimensions (Likert Scale Responses)

Note: SA = Strongly Agree; TA = Tend to Agree; HD = Hard to Decide; TD/SD = Tend to Disagree / Strongly Disagree

Survey Statement	SA (%)	TA (%)	HD (%)	TD/SD (%)
Communication between departments is open	25.0	27.3	37.1	10.6
Communication channels are open between management and workers	31.1	41.5	12.7	14.7
I can trust our management and believe what it says	46.9	20.5	9.1	23.5
Management seeks input from employees on major decisions	36.4	40.2	9.1	14.3
This organization is very supportive of change	27.3	21.2	6.8	44.7
Most management changes make my job easier	28.0	14.4	41.7	15.9
People are encouraged to make suggestions for improvement	28.8	22.7	35.6	12.9
Changes suggested by employees are usually implemented	30.3	15.9	36.4	17.4
My immediate supervisor listens to what I have to say	29.5	43.2	9.1	18.2
My supervisor deals fairly without playing favourites	23.5	22.0	37.1	17.4
My immediate supervisor encourages my suggestions	29.5	18.2	9.1	43.2
My immediate supervisor has effective interpersonal skills	26.5	46.2	11.4	15.9
Most managers here have effective interpersonal skills	30.3	15.1	12.1	42.5
People work well together in this company	32.6	25.0	8.3	34.1
The salary system in the factory is satisfactory	56.8	14.4	12.1	16.7

Source: Primary Data



Analysis of Table 2 reveals several significant insights into the organizational culture at Suryamitra Exim. A combined 52.3% of respondents agreed (strongly or tended to agree) that communication channels between management and workers are open, suggesting a moderately positive communication climate. Trust in management was notably strong, with 46.9% strongly agreeing that they can trust management and believe what it says the highest single “strongly agree” score across all dimensions. Employee participation in decision-making was also positively received, with 76.6% agreeing to some degree that management seeks employee input on major decisions.

However, the data also expose critical areas of concern. Organizational support for change received a high tendency-to-disagree response (42.4%), indicating that employees largely feel the organization does not sufficiently embrace change. Supervisory encouragement of employee suggestions was also viewed negatively, with 43.2% tending to disagree. The interpersonal effectiveness of managers in general (as opposed to immediate supervisors) was also questioned, with 42.5% expressing disagreement. Notably, salary satisfaction emerged as the strongest cultural positive, with a remarkable 56.8% strongly agreeing that the salary system is satisfactory.

SECTION C: COMPENSATION PREFERENCES & EMPLOYMENT TENURE

Table 3: Components Improving Internal Management System & Years of Service

Variable	Category	No.	Percentage (%)
Components that improve internal management system	Allowance	19	14.4%
	Fringe Benefits	22	16.7%
	Bonus	16	12.1%
	Non-monetary Benefits	23	17.4%
	All the above	52	39.4%
Years of service at the organization	6 months – 1 year	19	14.4%
	1 year – 5 years	43	32.6%
	5 years – 15 years	27	20.5%
	15 years and above	43	32.6%

Source: Primary Data

Table 3 highlights that the largest segment of respondents (39.4%) prefer a comprehensive compensation approach encompassing allowances, fringe benefits, bonuses, and non-monetary rewards, reinforcing the value employees place on holistic benefit structures. Among individual components, non-monetary benefits were rated highest (17.4%), followed closely by fringe benefits (16.7%), indicating that symbolic recognition and welfare measures are valued alongside financial compensation. Regarding employment tenure, a near-equal proportion of employees fall in the 1–5-year bracket and the 15-year-and-above bracket (32.6% each), suggesting a bimodal workforce distribution: a relatively new cohort and a highly tenured group. The presence of a substantial long-serving workforce reflects a degree of cultural stability and organizational loyalty, which is a meaningful asset for sustaining organizational culture.



6. KEY FINDINGS

1. Female employees constitute the majority of the workforce at 50.8%, while the dominant age cohort is 50 years and above (30.3%), reflecting a mature and experienced labour force.
2. The largest income group earns ₹50,000 and above per month (36.3%), indicating satisfactory remuneration levels among a significant portion of the workforce.
3. Management trust is the strongest cultural asset: 46.9% of respondents strongly agree that they trust management, and 56.8% strongly agree that the salary system is satisfactory.
4. Communication channels between management and workers are broadly perceived as open, with 72.6% agreeing to varying degrees, though inter-departmental communication remains ambiguous for 37.1%.
5. Employee involvement in decision-making is positively received, with 76.6% agreeing that management actively seeks employee input on major decisions.
6. Organizational support for change is a significant weak point: 42.4% tend to disagree that the organization is supportive of change, indicating a risk-averse or change-resistant culture.
7. Supervisory encouragement of employee suggestions is a critical gap, with 43.2% tending to disagree that their immediate supervisors actively encourage improvement suggestions.
8. The interpersonal skills of senior managers are viewed unfavourably by 42.5% of respondents, compared to a more favourable perception of immediate supervisors (46.2% tending to agree they possess effective interpersonal skills).
9. Teamwork within the organization is positively affirmed by 57.6%, though a notable 28.8% strongly disagree, reflecting underlying tensions in certain work groups.
10. Compensation structure preferences favour a holistic approach (39.4%), underscoring the importance of designing multi-dimensional benefit packages for employee retention.

7. SUGGESTIONS

1. Management should develop and implement a structured Change Management Framework to address employees' reservations about organizational change. Regular change communication sessions, involving employees in transition planning, can help shift the change-resistant cultural orientation.
2. Supervisory training programs focused on active listening, empathetic communication, and encouraging employee suggestions should be made mandatory, particularly for middle-level managers who exhibited lower interpersonal effectiveness scores.
3. The organization should formalize employee suggestion systems such as digital suggestion boxes or quarterly idea contests to ensure that employee-initiated improvements are consistently evaluated and, where feasible, implemented.
4. Interdepartmental communication forums, such as monthly cross-functional meetings or collaborative digital workspaces, should be introduced to strengthen communication openness across departments.
5. Leadership development programs should target senior managers to enhance their interpersonal skills, as the significant gap between immediate supervisor perception and senior management perception may indicate a disconnect in cultural values at higher hierarchical levels.
6. The organization's strong salary satisfaction should be leveraged as a cultural anchor by complementing it with enhanced non-monetary rewards recognition programs, flexible benefits, and career development pathways to further boost employee engagement.

8. CONCLUSION

The present study concludes that Suryamitra Exim Private Limited, Bhimavaram, maintains a broadly positive organizational culture anchored by strong management trust, satisfactory compensation, and a generally participative decision-making approach. The organization's workforce is predominantly mature, female, and experienced characteristics that contribute to cultural stability and organizational loyalty.

However, the study also identifies substantive areas requiring cultural recalibration. The organization's limited support for change, insufficient supervisory encouragement of employee suggestions, and perceived gaps in the interpersonal competencies of middle and senior managers represent meaningful impediments to a high-performance cultural environment. Addressing these dimensions through targeted leadership development,



formalized participative mechanisms, and structured change management practices is essential for sustaining competitive advantage in the demanding global seafood export industry.

Overall, the findings affirm that organizational culture is not a static phenomenon but an evolving ecosystem that requires deliberate and continuous stewardship. With strategic interventions in communication, supervisory behaviour, and change readiness, Suryamitra Exim Pvt. Ltd. is well-positioned to strengthen its cultural foundations and achieve sustained organizational excellence.

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