

A study of organisational culture and its impact on employees performance with specific reference to the bharat sanchar nigam limited (bsnl), akola.

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Introduction:

Organisational culture provides a framework with respect to the behaviour of employees in their workplace. Depending on the type of culture that is created in an organisation, it can have a positive or negative effect on employee performance. Let's look at a few organisational situations that result in either positive or negative employee performance.

An organisational culture where employees are considered an integral part of the growth process of the organisation fosters employee commitment towards the organisation. They align their goals and objectives with those of the organisation and feel responsible for overall well-being of the organisation. As their efforts are in turn appreciated by the management and suitably rewarded, they have immense job satisfaction. In such organisational cultures, the employees are committed to achieving their goals and thus have a positive effect on the overall performance of the organisation.

In organisations where the managers are not facilitators but taskmasters, employees live with fear and distrust and work is nothing but a dreary chore. Since they are not involved in the overall organisational goals, they do not understand the implications of their tasks and hence may not be committed to achieving them. An organisation where there is no cooperation between different departments ends up having employees working in silos or working towards undermining the efforts of the other departments which is detrimental to the overall health of the organisation.

Organisational culture to a large extent determines the performance of the employees. Therefore, it is in the interest of the organisations to eliminate negative factors that slow down employee performance in order to foster a positive workplace environment or a positive organisational culture.

The analysis was done through simple percentage analysis & weightage average method. From the analysis, it was found that the employees of BSNL were much satisfied with their interpersonal relationships, co-ordination & integration between various departments of the organisation, and also the rewards & incentives given by their management.

OBJECTIVE OF THE STUDY:

The present study attempts to focus on the opinion of the entire respondents on the culture prevailing in BSNL, Akola SSA. It covers the Akola urban and rural division.

- To access the existing culture of the organization & to find its impact on employee's performance.
- To analyse the overall performance of the employees.
- To learn the employees relationship with their peers.
- To understand how the employer encourage participation in decision making.
- To find out the employees motivational factor.
- To explore how organizational culture influence job satisfaction & its subsequent impact on employee performance.

RATIONALE OF THE STUDY:-

The researcher is interested to conduct to research on "A study of Organisational Culture and its impact on employees performance with specific reference to the Bharat Sanchar Nigam Limited (BSNL), Akola."

The research area chosen aims to understand the organisational culture and its impact on the performance of BSNL employees of Akola SSA. The expected outcomes can be projected in the service organisations based on the relevance of the research results, since the importance of culture study , and their contribution to the organisations are significant for the current competitive situations. Employees perceptions towards organisation plays crucial role in the effectiveness of the organisational outcomes.

HYPOTHESIS OF THE STUDY:-

- Organisational culture creates positive impact on performance of employees.
- Organisational culture directly related to management & regulatory functions of BSNL AKOLA.

SCOPE OF THE STUDY:-

1. It Helps the management:

- To understand the causes of performance problems.
- To understand how to assess the effectiveness of motivational practices in the organisation.

2. This study focuses how on today's turbulent, often chaotic environment, commercial success depends on

employees making use of their talents in full.

3. The management can create the work environment in which their employees will thrive.

4. The management can:

- Enhance the professional perception of the employees.
- Foster a team oriented cooperative environment.
- Enhance employee relationship.
- Provide constructive feedback to employee performance
- Encourage the employees to change their negative behaviour pattern.

RESEARCH METHODOLOGY:-

It is the basic plan that guides the researcher in conducting the research project. This research topic is classified as descriptive research.

- a) Area of Research:- This research would be conducted in Akola SSA. The Akola SSA comprises of two revenue districts namely Akola and Washim.
- b) Period of Research:- The period for this research work would be of 5 years i.e. from 1st April, 2014 to 31st March, 2019.
- c) Universe:- Employees (Junior level Executives) of BSNL, Akola SSA.
- d) Sample size:- The sample size for this research work would be of 100 respondents.
- e) Method of Data Collection:- The data for this study was collected from both primary and secondary sources.

Primary Data:- The primary data used for this study is gotten from the employees of BSNL, Akola. This survey method is used considering the size of the universe and time factor.

Secondary Data:- The secondary data were collected from published textbooks, journals, articles and other online sources.

f) Tools for Data Analysis:- As the questions generate direct information the data were analyzed using Statistical tools such as:

1. Simple Percentage
2. Weightage average
3. The Chi square statistical method was used to analyse state hypotheses of the research.

AN OVERVIEW OF ORGANISATIONAL CULTURE:

Organisational culture has assumed importance since the 21st century, because of its impact on employee performance and job satisfaction. It is imperative in every organisation to understand its own dynamic culture so that managers can capitalize on the insights generated by the cultural perspective to wield greater control over their organisations. Organisation culture can be described as a thought or scheme in the field of management and Organisational studies which depicts and describes the psychology, behaviours, experiences, beliefs and values of an Organisation. These morals, values, ethics and ideals could be personal as well as cultural (Harrison & Stokes, 1992).

Organisational culture has the potential to affect a range of Organisationally and individually desired outcomes. According to Ritchie (2000), Organisational culture affects such outcomes as productivity, performance, commitment, self-confidence, satisfaction and ethical behaviour. Similarly, more recent writers have stated that Organisational culture impacts on any Organisation, its employee performance and job satisfaction and ultimately its financial performance.

Furthermore, it has also been noted that Organisational culture helps management to find out the suitable strategies and policies which can drive employees to contribute themselves and to Organisational performance. With the ever changing technology and fast paced business arena, Organisations today are grappling to find new and innovative ways of improving performance with the minimal addition of cost. Many Organisations have now turned to

explore the sociological aspect of the business in order to improve profitability. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any Organisation.

WHAT IS ORGANISATIONAL CULTURE?

There is no single definition for Organisational culture. The topic has been studied from a variety of perspectives, ranging from disciplines such as anthropology and sociology, to the applied discipline of Organisational behaviour, management sciences to Organisational commitment. In the course of this research, we are going to look at some definitions given by some authors from the applied sciences discipline.

Moorhead and Griffin (1995), authors of books of Organisational culture, feel compelled to develop their own definitions of culture. These may vary from the very broad definitions to the highly specific. Most definitions refer to some sort of values, beliefs, and attitudes that are held by individuals and the Organisation.

Mullins (1999) defines Organisational culture as the collection of traditions, values, beliefs, policies and attitudes that constitute a pervasive context for everything one does and thinks in an Organisation.

Collins and Porras (2000) state that Organisational culture refers to a system of shared meaning held by members that distinguish one Organisation from other Organisations. They believe that shared meanings are a set of key characteristics, and that the organisation values and the essence of an Organisation's culture can be captured in seven primary characteristics. These characteristics are :

- **Innovation and risk-taking:** This has to do with the degree to which employees are encouraged to be innovative and take risks;
- **Attention to detail:** The degree to which employees are expected to exhibit precision analysis attention to detail;
- **Outcome Orientation:** The degree to which management focuses on results or outcomes rather than on techniques and processes used to achieve those outcomes;
- **People orientation:** The degree to which management decisions takes into consideration the effect of outcomes on people within the Organisation;
- **Team Orientation:** The degree to which activities are organized around teams rather than individuals;
- **Aggressiveness:** The degree to which people are aggressive and competitive rather than easy going.
- **Stability:** The degree to which Organisational activities emphasize maintaining the status quo in contrast to growth.

Each of these characteristics exists on a continuum from low to high. Appraising the Organisation on these seven characteristics gives a composite picture of the Organisations culture.

LEVELS OF ORGANISATIONAL CULTURE

Organisational culture exists on several levels, which differ in terms of visibility and resistance to change. When it comes to changing the culture of the Organisation, it becomes difficult to determine which the more are, and which are the less important elements that help shape an Organisations culture. Hofstede (1990) developed a four-layered hierarchical model of culture which helps to identify and categorize the constituent elements of culture.

- **Shared assumptions:** This is the least visible or deepest level is that of basic, which represents beliefs about reliability and human nature that are taken for granted.

- **Cultural Values:** This is the next level of culture is that of, which represents collective beliefs, assumptions and feelings about what things are good, normal, rational and valuable. Cultural values might be very different in different organisations; in some, employees may care deeply about money, but, in others, they may care more about technological innovation or employee well-being.
- **Shared behaviours:** These are more visible and somewhat easier to change than values. The reason is that people may be unaware of the values that bind them together.
- **Cultural symbols:** The most superficial level of Organisational culture consists of symbols; these are words (jargon or slang), gestures and pictures or other physical objects that carry a particular meaning within a culture.

THE CREATION OF ORGANISATIONAL CULTURE

Meewan (2001) postulates that as a concept, culture is inseparable from the notion of human society. Cowling and James (1994) support McEwan in the postulation that an Organisation cannot be separated from the culture of society. To try and change the prevailing culture within an organisation, one has to take cognizance of the relevant societal culture. Robbins, on the other hand, argues that a company's Organisation culture does not pop out of thin air and, once it is established, it does not fade away. An organisation's current customs, traditions and general way of doing things are largely due to what it has done before and the degree of success it has had with these endeavours. Robbins further emphasizes that the founders of an Organisation have a major impact on that organisation's early culture. They have a vision of what the organisation should be, and they are unconstrained by previous customs and ideologies. The process of culture creation occurs in three ways:

- First, founders only hire and keep employees who think and feel the way they do;
- Second, they indoctrinate and socialize these employees to their way of thinking and feeling; and
- Finally, the founders own behaviour acts as a role model that encourages employees to identify with them and thereby internalize their beliefs, values and assumptions. When the organisation succeeds, the founder's vision becomes seen as a primary determinant of that success. At this point, the founder's entire personalities become embedded in the culture of the organisation. Robbins further explains that culture is transmitted to employees in a number of forms, the most important being, stories, rituals, symbols and languages.

1. Stories:

Robbins quotes the story of the Ford Motor Company. When Henry Ford II was the chairman, he continuously reminded his executives, when they got too arrogant, that, it's my name on that building. The message was clear; It was Henry Ford II that ran the company. Robbins believes that culture is learned by employees who listen to other employees or managers who relate stories about how earlier managers, or even founders of companies, treated their customers, or how they handled tricky situations that arise in the company. Stories such as these circulate through many organisations, consequently transmitting the culture from year to year.

2. Rituals:

Rituals are repetitive sequences of activities that express and reinforce the key values of the organization, which goals are more important, which people are important, and which are expendable. Certain Organisations hold rituals in the form of annual award ceremonies, in recognition of outstanding services or in recognition of success at achieving certain targets set by the organisation, e.g. sales targets.

3. Material Symbols:

According to Robbins, the layout of corporate headquarters, the types of automobiles top executives are given, are all examples of material symbols. Others include the size of offices, the elegance of furnishings, executive perks, and dress attire. The material symbols convey to employees who are important, the degree of egalitarianism desired by top management, and the kinds of behaviour that is appropriate.

4. Language:

Many Organisations and units within Organisations use language as a way to identify members of a culture or a sub-culture. By learning this language, members attest to their acceptance of the culture and, in doing so, help to preserve it. Organisations over time often develop unique terms to describe equipment, offices, key personnel, suppliers, customers, or products that relate to their business.

EMPLOYEE PERFORMANCE:

Employee performance is a term typical to the Human Resource field where employee performance can refer to the ability of employees to achieve organisational goals more effectively and efficiently. It involves all aspects which directly or indirectly affect and relate to the work of the employees. It is one measurement of work results in determining individual attributes such as ability and experience, Organisational supports such as resources and technology and work effort, the point at which individual level of motivation comes directly to be involved. Employee performance can also be seen as an aggregate value to an organisation's set of behaviours that an employee contributes both directly and indirectly to Organisation goals.

Grinzberg has used the term employee performance to refer to an employee's response to demands that are made on him by the employer or Organisation which he is part of. Porter and Lawler explained and measured the employee performance in the organisation by his abilities, traits and his role perception. Meanwhile, environmental factors also play an important in the performance of an employee. It can have an influence an employee's ability and also have an influence on the task direction or perception.

THE IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE

Early studies have indicated that there exists the relationship between organisational culture and employee performance. Organisational culture is inherently connected to organisational practice; therefore employee performance is conditional on organisational culture. According to Hellriegel and Slocum, organisational culture can enhance performance on a large scale. According to them, the culture of an organisation allows the employees to be acquainted with both the firm's history as well as current methods of operation and this specific direction endows the employees with guidance about expected and accepted future organisational behaviours and norms.

Furnham and Gunter states that organisational culture functions as the internal integration and coordination between firm's operations and its employees. Internal integration has to do with the societal interaction of new members with the existing ones, creating boundaries of the organisation feelings of identity among personal and commitment to the organisation. A strong organisational culture supports adaption and develops employee performance by motivating employees towards a shared goal and objective, and finally shaping and channelling employee's behaviour to that specific direction.

Furthermore, the type of organisational culture created in an organisation determines the impact it can have on employee performance. It can have either a positive or a negative impact.

PROFILE OF BHARAT SANCHAR NIGAM LIMITED (BSNL):-

Bharat Sanchar Nigam Limited (known as BSNL) is a public sector communications company in India. It is the largest telecommunication company in India and the seventh largest in the world. Its headquarters are at Bharat Sanchar Bhawan, Harish Chandra Mathur Lane, Janpath, New Delhi. It has the status of Mini-ratana, a status assigned to reputed Public Sector companies in India.

BSNL is India's oldest and largest Communication Service Provider (CSP). It has footprints throughout India except for the metropolitan cities of Mumbai and New Delhi which are managed by MTNL. BSNL has installed Quality Telecom Network in the country & now focusing on improving it, expanding the network, introducing new telecom services with ICT applications in villages and winning customer's confidence.

BSNL serves its customers with a wide bouquet of telecom services namely Wire line, CDMA mobile, GSM mobile, Internet, Broadband, Carrier service, MPLS-VPN, VSAT, VoIP, IN Services, FTTH, etc.

DATA ANALYSIS AND INTERPRETATION:**Percentage Analysis of Data**

Sr. No.	Particulars	Strongly Agree	Agree	Neutral	Slightly Disagree	Disagree
1	Highly involved in their work.	53	24	14	9	0
2	Organisational culture directly related to Management & Regulatory functions.	47	34	15	4	0

3	Others cooperate to get work done.	12	65	23	0	0
4	Members have a good interpersonal relationship.	22	41	32	5	0
5	Employee consulted on important matters.	15	26	50	9	0
6	Effective utilization of skills and abilities by the company.	9	56	26	5	4
7	Capabilities are viewed as important source of competitive advantage.	18	39	27	6	10
8	Work related suggestions are valued	13	44	30	6	7
9	The Organisation values diversity.	13	50	28	9	0
10	Organisation has clear and consistent set of values.	22	35	33	6	4
11	While disagreements occur the employee work hard to achieve solutions.	17	58	19	2	4
12	Easy for the employee to reach consensus even on difficult issues.	12	49	31	8	0
13	Feel happy to work with people from other parts of the organisation also.	44	35	13	8	0
14	It is easy to coordinate with different departments of the Organisation.	41	46	11	0	2
15	Organisational culture creates positive impact on performance of employees.	42	47	11	0	0
16	Employees continually adapt to new and improved ways to do work.	33	46	16	4	1
17	Company's current activities reflect a strong focus on clients.	22	45	23	10	0
18	Employees given a real opportunity to improve their skills in the organisation.	31	41	15	5	8
19	Employees view failure as an opportunity for learning and improvement.	25	52	18	1	4
20	Organisation has a clear mission that gives meaning and direction to their work.	20	48	23	2	7
21	Employees are clear with the organisation's long term purpose and direction.	29	46	17	2	6

22	Employees have clear idea about the company's goal.	32	49	15	2	2
23	Employees continuously track their progress against the stated goals.	26	48	22	3	1
24	Employees have a shared vision about the future of organisation.	46	30	17	4	3
25	Organisation's vision creates motivation for the employees.	25	57	10	3	5

WEIGHTED AVERAGE:-

Opinion about the organisational factors with respect to employee's behavioural aspects:

Sr. No.	Factors	Weightage Score
1	I am highly involved in my work.	4.21
2	I have the ability to manage my own work.	4.24
3	The people I work with cooperate to get work done.	3.89
4	My team members have a good interpersonal relationship with me.	3.80
5	My boss consults me on important matters.	3.47
6	My skills and abilities are utilized effectively by the company.	3.61
7	My capabilities are viewed as an important source of competitive advantage.	3.49
8	My work related suggestions are valued.	3.50
9	The Organisations values diversity.	3.67
10	There is a clear and consistent set of values.	3.65
11	When disagreements occur, I work hard to achieve "win-win" solutions.	3.82
12	It is easy for me to reach consensus, even on difficult issues.	3.65
13	I feel happy to work with people from other parts of the Organisation also.	4.07
14	It is easy for me to coordinate with different departments of the Organisation.	4.24
15	I respond well to the Organisational changes.	4.31
16	I continually adopt new and improved ways to do work.	4.06
17	The company's current activities reflect a strong focus on clients.	3.79
18	I am given a real opportunity to improve my skills in this organisation.	3.82
19	I view failure as an opportunity for learning and improvement.	3.93

20	There is a clear mission that gives meaning and direction to my work.	3.75
21	I am clear with the Organisation's long term purpose and direction.	3.90
22	I have clear idea about my company's goal.	4.07
23	I continuously track my progress against the stated goals.	3.95
24	I have a shared vision of what the Organisation will be like in the future.	4.12
25	Organisation's vision creates motivation for me.	3.94

INTERPRETATION:-

From the above table, it is clear that most of the respondents gave more weightage for the statement "I respond well to the organisational changes".

Secondly, respondents give more weightage for two statements, "I have the ability to manage my own work" & "It is easy for me to coordinate with different departments of the organisation".

Third weightage for statement "I am highly involved in my work".

Fourth weightage for the statement, "I have a shared vision of what the organisation will be like in the future".

The fifth position is for two statements, "I feel happy to work with people from other parts of the organisation also" & "I have clear idea about my company's goal".

HYPOTHESIS TESTING:-

Hypothesis testing are very crucial in a research. This is so because until a hypothesis has been tested and checked against available data, it is nothing more than a guess.

The Chi square test of goodness of fit is used to test the formulated hypotheses.

$$\text{Chi Square formula: } \chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

$$\text{Where: } \chi^2 = \text{Chi square} \quad \begin{matrix} f_e \\ \text{fo} = \text{Observed frequency} \\ \Sigma = \text{Summation} \\ f_e = \text{Expected frequency} \end{matrix}$$

Hypothesis I:

H₀: Organisational culture does not create positive impact on performance of employees.

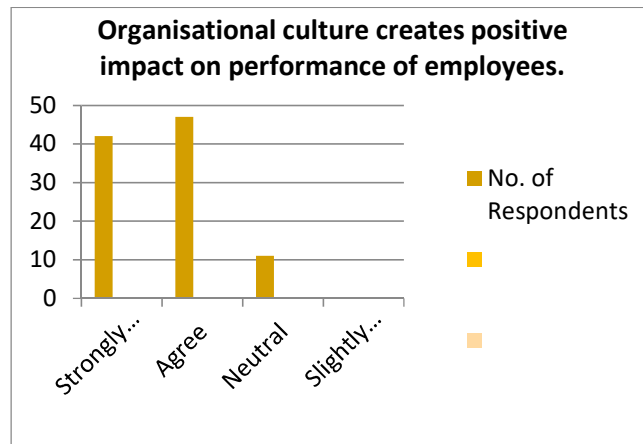
H_i: Organisational culture creates positive impact on performance of employees.

In testing hypothesis 1, Q.15 of the statements was used.

Q.15: Organisational culture creates positive impact on performance of employees?

The data from the table would be used to evaluate the above hypothesis using Chi Square test.

Sr. No.		No. of Respondents	Percentage
1	Strongly Agree	42	42.0
2	Agree	47	47.0
3	Neutral	11	11.0
4	Slightly Disagree	0	0.0
5	Disagree	0	0.0
	Total	100	100.0



Computation of X^2

Opinions	Fo	fe	(fo-fe)	(fo-fe) ²	$\frac{(fo-fe)^2}{fe}$
Strongly agree	42	33.33	8.67	75.1689	2.255
Agree	47	33.33	13.67	186.8689	5.606
Neither agree nor disagree (Neutral)	11	33.33	-22.33	498.6289	14.960
Total	100				22.821

Calculating degree of freedom = $(R-1) * (C-1)$

Where: R = Total no. of Rows

C = Total no. of Columns

Degree of freedom = $(3-1) * (2-1) = 2$

Tabulated X^2 at 0.001 level of significance of 2 degree of freedom = 14.574

Decision:- Since the table value 14.574 is lower than the calculated value of 22.821, we reject the null hypothesis and accept the alternative hypothesis and conclude that the Organisational culture create positive impact on performance of employees.

Hypothesis II:-

Ho: Organisational culture is not directly related to management & regulatory functions of BSNL, Akola.

Hi: Organisational culture directly related to management & regulatory functions of BSNL, Akola.

In testing hypothesis 2, Q.2. of the Statements was used.

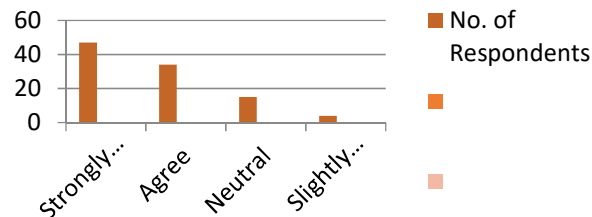
Q.2.: Organisational culture directly related to management & regulatory functions of BSNL, Akola.

The data from the table would be used to evaluate the above hypothesis using Chi Square test.

Sr. No.	Opinion	No. of Respondents	Percentage
1	Strongly Agree	47	47.0
2	Agree	34	34.0
3	Neutral	15	15.0

4	Slightly Disagree	4	4.0
5	Disagree	0	0.0
	Total	100	100.0

Organisational culture directly related to management & regulatory functions.



Computation of χ^2

Opinions	Fo	Fe	(fo-fe)	(fo-fe) ²	$\frac{(fo-fe)^2}{fe}$
Strongly agree	47	25	22	484	19.36
Agree	34	25	9	81	3.24
Neither agree nor disagree (Neutral)	15	25	-10	100	4
Slightly disagree	4	25	-21	441	17.64
Total	100				44.24

Calculating degree of freedom = $(R-1) * (C-1)$

Where: R = Total no. of Rows

C = Total no. of Columns

Degree of freedom = $(4-1) * (2-1) = 3$

Tabulated χ^2 at 0.001 level of significance of 3 degree of freedom = 25.802

Decision:- Since the table value 25.802 is lower than the calculated value of 44.24, we reject the null hypothesis and accept the alternative and conclude that the Organisational culture directly related to management & regulatory functions of BSNL, Akola.

CONCLUSIONS:-

The study shows that hosted culture dimensions affect the organisational performance in telecom companies. There are several factors which influence the organisational performance but this research consider the hosted culture dimensions only. Organisational culture plays an important role in achieving the organisational objective. Result shows that there is high uncertainty avoidance in the organisation & higher the uncertainty avoidance, better will be organisational performance.

The study about the Organisational culture and behaviour on employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and rewards etc. They are highly with the current culture of BSNL.

Because of this favourable culture the employees show positive behaviour like high involvement, highly commitment to the Organisation, highly motivated and highly flexible to the Organisational changes etc.

SUGGESTIONS:-

The following recommendations are giving the findings of the study:-

- Every individual has different culture and beliefs that he works with and when he joins an Organisation that has a completely different culture & beliefs from his own, he should be allowed to internalize himself first with the Organisation's culture & values to know whether he can cope up with them or not. It is the ability of the employee to cope with the Organisations culture that will determine how he will perform on his job.
- In cases where an Organisational culture must be changed, employees must first of all be notified and made to learn the modification of the old culture as this will affect their performance.
- Organisations should also develop a culture that encourages employees to be innovative & creative & also see the employees as humans and not as machines.
- In training programmes, practical sessions must receive greater emphasis.
- Lastly, Organisational culture must be binding on all members and staff of the company as this will encourage uniformity among members of the Organisation & thus enhance commitment and group efficiency.

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