



## A Study on Organizational Culture and its Impact on Employee Behaviour

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### ABSTRACT

*Organizational culture is the behaviour of humans within an organization and the meaning that people attach to those behaviours. According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. Ravasi and Schultz (2006) wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behaviour for various situations. It is also the pattern of such collective behaviours and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees identify with an organization.*

**KEYWORDS :** Organizational culture, Employee behaviour, Beliefs.

### ABOUT THE ORGANIZATION

Cybus Technologies is a leading global Technology and IT Enterprise. Its range of offerings span R&D and Technology Services, Enterprise and Applications Consulting, Remote Infrastructure Management, IT Software, Project Management, Staff augmentation, On-site/off-shore model and executing Outsourced projects for various clients in and around the globe and across India. The Cybus Technologies team comprises efficient professionals of diverse nationalities which. It provides world-class service to its clients and employees. Cybus Technologies always like to be in a win-win situation for its clients and employees.

Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees identify with an organization. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits

### OBJECTIVES of the study.

- To assess the organizational culture at Cybus Technologies and its impact on employee behavior.
- To assess various aspects of the employees towards their jobs and towards the organization
- To explore whether employees are committed towards organizational
- To identify the attributes of work culture and the factors that influence them
- To understand how culture contributes to organizational innovation and success

### REVIEW OF LITERATURE

Organizational Culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is actually a set of key characteristics that the organization values (Robbins and Sanghi, 2007). Organizational culture is a descriptive term which is concerned with how employees perceive the characteristics of an organization's culture, not with whether or not they like them. This appraisal of the organization on its characteristics gives a composite picture of the organization's culture. This picture in turn becomes the basis for feelings of shared understanding that members have about the organization, how things are done in it, and the way members are supposed to behave (Robbins and Sanghi, 2007).

Two common models and their associated measurement tools have been developed by O'Reilly et al. and Denison. O'Reilly, Chatman & Caldwell (1991) developed a model based on the belief that cultures can be distinguished by values that are reinforced within organizations. Their Organizational Profile Model (OPM) is a self reporting tool which makes distinctions according seven categories - Innovation, Stability, and Respect for People, Outcome Orientation, and Attention

to Detail, Team Orientation, and Aggressiveness. The model is not intended to measure how organizational culture effects organizational performance, rather it measures associations between the personalities of individuals in the organization and the organization's culture.

According to Schein (1992), culture is the most difficult organizational attribute to change, outlasting organizational products, services, founders and leadership and all other physical attributes of the organization. His organizational model illuminates culture from the standpoint of the observer, described by three cognitive levels of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer - collectively known as artifacts. Included are the facilities, offices, furnishings, visible awards and recognition, the way that its members dress, how each person visibly interacts with each other and with organizational outsiders, and even company slogans, mission statements and other operational creeds.

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behaviour patterns of employees (Kotter and Heskett, 1992). Gordon and Cummins (1979) define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Hofstede (1980: 25) summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one. Thus the above concept asserts that organizational culture could be the means of keeping employees in line and exhilarating them towards organizational objectives.

### METHODOLOGY

#### DATA AND SOURCES OF DATA PRIMARY SOURCES

The primary data is collected from the respondents belonging to different departments of the organization.

#### SECONDARY SOURCE

Secondary data is collected from the following sources.

- Discussions and personal observations.
- Organization report and files.
- Journals and websites.

#### POPULATION AND SAMPLE SIZE

Population is 520. A sample size of 117 is drawn from the respondents belong to different departments of the company.

#### SAMPLE TOOL

Simple random sampling was administrated with Questionnaire con-

sisted of open ended and close ended questions.

THE METHOD OF STUDY FOLLOWED IN THIS PROJECT

Sample Size : 117

Data collection Method : Questionnaires, observations, Discussions and Organization reports.

Tools used : Percentage analysis, Correlation, Chi-square.

LIMITATIONS OF STUDY

The identity of members, this refers to the degree to which employees identify with the organization as a whole and not just their type of work.

Work activities are organized around groups rather than individuals.

Management decisions take into account the recoveries that the results will have on members of the organization.

TABLE 1SHOWING GENDER

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
MALE	84	72%
FEMALE	33	28%
TOTAL	117	100%

CHART SHOWING GENDER INFERENCE

From the above table, it is inferred that, 72% of the respondents are male and 28% of them are female.

TABLE 2 SHOWING AGE

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Below 25 years	33	28%
25-35 years	23	20%
36-45 year	35	30%
46-55 years	16	14%
Above 55 years	10	8%
TOTAL	117	100%

From the above table, it is inferred that, 28% of the respondents said Below 25 years the organizational culture reflects the norms and values shared by all members within the organization, 20% said 25-35 years, 30% said 36-45 year, 14% said 46-55 years and remaining 8% said Above 55 years.

TABLE 3 SHOWING MARITAL STATUS

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
SINGLE	56	48%
MARRIED	61	52%
TOTAL	117	100%

From the above table, it is inferred that, 48% of the respondents are single, 52% of them are married.

TABLE 4 SHOWING YEARS OF SERVICE

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1-10 years	72	62%
11-20 years	7	6%
21-30 years	10	8%
Above 30 years	28	24%
TOTAL	117	100%

From the above table, it is inferred that, 62% of the respondents are 1-10 years, 6% are 11-20 years, 8% are 21-30 years,12% are Above 30 years Above 30 years of service.

TABLE 5 SHOWING ETHNIC GROUP QUALIFICATION

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
X	7	6%
XII	5	4%
DIPLOMA	28	24%
DEGREE	33	28%
MASTERS	44	38%
TOTAL	117	100%

From the above table, it is inferred that, 6% of the respondents have completed X, 4% are XII, 22% are Diploma holders, 28% are Degree, 38% are Masters are belong to ethnic group qualification.

RELIABILITY TEST

Reliability Statistics	
Cronbach's Alpha	N of Items
.977	23

The alpha coefficient for 23 items are .977, suggesting that the items have relatively high internal consistency.

CHI SQUARE TEST: NULL HYPOTHESIS:

H0: There is no association between gender and communication between the employees to perform their work effectively.

ALTERNATIVE HYPOTHESIS:

H1: There is association between gender and communication between the employees to perform their work effectively.

Chi-Square Tests				
	Value	Df	Asymp. Sig. (2-sided)	
Pearson Chi-Square	40.079 <sup>a</sup>	4	.000	
Likelihood Ratio	47.838	4	.000	
Linear-by-Linear Association	30.605	1	.000	
N of Valid Cases	117			
Symmetric Measures				
	Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Nominal by Nominal	Phi	.895		.000
	Cramer's V	.895		.000
	Contingency Coefficient	.667		.000
Ordinal by Ordinal	Gamma	1.000	.000	7.115 .000
N of Valid Cases	117			

From the above calculation it can be inferred that, the chi-square value is 0.00 which is less than 0.05. Thus null hypothesis is rejected. Hence, there is association between gender and employees to perform their work effectively.

Chi-square for year of experience and behavior of employee:

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.226 <sup>a</sup>	12	.003
Likelihood Ratio	33.276	12	.001
Linear-by-Linear Association	1.155	1	.002
N of Valid Cases	117		

Symmetric Measures					
		Value	Asymp. Std. Error <sup>a</sup>	Ap-prox. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	.100	.099	1.075	.284 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	.137	.104	1.482	.141 <sup>c</sup>
N of Valid Cases		117			

From the above calculation it can be inferred that, the chi-square value is 0.00 which is less than 0.05. Thus null hypothesis is rejected. Hence, there is association between years of experience and behavior of the employee.

		Be-hav-ior	Value	com-mit_corp	Crea-tivity	job_satis	Com-muni-cation
Behavior	Pearson Correlation	1	.880**	.839**	.565**	.739**	.631**
	Sig. (2-tailed)		.000	.000	.001	.000	.000
	N	117	117	117	117	117	117
Value	Pearson Correlation	.880**	1	.947**	.777**	.883**	.751**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	117	117	117	117	117	117
commit_corp	Pearson Correlation	.839**	.947**	1	.860**	.891**	.790**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	117	117	117	117	117	117
Creativity	Pearson Correlation	.565**	.777**	.860**	1	.895**	.818**
	Sig. (2-tailed)	.001	.000	.000		.000	.000
	N	117	117	117	117	117	117
job_satis	Pearson Correlation	.739**	.883**	.891**	.895**	1	.826**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	117	117	117	117	117	117
communi-cation	Pearson Correlation	.631**	.751**	.790**	.818**	.826**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	117	117	117	117	117	117

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the given table the significance level is .000 so it is shown that the factors are co-related to each other and changing one factor influences the other factors as well.

### FINDINGS, SUGGESTIONS & CONCLUSIONS

- According to the survey 72% of the respondents are male and 28% of them are female
- 28% of the respondents said Below 25 years the organizational culture reflects the norms and values shared by all members within the organization, 20% said 25-35 years, 30% said 36-45 year, 14% said 46-55 years and remaining 8% said Above 55 years.
- 48% of the respondents are single, 52% of them are married.
- 62% of the respondents are 1-10 years, 6% are 11-20 years, 8% are 21-30 years, 12% are Above 30 years of service.
- 6% of the respondents have completed X, 4% are XII, 22% are Diploma holders, 28% are Degree, 38% are Masters are belong to ethnic group qualification.
- 10% of the respondents said that they are strongly agree with the organizational culture provides knowledge about how employees are expected to act and think, 34% said agree, 24% said

neutral, 20% said disagree and remaining 12% said strongly disagree.

- 4% of the respondents said that they are strongly agree the organizational culture guides employees to perform their work effectively, 22% said agree, 34% said neutral, 18% said disagree and remaining 22% said strongly disagree.
- 26% of the respondents are strongly agree with the organizational culture guides the behavior of employees and interprets experience, 22% said agree, 18% said neutral, 20% said disagree and remaining 14% are strongly disagree.
- 26% of the respondents said that they strongly disagree the culture within the organization clearly defines and maintains boundaries, 14% said disagree, 24% said neutral, 20% said agree and remaining 16% said strongly agree.
- 24% of the respondents are completely disagree the area in which the organization resides describes its culture, 28% said disagree, 18% are neutral, 20% said agree and remaining 10% said completely agree
- 21% of the respondents said strongly agree to furnishing inside organization determines culture, 52% said agree, 15% said neutral, 5% said disagree and remaining 6% said strongly disagree.
- 26% of the respondents said strongly agree to organization recognizes and values the variety of opinions and insight of the employees, 50% said agree, 9% said neutral, 8% said disagree and remaining 7% said strongly disagree.
- 60% of the respondents said yes to the culture encourage openness amongst its employees and the rest 40% said no.
- 36% of the respondents strongly agree the culture makes workers feel valued, 14% said agree, 20% said neutral, 24% said disagree and remaining 6% said strongly disagree.
- 62% of the respondents strongly agree the Organizational culture fosters commitment and corporation of employees, 14% said agree, 8% said neutral, 10% said disagree and remaining 6% said strongly disagree
- 26% of the respondents said that completely disagree the Employees are committed to the organizational culture and its success, 30% said disagree, 22% said neither agree nor disagree, 12% said agree and remaining 10% said completely agree.
- 62% of the respondents strongly agree with the Organizational culture influences employees' performance, 10% said agree, 16% said neutral, 8% said disagree and remaining 4% said strongly disagree.
- 8% of the respondents strongly disagree that there is a good understanding of the organization's culture leads to high performance of the employees as well as the organization itself, 26% said disagree, 14% said neutral, 20% said agree and remaining 32% said strongly agree.
- 80% of the respondents said yes to an organization's culture can lead to high creativity of employees and 20% remaining respondent said no to the same.
- 24% of the respondents strongly agree to the Organizational culture can lead to better job satisfaction, 38% said agree, 20% said neutral, 14% said disagree and remaining 4% said strongly agree.
- 4% of the respondents strongly disagree the job satisfaction of employees leads to high performance and development, 2% said disagree, 4% said neutral, 42% said agree and remaining 48% said strongly agree.
- 58% of the respondents said yes to a high level of communication between management and employees in the organization and he remaining 42% respondent said no.
- 6% of the respondents are strongly disagree with the communication about the organization's culture is satisfactory, 20% said disagree, 34% said neutral, 16% said agree and remaining 24% said strongly agree.
- There is association between gender and employees to perform their work effectively.
- There is association between years of experience and communication of the employee. So the years of experience influences employee communication.
- The six dimensions are highly significant and correlated with each other. And hence these are the six dimensions which affect organizational culture.

### SUGGESTIONS AND RECOMMENDATIONS

- Training the employees in the right way is an important step

towards improving your organization's work culture. When your employees know how to do things the right way and what the company expects from them, the rate of conflicts and errors can be brought down significantly.

- One of the best ways to bring about positive changes in the culture of the organization is by analyzing the existing culture and comparing it with the expectations and perceptions of your employees. Bring changes accordingly.
- A basic requirement for a productive environment is a diverse team of enthusiastic people, who are interested in working as a team and improving the work atmosphere, as a whole. Organize discussions with your team members and talk about matters pertaining to the current culture of the organization. Try to bring in the changes that you find justified.
- Create an unbiased, transparent and impartial conflict resolution mechanism. If employees feel they are all being treated equally, they are more likely to accept their mistakes and the judgment of the management, at the end of the conflict resolution exercises. Needless to say, such a treatment makes employees feel both at home and indebted to the organization, which just goes a long way towards improve the work environment.

## CONCLUSION

Organizational culture is an important concept and a pervasive one in terms of its impact on organizational change programmes. The literature suggests an ambiguity in terms of the link with organizational performance as strong cultures have been shown to hinder performance (unadaptive) and there is also a problem of isolating the impact of corporate culture on performance..

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