A STUDY ON ORGANIZATIONAL CULTURE AND ITS IMPACT ON EMPLOYEES BEHAVIOUR

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Abstract:

The goal of the current study was to ascertain how organisational culture, employee satisfaction, and personality relate to employee performance and organisational commitment. The study was carried out in Vadodara at LARSEN & TOUBRO Ltd. Employers of the company were given questionnaires as part of the data collection process. "Culture manages you if you don't manage it, and you might not even be aware of how much this is happening. The concept that culture affects behaviour, decision-making, organisational strategy, individual motivation, and organisational success is the source of interest in organisational culture. Employees understand organisational culture because they experience it firsthand at work, and they subsequently connect their personal and professional objectives with those of the organisation. The study's findings suggest that an organization's culture should prioritise encouraging creative solutions and improvements over all else in order to keep ideas from getting buried in routine tasks. In order to demonstrate how these features function as an implicit source of communication to employees, this study describes the aspects of organisational culture, structures and systems, and management practises as perceived in a behavioural context Addressing the cultural influence on members challenges them to think about how they interact with the institution of membership and how that institution treats them. In essence, a collection of characteristics that, taken as a whole, define the dimension of organisational culture.

Key Words:

Organizational culture, structures and systems, decision-making, solutions and innovative

Introduction

One of the most common themes in an organisation is culture, which influences the values and beliefs of people in their workplaces. Additionally, this type of culture enables workers to perform better in order to advance and achieve an organization's goals and objectives. Additionally, this culture directs how employees behave, which has an impact on their performance. Employee performance inside an organisation is mostly dependent on employee behaviour. The impact of this organisational culture on employee behaviour and performance rate will be covered in this research study.

A set of common presumptions, attitudes, and beliefs inside an organisation serve as a guide for appropriate and improper behaviour. These values have a significant impact on how employees behave and how effectively organisations perform.

Culture is a notion that means different things to different people and encompasses nearly all aspects that affect a person's thinking and behaviour. and also influences preferences, decisions and worldviews that take into account the reality that most human behaviours are learnt and acquired over time in an environment and that personality and behaviour are influenced and shaped through time by a combination of tangible and intangible factors.

1. Literature review

A Case Study of Niger Delta University, Amassoma (2016)

This was designed to examine the impact of organizational culture and its impact on employee performance and job satisfaction, using Niger Delta University as a case study. The objectives of the study was to evaluate how organizational culture influences employee performance and job satisfaction and the relationship between organizational culture, employee performance and job satisfaction in order to proffer possible solutions that will help organizations build a culture that will have a positive impact on the performance and satisfaction of their employees. The data for the research was obtained from respondents who were mainly staffs of Niger Delta University. A total of 120 questionnaires were distributed but only 100 were retrieved from the respondents. The data was analysis using simple percentage, tables and chi square was used in testing the hypotheses formulated to guide the research. From the findings, it was observed that majority of the respondents 'agree that organizational culture does have an impact on performance and satisfaction levels of employees. It was also discovered that the type of organizational culture practiced in an organization can also determine the level of employee performance and job satisfaction. An organization that practices either a clan or support culture tends to experience high performance and satisfaction levels; this type of culture encourages employees to be innovative and also supports socialization and teamwork.

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Organizational culture and motivation are crucial variables in every Organization. This is due to the general recognition that these variables do not only influence the individual employee's performance but the whole Organization's effectiveness, performance and sustenance. The interest in Organizational culture stems from the belief that culture influences behaviour, decision-making, Organizational strategies, individual motivation and Organizational performance. Employees are conscious of Organizational culture, and they learn it in their life at workplace, then align their professional goals with the Organization's goals. The extent to which they learn and embrace the Organizational culture varies and is

determined, partly, by the Organization's culture being either weak or strong. Non-motivated employees, generally portray a dissatisfied attitude at work, hence are less committed, and are more likely to quit the Organizational. The purpose of this review was to compare the impact of strong and weak Organizational culture on employee motivation.

Publisher: Global Journals Inc. (USA) 2014.

"The only thing of real importance that leaders do is to create and manage culture." "If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening. Organizational Culture is one of the most important construction management research. This exploratory study elaborates the impact of organizational culture on organizational performance. This study is conducted in different Bahawalpur based franchises of telecom companies. The purpose of this study is to determine the impact of organizational culture on organizational performance in order to know that how culture of an organization assist in enhancing the organizational performance. Balance score card is used to measure the organizational performance. Quantitative approach is adopted in which a questionnaire is used to collect the data. The questionnaire is adopted from a previous study. 22 questionnaires have been distributed to the research participants out of which 15 questionnaire are returned to the researchers with complete information. The findings indicate that all the dimension of the culture influence the different perspective of organizational performance.

publication date: 1 September 2006

Motivation is the main force through which individuals allocate effort to generate and implement innovative ideas. However, employees are only motivated to go beyond their designated role and get involved in spontaneous and innovative activities if they have a strong identification with the organization. Organizational culture plays a critical role in motivating innovative behaviour, as it can create commitment among members of an organization in terms of believing in innovation as an organizational value and accepting innovation-related norms prevalent within the organization. The research this paper reports on addresses the motivational aspects of the relationship between culture and innovation in construction firms. Specifically, it focuses on those managerial actions through which the importance of innovation may be communicated and innovation-related behaviour may be induced and reinforced. An in-depth case study investigating the innovation activities of a Swiss contractor revealed that project constraints and regional separation may diminish the motivational effects of managerial actions in construction firms. It is concluded that a culture that motivates new solutions and innovative improvements in particular first of all prevents ideas from getting lost in daily business and within the organization. Giving immediate feedback, providing communication channels for implicit knowledge, allowing for autonomous work and task identity, initiating innovation projects and using a comprehensive reward and incentive system are appropriate managerial actions in this regard.

Journal - August, 2009

This research study assesses empirically the impact of corporate culture on employee job performance as well as organisational productivity using Nigerian banking industry as the case study. We try to ascertain if organizational culture affects employee job performance, and to formulate recommendations regarding corporate culture and employee job performance. In order to achieve the above objectives, the following research questions were asked: Does corporate culture have any effect on employee job

performance? And in what way does corporate culture impacts employee job performance? Two hypotheses were advanced: (i) There is no positive relationship between organizational culture and employee job performance, and (ii) There is no positive relationship between corporate culture and organizational productivity in Nigerian banking industry. The study uses survey research method. The case study companies were selected using stratified and simple random sampling techniques; while our respondents were selected using simple random sampling technique. The findings of this study are that a large number of respondents (57.7%) strongly agree that corporate culture has effect on employee job performance, and that 48.7% of the employees also agree that corporate culture determines the productivity level of the organization. These findings made us to accept our two alternative hypotheses and reject the null hypotheses because in both cases the calculated values of chi-square are greater than the tabulated values.

RESEARCH METHODOLOGY

Research Design

 The preparation of the design of the research project is popularly known as the research design.

1. Exploratory Research.

2. Descriptive Research.

3. Causal Research o A research design is the arrangement of condition for collecting and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

- A well-structured questionnaire is framed.
- Data is collected from the employee in different Industries.
- Findings are made and necessary recommendation are given.
- In this project, the studied used descriptive research design to evaluate at Different Industries.

1. Data Collection and Analysis

Data can be collected both primary and secondary. Primary research is field research that obtains direct data. Researchers received higher responses when collecting primary data. Secondary research is the collection of data using existing theories or data from other researchers or secondary sources. Most research questions are answered using a combination of secondary and primary data.

2. Sampling

Sampling techniques provide several methods that can be used to reduce the amount of data that needs to be collected by considering only data from a subset rather than all possible cases or items. Sampling techniques facilitate reducing the amount of data that needs to be collected from the aggregated population by considering the collection of data from subgroups. Many researchers, such as Henry (1990), argue that using samples improves overall accuracy over census.

3. Sample

Among this population a sample of 101 employees is estimated to be selected for this project. Clerical staff including crew members and Hostesses at manufacturing sector will be selected. In this process the gender or their age will be considered as a parameter.

4. Sampling Technique

In this study, the simple random sampling method is adopted as the sampling method. This is the most efficient and makes all items in the

population equally likely to be included in the sample.

5. Limitations of the Study

O The main limitation of the study was the lack of time end of the study.

O The employees hesitate to give some information due to the fear that losing the relationship with the company.

O Since the respondents were employees and the study was conducted mainly during the working hours, employees could not respond properly.

DATA ANALYSIS AND INTERPRETATION

1. Showing table age of employee

Particles	No. of Employee	Percentage of Employee
Below 18 age	11	11%
Up to 18-25 age	68	68%

up to 25-35 age	17	17%
Above 45	4	4 %
Total	100	100%

From, the above table, it is found that 11% percent of employees age are below under to 18 and 68 percent of employees age are under to 18-25 and 17 percent of employees age are under 25-35 only 4 percent of employees age are above 45+.
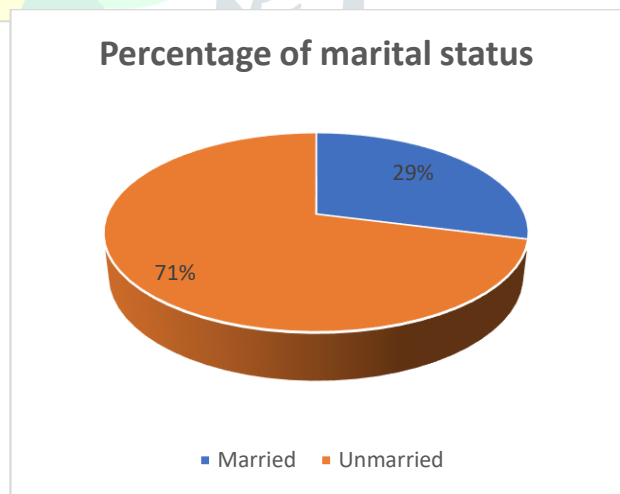

percentage of age

percentage of gender
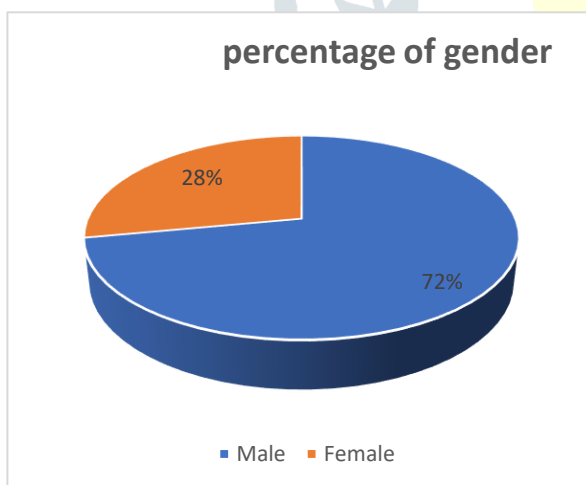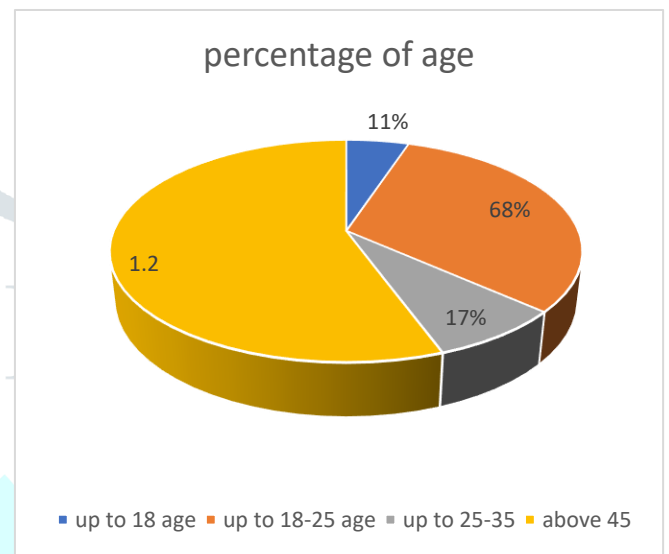
Showing table age of employee gender

Percentage of marital status

Showing table Marital status of employee

Particles	No. of Employee	Percentage of Employee
Male	72	60
Female	28	40
Prefer to not say	0	00
Total	100	100

Particles	No. of Employee	Percentage of Employee
Married	29	29%
Unmarried	71	71%
Other	0	0%
Total	100	100%

From, the above table, it is found that 100 From, the above table, it is found that 72 percent of employees are male, and 29 percent of employees are Married or 28 percent of employees are female .and 71 percent of employees are unmarried.

percentage of Employee loaction
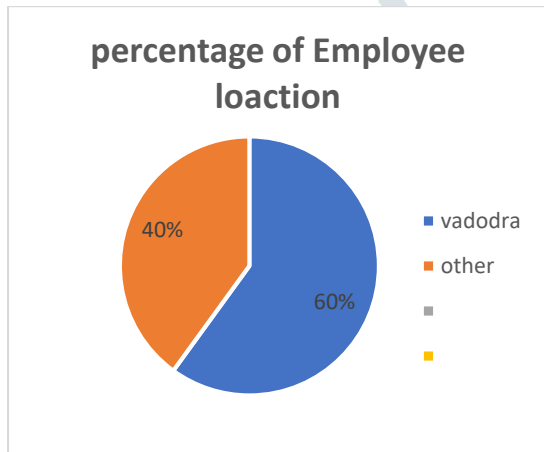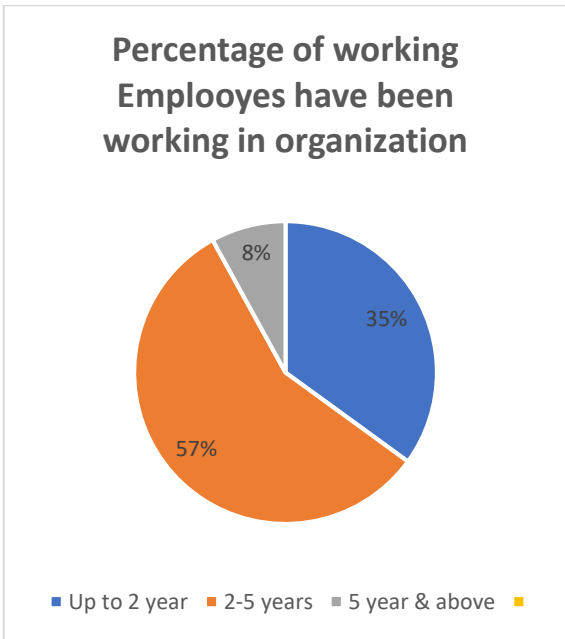
- vadodra 60%
- other 40%

101 of employees have been collecting the responses.
40% of employees are living in other area. And 60% of employees are living and working in vadodra.
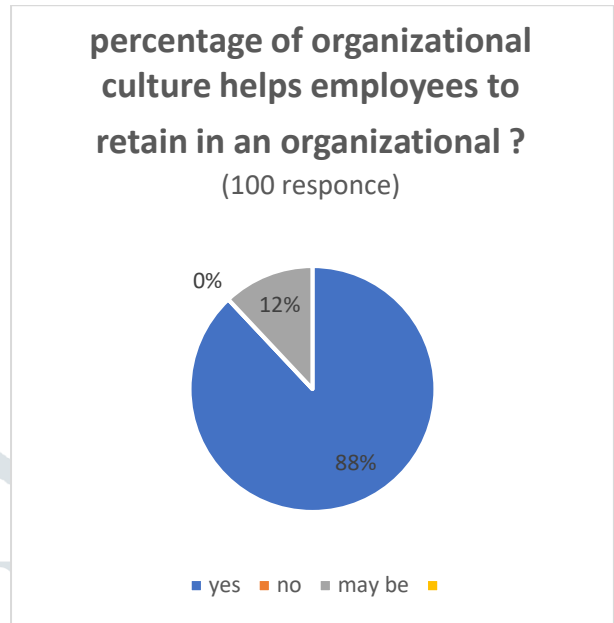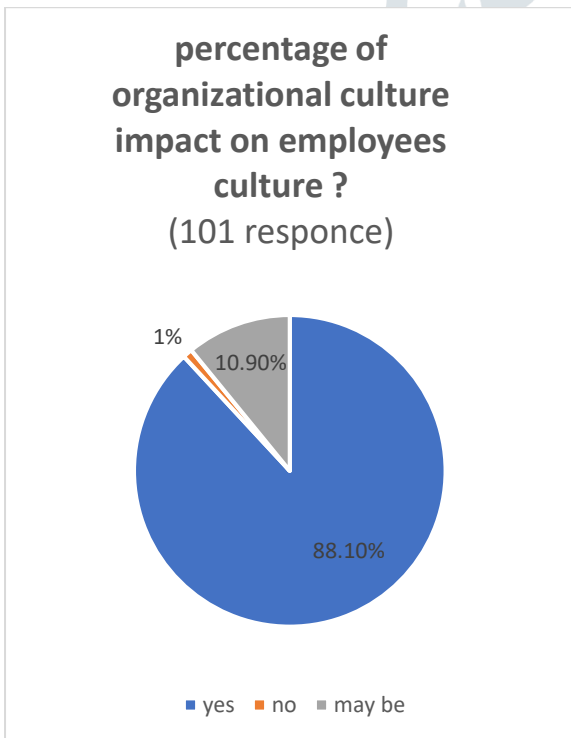
> **In Which Department are you working ?**

Percentage of Employees Department

- HR 58.60%
- Marketing 10.10%
- Finance 18.20%
- Account 13.10%
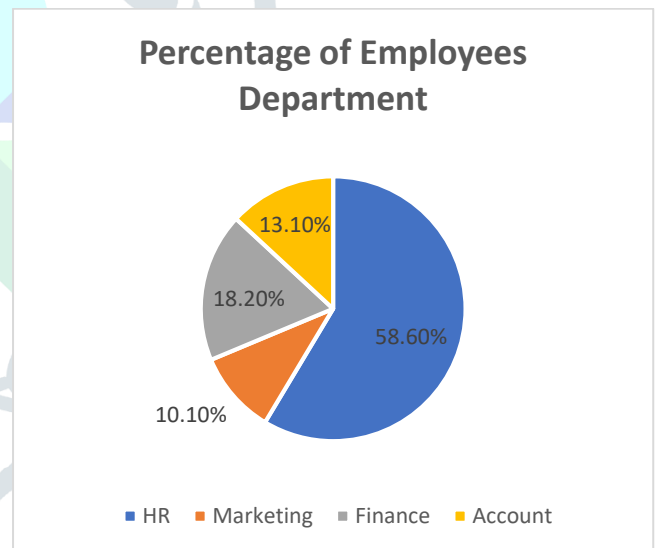
➢ **Since how many years you have been working in an organization ?**

Percentage of working Emplooyes have been working in organization

- ■ Up to 2 year ■ 2-5 years ■ 5 year & above ■

➢ **Does organizational culture helps employees to retain in an organizational?**

percentage of organizational culture helps employees to retain in an organizational ?
(100 responce)

- ■ yes ■ no ■ may be ■

➢ **Does organizational culture impact on employees culture ?**

percentage of organizational culture impact on employees culture ?
(101 responce)

- ■ yes ■ no ■ may be

➢ **The batter the organizational culture, the higher the motivational level of employees ?**

percentage of The batter the organizational culture, the higher the motivational level of employees ?   (100 responce)

- strongly Disagree ■ Disagree ■ Neutral
- Agree ■ strongly agree

➢ **In your organizational (job/internship) employee engagement activitives was conducted ?**

percentage of In your organizational (job/internship) employee engagement activitives was conducted ?   (100 responce)
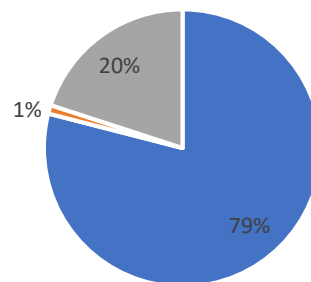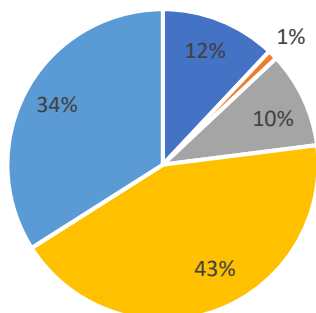
- yes ■ no ■ May be

➢ **According to you organizational culture effects the employees behaviour ?**

percentage of According to you organizational culture effects the employees behaviour ? (101 responce)

- strongly Disagree ■ Disagree ■ Agree ■ strongly agree

➢ **Do you think organizational culture should have best communication, safety, collaboration & growth ?**

Do you think organizational culture should have best communication, safety, collaboration & growth ? (101 responce)
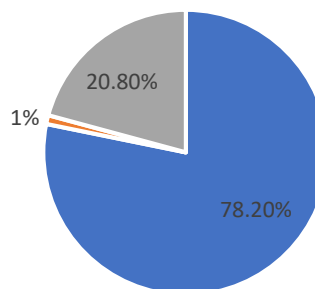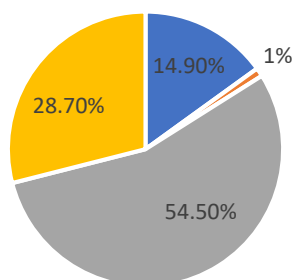
- yes ■ no ■ may be

➢ **What According to you are the ways to improve employees relationaships with an organization ?**

What According to you are the ways to improve employees relationaships with an organization ? (100 responce)
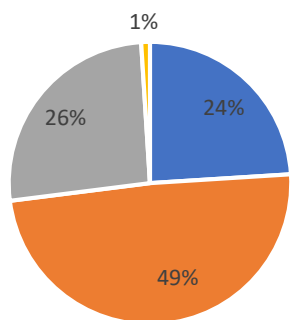
- regular employee aegagment
- Activities
- Training & development
- others

CONCLUSION

From the findings it was conclude those in management Sector the organizational performances were dependent on various factors. It is also found that organizational culture in general and different types such as clan culture, hierarchy culture have a positive impact on performance and adhocracy has negative impact. Thus, according to the study results obtained from the employees working in the organization. They should have a special attention to organizational culture and thereby improve the performance of their employees.