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## A STUDY ON ORGANIZATIONAL CULTURE' AND IT'S IMPACT OF EMPLOYEES BEHAVIOUR TOWARDS HYUNDAI MOTOR INDIA LTD., CHENNAI

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### ABSTRACT

Hyundai Motor India Limited [HMIL] is a wholly owned subsidiary of the Hyundai Motor Company in India. It is the 2nd largest automobile manufacturer in India. HMIL currently exports vehicles to more than 110 countries across Europe, Africa, Middle East, Latin America and Asia. It has been the number one exporter of passenger cars for the sixth year in a row in India with a market share of 48 per cent of the total exports of passenger cars from India. The object of this paper is to study the Organizational Culture and Behaviour of Employees of Hyundai Motor India Limited.

**Keywords:** Automobile industry, Organizational Culture, Employee Behaviour

### INTRODUCTION

The automobile industry is one of the most important industries in the world, affecting not only the economy but also the cultures of the world. It provides jobs for millions of people, generates billions of dollars in worldwide revenues, and provides the basis for a multitude of related service and support industries. Automobile revolutionized transportation in the 20<sup>th</sup> century, changing forever the way people live, travel and do business.

The automobile has enabled people to travel and transport goods farther and faster, and has opened wider market areas for business and commerce. The auto industry has also reduced the overall cost of transportation by using methods such as mass production (making several products at once, rather than one at a time), mass marketing (selling products nationally rather than locally), and globalization of production (assembling products with parts made worldwide). Between 1886 and 1898, about 300 automobiles were built, but there was no real established industry. A century later, with automakers and auto buyers expanding globally, auto making became the world's largest manufacturing activity, with nearly 58 million new vehicles built each year worldwide.

As a result of easier and faster transportation, the United States and world economies have become dependent on the mobility that automobiles, trucks, and buses provide. This mobility allowed remote populations to interact with one another, which increased commerce. The transportation of goods to consumers and consumers to goods has become an industry in itself. The automobile has also brought related

problems, such as air pollution, congested traffic, and highway fatalities. Nevertheless, the automobile industry continues to be an important source of employment and transportation for millions of people worldwide.

### **AUTOMOBILE INDUSTRY IN INDIA**

India is the world's fourth-largest automobile manufacturer, following closely behind China, Japan, and the USA, with an impressive production output of 4.6 million cars in 2023. In terms of exports, India holds the tenth position with a share of 2.4 per cent. The Indian automobile industry plays a pivotal role in the nation's economic landscape, significantly contributing 7.1 per cent to the national GDP. This marks a substantial increase from its modest 2.8 per cent share back in 1992-93.

The industry also constitutes a catalytic element of India's manufacturing GDP, constituting over 50 per cent of its total output and extensive multiplier effects. The automobile industry serves as a significant driver of employment; it generates employment to nearly 37 million people in India.

According to the Parivahan Sewa portal of the Ministry of Road Transport and Highways, the total registration of all category vehicles till March 2024 stood at 36.59 crore, with 46.43 lakh vehicles registered in the current year alone. Among these vehicle registrations, the total revenue issued till March 2024 amounted to ₹ 73,04,18.24 crore, with ₹ 21748.44 crore in revenue issued in the current year alone.

### **HYUNDAI MOTOR COMPANY**

The parent company of HMIL is the Korean Car giant Hyundai Motor Company (HMC), a part of the Hyundai Motor Group comprising Hyundai Motor Company, Kia Motors, Hyundai Mobis and other affiliated companies, with a combined turnover of over US\$ 50 Billion. The Hyundai Motor Group with a presence in over 185 countries and with a combined annual sale of over 3 million units is one of the fastest growing auto manufacturers in the world. HMIL has two manufacturing plants in Sriperumbudur, Kanchipuram district, Tamil Nadu capable of producing 670000 vehicles annually.

### **ORGANIZATIONAL CULTURE**

Organizational Culture is a system of shared assumptions, values, and a belief, which governs, has people behave in the organizations. These shared values have a simple insurance on the people in the organizations and declare has they dress, act, and perform their jobs. Organization's Culture is important at the work place because it sets out the way in which employees complete the tasks, understand the organizational events, objectives, and interact with each other in an organization. Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. The rules and traditions of the culture have a great importance in any organization and have a great impact and significant impact on the employee and the organization at large.

Impact of Organization Culture and Employee Productivity has been an important theoretical and practical issue for the most HR practitioners and researchers. Organizational Culture affects such outcomes as productivity, performance, commitments, self confidence, and ethical behaviour of the employees as well as they suggest that certain cultures will enable organizations to give a superior performance, which could not be achieved without them. Therefore, such cultures "have shown a positive economic impact on firms

### **STATEMENT OF THE PROBLEM**

Since behaviours and cultures have a big impact on achieving organizational goals, human resources are the most valuable resource in a company. The development of the organization is critically dependent on its organizational culture. A strong organizational culture is necessary for a strong business image, which in turn produces strong financial results. Employees are an organization's fundamental building block, and culture refers to the shared morals and standards of behaviour among staff members. It can offer workers a laid-back working environment with harmonious interpersonal interactions in order to fully utilize their skills.

### **SCOPE OF THE STUDY**

Organisational culture is known as the values, beliefs and basic assumptions that are guided by leaders and shared by employees, and that explain "how things are done around here." Organisational culture has primarily been viewed as an internal phenomenon, having an impact on staff behaviour and attitudes, and ultimately influencing organisational performance. Yet, it has more recently been conceptualised as a factor in shaping a company's image in the marketplace. This study examined the external perception of organisational culture according to clients of one company in the Canadian fitness industry.

### **OBJECTIVES OF THE STUDY**

1. To Study the Organisational Culture and to find out its Impact on Employees Behaviour.
2. To identify the internal factors affecting Employee Behaviour.
3. To Study how the culture is affecting Employees and Organisation Performance.

## RESEARCH METHODOLOGY

### RESEARCH DESIGN

A research design is an arrangement of condition for collection and analysis of the data in a manner that aims to combine relevance to the research purpose with economy in procedure.

The study is descriptive in nature i.e., descriptive research. Descriptive research is concerned with describing the characteristics of a particular individual or group. This includes surveys and fact-finding enquiries of different kinds. The main characteristic of this method is that the researcher has no control over the variables; one can only report what has happened or what is happening. Thus, the research design in case of descriptive study is a comparative design throwing light on all the areas and must be prepared keeping the objectives of the study and the resources available.

### POPULATION SIZE

The universe of the study consists of employees of Hyundai. Out of the total population data could be collected from 100 persons.

### DATA SOURCE

This study involves collection of primary data from the employees of Hyundai. This survey method is used considering the size of the universe and time factor. Data are collected through structured Questionnaire. Questionnaire has been designed and personally administered.

### ANALYSIS AND INTERPRETATION

As the questions generate direct information the data were analyzed using simple percentage.

### REVIEW OF LITERATURE

**Hotwani Rakhi (2013)** the author examines the profitability position and growth of company in light of sales and profitability of Tata Motors for past ten years. Data is analyzed through ratios, standard deviations and coefficient of variance. The study reveals that there not exists a strong relationship between sales & profitability of company.

**Rapheal Nisha (2013)** the author tries to evaluate the financial performance of Indian tyre industry. The study was conducted for period 2003-04 to 2011-12 to analyze the performance with financial indicators, sales trend, export trend, production trend etc. The result suggests the key to success in industry is to improve labour productivity and flexibility and capital efficiency.

**Singh Amarjit & Gupta Vinod (2012)** explored an overview of automobile industry. Indian automobile industry itself as a manufacturing hub and many joint ventures have been setup in India with foreign collaboration. SWOT analysis done there are some challenges by the virtue of which automobile industry faces lot of problems and some innovative key features are keyless entry, electrically controlled mechanisms enhanced driving control, soft feel interiors and also need to focus in future on like fuel efficiency, emission reduction safety and durability.

**Nelson & Quick (2011)** Organizational culture has four functions: gives members a sense of identity, increases their commitment, reinforces organizational values, and serves as a control mechanism for shaping behaviour.

**Hofstede (2006)** In order to understand the full complexity of organizational culture, a number of researchers made attempts to recognize and examine the components of the organizational culture. One of the inseparable components of organizational culture is the values that are shared and held by the individuals of an organization. On the other hand explains the organizational culture in the form of onion that contains a number of layers and values that make the core of the organizational culture.

### DATA ANALYSIS AND INTERPRETATION

**TABLE NO. 1**  
**SIMPLE PERCENTAGE ANALYSIS**

Factors	Particulars	No. of Respondents	Percentage
Gender	Male	53	53
	Female	47	47
	<b>Total</b>	<b>100</b>	<b>100</b>
Age	18 – 25 Years	26	26
	26 – 40 Years	33	33
	41 – 50 Years	24	24
	51 – 60 Years	17	17
	<b>Total</b>	<b>100</b>	<b>100</b>
	Top Level Management	17	17

<b>Designation</b>	Middle Level Management	63	63
	Low Level Management	20	20
	<b>Total</b>	<b>100</b>	<b>100</b>
<b>Monthly Income</b>	Below Rs.20000	27	27
	Rs.20001 to Rs.40000	24	24
	Rs.40001 to Rs.60000	30	30
	Above Rs.60000	19	19
	<b>Total</b>	<b>100</b>	<b>100</b>
<b>Years of Experience</b>	5 -10 Years	70	70
	10-15 Years	13	13
	Above 15 Years	17	17
	<b>Total</b>	<b>100</b>	<b>100</b>

Source: Primary Data

From the above table it is interpreted that the number of male respondents are 53 % and female respondent are 57%. It is interpreted that the number of respondents between 18 to 25 years age of respondents are 26%, and 51 to 60 years age of respondents are 17%. It is analyze that 17% of the respondents' designation are Top level management and 20% of the respondents are Low level management. 18 respondents (30%) earn a monthly income of Rs.20001 to Rs.40000 and the remaining 11 respondents (19%) earn a monthly income of above Rs.40000. 70% of the respondents work experience between 5-10 years and 13% of the respondents between 10 – 15 years.

**TABLE NO. 2**  
**HIGHLY INVOLVED IN THEIR WORK**

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	53	53
2.	Agree	24	24
3.	Neutral	14	14
4.	Slightly Disagree	9	9
5.	Disagree	0	0
	<b>Total</b>	<b>100</b>	<b>100</b>

Sources: Primary Data

From the above table it is clear that 53% of the respondents have strongly agreed that they are highly involved in work, followed by 24% of the respondents who agreed, 14% of the respondents are neutral and 9% of the respondents slightly disagreed.

**TABLE NO. 3**  
**MEMBERS HAVE A GOOD INTERPERSONAL RELATIONSHIP**

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	22	22
2.	Agree	41	41
3.	Neutral	32	32
4.	Slightly Disagree	5	5
5.	Disagree	0	0
	<b>Total</b>	<b>100</b>	<b>100</b>

Sources: Primary data

From the above table it is clear that 41% of the respondents agree on that they have good relationship with other members, 22% of the respondents have strongly agreed, 32.7% of the respondents are neutral and 5% of the respondents slightly disagreed.



**TABLE NO. 4**  
**EMPLOYEE CONSULTED ON IMPORTANT MATERS**

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	15	15
2.	Agree	26	26
3.	Neutral	50	50
4.	Slightly Disagree	9	9
5.	Disagree	0	0
	<b>Total</b>	<b>100</b>	<b>100</b>

Sources: Primary data

From the above table it is clear that 50% of the respondents are neutral about the boss consult the employee on important matters, followed by 15% of the respondents who strongly agreed, 26% of the respondents have agree and 9% of the respondents slightly disagreed.

**TABLE NO. 16**  
**EMPLOYEES CONTINUALLY ADOPT TO NEW AND IMPROVED WAYS TO DO WORK**

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	33	33
2.	Agree	46	46
3.	Neutral	16	16
4.	Slightly Disagree	4	4
5.	Disagree	1	1
	<b>Total</b>	<b>100</b>	<b>100</b>

Sources: Primary data

From the above table it is clear that 46% of the respondents agree that they continually adopt new and improved ways to do work, 33% of the respondents strongly agree, 16% of the respondents are neutral, 4% of the respondents slightly disagreed and 1% of them disagreed.

#### **LIMITATIONS OF THE STUDY**

- It is difficult to elicit responses from employees who do night shifts.
- The attitude of the worker changes from time to time. Hence the result of the project may be applicable only at present.
- We cannot get exact information because some of the employees are reluctant to share the information.

#### **FINDINGS OF THE STUDY**

- ❖ The number of male respondents is 53 % and female respondent are 57%.
- ❖ It is interpreted that the number of respondents between 18 to 25 years age of respondents are 26% and 51 to 60 years age of respondents are 17%.
- ❖ 70% of the respondents work experience between 5-10 years and 13% of the respondents between 10 – 15 years.
- ❖ 53% of the respondents have strongly agreed that they are highly involved in work, followed by 9% of the respondents slightly disagreed.
- ❖ 41% of the respondents agree on that they have good relationship with other members and 22% of the respondents have strongly agreed.
- ❖ 50% of the respondents are neutral about the boss consult the employee on important matters and 9% of the respondents slightly disagreed.
  - 46% of the respondents agree that they continually adopt new and improved ways to do work and 16% of the respondents are neutral.

#### **SUGGESTIONS OF THE STUDY**

- In training programmes practical sessions must receive greater emphasize.
- The management may enhance the frequency of employee's feedback on their Performance.
- Now, only the employees who belong to committees can participate in decision-making. The management may encourage all the employees to participate in decision-making process.

#### **CONCLUSION**

The study about the organizational culture and behavior 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 satisfied with the current culture of HMIL. Because of this favourable culture

the employees' show positive behaviours like high involvement, highly commitment to the organization, highly motivated and highly flexible to the organizational changes etc.

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