

A STUDY ON ORGANIZATIONAL CULTURE AND ITS IMPACT ON EMPLOYEES' BEHAVIOR IN MANUFACTURING INDUSTRIES AT CHENNAI

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ABSTRACT:

A company's culture can be formed in a variety of ways, as it might be the result of the challenges and obstacles an organization faces, or it might be the result of deliberate action taken by the management and the employees. The workplace culture can have a significant impact on employees' performance. Throughout this article, we will study organizational cultures and how they affect employee behavior in the workplace. In this study, a descriptive research design was used. 110 employees in total were chosen to participate in this study by answering a questionnaire. The study's findings were limited to Chennai's manufacturing sector.

KEYWORDS: Organizational culture, employee conduct, worker output etc.,

INTRODUCTION:

Culture has been described in a wide variety of ways and by a wide variety of theories. For instance, Geert et al. (2010) claim that "it is communal mind programming that separates members of one group or category of people from others". According to Kotter and Heskett (1992), culture is "a set of beliefs, values, and behaviours generally held by a society and derived from social anthropology as a framework for understanding 'primitive' societies." Finally, culture was simply put as "the way we do things around here" by Deal and Kennedy (1982). A company's or other organization's internal culture will gradually emerge as it is established and developed. Its existence is intended to increase teamwork and cohesiveness, inspire employees' enthusiasm and innovation in the organization.

REVIEW OF LITERATURE:

According to a study on organisational culture and employee behaviour, employees were happy with their ability, cooperation, teamwork, involvement, supervisors, use of their abilities, and rewards, among other things. They are quite happy with the HMIL culture as it is right now. The employees exhibit good characteristics including high involvement, high commitment to the organisation, high motivation, and high flexibility to the organisational changes as a result of this beneficial culture. (L. Prakash, B. Dinesh, and UR. Mirudhuvarshini – 2019). The moderating influences of organizational culture on HRM and employee performance were investigated in this study. The study's findings revealed that several variables affect how organizational culture modifies effects on employee performance and human resource management. 2018 (Nyameh). According to the findings of the study, organisational culture has a significant impact on performance since it affects how things are done, the organization's ideology, the work environment, performance targets, and the stability of the organisation. Hassan Bedel Khalif (Hassan Bedel Khalif-2017). This study investigates what an institutional culture entails, how to measure an institutional culture, how to measure institutional performance, and how an institutional culture affects performance. As a result, there is a strong link between an organization's culture and its performance. Any organization's sustainability is

totally dependent on its efficacy and efficiency in utilizing the resources provided by tax payers to serve her constituency.

Nganga and Nyongesa (2017). Based on the data, it was concluded that organisational success in the IT sector was based on a variety of elements. It has also been discovered that organisational culture in general, as well as specific forms such as clan culture and hierarchical culture, have a beneficial influence on performance whereas adhocracy has a negative impact. As a consequence of the study findings gathered from the organization's personnel. They should pay special attention to organisational culture in order to increase employee performance Dr. S. Vasantha and R. Durgadevi (2017). Another study was done to investigate the impact of organizational culture on employee performance. It was discovered that the researchers investigated several characteristics of culture on the one hand and diverse criteria to assess employee performance on the other (Ratnawat, 2016). Using the Nigerian banking industry as a case study, this research study examines empirically the impact of corporate culture on employee job performance and organizational productivity. According to the study's findings, many respondents strongly think that company culture has an impact on employee work performance (Ojo, 2015). This study investigated the relationship between CSR activities and employee performance in the presence of organizational culture. The study discovered a link between employee awareness of corporate social responsibility activities and their behavior. Furthermore, the study discovered a link between organizational culture and employee behavior in Pakistan's banking sector (Malik, Ali, & Ishfaq, 2015).

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:

- Today's turbulent and often chaotic environment requires employees to maximize their talents in order to succeed commercially.
- Management has the power to design a workplace where their people flourish.
- Improve the professional perception of employees.
- Create an environment where everyone is motivated to work together.

OBJECTIVES OF THE STUDY:

- To analyze how the organization's culture affects employees' behavior.
- To evaluate employees' relationships with co-workers.
- To study the employee's perception of the organization.
- To comprehend the ways in which the company promotes employee input into decision-making

RESEARCH METHODOLOGY

RESEARCH DESIGN:

This is a descriptive study of organizational culture and its impact on employee behavior.

POPULATION

The total population of the organization is 1300. Of that, 359 employees are permanent employees. The sample size in this study is 110.

HYPOTHESIS:

Hypothesis 1:

Ho: The social loafing will affect the organizations productivity

H1: The social loafing will not affect the organizations productivity

Hypothesis 2:

H0: Employees'personal and professional development benefits from regular feedback.

H1: Employees' personal and professional development are not aided by regular feedback.

ANALYSIS &DISCUSSION

TABLE1

EMPLOYEEESARE ENCOURAGED TO MAKE SUGGESTION

ENCOURAGEEMPLOYEES	NO.OF. RESPONDENTS	PERCENTAGE
Agree	45	41%
Disagree	4	4%
Neutral	27	25%
StronglyAgree	28	25%
StronglyDisagree	6	5%
TOTAL	110	100

INTERPRETATION:

According to the first table, 41% (45) of the total respondents selected for the study believed that employees should be encouraged to submit suggestions. The above table 1 shows that the majority of respondents agree that employees are encouraged to give suggestions in decision-making.

TABLE 2

EMPLOYEESTRUSTONE ANOTHER IN THEORGANISATION

EMPLOYEES TRUST	NO. OF. RESPONDENTS	PERCENTAGE
Agree	44	40%
Disagree	9	8%
Neutral	26	24%
Strongly Agree	26	24%
Strongly Disagree	5	5%
TOTAL	110	100

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	45.201 ^a	16	.000

INTERPRETATION:

It was inferred from 2nd table that out of total respondents taken for the study, 100% (110). In that majority 40% (44) of the respondents are agreed to employees trust one another in the organization. It was concluded from the above table 2 that majority of respondents Agree that employees trust one another, so employee’s relationship was good in the work environment.

**TABLE 3
EMPLOYEES COMPLAINTS RESOLVED EFFECTIVELY**

RESOLVED COMPLAINTS	NO. OF RESPONDENTS	PERCENTAGE
Agree	45	41%
Disagree	2	2%
Neutral	33	30%
Strongly Agree	28	25%
Strongly Disagree	2	2%
TOTAL	110	100

INTERPRETATION:

According to the third table, 100% (110) of the total respondents taken for the study. In that majority, 41% (45) of respondents agreed that staff issues are effectively resolved. The preceding table 3 shows that the majority of respondents agree that their issues are treated efficiently.

**TABLE 4
EMPLOYEE ORIENTED ORGANIZATION**

EMPLOYEE ORIENTED	NO. OF RESPONDENTS	PERCENTAGE
Yes	83	75%
No	9	8%
Maybe	18	16%
TOTAL	110	100

INTERPRETATION:

It was inferred from 4th table that out of total respondents taken for the study, 100% (110). In that majority 75% (83) of the respondents said that the organization is employee oriented. Majority respondents said that the organization is employee oriented. Employees feels positive about their organization.

Likelihood Ratio	48.657	16	.000
N of Valid Cases	110		

a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .05.

Hypothesis 1: Chi-Square

Ho: The social loafing will affect the organizations productivity

H1: The social loafing will not affect the organizations productivity

Crosstabs

		Social loafing will affect the organizations productivity					Total
		Agree	Disagree	Neutral	Strongly agree	Strongy disagree	
Social loafing will takes place in your organization	Agree	14	0	1	22	0	37
	Disagree	4	1	1	2	0	8
	Neutral	6	1	16	19	2	44
	Strongly agree	1	1	0	16	0	18
	Strongy disagree	0	0	2	1	0	3
Total		25	3	20	60	2	110

Interpretation: The majority 40% of the employees strongly agree that social loafing will take place within the organization.

Hypothesis 2:

H0: Employees' personal and professional development benefits from regular feedback.

H1: Employees' personal and professional development are not aided by regular feedback.

Frequencies:

Statistics

		Manager provide timely feedback	Sufficient opportunities for personal and professional growth
N	Valid	110	110

Missing	0	0
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Frequency Table

Manager provide timely feedback

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	86	78.2	78.2	78.2
	No	8	7.3	7.3	85.5
	Maybe	16	14.5	14.5	100.0
	Total	110	100.0	100.0	

Sufficient opportunities for personal and professional growth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	83	75.5	75.5	75.5
	No	9	8.2	8.2	83.6
	Maybe	18	16.4	16.4	100.0
	Total	110	100.0	100.0	

Interpretation:

Majority of the employees said that their managers provide timely feedback. So there is a sufficient opportunity for their personal growth.

FINDINGS:

- Majority 41% of respondents Agree that employees are encouraged to make suggestions in decision making.
- Majority 40% of the respondents are agreed to employees trust one another in the organization, so employee’s relationship with their peers was good in the work environment.
- Majority 41% of the respondents are Agreed that their complaints are resolved effectively.
- Majority 42% of the says that organization motivates employees by Monetary rewards.
- Majority 75% of the respondents said that the organization is employee oriented. Employees feels positive about their organization.
- 78% of the respondents agreed that their manager provide timely feedback. It gives them personal growth.
- 49% of the respondents suggested that said the management need to make it a better place to work by providing high employment security.
- Majority 94% of the respondents are given yes to the sufficient opportunities for personal and professional growth.

SUGGESTIONS:

From the various findings and responses, the following suggestions are recommended.

- They should consider improving their transparency on policies and strategies, which have been suggested by a few employees, to maintain a healthy work culture that emphasizes

freedom and autonomy.

- For a productive workforce, the company must equally consider employee satisfaction. There are some ways to improve employee satisfaction, such as Compensation and Recognition.
- In addition, some employees have recommended updating HR policies on a regular basis, as well as automating some policies.
- As a target-oriented industry, employee engagement activities and motivational breaks should be implemented to boost productivity and satisfaction.
- According to most employees, motivation is a result of learning and growing, so improved personality development and soft skills training should be implemented at all levels.
- Motivating employees in the organization can lead to increased commitment.

CONCLUSION:

- However, the case study discovered that organizational culture did not influence every behavior. Nonetheless, some aspects of employee behavior are strongly linked to culture. Symbols, rituals, and values are the three layers of organizational culture; each level has a distinct impact on behavior. Overall, organizational culture has a positive impact on motivation, individual learning, communication, organizational values, collective decision making, and conflict resolution.

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JOURNAL:

- International Journal of Business and Management; Vol. 8, No. 2; 2013
ISSN 1833-3850 E-ISSN 1833-8119
- <http://dx.doi.org/10.22192/ijamr.2017.04.08.010>