

# A Study on Organisational Culture and its Impact on Employees Behaviour on Sivasri Engineering Pvt. Ltd., Namakkal

S.Uma Maheswari

Assistant Professor, MBA Department,  
Sengunthar Engineering College (Autonomous)  
Kosavampalayam, Tiruchengode, Namakkal Dt., Tamil Nadu, India

K S Deepak

Master of Business Administration Student,  
Sengunthar Engineering College (Autonomous)  
Kosavampalayam, Tiruchengode, Namakkal Dt., Tamil Nadu, India



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**Abstract:** The research purpose is to determine the study of the organizational culture and its impact on employee's behavior. Organizational culture refers to a pattern of basic assumptions discovered or developed by a group as it learns to cope with its problems of external adoption and internal integration that has worked well enough to be considered valuable, and therefore, to be taught to new members as the correct way to perceive, think and feel, in relation to those problems. Organizational culture is a system of philosophies, ideologies, values, assumptions, beliefs, attitude and expectation that knit the organization together and shared by its employees. It reflects characteristics of an organization which differentiates one from another, ranging from internal policies, public relation and customer service. Organizational culture has an impact on various activities in organizations, including human resources management every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization. It also refers to the values, ethics and behaviors that contribute to the unique social and psychological environment of an organization which is based on shared attitudes, beliefs, norms and written and unwritten rules that have been developed over time and are considered valid. Thus, the organizational culture is a product of inputs (action) and outputs (results). The inputs are the beliefs, norms, assumptions, values and the outputs are the courses of actions i.e. the goals, work task, planning, decision making and the procedures. A healthy work environment will always motivate the employees to stay in the organization and thus will reduce employee turn overs. The reveals that organizational culture leads to improved employees' performance. This results from increased productivity in the organization. The majorities of the employees are motivated of the organization through feedback and increased productivity.

**Keyword:** Organizational culture, Employee behavior, Employee productivity, Employee motivation, Employee performance.

## I. INTRODUCTION

Organizational culture refers to a pattern of basic assumptions discovered or developed by a group as it learns to cope with its problems of external adoption and internal integration that has worked well enough to be considered valuable, and therefore, to be taught to new members as the correct way to perceive, think and feel, in relation to those problems. In simple words, organizational culture refers to the underlying values, beliefs and principles that serves a foundation for organization's management systems, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles. It is a system of shared assumptions, values, and beliefs which governs the behavior of the people in the organization. These shared values have a strong influence on the people working in the organization and dictate how they present themselves, communicate with the superiors and peers, and how to perform their jobs in an ethical manner. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization. It also refers to the values, ethics and behaviors that contribute to the unique social and psychological environment of an organization which is based on shared attitudes, beliefs, norms and written and unwritten rules that have been developed overtime and are considered valid. Thus, the organizational culture is a product of inputs (action) and outputs (results). The inputs are the beliefs, norms, assumptions, values and the outputs are the courses of actions i.e. the goals, work task, planning, decision making and the procedures. A good corporate culture is a talent attractor as well as a talent retainer.

Now-a-days the prospective employees not only look at the pays or the increments but also at the organizational culture, its work environment, the growth prospects and the inter-personal relationships that are prevailing in the organization. A healthy work environment will always motivate the employees to stay in the organization and thus will reduce employee turn overs. A culture that is vibrant and allows people to be valued and express themselves will create a positive energy which may create a new momentum for success.

## REVIEW OF LITERATURE

**Muhammad Hassan:** Employee behavior is the vital challenge in all organizations. This papers focus on one industry that is the leather industry of Pakistan which is facing the same problem of behaviour of employees due to many reasons. As Leather industry is the third largest export tearning sector in Pakistan so these reasons are discussed in detail. The turnover rate in Leather Industry of Pakistan is around 25 – 30% annually, its observed that mostly second line managers change their job's for high salaries offer, recognition, authority and also to seek for more knowledge and to get more competitive edge in terms of processing; In tanneries its critical and alarming because of the process and article secrecy. In order to achieve competitive advantage, maximum utilization of resources and to get organizational efficiency employees must be retained in a true spirit in order to cope with all these conditions. In this paper the authors tried to know the reasons behind this dilemma that how employees can be retained and some suggestions were given to deal with it. One edge of this paper is that one of the author belongs to the same industry i.e. leather industry.

**Tammy C.Morse:** Humor has been in existence since the beginning of time. Some even claim that humor is the best preventive medicine for stress management and good health. If is good for living productively, can it also be good for employee behavior and employee satisfaction? The paper provides practical recommendations for today's managers and offers a focus for future researchers to empirically test the use of humor and its relationship to employee behavior and employee satisfaction. Another objective is to explore and emphasize the importance of humor and employee behavior in the work place.

**Muhammad Umer:** Investigate the impact of variables (career development, supervisor support, work environment, work life balance) on employee behavior. A total of 50 interviews were taken from managers of different BPO organizations in Pakistan. Graphical Analysis is indicating that these variables have significant and positive impact on employee behaviour. Very less research have been done about employee behaviour in business process out sourcing, especially in Pakistan. So, these finding will provide some insights to BPO's managers to make policies about employee behavior in Pakistan.

**Ruslan Gurtoviy:** We model deferred compensation as a share of an uncertain future profit granted by an ancially constrained employer to her employee in mutual agreement. Deferred compensation serves as a behaviour mechanism, helping the employer to avoid bank ruptcy. The optimal combination of cash and deferred payments that a firm can use to retain qualified personnel depends on the cost of new credit and bank- ruptcy risk: If interest rates are greater (smaller) than the ex-ante odds of bankruptcy, the employer will to defer compensation (pay in cash) to the employee. The employee always improves his position in the labor market if imminent bank ruptcy is avoided.

**Klara Nelson:** Illuminates significant relationships between three major knowledge management (KM) design dimensions and the perceived ability of 150 organizations to retain their knowledge workers. Knowledge worker behaviour is a critical challenge for today's organizations as they face increasing global competition with its demands for even more such workers, while dramatically shifting workforce demographic shasten their exit. KM design initiatives that accelerate knowledge creation, acquisition.

**Dr. Nafees A. Khan :** Behaviour of Key employees is critical to the long term health and success of any organization. It is a known fact that retaining the best employees, ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning. Now days companies are struggling to retain employees. As employee attrition has continuously been on increase, and its coeval phenomenon of employee behaviour has become an evolving concept. The ultimate solution to the ever increasing employee attrition is to increase employee engagement involvement in the organizations.

**Atif Anis:** Employee behaviour is a critical aspect for every company regarding competitive advantage because human resource is the most critical asset of today's modern world. Other resources can be arranged effortlessly but to get efficient and retain talented human capital is the most difficult task. Therefore, organizations are now more focused towards employee behaviour. Organizations use different HR techniques for behaviour. Our main emphasis is on compensation packages after employee training and development practices for behavior purposes. We will also see how a relaxed work environment will help in the behaviour of employees. For this purpose, we conducted this study in Lahore and collected data from corporate groups. The numbers of respondents in our study are 330. For analysis we use the structural equation modeling technique with the use of AMOS18.0. In this study, we used compensation as the mediating variable between the training and behaviour of employees. Results reveal that retaining employee's long term, after their training and development has been completed, without increasing their compensations is not as favourable as when compensation is increased to reflect the completion ability to apply their field related skills and capabilities.

**Ijaz-Ur-Rehman:** Comprehensive survey to date of labour turn over and employee loyalty in New Zealand. The widely held view that the New Zealand worker has become more mobile in the contemporary labour market is shown to be some whats implistic. Instead, the picture is one of increasing employment stability as people get older and as they become better paid, lending support to the idea that there are identifiable developmental stages affecting the careers of both men and women.

There is a strong employee expectation that management should make personnel decisions based on merit, demonstrate that extrinsic rewards (such as pay, promotion and security) play a role in both employee behaviour and turnover, lend support to the idea that there is growing concern with work-life balance, and underline the behavior value of good relationships with co-workers and supervisors. The results demonstrate that employee turnover is no triskless for individuals: some benefit a lot for example, in finding worthwhile promotion while others do badly out of it. The study offers suggestions for improving behavior in firms with dysfunctional employee.

**Malvern W. Chiboiwa** : Worldwide, a number of factors have been attributed to the increase in the level of employee turnover. The way people are paid, recognised and achieve salary advancement are critical factors in attracting, retaining, and motivating employees. The challenge for most organisations today is the formulation of an effective employee behavior strategy that will help in retaining employees that are considered critical in attaining organizational goals. The prevailing hostile economic environment in Zimbabwe we has made the formulation of a realistic behavior strategy particularly difficult for managers in the face of an ever changing economic environment that is characterized by hyper inflation with a depleted labour market occasioned by skill emigration. This research was a case study of a major private sector medical laboratory company in Zimbabwe and was aimed at achieving the following objectives : identify the causes of employee turnover in the organisation, examine the current behaviour practices in the organisation, establish the effectiveness of the practices, and attempt a workable behaviour practice that could reduce the high rate of employee turnover in the organisation. Qualitative research design was employed using structured interviews as well as administering research questionnaire to all category of employees. The total population of the organisation nationwide comprised of 3820 employees with a sample size of 2240 respondents. The result of the research showed that labour turn over is higher amongst non-managerial employees. Similarly, majority of the employees would soon quit the organisation and lastly, the high rate of employee turnover in the organisation is largely attributed to poor reward system administration.

### ORGANISATIONAL CULTURE

**Definition:** Organizational culture is generally understood as all of a company's beliefs, values and attitudes, and how these influence the behaviour of its employees. Culture affects how people experience an organization—that is, what it's like for a customer to buy from a company or a supplier to work with it. Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid.

#### Employee

The employees in their own way contribute to the culture of the work place. The employees in an organization belong to different cultural and social backgrounds and have different views and beliefs. No two people can ever have the same experience of life and the same perspective about it. That which is in nature is manifested in different ways of thinking, feeling and acting, so it does lead to influence the organizational culture as a whole. The attitudes, mentalities, interests, perception and even the thought process of the employees affect the organization culture.

#### Management

The organizational culture is also determined by the management style adopted by the organization's top authorities. Organizations that follow strict rules and guidelines provide less scope for the employees to develop inter-personal relationships where as the organizations that assigns tasks in groups or which provides a participative culture that allows the employees to develop a sense of belongingness and attachments with one another. There are certain organizations where the management allows the employees to take their own decisions and let them participate in strategy making. In such a culture, employees get attached to their management and look forward to a long term association with the organization.

#### Leadership Style

It is also important to take into account of leadership style that is demonstrate the organization. The leadership style has a lot to do with both innovation and creativity. The author it arianor autocratic leadership style may create the climate of fear, anxiety or distress among the team members, where as the participative leadership style, enhancing the work culture and developing the shared vision, can lead to attain the business objective and goals successfully.



## HUMAN RESOURCE DEPARTMENT

Company target is to place the right person to right job, to evaluate efficiently our human resources, to contribute to training and development, to increase loyalty and pave the way to career opportunities. Equal opportunity policy we treat everybody equally regardless of religion, language, race, gender, age, ethnicity distinction. By providing equal opportunities to all candidates in our recruitment process, we aim to employ the right person for the right job. Recruitment Policy: The recruitment policy is to provide equal opportunities to candidates and allow and process of the company and their process of the opportunity to accurate way to employee. Human resource management is very useful in this company of the organization. Training and Development Policy: Education is an important element in the development of our employees and our company; we continuously invest in our human resources. Our education policy, our employees, is to support training needs to enable them to continue their task with high motivation and performance. With this approach personal development training and job.

### SCOPE OF THE STUDY

- To understand the causes of performance problems.
- To understand how to assess the effectiveness of motivational practices in the organization.
- This study focuses on today's turbulent, often chaotic, environment, commercial success depends on employees making use of their talents in full.
- The management can create the work environment in which their employees will thrive.

### OBJECTIVES OF THE STUDY

- To analyze the overall performance of the employees.
- To learn the employees relationship with their peers.
- To study the employees feel about the management.
- To understand how the employer encourages participation in decision making.

### RESEARCH METHODOLOGY

Research methodology is a way of systematically solve the Research Problem. It may be understood as a science of studying how research is done scientifically. The research need to know the criteria by which they can divide that certain techniques and procedure will be applicable to certain problems and others will not. Hence it is required to design the methodology research problem.

$$\text{Percentage (\%)} = \frac{\text{No. of respondents}}{\text{Total respondents}} \times 100$$

### Research Design

Descriptive study is a fact finding investigation with interpretation. The descriptive research is concerned with specific predictions with narration of facts and characteristics concerning individuals. Hence, the Researcher choose to apply descriptive design for the current study descriptive design generally describes the characteristics of a particular individuals.

### METHODS OF DATA COLLECTION

Primary data: It is the new or fresh data collected from the respondents through structured questionnaire schedule. The questionnaire contains sequences of questions which the respondents real and choose their answer without then assistant of the interviewer. The questions were sort contain simple words and where easily understandable. The questionnaire can be designed by the following patents. Secondary data: The secondary data were collected from the published sources such as books, magazines, journals, web sources and company records.

**Sampling design:** A sample design is a definite plan for obtaining a sample from a given population. It is the procedure used by the researcher in selecting items for the sample.

### TOOLS FOR THE STUDY

As the questions generate direct information the data were analyzed using Statistical tools such as,

1. Simple percentage
2. Weighted average

### Simple Percentage analysis:

Percentage refers to a special kind of ratio in making comparison between two or more data and to describe relations between the data. Percentage can also be used to compare the relative terms, the distribution of two or more series of data.

### Weighted average

Weighted average is a calculation that takes into account the varying degrees of importance of the numbers in a data set. In calculating a weighted average, each number in the dataset is multiplied by a predetermined weight before the final calculation is made.

**DATA ANALYSIS AND INTERPRETATION**

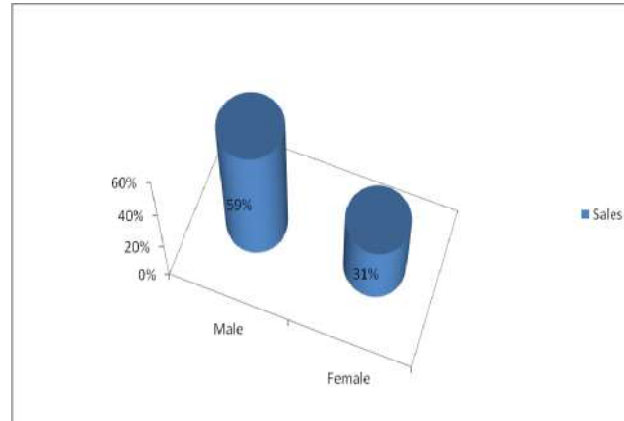
Interpretation is essential because it brings the outcome of the analysis into fore front. It is through interpretation that the researcher can understand the abstract principles that work beneath his founds.

**TABLE NO-2: GENDER OF RESPONDENTS**

Particulars	No of Respondents	Percentage
Male	59	59
Female	41	41
Total	100	100

The table shows that 59% of respondents are male and 41% of respondents are female having in the organization. The table shows that 59% of the majority respondents are Male candidates in the organization.

**CHART NO-1: GENDER**



**TABLE NO-3: AGE OF RESPONDENT**

Particulars	No of Respondents	Percentage
18-29	87	87
30-49	13	13
49-59	0	0
Total	100	100

**CONCLUSION**

The study about the organizational culture and behavior on employees reveals that the workers were satisfied with their ability, co-operation, teamwork, involvement, supervisors, utilization of their skills and rewards etc. They are highly satisfied with the current culture. Because of this favorable culture the employees’ show positive behaviors like high involvement, highly commitment to the organization, highly motivated and highly flexible to the organizational changes etc.

**SUGGESTIONS**

- In training programmers 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.

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