



A STUDY ON ORGANIZATIONAL CULTURE

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ABSTRACT:

This research was carried out to understand organizational Culture and its influence on employee behavior. Organizational culture is the collective behavior of people that are part of an organization. The purpose of the study is no matter how deep and crucial training is provided for sales, marketing, production, manufacture, supply, distribution. An organization will keep lagging if the organizational culture of that organization is not strong. The aim of the study is about Organizational culture and its impact on employee behaviour. Descriptive research design was adopted by the researcher.

The findings of the study such as there is a significant relationship between the gender of the respondents and the knowledge about the organization policy, there is no relationship between the employee category and the overall organizational culture. Organizational culture refers to the shared values, beliefs, and practices that shape the behavior and attitudes of employees within an organization. A positive and strong organizational culture can have a significant impact on employee behavior, leading to increased motivation, productivity, and job satisfaction. The sample size is 118. To achieve its objective, the study will adopt descriptive research. The research design used in this study is snowball technique. Chi-square and Regression are the tools used in the study.

INTRODUCTION OF THE STUDY :

Organizational culture refers to culture related to organizations including schools, universities, not-for-profit groups, government agencies, and business entities. Alternative terms include corporate culture and company culture. The term corporate culture emerged in the late 1980s and early 1990s. It was used by managers, sociologists, and organizational theorists in the 1980s.

Organizational culture influences the ways in which people interact, how decisions are made (or not made), the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share (or the way they do not share) knowledge.

Elliott Jaques (January 18, 1917 – March 8, 2003) was a Canadian psychoanalyst, social scientist and management consultant known as the originator of concepts such as corporate culture, midlife crisis, fair pay, maturation curves, time span of discretion (level of work) and requisite organization, as a total system of managerial organization.

Jaques introduced the concept in his 1951 book *The Changing Culture of a Factory*. The book was a published report of "a case study of developments in the social life of one industrial community between April, 1948 and November 1950". The case involved a publicly-held British company engaged principally in the manufacture, sale, and servicing of metal bearings. The study concerned itself with the description, analysis, and development of corporate group behaviors.

The concept of a reward system extends beyond mere financial compensation. It encompasses a range of tangible and intangible elements, including monetary rewards, recognition, career advancement opportunities, job autonomy, and a supportive work environment. The way in which these components are structured and offered can significantly impact employee attitudes, job satisfaction, and overall organizational outcomes.

Understanding the dynamics and implications of a reward system is not only a matter of theoretical interest but also a practical imperative for organizations across industries. The success of a reward system lies in its ability to foster positive employee attitudes and behaviors, which, in turn, contribute to enhanced productivity, lower turnover rates, and the attainment of strategic business goals.

This study embarks on an exploration of the impact of reward systems within organizations. By delving into the intricate relationship between rewards and employee behavior, this research seeks to unravel the underlying mechanisms that drive performance and engagement among employees. Through a thorough examination of existing literature and empirical evidence, this study aims to shed light on the various dimensions of rewards that influence employee decisions, attitudes, and actions.

In a world characterized by rapid technological advancements, globalization, and evolving work dynamics, organizations face the challenge of adapting their reward systems to address the diverse needs and preferences of their workforce. A one-size-fits-all approach is no longer effective in motivating and retaining employees. Instead, organizations must embrace a more personalized and strategic approach to rewards, one that recognizes the unique aspirations and motivations of their employees.

As we delve into this study, it becomes evident that the impact of a reward system extends beyond the individual employee to the broader organizational ecosystem. A well-designed reward system can shape organizational culture, influence the attraction and retention of talent, and even impact the perception of the organization in the external market.

In conclusion, the realm of reward systems is a complex and ever-evolving domain that demands scholarly attention and practical insights. By comprehensively examining the impact of reward systems on employee attitudes and behaviors, this study aims to contribute to the existing body of knowledge while offering practical recommendations for organizations to design and implement reward systems that foster positive outcomes for both employees and the organization.

REVIEW OF LITERATURE :

"Organizational Culture and Innovation: A Systematic Review" (2020):

This study examines the relationship between organizational culture and innovation. Findings suggest that a supportive culture fosters innovation. Source: Martinez-Garcia, A., et al. (2020).

"The Impact of Organizational Culture on Employee Engagement" (2020):

This research investigates the effect of organizational culture on employee engagement. Results show that a positive culture enhances engagement. Source: Singh, A., et al. (2020).

"Exploring the Relationship Between Organizational Culture and Leadership Style" (2020):

This study explores the link between organizational culture and leadership style. Findings indicate that transformational leadership promotes a positive culture. Source: Lee, S., et al. (2020).

[12:54 pm, 28/10/2024] : "Organizational Culture and Digital Transformation" (2020):

This research examines the role of organizational culture in digital transformation. Results suggest that a culture of innovation facilitates successful transformation. Source: Li, F., et al. (2020).

Impact on Performance:

Research shows a positive correlation between strong organizational culture and financial performance (Kotter & Heskett, 1992).

Leadership Influence:

Leaders play a crucial role in shaping organisations culture (Schin, 1985).

RESEARCH METHODOLOGY

Research methodology refers to the systematic and organized approach used by researchers to conduct a study, gather data, analyze information, and draw valid conclusions. It outlines the techniques, procedures, tools, and strategies that researchers employ to address their research questions or objectives. The chosen research methodology depends on the nature of the study, the type of data required, and the scope of the research project.

DATA ANALYSIS TOOLS :

4.1 Percentage Analysis:

Simple percentage analysis refers to a special kind of rate. Percentage are used in making comparison between two or more series of data. A percentage is used to determine the relationship between the series of data.

Formula: Percentage of Respondents = $\frac{\text{no of Respondents}}{\text{total no of Respondents}} * 100$

4.2 Regression analysis:

Regression analysis is a statistical technique used to examine the relationship between one or more independent variables (also known as predictor variables or features) and a dependent variable (also known as the outcome or response variable). The goal of regression analysis is to understand how changes in the independent variables are associated with changes in the dependent variable and to make predictions based on this relationship.

4.3 Chi-square analysis:

Chi-square analysis, also known as the chi-square test, is a statistical method used to determine if there is a significant association between two categorical variables. It's commonly employed to analyze the relationship between two variables when both are categorical.

DATA ANALYSIS

REGRESSION: To find out the impact between how satisfied are you with your

overall job experience, how would you rate the support you receive from management and what did you enjoy most about your job

HO: there is no impact between how satisfied are you with your overall job experience, how would you rate the support you receive from management and what did you enjoy most about your job

H1: : there is a impact between how satisfied are you with your overall job experience, how would you rate the support you receive from management and what did you enjoy most about your job

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.804	.240		7.506	.000
	WHAT DID YOU ENJOY MOST ABOUT YOUR JOB ?	.156	.092	.155	1.702	.091

a. Dependent Variable: HOW WOULD YOU RATE THE SUPPORT YOU RECEIVED FROM MANAGEMENT ?

CHI SQUARE ANALYSIS: to find out association between how would you describe the company culture and what improvement would you recommended for the company

HO: there is no association between how would you describe the company culture and what improvement would you recommended for the company

H1: there is a association between how would you describe the company culture and what improvement would you recommended for the company

Test Statistics

	HOW WOULD YOU DESCRIBE THE COMPANY CULTURE ?	WHAT IMPROVEMENT WOULD YOU RECOMMENED FOR THE COMPANY ?
Chi-Square	17.429 ^a	8.605 ^a
df	4	4
Asymp. Sig.	.002	.072

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 23.8.

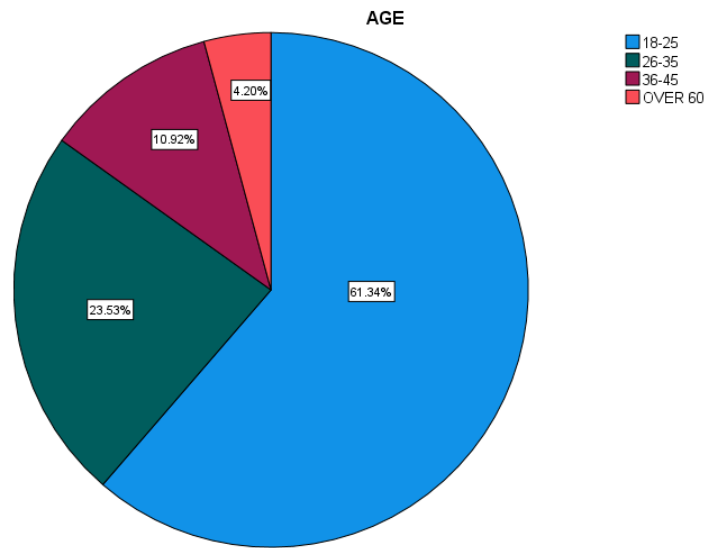
INTERPRETATION:

from the table the significance value is <0.001, which is lesser Than the table value 0.005, hence alternative hypothesis is accepted and null hypothesis is rejected. Therefore there is a association between how would you describe the company culture and what improvement would you recommended for the company

4.1.1 Percentage analysis for age of the respondent

AGE		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	73	61.3	61.3	61.3
	26-35	28	23.5	23.5	84.9
	36-45	13	10.9	10.9	95.8
	OVER 60	5	4.2	4.2	100.0
	Total	119	100.0	100.0	

Inference:



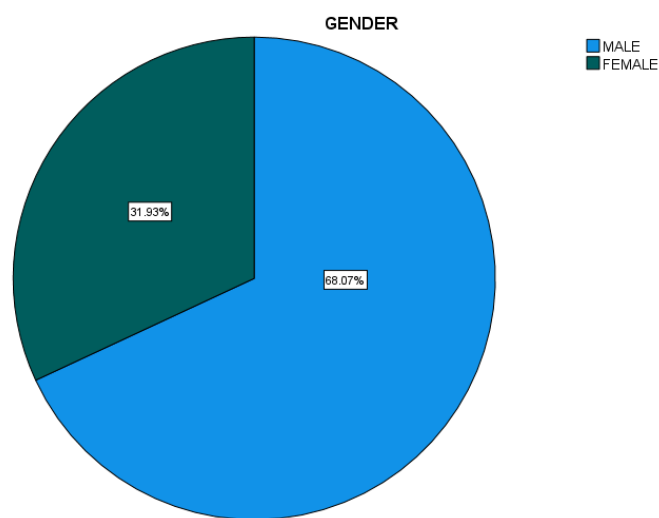
From the above table it is interpreted that 61.3% are 18-25, 23.5% are 26-35, 10.9% are 36-45, 4.2 are Over 60.

4.1.2 Percentage analysis for gender of the respondent

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	81	68.1	68.1	68.1
	FEMALE	38	31.9	31.9	100.0
Total		119	100.0	100.0	

Fig 4.1.2



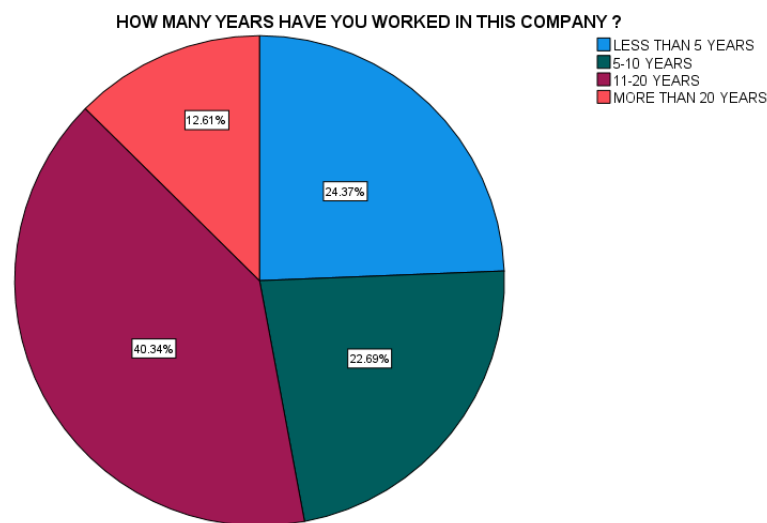
Inference:

From the above table it is interpreted that 68.1% are male, 31.9% are female.

4.1.3 Percentage analysis for how many years have you worked in this company.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN 5 YEARS	29	24.4	24.4	24.4
	5-10 YEARS	27	22.7	22.7	47.1
	11-20 YEARS	48	40.3	40.3	87.4
	MORE THAN 20 YEARS	15	12.6	12.6	100.0
Total		119	100.0	100.0	

Fig 4.1.3



Inference:

From the above table it is interpreted that 24.4% are less than 5 years, 22.7% are 5-10 years, 40.3% are 11-20 years, 12.6% are more than 20 years.

FINDINGS :

From percentage analysis, we have found out the following observations;

- In this study it is found that out of 118 people that 61.3% are 18-25, 23.5% are 26-35, 10.9% are 36-45, 4.2% are Over 60.
- It is found that out of 118 people that 68.1% are male, 31.9% are female.
- It is found that out of 118 people that 24.4% are less than 5 years, 22.7% are 5-10 years, 40.3% are 11-20 years, 12.6% are more than 20 years.
- It is found that out of 118 people that 38.7% are very satisfied, 38.7% are satisfied, 14.3% are dissatisfied, 8.4% are very dissatisfied.
- It is found that out of 118 people that 26.1% are job responsibilities, 30.3% are colleagues and teamwork, 22.7% are company culture, 21.0% are professional growth opportunities.
- It is found that out of 118 people that 30.3% are workload, 27.7% are work-life balance, 21.0% are lack of resources, 21.0% are management and leadership.
- It is found that out of 118 people that 34.5% are excellent, 31.1% are good, 16.8% are fair, 16.8% are poor, 17.6% are very poor.
- It is found that out of 118 people that 31.1% are very positive, 26.1% are positive, 18.5% are neutral, 14.3% are negative, 10.1% are very negative.

- It is found that out of 118 people that 23.5% are better management practices, 27.7% are improved work-life balance, 18.5% are more professional development opportunities, 18.5% are better compensation and benefits, 11.8% are enhanced communication.
- It is found that out of 118 people that 21.8% are very well, 32.8% are very well, 23.5% are adequately, 15.1 are poorly, 6.7% not at all.
- It is found that out of 118 people that 26.1% very likely, 35.3% are likely, 23.5% neutral, 14.3% are unlikely, .8% are very unlikely.
- It is found that out of 118 people that 42.0% are yes, 42.0% are no, 16.0% are not applicable.
- It is found that out of 118 people that 30.3% are technical skills, 34.5% are management skills, 21.8% are communication skills, 13.4% are problem- solving skills.
- It is found that out of 118 people that 27.7% are within 1 years, 31.9% are within 2-3 years, 24.4% are within 4-5 years, 16.0% are more than 5 years from now.
- It is found that out of 118 people that 26.1% are health reasons, 25.2% are desire to spend more time with family, 18.5% are 23.5% are job satisfaction issues, 6.7% are pursue personal interests/hobbies.
- It is found that out of 118 people that 27.7% are travel, 26.9% are volunteering, 13.4% are part-time work, 31.9% are spend time with family.
- It is found that out of 118 people that 29.4% are very satisfied, 28.6% are satisfied, 13.4% are neutral, 26.9% are dis satisfied, 1.7% are very dis satisfied.

SUGGESTIONS :

By Enhance Work-Life Balance Introduce flexible working hours or remote work options to address work-life balance challenges.

And providing Management Training Since management and leadership issues are prominent, implement leadership training to enhance management skills and communication.

Promote Professional Growth Offer skill-building programs focused on management and technical skills to support career advancement.

Improve Job Satisfaction Conduct regular check-ins to identify areas of dissatisfaction and address them through supportive policies.

Address Workload the Concerns Streamline workflows and consider additional staffing or resource allocation to manage workload and reduce burnout.

Recognize Contributions Foster a culture of recognition, as this can increase job satisfaction and retention.

Enhance Retirement Planning Given the focus on family time and personal pursuits, support employees with programs on retirement planning, focusing on financial wellness and post-retirement engagement opportunities.

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