



A Study on Organizational Culture and its Impact on Employee Behaviour in Tagore Medical College and Hospital

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ABSTRACT

Tagore Medical College and Hospital is a premier institution in dedicated to providing high-quality medical education and healthcare services. The college offers undergraduate and postgraduate programs in various disciplines of medicine, fostering a nurturing environment for students to excel in their academic pursuits. Its faculty comprises experienced professionals who are committed to imparting knowledge and skills to the future generation of healthcare practitioners. Tagore Medical College and Hospital is equipped with state-of-the-art facilities, including modern laboratories, libraries, and lecture halls, facilitating comprehensive learning experiences for students. The institution also emphasizes research and innovation, encouraging faculty and students to engage in cutting-edge medical research to advance the field. Subjected to thorough analysis using statistical tools like chi-square tests, ANOVA, correlation assessments, and frequency tabulations, all facilitated by SPSS software.

1. INTRODUCTION OF THE STUDY

Culture has been defined in many different ways and by many different theorists. For instance, according to Geert et al (2010) “it is the collective programming of the mind that distinguishes the members of one group or category of people from others”. Kotter and Heskett noted that culture is “a set of beliefs, values and behaviour commonly held by a society, being derived from social anthropology as a framework for understanding ‘primitive’ societies”. Finally, Deal and Kennedy defined culture in short as “the way we do things around here”. When establishing and developing a company or other organization, an internal culture will develop step by step. The purpose of its existence is to improve solidarity and cohesion, stimulate employees’ enthusiasm and creativity, and to improve the economic efficiency of an organization. Like cultures in general, organizational cultures are complex and unique. They are based their individual history, leadership and workforce. Organization culture is a pervasive force. It is a shared set of customs, beliefs, and practices, sometimes stated as “the way do things.” It is revealed in little things, such as where staff sits at the conference table for meetings or whether they wear suits or jeans to work. Hence, in order to improve management and let an organizational culture have the right effect on employees, it is important to understand how organizational cultures affect employee behaviour

1.3 OBJECTIVE OF THE STUDY:

PRIMARY OBJECTIVE:

A study on organizational culture and its impact on employee behaviour at” Tagore medical college and hospital”.

SECONDARY OBJECTIVES:

- To analyze the existing culture of the organization and to find its impact on employee’s behaviour at Tagore medical college and hospital.
- To analyze the employee’s relationship with their peers.
- To identify the employee’s perception about the management.
- To analyze the overall performance of the employees in Tagore medical college and hospital.

1.4 NEED OF THE STUDY

- Presence of employees in the organization with full involvement will not happen without a strong support of organizational culture.
- A positive organizational culture is likely to ensure high level of employees loyalty, good organizational citizenship and more productivity.
- Organizational culture would promote correct application of work place regulation which in turn encourages employees perception .

- At the same time organizational culture is influenced by work related practices framed by the organization which needs a detailed investigation.

1.5 SCOPE OF THE STUDY

- Motivation of employees of organization
- Culture and environment factors.
- Management of change, conflict and stress, perception.
- Enhancement of individual and organizational behaviour.

1.6 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 and the result of the project may be applicable only at present.

2.1 REVIEW OF LITERATURE

Bulach, Lunenburg, & Potter,z (2022); Hellriegel & Slocum,(2023) We can summarize the effects of organizational culture on employee behaviour and performance based on four key ideas knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation. This insight provides guidance about expected future behaviours. Organizational culture can foster commitment to the organization's philosophy and values. This commitment generates shared feelings of working toward common goals. That is, organizations can achieve effectiveness only when employees share values. Organizational culture, through its norms, serves as a control mechanism to channel behaviours toward desired behaviours and away from undesired behaviours. This can also be accomplished by recruiting, selecting, and retaining employees whose values best fit the values of the organization. **Schein (2018)** Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. **Nelson & Quick (2019)** 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 (2020)** 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. **Wagner (2016)** is of view that, the shared perception of the organization's members on the life within the organization which creates a bond amongst the members. This affects their perception of their self and their work. The platform for culture is provided by values, norms and beliefs.

RESEARCH METHODOLOGY:

RESEARCH DESIGN

A research design is a framework that has been created to find answers to research questions. The research design refers to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research question(s) through the collection, interpretation, analysis, and discussion of data.

TYPES OF RESEARCH

DESCRIPTIVE RESEARCH

Descriptive research aims to accurately and systematically describe a population, situation, or phenomenon. It can answer *what, where, when*, and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables. The researcher does not control or manipulate any of the variables, but only observes and measures them.

DATA FOR STUDY

The study depends on both primary as well as secondary data. The primary data has been collected from the employees of the organization. The secondary data has been collected from journals, magazines websites, and annual reports.

Sample size

A Sample of 103 respondents is taken in this study and the required data has been collected.

Sampling Method

Systematic sampling method .

Collection of data

Primary data

Primary data is refer to original data that researchers collect firsthand from original sources to address specific research questions or objectives. This type of data is directly obtained by the researcher through methods like surveys, interviews, observations, experiments, and focus groups.

Secondary data

Secondary data refers to data that has been previously collected, compiled, and published by other researchers, organizations, or sources for purposes other than the current research project.

Tools for analysis

Percentage Analysis:

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

Formula: Percentage of Respondents = no of Respondents *100/total no of Respondents.

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 (i.e., when data can be grouped into categories rather than being numerical).

ANOVA

Analysis of variance, or ANOVA, is a statistical method that separates observed variance data into different components to use for additional tests. A one-way ANOVA is used for three or more groups of data, to gain information about the relationship between the dependent and independent variables.

3. CORRELATION ANALYSIS

Correlation refers to a statistical measure that describes the strength and direction of a relationship between two or more variables. It helps us understand how changes in one variable are associated with changes in another variable. Correlation does not imply causation; it simply indicates the degree to which two variables tend to move together or apart.

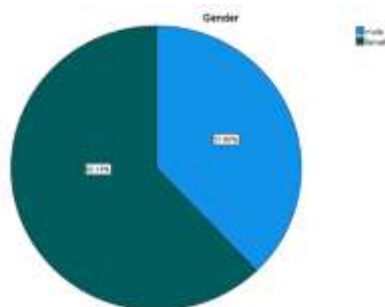
4. DATA ANALYSIS AND INTERPRETATIONS

4.1.1 PERCENTAGE ANALYSIS FOR THE GENDER OF THE RESPONDENT

TABLE 4.1.1 GENDER OF THE RESPONDENT

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	39	37.9	37.9	37.9
	female	64	62.1	62.1	100.0
	Total	103	100.0	100.0	

CHART 4.1.1



INFERENCE:

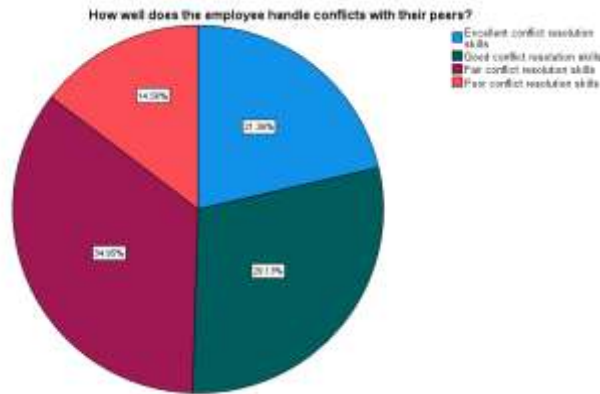
From the above table, it can be inferred that 37.86% of the respondents are Male and 62.14% of the respondents are Female. Most of the respondents are female.

4.1.2 PERCENTAGE ANALYSIS FOR HOW WELL DOES THE EMPLOYEE HANDLE CONFLICTS WITH THEIR PEERS

TABLE 4.1.2 HOW WELL DOES THE EMPLOYEE HANDLE CONFLICTS WITH THEIR PEERS

How well does the employee handle conflicts with their peers?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent conflict resolution skills	22	21.4	21.4	21.4
	Good conflict resolution skills	30	29.1	29.1	50.5
	Fair conflict resolution skills	36	35.0	35.0	85.4
	Poor conflict resolution skills	15	14.6	14.6	100.0
	Total	103	100.0	100.0	

CHART 4.1.2



INFERENCE:

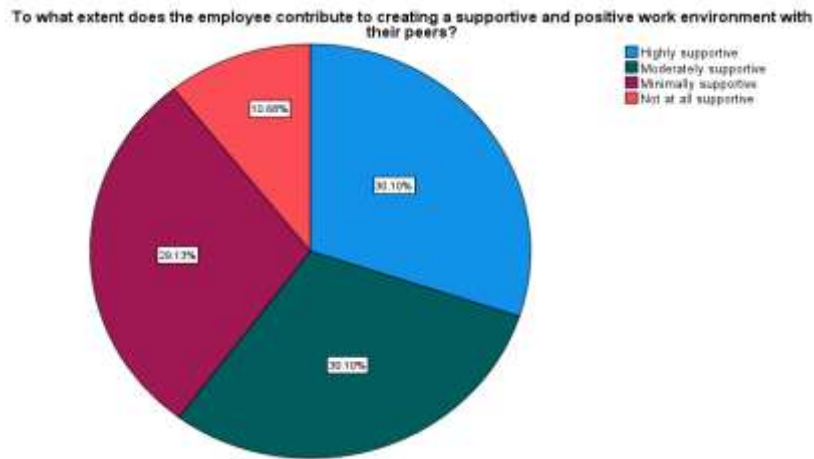
As the table shows, most of the respondents are 34.95% with Fair conflict resolution skills.

4.1.3 PERCENTAGE ANALYSIS FOR TO WHAT EXTENT DOES THE EMPLOYEE CONTRIBUTE TO CREATING A SUPPORTIVE AND POSITIVE WORK ENVIRONMENT WITH THEIR PEERS

TABLE 4.1.3 TO WHAT EXTENT DOES THE EMPLOYEE CONTRIBUTE TO CREATING A SUPPORTIVE AND POSITIVE WORK ENVIRONMENT WITH THEIR PEERS

To what extent does the employee contribute to creating a supportive and positive work environment with their peers?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly supportive	31	30.1	30.1	30.1
	Moderately supportive	31	30.1	30.1	60.2
	Minimally supportive	30	29.1	29.1	89.3
	Not at all supportive	11	10.7	10.7	100.0
	Total	103	100.0	100.0	

CHART4.1.3



INFERENCE:

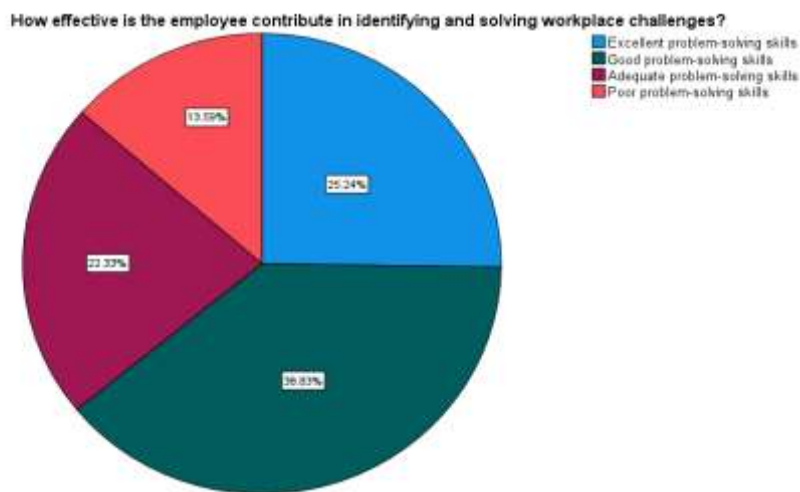
As the table shows 30.10% of the respondents are both highly supportive and moderately supportive as shown in the pie chart.

4.1.4 PERCENTAGE ANALYSIS FOR HOW EFFECTIVE IS THE EMPLOYEE CONTRIBUTE IN IDENTIFYING AND SOLVING WORKPLACE CHALLENGES

TABLE 1.4.4 HOW EFFECTIVE IS THE EMPLOYEE CONTRIBUTE IN IDENTIFYING AND SOLVING WORKPLACE CHALLENGES

How effective is the employee contribute in identifying and solving workplace challenges?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent problem-solving skills	26	25.2	25.2	25.2
	Good problem-solving skills	40	38.8	38.8	64.1
	Adequate problem-solving skills	23	22.3	22.3	86.4
	Poor problem-solving skills	14	13.6	13.6	100.0
	Total	103	100.0	100.0	

CHART4.1.4



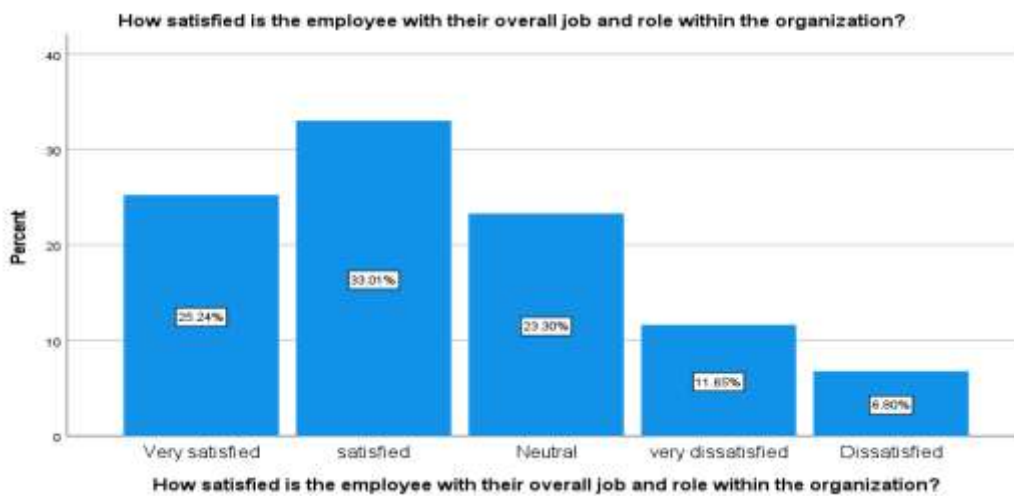
INFERENCE:

From the above table, 38.83% of the respondents are Good problem solving skills.

4.1.5 PERCENTAGE ANALYSIS FOR HOW SATISFIED IS THE EMPLOYEE WITH THEIR OVERALL JOB AND ROLE WITHIN THE ORGANIZATION

TABLE 1.4.5 HOW SATISFIED IS THE EMPLOYEE WITH THEIR OVERALL JOB AND ROLE WITHIN THE ORGANIZATION

How satisfied is the employee with their overall job and role within the organization?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	26	25.2	25.2	25.2
	satisfied	34	33.0	33.0	58.3
	Neutral	24	23.3	23.3	81.6
	very dissatisfied	12	11.7	11.7	93.2
	Dissatisfied	7	6.8	6.8	100.0
	Total	103	100.0	100.0	



INFERENCE:

From the above table, it can be inferred that 25.24% of the respondents are very satisfied and 33.01% of the respondents are satisfied. 23.30% of the respondents are neutral. 11.65% of the respondents are very dissatisfied and 6.80% of the respondents are dissatisfied. Most of the respondents are Satisfied.

4.2.1 CHI-SQUARE

To find an association between To what extent does the employee contribute to creating a supportive and positive work environment with their peers and How effective is the employee contribute in identifying and solving workplace challenges

NULL HYPOTHESIS (H0): There is Significant association between To what extent does the employee contribute to creating a supportive and positive work environment with their peers and How effective is the employee contribute in identifying and solving workplace challenges

ALTERNATIVE HYPOTHESIS(H1): There is a no significant association between To what extent does the employee contribute to creating a supportive and positive work environment with their peers and How effective is the employee contribute in identifying and solving workplace challenges

Chi-Square Test

Test Statistics		
	To what extent does the employee contribute to creating a supportive and positive work environment with their peers?	How effective is the employee contribute in identifying and solving workplace challenges?
Chi-Square	11.291 ^a	13.544 ^a

Df	3	3
Asymp. Sig.	.004	.004
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.8.		

INTERPRETATION

The Calculated Significant Value of 0.04 is less than the Significant value of 0.05

H0 is rejected and H1 is accepted Therefore, there is Significant association between employee contribution to creating a supportive and positive work environment with their peers and employee contribute in identifying and solving workplace challenges.

4.2.2 ANOVA

To find an association between Age and How effective is the employee contribute in identifying and solving workplace challenges

NULL HYPOTHESIS (H0): There is No Significant association between Age and How effective is the employee contribute in identifying and solving workplace challenges

ALTERNATIVE HYPOTHESIS(H1): There is a significant association between Age and How effective is the employee contribute in identifying and solving workplace challenges

ANOVA					
How effective is the employee contribute in identifying and solving workplace challenges?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.907	3	6.302	7.797	.000
Within Groups	80.025	99	.808		
Total	98.932	102			

INTERPRETATION

From the above table we find the significant level (.000) is less than 0.05, so the Null hypothesis is rejected and Alternative Hypothesis H1 is accepted. There is a significant difference between effective is the employee contribute in identifying and solving workplace challenges.

4.2.3 CORRELATION ANALYSIS

To find the relationship between How satisfied is employee with their overall job and role within the organization and Rate the employees ability to provide quality care and attention to patients.

NULL HYPOTHESIS:

H0: There is no relationship How satisfied is employee with their overall job and role within the organization and Rate the employees ability to provide quality care and attention to patients.

ALTERNATIVE HYPOTHESIS:

H1: There is a relationship between How satisfied is employee with their overall job and role within the organization and Rate the employees ability to provide quality care and attention to patients.

Correlations			
		How satisfied is employee with their overall job and role within the organization?	Rate the employees ability to provide quality care and attention to patients?
How satisfied is the employee with their overall job and role within the organization?	Pearson Correlation	1	.253**
	Sig. (2-tailed)		.010
	N	103	103
	Pearson Correlation	.253**	1

How would you rate the employees ability to provide quality care and attention to patients?	Sig. (2-tailed)	.010	
	N	103	103
**. Correlation is significant at the 0.01 level (2-tailed).			

INFERENCE

From the test it is found that the significance value is .010 which is higher than the table value 0.5, the Null hypothesis was accepted. That is There is no relationship between satisfied is employee with their overall job and role within the organization and rate the employees ability to provide quality care and attention to patients.

FINDINGS

- From the above table, it can inferred that 30.10% of the respondents are exceptional and 33.01% of the respondents are competent and 23.30% of the respondents are average and 13.59% of the respondents are below average. Most of the respondents are Competent.
- As the table shows 30.10% of the respondents are both highly supportive and moderately supportive as shown in the pie chart.
- From the above table, 38.83% of the respondents are Good problem solving skills.
- From the above table, it can inferred that 25.24% of the respondents very satisfied and 33.01% of the respondents are satisfied. 23.30% of the respondents are neutral.11.65% of the respondents are very dissatisfied 6.80% of the respondents are dissatisfied. Most of the respondents are Satisfied.
- The Calculated Significant Value of 0.05 is greater than the Significant value of 0.000 ($0.000 < 0.02$).
- H_0 is rejected and H_1 is accepted Therefore, there is Significant association between employee contribution to creating a supportive and positive work environment with their peers and employee contribute in identifying and solving workplace challenges.
- From the above table we find the significant level (0.55) is greater than 0.05, so the Null hypothesis is accepted and Alternative Hypothesis H_1 is rejected. There is a significant difference between effective is the employee contribute in identifying and solving workplace challenges.
- From the test it is found that the significance value is .124 which is higher than the table value 0.5, the Null hypothesis was accepted. That is There is no relationship between satisfied is employee with their overall job and role within the organization and rate the employees ability to provide quality care and attention to patients.

5.2 SUGGESTIONS

- The overall experience index from the study reveals that the company is performing very well and has good organizational culture and behaviour.
- Some of the employers have complained about inter personal skills, supportive of change and supervisor not encouraging suggestion for improvement.
- Therefore, this is the area which I recommend to the company to focus a little bit more. It needs to improve its communication between higher authority to their employees.
- Need to become more approachable.
- Even though the complaints are minor, the company needs to resolve its organizational culture.
- More benefits should be given to the employees working in the company
- Further studies on culture could pay more attention in identifying all aspects of organizational culture.

5.3 CONCLUSION

In conclusion, the findings of this study emphasize the critical importance of organizational culture in influencing employee behavior within healthcare institutions like Tagore Medical College and Hospital. By cultivating a positive and supportive culture characterized by strong leadership, shared values, and open communication, organizations can enhance employee engagement, job satisfaction, and ultimately, the quality of patient care. Moving forward, it is imperative for healthcare leaders and managers to prioritize efforts to nurture a healthy organizational culture that empowers employees to thrive and contribute effectively to the organization's mission and objectives .The individual behaviour includes biographical characteristics, ability, values, attitudes, personality, emotions, perception, individual decision making, learning and motivation. The group behaviour consists with communication, leadership and trust, group structure, conflict, power and politics.