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The Impact of Organization Culture oEmployee Behaviors

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Abstract: This study delves into the intricate dynamics between organizational culture and employee behavior, aiming to elucidate the profound impact of culture on various aspects of employee conduct within organizations. Drawing upon a multi-dimensional research framework, the study investigates how organizational culture shapes employee attitudes, values, and actions, thereby influencing organizational effectiveness and performance. By surveying 120 participants, the research evaluates the effectiveness of organizational culture training programs and cross-functional activities. By using the PARAMERTICS TOOLS such as (Correlation, Regression, Chi-square, and One-Way Annova). This study's findings provide valuable recommendations for employee behavior for optimizing and sustaining growth in the organizational culture.

Keywords: Employee Engagement, Work Environment, Employee Morale, Corporate Culture, Cultural Norms.

Introduction

Organizational culture is the collective behavior of people that are part of an organization. It is also formed by the organizational values, norms, working language, system, and symbols, it includes beliefs and habits it is also the patter Organizational culture is the collective behaviorof people that are part of an organization. It is also formed by the organizational values, norms, working language, system, and symbols, it includes beliefs and habits it is also the pattern of such collective behaviors and assumption that are taught to new organizational members as a way of perceiving, and even thinking and feeling.

Organizational culture affects the way people and groups interact with each other's, with clients, and with shareholder Organizational culture is defined as a pattern of basic assumption invented, discovered or developed or developed by a given groups, as it learns to cope with the problem of external adaption and internal investigation that has worked well enough to be considered valid and therefore is to be taught to the new members as correct way to perceive think, and fee in relation those problems. Organizational culture is a set of shared understanding, norms, value, attitude and beliefs of an organization which can foster or impede change. When people join an organization, they bring with them the values and beliefs that they have been taught. However, these values and beliefs are insufficient for helping the individual succeed in the organization. The person needs to learnhow the particular things of enterprise.

The word ―culture¦ has been derived metaphorically from the idea of ―cultivation¦, the process of tilling and developing land. When we talk about culture, we are typically referring to pattern of the development reflected in a in a society 's system of knowledge, ideology, values, laws, social Normand day-to-day rituals. Since the pattern of development differs from society to society, the cultural phenomenon varies according to a given society 's stage of development. Accordingly, culture varies from one society to another requiring a study of cross-national and cross culture phenomenon within organizations. So, this study focuses on prevailing organizational culture in Mobis India Ltd and how to improve its corporate performances through various strategies. An awareness of culture has led to the fact that is examining organizations at local, regional, and national levels are often needed. It is very relevant to people's beliefs and values.

A preponderance of scientific research and investigation suggests a tremendous impact on human behaviour, especially on the behaviour of individuals, groups, companies, and industries. Due to the complexity of society, much time-consuming, broad learning for complicated, organizational advancement has occurred. More specifically, developmental necessities in many diverse surroundings and varying circumstances brought an increased sense of urgency in the challenges associated with the transition.

Review of Literature

Bulach, Lunenburg, &Potter, (2012); Hellriegel& Slocum, (2011) 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 (2011) 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 (2011) Organizational culture has four functions gives members asense 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 cultures 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 (2005) 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.

Azhar (2003) organizational culture is the combination of important assumptions that are shared in common by each member of an organization and are often unstated. Organizational culture is basically made up by two major common assumptions: values and beliefs. Values are the assumptions that have been forwarded by the leaders of the organization and considered to be ideals that are desired by all the members of an organization. Beliefs on the other hand are the assumptions about the reality and created by experience.

Ernst, (2001) if an organizational culture becomes incongruent with the changing expectations of internal and/or external stakeholders, the organization 's effectiveness can decline as has occurred with some organization.

Rousseau (2000) Organizational culture is also as a set of commonly experienced stable characteristics of an organization which shows the distinctive features of an organization which differentiates it from others. The organizational culture has set of norms and values that are

shared by individuals and groups across the organization. Organizational values and beliefs refer to the common ideas about what the shared goals of an organization are, what types of behaviour should the members of an organization follow in order to achieve the common goals of an organization. These organizational values in turn form out the standard norms and guidelines for the organization that makes it distinct from others. Also states that it is important for the organization to recognize the fact that the organizations do not improve in a vacuum environment and they need human interaction to support the improvement and development which can be achieved only by following the effectively accepted and equally shared values by each individual members of an organization.

Robbins and Coulter, (1998) define organizational culture as a system of shared meaning within an organization that determines, in large degree, how employees act They also suggest that culture implies several things They argue that it is perception. Individuals perceive the culture of the organization based on what they see or hear within the organization and even though individuals may have different backgrounds. Organizational culture provides the organization and its members with the capacity and ability to deal with the environment, reflecting the contingency approach to management suggested by many organization theorists and practitioners.

Schein, (1997) When we apply it to groups and organizations, we are almost certain to have conceptual and semantic confusion because groups and organizations are also not always easy to define Often with regards to _organizational culture 'people agree that it exists and that it is important in its effects but that people have completely different ideas of what it is.

Robbins (1995) Suggests that organizational culture is concerned with how employees perceive the characteristics of an organization 's culture, not with whether or not they like them. It is also argued by Robbins that —Culture by definition is elusive, intangible, implicit, and

taken for granted but every organization develops a core set of assumptions, understandings and implicit rules that govern day-today behavior in the workplace‖.

Robbins (1986) on the other hand, defines organizational culture as a uniform perception of an organization which has common characteristics. Organizational culture, according to the authors something descriptive and effectively team distinguish one particular organization from another. It can also integrate individuals and groups of organization systems.

Buchanan and Huczynski (1985) have defined organization as a social arrangement for the controlled performance of collective goals Organizations of various kinds and form catering to venous human needs exist in society Human experience tells us that groups of people can achieve much more than individuals acting on their own. It is rightly said that our society is heavily dependent on collective, organized activity we are born, work, and die in and through organizations, and all of us are influenced by organizations in one way or another. The argument and the debate cited above makes amply clear the importance of organizations in society and the need to understand their functioning to derive the maximum benefit from them.

Haralmbos and Heald, (1981) Organizations are important elements of society and all people do not look at them in the same way. It is suggested that the increasing tendency to view organizations as a distinct field of study is due to the pervasiveness and recognized importance of this type of social unit. Organizations have also been perceived as a threat to individual liberty and as undermining democracy but at the same time they have also been seen as essential requirements for a democratic society, as a means for the protection of individual freedoms ―Democratic objectives would be impossible to attain in modern society without bureau critic organizations to implement them.

Significance of The Problem

Organizational culture plays a pivotal role in shaping employee behavior, influencing their attitudes, work ethics, and overall performance. However, the extent and nature of this impact remain a complex and multifaceted challenge. Understanding the specific dimensions of organizational culture that significantly Mold employee behavior is essential for fostering a positive work environment and optimizing organizational outcomes. Thus, the question arises: What are the nuanced ways in which organizational culture shapes employee behavior.

Limitation of The Study

Employees may interpret and respond to organizational culture differently based on their individual values, personalities, and backgrounds. External factors like economic conditions, industry trends, or legal changes can override the impact of organizational culture on employee behavior. Employees may resist adopting or aligning with the prevailing culture, especially if it conflicts with their personal values or previous experiences. Organizations cannot fully control or predictor employees will internalize and express the culture. Individuals may selectively adopt aspects of the culture. Organizational culture is dynamic and subject to change. Shifts in leadership, strategies, or external factors can alter the cultural landscape, affecting its impact on employee behavior. While culture can shape internal interactions, it may have limited impact on how employees engage with external stakeholders, such as customers or partners. Organizations with diverse workforce may have subcultures or conflicting values that dilute the overarching impact of the organizational culture.

Objectives of The Study

1.   To find the influence of organization culture on employee behavior.

2.   To understand the employee's relationship with the peers.

3.   To identify the internal factors affecting the employee behavior.

4.   To identify the employee behavior patterns and practices exhibit by employee.

Research Methodology

The research challenge can be approached methodically using research methodology. It is a detailed outline of how data will be gathered and analysed for a research endeavour. Research methodology can be through of as the scientific study of how research is conducted. It might include a wide range of research projects, form straightforward descriptive and examination to the design of complex experiments. A clear objective provided the basis of design of the project. Since the main objectives of the study is to study the employee retention factors it was decided to use including, survey and fact-finding enquiries of different kinds, which found out the most suitable design in order to carry out the project.

Research Design

This study is descriptive in nature. Descriptive research is an exploration of certain existing phenomenon. It is mostly done when a researcher wants to gain a better understanding of the topic. Primary data is collected through a survey. The survey is carried out by the means of self-administered, structured questionnaire and secondary data is collected from articles, research papers of various journals ¬ Data collected was of primary nature as it was collected Through the mode of questionnaire from employees of corporate life. ¬ Structured Questionnaire with close ended questions ¬ Likert scale with ranging from four to five-point options were used ranging from strongly agree to strongly disagree

Sample Design

For the achievement of the above stated objective, a questionnaire is being framed through google forms and with the help of that questionnaire the research has been done. The data has been collected by filling questionnaire from the employees.

Data Analysis and Interpretation:

I. Regression:

AIM: To estimate the relationship between the Opportunities for Career Advancement and Training Opportunities.

NULL HYPOTHESIS(H0): There is a no significant relationship between the career advancement and training opportunities.

ALTERNATIVE HYPOTHESIS(H1): There is a significant relationship between the career advancement and training opportunities.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.329[a]	.109	.101	.911
a. Predictors: (Constant), Training Opportunities				

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.927	1	11.927	14.369	.000[b]

Residual	97.940	118	.830		
Total	109.867	119			

a. Dependent Variable: Opportunities of career advancement

b. Predictors: (Constant), Training Opportunities

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.467	.195		7.541	.000
	VAR00020	.305	.081	.329	3.791	.000

a.   Dependent Variable: Opportunities of career advancement

Inference:

The ANOVA results indicate that the regression model, with Training Opportunities as the predictor, explains a significant amount of the variability in the dependent variable Opportunities for Career Advancement. The low p-value ($p < 0.001$) associated with the F-statistic suggests that the observed relationship between the predictor and the dependent variable is unlikely to be due to random chance. Therefore, the regression model appears to provide a meaningful explanation for the variation in opportunities for Career Advancement.

II. Correlation Analysis:

AIM: To determine significant relationship between the Clarity of Communication and Team Decision Making

NULL HYPOTHESIS(H0): There is no significance relationship between clarity communication and team decision making.

ALTERNATIVE HYPOTHESIS(H1): There is a significance relationship between clarity and team decision making.

Correlations		Clarity of Communication	Team Decision Making
Clarity of Communication	Pearson Correlation	1	.476**
	Sig. (2-tailed)		.000
	N	120	120
Team Decision Making	Pearson Correlation	.476**	1
	Sig. (2-tailed)	.000	
	N	120	120
**. Correlation is significant at the 0.01 level (2-tailed).			

Inference:

The correlation table indicates a moderate positive correlation (Pearson's correlation coefficient of 0.476) between variables Clarity in Communication and Team Decision Making. This suggests that as one variable increases, the other tends to increase as well, and vice versa. The correlation is highly statistically significant ($p < 0.01$), indicating a reliable association between the two variables.

III. ANNOVA:

NULL HYPOTHESIS(H0): There is no significant relationship between Gender and Current Role of Employees.

ALTERNATIVE HYPOTHESIS(H1): There is a significant relationship between Gender and Current Role of Employees.

ANOVA					
Current Role of Employees.					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.410	3	.137	.176	.913
Within Groups	90.257	116	.778		
Total	90.667	119			

Inference:

This is an ANOVA test. The F-statistic between groups is 0.176 with a p-value of 0.913. Since the p-value (0.913) is greater than the significance level (usually 0.05), we fail to reject the null hypothesis. In other words, there is not enough evidence to conclude that the means between the groups are statistically different.

IV. CHI-SQUARE:

AIM: To determine the significant between the Gender and Opportunities for career Advancement.

NULL HYPOTHESIS(H0): There is no a significant Differences between the gender and opportunities for career advancement.

ALTERNATIVE HYPOTHESIS(H1): There is a significant Differences between the gender and opportunities for career advancement.

Coefficients^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.467	.195		7.541	.000
	VAR00020	.305	.081	.329	3.791	.000
a. Dependent Variable: Opportunities of career advancement						

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.031	.998
	Cramer's V	.031	.998

Inference:

The symmetric measures of association presented in the table indicate the relationship between two nominal variables. Both Phi and Cramer's V coefficients yield values of 0.031, suggesting an extremely weak association between the variables under consideration. Furthermore, the corresponding approximate significance values of 0.998 imply that this observed association is highly likely to be due to random chance, rather than reflecting a significant and meaningful

relationship between the variables. It's important to note that the analysis is based on a sample size of 119 valid cases. Therefore, while there may be a slight association observed, it lacks statistical significance, emphasizing the need for caution when interpreting any apparent relationship between the variables.

Findings and Suggestions

The analysis reveals several key findings regarding the relationship between organizational culture and employee behavior, as well as their interactions with peers. Firstly, it indicates a significant influence of organizational culture on employee behavior, as evidenced by the regression model's ability to explain variability in the dependent variable. Moreover, a moderate positive correlation between employee relationships with peers suggests the importance of social dynamics within the workplace. However, internal factors examined in the analysis do not demonstrate a significant impact on behavior, highlighting potential areas for further investigation. Additionally, the weak association observed in symmetric measures underscores the challenge in identifying clear behavior patterns based solely on the variables considered. Overall, while organizational culture and peer relationships play crucial roles, the analysis suggests the need for a more comprehensive understanding of internal factors and additional variables to fully grasp the complexities of employee behavior.

Suggestions:

➢ Conduct in-depth qualitative research to complement quantitative findings. Qualitative methods like interviews and focus groups can provide richer insights into employee behavior and its underlying drivers.

➢ Combine quantitative analysis (such as ANOVA and correlation tests) with qualitative research to gain a comprehensive understanding of employee

behavior. This integrated approach ensures a more nuanced interpretation of findings.

➢ Prioritize initiatives aimed at enhancing employee engagement, fostering positive relationships among peers, and creating a supportive work environment. This can improve morale, productivity, and overall organizational performance.

➢ Implement mechanisms for ongoing monitoring and evaluation of employee behavior. Regular assessments will help track changes over time and identify emerging trends or issues that require attention.

Conclusion

The study on the impact of company culture on employee behavior uncovers interesting trends across a variety of demographic and satisfaction factors. Addressing the highlighted suggestions can make a big contribution to creating a positive work environment. Organizations can improve overall satisfaction and inclusivity by adapting initiatives to specific age groups, educational backgrounds, and marital statuses. Recognizing and reinforcing positive characteristics, such as effective recognition and leadership support, while also addressing issues about teamwork, communication clarity, and conflict resolution, will help to create a more harmonious workplace. The report emphasizes the need for continual efforts in employee engagement, personal relationships, and career development, as well as the need for firms to adapt and evolve cultural initiatives to satisfy their workforce's unique demands.

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