



**Article Title: A study on Organizational Culture and its Impact on Employees Behaviour with special reference to TTK Prestige Ltd, Coimbatore**

## **A study on Organizational Culture and its Impact on Employees Behaviour with special reference to TTK Prestige Ltd, Coimbatore**

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### **ABSTRACT**

Organizational culture is the accepted norms and values that are associated with a particular company. These norms are seen as distinctive to a particular organization. Organizational culture can be tackled in three realms such as behaviour & artifacts, values & assumptions and beliefs. The term behaviour denotes the visible elements of culture prevailing with a certain organizational dress code, the way employees use technology in their task etc. The objective of the study is to assess the existing culture of the organization and to find its impact on employee's behaviour, to study the relationship between organizational culture and employee behaviour, to understand how the employer encourages participation in decision making and to find out the most influencing factors affecting organizational culture. The research design used in this study is descriptive research design. Data from 50 people were collected as population study. Data was collected by survey method through structured questionnaire with close-ended questions. The primary data was obtained through questionnaire directly from the employees. The secondary data was collected through internal source and external source, company records, documents, journals & websites. The collected data has been edited, classified and tabulated. The statistical tool used in this study is Percentage analysis, Chi-square test, and Correlation and Weighted Average method.

**Keywords:** Organizational culture, Employee Performance, Organization

### **1 Introduction**

Organizational culture is "a collection of values, beliefs and norms shared by its members and reflected in organizational practices and goals". The relevance of this definition provides that it facilitates the progress in selection to swift the prospect for portion creative talent, testing and risk enchanting. The main aim of this article is to study the different types of cultures in an organization and to study the relationship between organizational culture and organizational performance. Ouchi (1981) examines a positive relationship between organization culture and performance. Although the writing on organizational culture and its alliance with organizational performance is wealthy varied, there is a small amount of study really examine the concept of this connection. Culture has been set up as a main factor to be



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considered through in organizational life along with its positive impact on the success of the organizational performance. Another definition states that organization culture is that the "shared values, morals held by employees within an organization or the organization unit". Because it is evolved through the organization culture in array to sway the behaviour and attitude of the employees. The organization consists of a collectively with a relatively identifiable boundary, a normative order (rules), ranks of authority (hierarchy), communications system, and membership coordinating systems (procedures). The organization has its goals and human resources as well as constraints. Organizational employees have skills, knowledge, needs, and values pertaining to work and they both complement each other. The organizational collectively exists, on a relatively continuous basis in an environment, and engages in activities which are normally related to a set of goals. The organizational activities have outcomes for the organizational members, the organization itself, and for the society. The essence of organization revolves around the development of shared meanings, beliefs, values and assumptions which guide and are reinforced by the organizational behaviour.

Organizational culture depends on views and characteristics of the employees working in the organization. Each organization is different from one another. If an Organizational culture is strong then its growth and performance will be high. Organizational culture highly depends on certain factors such as what kind of culture the organization follows such as clan, adhocracy, market culture of the employees working in the organization, and performance. According to Hasan, Ali and Hamid Taghiloo (2011) studied the link connecting four types of organizational cultures and how it shapes the organization. Results of Correlation and Frid man tests reveal that there is a significant correlation between organizational cultures and learning Organizations. In adding up the study has found that clan culture has a high correlation coefficient, but adhocracy culture has the maximum grade among diverse types of cultures.

In current times organizational culture and dedication of the workforce is the major part to be considered by the organization for its development. Employees are the asset of an organization. Retaining the employees in today's firms are difficult than previous decade. Employees' expectation towards culture of work place and work life are high. They are demanding balanced work schedule and congenial work environment. If a suitable work environment is available at boosts the morale, commitment and enthusiasm of the employee. The role of the employee is clearly defined in an organization means case for the employee to deliver his work. Proper culture planning, team support and encouragement and good training create a good and healthy organizational culture and performance among the employees.



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## Objectives

- To assess the existing culture of the organization and to find its impact on Employee's Behaviour.
- To understand how the employer encourages participation in decision making.
- To study the relationship between organizational culture and Employee Behaviour.
- To find out the most influencing factors affecting organizational culture.
- To give suggestion based on findings.

## Need of the Study

People are affected by the culture in which they live. Similarly, an individual working for any organization with a firmly established culture will be taught the values, beliefs, and expected behaviors of that organization. There is at least some sound evidence that variations in cultural values may have a significant impact on Employee turnover and possibly employee's job performance. Hence the study of organizational culture is important for the understanding and practice of organizational behavior.

## 2 Research Methodology

The study is a descriptive one and the researcher has used simple category scale and multiple choices, single response scale for collecting the data. Descriptive research includes surveys and facts-finding enquires of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. The main characteristic of this method is that the researcher has no control over the variables, he can only report what has happened or what is happening.

### Sampling Size and Design

In this study the researcher has used simple random sampling method to collect the data. Primary data are gathered from employees with the help of a structured questionnaire and personal interviews. Secondary data are collected from Magazines, corporate journals and websites. Sampling unit or population is defined as the collection of items being considered for the study. In this study the population is the total number of employees 700 in TTK Prestige Limited. Sample size is the part or portion of the population chosen for the study. In this study the sample size is 50 employees from TTK Prestige Limited. The study data is based on primary data and the data are collected through questionnaire method.



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## 2.1 Data Analysis

### Percentage Analysis

Percentage analysis is useful to find percentage and frequency of the variable for the study. The percentage analysis is used for the demographic variables of organizational culture and impact of behaviour followed below.

**Table 1: Demographic variables of the respondents**

Demographic Variable	Frequency	Percentage
Age Group		
18-30 years	6	12
31-40 years	21	42
41-50 years	20	40
51 years and above	3	6
Gender		
Male	50	100
Female	-	-
Marital Status		
Married	38	76
Unmarried	12	24
Educational Qualification		
SSLC	8	16
HSC	17	34
Diploma	16	32
Graduate	9	18
Employee Status		
Permanent	50	100
Temporary	-	-
Contract	-	-
Experience		
0-2 years	-	-
2-5 years	7	14
5-10 years	19	38
Above 10 years	24	48

### Interpretation:

From the above table 1 it was found that out of 50 respondents 12% of them are having age of 18-30 years, 42% of them are having age of 31-40 years, 40% of them are having age of 41-50 years and 6% of them are have age of 51 years and above.

Out of 50 respondents 100% of the respondents are male and there is no female respondents.



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Out of 50 respondents 76% of respondents are married and 24% of respondents are unmarried.

Out of 50 respondents 34% of respondents were HSC qualified, 32% of respondents were Diploma qualified, 18% of respondents were graduates and 16% of respondents were SSLC qualified.

Out of 50 respondents 100% of respondents were permanent employees and there is no temporary and contract employees.

Out of 50 respondents that 48% of respondents experience were above 10 years, 38% of respondents experience is between 5-10 years, 14% of respondents experience is between 2-5 years and there is no respondents whose experience is between 0-2 years.

Out of 50 respondents 42% of respondent's monthly income is between 15000-25000, 40% of respondents monthly income is between 25000-35000, 18% of respondents monthly income were above 35000 and there is no respondents monthly income is between 10000-15000.

## 2.2 Chi-Square Analysis:

Chi-square test is used to determine whether categorical data shown dependency or the two classifications are independent. Chi-square can be used to test,

- Goodness of fit;
- Significance of association between variables;
- Test the homogeneity or the significance of population variance.
- The study had used chi-square test as a test the independence than is to explain whether or not two attributes associated Chi-square value obtained is compared with relevant table value and inferences can be drawn as follows.
- If the calculated value is less than at a level of significance for given of freedom, null hypothesis stands. This means that the two attributes exists.
- If the calculated value of Chi-square is greater than its table value the null hypothesis rejected. This means association between two attributes exists.

$$\psi^2 = \sum(O-E)^2 / E$$

### Respondent's opinion about employer encouragement in decision making

$H_0$  = Employer does not encourages the participation of employees in decision-making process.

$H_1$  = Employer encourages the participation of employees in decision-making process.



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**Table 2: Employer encouragement in decision making**

Parameters	O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> / E
Strongly Disagree	0	10	-10	100	10
Disagree	0	10	-10	100	10
Neutral	34	10	24	576	57.6
Agree	11	10	1	1	0.1
Strongly Agree	5	10	-5	25	2.5

Expected frequency =  $50/5 = 10$

Calculated value = 80.2

Degree of freedom =  $(n-1) = (5-1) = 4$

Level of significance = 5%

Table value = 9.488

Calculated value > Table value

### Interpretation:

Since the calculated value is greater than table value, the null hypothesis is rejected and alternate hypothesis is accepted. Thus, it is interpreted that employer encourages the participation of employees in decision-making process.

### Respondent's opinion about the employer behaviour on opinions given by the employees

$H_0$  = The opinions given by the employees are rejected.

$H_1$  = The opinions given by the employees are accepted.

**Table 3: Employer behaviour on opinions given by the employees**

Parameters	O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> / E
Strongly Disagree	31	10	21	441	44.1
Disagree	19	10	9	81	8.1
Neutral	0	10	-10	100	10
Agree	0	10	-10	100	10
Strongly Agree	0	10	-10	100	10



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Expected frequency =  $50/5 = 10$

Calculated value = 82.2

Degree of freedom =  $(n-1) = (5-1) = 4$

Level of significance = 5%

Table value = 9.488

Calculated value > Table value

### **Interpretation:**

Since the calculated value is greater than table value, the null hypothesis is rejected and alternate hypothesis is accepted. Thus, it is interpreted that the opinions given by the employees are accepted.

### **Respondents opinion about superiors providing proper recognition for the employee's opinion**

$H_0$  = The superiors doesn't give proper recognition for the employee's opinion.

$H_1$  = The superiors give proper recognition for the employee's opinion.

**Table 4: Superiors providing proper recognition for the employee's opinion**

Parameters	O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> / E
Strongly Disagree	0	10	-10	100	10
Disagree	0	10	-10	100	10
Neutral	10	10	0	0	0.1
Agree	35	10	25	625	62.5
Strongly Agree	5	10	-5	25	2.5

Expected frequency =  $50/5 = 10$

Calculated value = 85.1

Degree of freedom =  $(n-1) = (5-1) = 4$

Level of significance = 5%

Table value = 9.488

Calculated value > Table value

### **Interpretation:**

Since the calculated value is greater than table value, the null hypothesis is rejected and alternate hypothesis is accepted. Thus, it is interpreted that the superiors give proper recognition for the employee's opinion.



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### 2.3 Correlation Analysis

Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate in relation to each other. A positive correlation indicates the extent to which those variables increase or decrease in parallel; a negative correlation indicates the extent to which one variable increases as the other decreases.

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{[\sqrt{n(\sum x^2) - (\sum x)^2}] [\sqrt{n(\sum y^2) - (\sum y)^2}]}$$

**Table 5:** Relationship between seniors guidance and employee relationship

Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Seniors Guidance (x)	0	0	26	10	14	50
Employee Relationship (y)	0	0	24	26	0	50
Total	0	0	50	36	14	100

To find out the relationship between seniors guidance and employee relationship the analysis can be carried out by using correlation method in SPSS Software as follows,

Descriptive Statistics			
	Mean	Std. Deviation	N
Seniors guidance	3.76	.870	50
Employee relationship	3.52	.505	50

Correlations		
	Seniors guidance	Employee relationship





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<b>Seniors guidance</b>	Pearson Correlation	1	.847**
	Sig. (2-tailed)		.000
	N	50	50
<b>Employee relationship</b>	Pearson Correlation	.847**	1
	Sig. (2-tailed)	.000	
	N	50	50
**. Correlation is significant at the 0.01 level (2-tailed).			

### Interpretation:

From Correlation analysis the coefficient of correlation between seniors guidance and employee relationship has calculated as,  $r = 0.847$ . It shows that the two variables are high positive limited degree correlation. Hence the guidance and help by seniors to employees highly builds good employee relationship in the organization.

**Table 6: Relationship between Adequate resources and Job update**

Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Adequate resources(x)	0	0	1	15	34	50
Job update(y)	0	0	30	20	0	50
Total	0	0	31	35	34	100

To find out the relationship between adequate resources and job update the analysis can be carried out by using correlation method in SPSS Software as follows,

Descriptive Statistics			
	Mean	Std. Deviation	N
<b>Adequate resources</b>	4.66	.519	50
<b>Job update</b>	3.40	.495	50



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<b>Correlations</b>			
		<b>Adequate resources</b>	<b>Job update</b>
<b>Adequate resources</b>	Pearson Correlation	1	.540**
	Sig. (2-tailed)		.000
	N	50	50
<b>Job update</b>	Pearson Correlation	.540**	1
	Sig. (2-tailed)	.000	
	N	50	50

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### **Interpretation**

From Correlation analysis the coefficient of correlation between adequate resources and job update has calculated as,  $r = 0.540$ . It shows that the two variables are positive limited degree correlation. Hence providing adequate resources to job by the organization influences the employees to update with the changes in the job skills and job design.

### **Relationship between Norms and values and Resolving conflicts**

<b>Variables</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Total</b>
<b>Norms and values(x)</b>	0	0	5	25	20	50
<b>Resolving conflicts(y)</b>	0	0	0	24	26	50
<b>Total</b>	0	0	5	49	46	100

To find out the relationship between norms and values and resolving conflicts the analysis can be carried out by using correlation method in SPSS Software as follows,

<b>Descriptive Statistics</b>			
	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>



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<b>Norms and values</b>	4.30	.647	50
<b>Resolving conflicts</b>	4.52	.505	50

<b>Correlations</b>			
		<b>Norms and values</b>	<b>Resolving conflicts</b>
<b>Norms and values</b>	Pearson Correlation	1	.763**
	Sig. (2-tailed)		.000
	N	50	50
<b>Resolving conflicts</b>	Pearson Correlation	.763**	1
	Sig. (2-tailed)	.000	
	N	50	50

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### **Interpretation:**

From Correlation analysis the coefficient of correlation between norms and values and resolving conflicts has calculated as,  $r = 0.763$ . It shows that the two variables are high positive limited degree correlation. Hence the norms and values practiced in the organization highly influences resolving conflicts easily between the individuals.

### **4 Weighted Average Analysis:**

A weighted average is a type of mean that is calculated by multiplying the weight (or probability) associated with a particular event or outcome with its associated quantitative outcome and then summing all the products together. It is very useful when calculating a theoretically expected outcome where each outcome has a different probability of occurring, which is the key feature that distinguishes the weighted mean from the arithmetic mean.

Calculating the weighted average involves multiplying each data point by its weight and summing those products. Then sum the weights for all data points. Finally, divide the weight value products by the sum of the weights.

Weighted Average can be calculated by using the formula. It is as follows,

$$\text{Weighted Average} = \frac{\sum wx}{\sum w}$$



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### The most influencing factor affecting organizational culture

**Table 7: Factors affecting organizational culture**

Factors	Strongly Agree $x_1$	Agree $x_2$	Neutral $x_3$	Disagree $x_4$	Strongly Disagree $x_5$
Vision	16	26	8	0	0
Relationship	9	23	18	0	0
Company values and policies	22	19	9	0	0
Employee capability and support	18	22	10	0	0
HR Effectiveness	19	30	1	0	0
Decision Making	3	16	15	6	10

**Table 8: Showing Weighted Average of factors affecting organizational culture**

Factors	$w_1x_1$	$w_2x_2$	$w_3x_3$	$w_4x_4$	$w_5x_5$	$\sum wx$	$\sum w$	$\frac{\sum wx}{\sum w}$
Vision	80	104	24	0	0	208	15	13.86
Relationship	45	92	54	0	0	191	15	12.7
Company values and policies	110	76	27	0	0	213	15	14.2
Employee capability & support	90	88	30	0	0	208	15	13.86
HR Effectiveness	95	120	3	0	0	218	15	14.53
Decision Making	15	64	45	12	10	146	15	9.73



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## Interpretation

From the above table, it is found that HR Effectiveness is the most influencing factor and its weighted mean is **14.53**, the second most influencing factor is company values and policies and its weighted mean is **14.2**, the third most influencing factors are vision and employee capability and support and its weighted mean is **13.86**, the fourth most influencing factor is relationship and its weighted mean is **12.7** and the lowest influencing factor is decision making and its weighted mean is **9.73**.

## 5 Results and Discussion

From the Percentage Analysis it was found out of 50 respondents 42% belongs to the age level of 1-40 years. It is also found that 100% of the respondents are male, 76% of respondents are married, 34% of respondents are HSC qualified, 100% of respondents are permanent employees, 48% of respondents were found to above 10 years experienced and 42% of respondents were getting monthly income of 15000-25000. From the Chi-square analysis it is found that employer encourages the participation of employees in decision-making process and the opinions given by the employees are accepted and the superiors give proper recognition for the employee's opinion. From the correlation analysis it is found that the guidance and help by seniors to employees highly builds good employee relationship in the organization, providing adequate resources to job by the organization influences the employees to update with the changes in the job skills and job design and the norms and values practiced in the organization highly influences resolving conflicts easily between individuals.

From the weighted average analysis it is found that HR Effectiveness is the most influencing factor and its weighted mean is 14.53.

- The organization has to improve the female employees also. So as, it will highly help them to maintain their living standards of life.
- From the research it is identified that decision-making of employees is the lowest influencing factor of organizational culture. So, it is to be suggested that the organization has to improve the employee decision-making which will highly enhance the culture of the organization.
- It is suggested that the employer may frequently collect feedbacks and opinions from the employee about the decisions which are taken by the organization. It will highly enhance the employee-employer relationship and employee commitment with their job.
- It is recommended that organization needs to provide better guidance for improving employee capability and support.



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## 6 Conclusion

From this study it is clear that the current status of the firm is moving with good position in the market. Every business organization must concentrate on organization culture and employee behaviour. In fast changing business environment, an organization needs to concentrate on developing strong organizational culture. Henceforth, it can be said that organizational culture has a definite effect on employee behaviour. Employees could perform better within a proper culture and therefore, this enhances their level of performance. The performance of the employees will lead to increase in overall profitability. Therefore, it can be said that employees should be subjected to a proper organizational culture that could enhance their productivity. The management should consider the suggestions given by the research to improve the career of the organization and employee behaviour.

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