

# Organizational Culture and Its Impact on Employees Behaviour

## **CHAPTER 1 INTRODUCTION**

# Organizational Culture and Its Impact on Employees Behaviour

## 1.1 INTRODUCTION

Culture has been defined in many alternative ways and by many alternative theorists. For example, according to Geertetal (2010) “it is a collective programming that distinguishes the members of one group of individuals from others”. Kotter and Heskett (1992) noted that culture is “a set of beliefs, values and behavior commonly held by a society, being derived from anthropology as framework for understanding ‘primitive’ societies”. Finally, Deal and Kennedy (1982) defined culture as “the way we do things around here”. When developing an organization, an internal culture will develop step by step. The significance of its existence is to enhance solidarity and cohesion, stimulate employees' enthusiasm and creativity, and to increase the economic efficiency of a company. Like cultures in general, organizational cultures are challenging and unique. They're based their own individual history, leadership and workforce.

An organization is developed to achieve certain objectives by bringing individuals together on a single platform and motivating them to deliver their level best. It's vital for the workers to enjoy at the workplace for them to improve a way of loyalty towards it. Work culture plays a very important role in finding out the most effective talent of employees and making them attached with the organization for a longer duration. The organization must offer a positive atmosphere to the employees for the organization to think about their work instead of interfering in each other's work.

Organizational culture may be a term that explains the shared values and objectives of a company. When everyone in an organization shares the values and goals, it's possible to form a culture of mutual respect, collaboration, and support. Companies that having a strong, supportive culture are more likely to attract highly talented, loyal employees who understand and work toward the company's best interests. Culture is the personality of your organization. It's what makes your organization unique and is the sum of its values, traditions, beliefs, interactions, behaviour, and attitudes. Positive workplace attracts talent, drives engagement, improves happiness and satisfaction, and impacts performance. The personality of your organization is influenced by everything. Leadership, management, workplace practices, policies, people, will impact culture significantly.

Organisational climate is often viewed as a concept that reflects the regular view and understanding of all employees with respect to the various elements of the organisation, as an

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example, structure, frameworks, practices (McMurray, 2003) etc. So, organisational climate is basically includes to the experience of employees within the organisation. The idea of organisational climate concentrates based on discernment. Brown and Brooks (2002, p. 330) describe climate as the “feeling within the air” and therefore the “atmosphere that employees perceive is formed in their organisations due to practices, procedures and rewards”. Based on these theory, certainly the individual view of employees within the organisation affects the organizational climate. Despite the fact that people contrast in the perception, the way they analyze and interpret information, the climate introduced in the organisation is an overall view or recognition (Dormeyer, 2003) as organization climate is the way an individual’s perceptual or psychological description is formed (Al-Shammari, 1992).

Culture of the organisation is something that might principally bring business true competitive advantage. Organisational culture can be defined as a complex phenomenon and is formed in different ways, it should originate from the challenges and difficulties that organisation face, it could be a deliberate action of the management. People working within the organisation have strong power in forming a culture. Culture is guided by discretionary behavior and it picks up where the worker handbook leaves off. Culture tells about how to respond to an unexpected service request. It tells about whether to risk telling our bosses about our new ideas, and whether to hide problems. Employees may take many decisions on their own every day, and culture is the guide.

This post will cover all of the components that make great culture. Each culture has various tactics and unique qualities. But, culture is about the workers and making sure that they have a fun and productive working environment. According to Eldridge and Combine “The culture of an organization means the unique combination of norms, beliefs, and ways of behaving to manner within which groups and individuals combine to get things done”

### **Organizational Climate**

To build up a sound atmosphere can be a long-term suggestion. Hierarchical atmosphere relies on the authoritative conduct framework. The authoritative atmosphere should speak to the goals and methods of insight of the employees who combine to create

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the association. The kind of atmosphere that an association looks for is dependent upon the kind of people it has the sort of innovation, level of coaching and expects activities of people in it.

The strategies for the foremost part accommodating in enhancing the atmosphere of the association are:

- **Successful Correspondence Framework:** There should be a two path correspondence within the association so tha the employees recognize what is happening around and respond to it. The administrator can alter his option on the premise of input got.
- **Worry for Individuals:** The administration should take keen interest improvement of the human asset. It should work for the welfare of representatives and a change in their working atmosphere. For increase a sound authoritative atmosphere, the administration should havean indicated worry for the final population.
- **Participative Basic leadership:** The administration shouldhave to include the representatives in basic leadership and prepare,especiallythose choices which are find out with objective setting and influence them. Participative basic leadership will make the workers focused on the association and more co-operative too.
- **Change in Approaches, Techniques and Standards:** The hierarchical atmosphere can be changed byrolling out improvements in the strategies, methods and guidelines. It is a tedious procedure that the progressions will been during if the specialists see the adjustments in strategies, techniques and guidelines as good to them.
- **MechanicalChanges:** For the majority part, the specialists and representatives oppose any imaginative changes. In any case, where mechanical changes increasethe working states of the representatives, the change will beeffortlessly acknowledged. Better atmosphere will be there if the administration embraces imaginative changes inhaving interview with the representatives.

However, all the above elements are dependent upon the suppositions of the way of individual all in all. For example, the Monetary MAN is essentially spurred by cash and

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financial security and consequently, financial elements might be utilized to pull in and rouse him. For a SOCIAL MAN positive interpersonal relations and cooperations are an absolute necessity. In this manner, the formation of an atmosphere which brings a cheerful family airwins is proper for him. The self inciting man looks for accomplishment, motivation achievement and significance in what he does. The hierarchical atmosphere with a specific level of flexibility is made a fitting for him.

In this manner, so as to create a sound authoritative atmosphere, administration must comprehend the general population in that association. The relevance must be given to what motivates individuals execution when all can be done and assembling a general atmosphere helpful for inspiration, a sharp understanding into the person and fitting an individual's way to deal with initiative and employment configuration to which the man will react with duty. The diverse characteristics of individuals recommend that there can't be any generally useful hierarchical atmosphere for employees.

### 1.2 STATEMENT OF PROBLEM

For an organization, employee is its basic constituent units, and culture is the common value and code of conduct shared by the employees. It could give can provide employees with a relaxed working environment with harmonious interpersonal relationships in order to give full play to their ability. A corporate culture allows employees to have a sense of mission and feel responsibility, and work towards the overall goal of the company. The competitiveness of enterprises is not only reflected in the technology, but also in their corporate culture. A positive organizational culture can promote healthy development of an enterprise, and actively mobilize the performance of employees, 2 and make them work with more enthusiasm. Moreover, it may improve production efficiency. In short, the benefits of a positive organisational culture are self evident. The priority of an enterprise is to increase the loyalty of its customer base. Therefore, a good corporate image must be established. In other words, a good corporate image brings good economic returns, and a good corporate image is dependent on good organizational culture.

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## 1.3 OBJECTIVES OF THE STUDY

1. To understand the working environment at Peoples' Diary Development Project (PDDP), Kalady.
2. To understand the perception of the employees regarding employee relation, organizational culture, employee welfare and job design within the organization.

## 1.4 PURPOSE 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 behaviours 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 employees job employees. Hence the study of organizational culture is important for the understanding and practice of organization behavior.

## 1.5 SIGNIFICANCE OF THE STUDY

- The culture decides the way employees interact at their workplace. A healthy culture encourages the employees to stay motivated and loyal towards the management.
- The culture of the workplace also goes a long way in promoting healthy competition at the workplace. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform.
- Every organization must have set guidelines for the employees to work accordingly. The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace. Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines.
- No two organizations can have the same work culture. It is the culture of an organization which makes it distinct from others. The work culture goes a long way in creating the brand

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image of the organization. The work culture gives an identity to the organization.

- In other words, an organization is known by its culture.
- The organization culture brings all the employees on a common platform. The employees must be treated equally and no one should feel neglected or left out at the workplace. It is essential for the employees to adjust well in the organization culture for them to deliver their level best.
- The work culture unites the employees who are otherwise from different back grounds, families and have varied attitudes and mentalities. The culture gives the employees a sense of unity at the workplace.
- Certain organizations follow a culture where all the employees irrespective of their designations have to step into the office on time. Such a culture encourages the employees to be punctual which eventually benefits them in the long run. It is the culture of the organization which makes the individuals a successful professional.
- Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired time frame as per the set guidelines. Implementation of policies is never a problem in organizations where people follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work.
- The work culture promotes healthy relationship amongst the employees. No one treats work as a burden and moulds himself according to the culture.
- It is the culture of the organization which extracts the best out of each team member. In a culture where management is very particular about the reporting system, the employees however busy they are would send their reports by end of the day. No one has to force anyone to work. The culture develops a habit in the individuals which makes them successful at the workplace.

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### **1.6 SCOPE OF THE STUDY**

The study was conducted in PEOPLES' DAIRY DEVELOPMENT PROJECT (PDDP) is a Charitable Society under the Travancore Cochin Literary Scientific and Charitable Societies Registrations Act of 1955. The employees from different departments have been considered for this study. Total 350 employees are there in the company. The scope of the study was limited to People's Dairy development project (PDDP), Kalady.



## 1.7 INDUSTRY PROFILE

In India the dairy industry is one of the most significant constituents of agriculture and animal husbandry sectors. It is a supply of earnings for tens of thousands and thousands of rural households. Justifiably, it holds an essential role in India's financial system map.

Operation Flood, popularly referred to as White Revolution of India, a mission released via way of means of India's National Dairy Development Board (NDDB) in 1970 delivered a chief transformation on this industry. It changed into a financial milestone that aimed to attach milk manufacturer at once with purchasers, set up a truthful rate mechanism, offer excellent and fee to purchasers and resource with inside the improvement of dairy farmers throughout India. This project additionally acted as a release pad for the Indian dairy enterprise to begin its footprints in the international markets. In the subsequent years, the Indian authorities added diverse schemes to reinforce the production, procurement, processing and advertising of dairy enterprise.

A dairy is a commercial enterprise set up for the harvesting or processing (or both) of animal milk – usually from cows or buffaloes, however additionally from goats, sheep, horses, or camels – for human consumption. A dairy is usually placed on a committed dairy farm or in a phase of a multi-motive farm (combined farm) this is involved with the harvesting of milk. A dairy farm produces milk and a dairy manufacturing facility approaches it into a number of dairy products. These institutions represent the worldwide dairy industry, a factor of the meals industry.

Dairy performs an enormous element in several elements of Indian society, along with cuisine, religion, culture, and the economy. India is first amongst all international locations in each manufacturing and intake of milk. Most of the milk is locally consumed, though a small fraction is likewise exported. Indian delicacies, especially North Indian delicacies, capabilities some of dairy merchandise like paneer, even as South Indian delicacies makes use of extra yogurts and milk.

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Milk and dairy merchandise play a component in Hindu non secular exercise and legend. Dairy production with within the Indian subcontinent has anciently roots that move once more 8,000 years to the domestication of zebu cattle. Dairy products, particularly milk, have been fed on at the subcontinent as a minimum from the Vedic period. In the mid- to past due twentieth century, Operation Flood converted the Indian dairy enterprise into the world's largest. Previously, milk manufacturing in India happened particularly on family farms.

The financial effect of the dairy enterprise in India is substantial. Most of the milk produced comes from buffalo; cow milk is a near second, and goat milk a far off third. A huge type of dairy merchandise are produced in India. Dairy imports into India are negligible and concern to tariffs. The home enterprise is regulated with the aid of using authorities businesses which includes Ministry of Animal Husbandry, Dairying and Fisheries; National Dairy Development Board; and Food Safety and Standards Authority of India.

### 1.7.1 Production

India has the best degree of milk manufacturing and intake of all countries. The annual manufacturing became 186 million tonnes as of 2018. As of 2020, about four.2% of India's gross home product became because of dairy manufacturing. In 2019, the Indian dairy quarter became pronounced to be developing at four.9% yearly.

In 2018–19, the Government of India pronounced that 187.7 million tonnes of milk were produced, and that the according to capita availability of milk in India became 394 grams according to day. India has a population of over three hundred million bovines as according to the 2019 cattle census, inclusive of 192.forty nine million livestock and 109.eighty five million buffaloes. Nearly 1/2 of the milk produced in India comes from water buffaloes, instead of cows; previously, water buffalo produced the bulk of milk in India.

As of 2019, buffaloes produced 91.eighty two million tonnes of milk. Goat milk is the third-maximum produced kind of milk, with a contribution of 4% as of 2017–18. The fundamental genotype in Indian local breeds of cows and buffaloes is defined as A2A2, which means they produce A2 milk.

The populace of indigenous breeds of farm animals have progressively been decreasing, even as that of the extra efficient distinguished and cross-bred breeds has been increasing.

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Indigenous cows produce approximately three. Seventy three kilograms (eight.2 lb.) of milk according to day, as compared to 7.sixty one kilograms (16.eight lb.) according to day for cross-bred cows and 11.forty eight kilograms (25.three lb.) according to day for distinguished cows. However, in keeping with a few experts, the milk of indigenous cows have better dietary fee and as a result their declining populace could have long-time period fitness and environmental effects.

Today, India is essentially self-enough in milk manufacturing. Until the country's independence in 1947, dairy manufacturing and alternate have been nearly absolutely with inside the family quarter. Isolated tries at forming milk manufacturing cooperatives have been made with inside the Nineteen Thirties and 1940s, however this became a hit best after independence.

Milk manufacturing in India multiplied about threefold among 1968 and 2001, while it reached eighty million metric tonnes according to year. As of 2004–05, milk manufacturing became anticipated to be of 90.7 million metric tonnes. As of 2010, the dairy enterprise accounted for 20% of India's gross agricultural output.

In Maharashtra alone, there are about four million dairy farmers, despite the fact that as of 2014 Gujarat had the very best dairy output of the states and union territories of India. The cattle quarter in India is characterized with the aid of using massive numbers however little productiveness throughout species. As of 1992, the variety of farm animals, the maximum populous species, became 204 million. Dairy manufacturing in India comes normally from small-scale dairy farmers; maximum of India's seventy five million rural dairy farms encompass 10 farm animals or much less and are family owned and operated.

### 1.7.2 Consumption

Milk intake ranges aren't uniformly disbursed throughout India. The human beings of northwest India are massive purchasers; north easterners eat less. States with better intake of meat and eggs are stated to have lesser intake of milk, as dairy merchandise are one of the few sources of protein for vegetarians.

Milk has a profits elasticity of call for more than unity: intake will increase as profits ranges rise. Per capita intake of milk over 30 days changed into 4.333 litres (1.a hundred forty

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five US gal) for rural families and 5.422 litres (1.432 US gal) for city families as of 2011–12.

The corresponding month-to-month expenditure changed into ₹116.33 for rural and ₹186.forty seven for city purchasers respectively. As of 2018, fluid milk intake changed into projected at 67.7 million tonnes, and changed into developing at a fee of 6–7 million tonnes annually.

Ghee is the maximum ate up amongst value-delivered dairy merchandise. Demand for non-fat dried milk (NFDM) and butter modified into projected to be 600,000 tonnes and 5.6 million tonnes respectively. Demand for pasteurised milk produced in formal (organised) zone has been increasing, in all likelihood because of its perceived protection over the milk produced in an unorganised region.

### 1.7.3 Opportunities

The following are the opportunities or the positives that leads to the growth of the dairy sector in India:

#### **Catering to Demand and Consumption**

India is the most important milk-eating United States of America within the world. Currently, the in line with capita milk availability is 370 gram in line with character which surpasses global in line with capita milk availability of 260 gram in line with character. The name for milk and related products is anticipated to upward thrust driven with the useful resource of the use of developing population, higher income predominant to greater spending strength, heightened interest to check with new components and developing health consciousness. The percentage of milk and milk products with the monthly in line with capita food expenditure of Indian customers is developing steadily. The upward thrust with name for milk spells first-rate times for the dairy agency ahead.

#### **Entrepreneurship**

An developing type of start-ups have emerged in Indian dairy area paving the way for organized supply chain management, higher product excellent, product diversification, food safety, progressive farm animals breeding and safety practices, nutritious fodder for farm animals, dairy era and professional advertising. Dairy entrepreneurship is still with inside the

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nascent stage, but it has tremendous ability to take the dairy agency to new heights.

### **Technology Innovations**

Many non-public companies, co-operatives and start-ups are counting on new-age technology which includes synthetic intelligence, superior analytics and Internet of Things to enhance milk manufacturing, discover anomalies in milk manufacturing, lessen milk wastage, screen fitness of livestock, are expecting climate conditions, expand remaining mile logistics infrastructure and digitize the operations. While those technology are nonetheless now no longer available and low priced for milk manufacturers and providers in rural regions, it's miles handiest a depend of time that they include those with enterprise and authorities support.

### **Product Diversification**

An growing variety of Indians are actually disturbing Value-Added Dairy Products (VAP) which includes UHT/flavoured milk, cheese, flavoured/frozen yoghurt, ice- creams, butter, buttermilk, milk shakes and toddler ingredients for his or her deliciousness, superlative facet to balanced nutrition, strength of actual components and large shelf lifestyles than uncooked milk. There is likewise a big call for those merchandise in retail meals chains, speedy meals outlet and espresso shops. These merchandise have better margins and provide round 20% better sales in comparison to normal dairy merchandise which includes liquid milk, ghee, paneer, etc. VAP marketplace presently account for 8-10% proportion of the unorganized dairy area however it's miles expected that it's going to witness 6-8% YOY increase and seize 20% of the marketplace proportion through 2021. It is likewise anticipated that VAP marketplace will develop 50 faster than the whole dairy area fuelled through elements which includes fast urbanization and boom in variety of ladies within the group ofworkers because of which they wouldn't have plenty time to make curd, butter, etc. from milk at home. There is likewise the reality that sure dairy drinks are extra low priced and healthier than carbonated beverages and packaged fruit juices. In the approaching years, the dairy enterprise will capitalize on product diversification for increase.

### **Government Initiatives**

The Indian authorities has been making fruitful efforts to uplift the dairy enterprise thru schemes which includes the National Dairy Plan (Phase 1), National Programme for Bovine Breeding and Dairy Development and Dairy Entrepreneurship Development Scheme.

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It has additionally furnished earnings tax deductions associated with bloodless chain facilities. There isn't any doubt that the Indian dairy enterprise is poised to faucet its complete potential. In the approaching years, it's going to create level-gambling fields for all enterprise gamers and advantage clients in phrases of excellent and prices, in the end developing a win-win state of affairs for all stakeholders. Over the span of 3 decades, India has converted from a rustic of acute milk scarcity to the world's main milk producer, with manufacturing exceeding one hundred million tonnes in 2006. This exceptional fulfilment is attributed to a Government initiative referred to as Operation Flood (1970–1996) and its severe consciousness on dairy improvement activities.

### **Emerging situation**

Dairy is presently the top-rating commodity in India, with the cost of output in 2004 at 1.179 billion rupees (US\$39 million), which is sort of identical to the mixed output fee of rice and wheat. Despite the significance of the dairy area in basic GDP, it gets much less authorities budgeting than the agriculture region. Further, there was no focused funding within the improvement of fee-brought or revolutionary products, nor any severe attempt to assist and modernize the casual region.

In mild of the growing call for pushed with the aid of using the developing population, better earning and greater fitness consciousness, the slowdown in dairy enterprise boom is critically worrisome. Based on estimates with the aid of using the National Dairy Development Board (NDDB), the call for milk is possibly to attain one hundred eighty million tonnes with the aid of using 2022. Traditionally, the coverage surroundings has favoured the enlargement of cooperatives, which in the long run crowded out the personal region. However, liberalization of the world in current years has advocated personal funding in dairying.

In 2002, the Milk and Milk Products Order (MMPO) ushered in fundamental coverage modifications pleasant to the personal region and a momentum of pastime this is possibly to growth dramatically within the coming years. Large Indian and multinational corporations, which includes Reliance, Pepsi and Coca-Cola, are making plans giant investments.

Nowadays, each the personal region and the cooperatives pressure the fee chains. Because of the numerous unsuccessful cooperatives within the country, different fashions of

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dairy farmer agencies are being explored, which includes together aided cooperative societies (MACS) and manufacturer companies. Millions of small and marginal farmers in dairying who personal to 3 animals and bring a mean of five litres include a vital part of India's dairy enterprise. Livestock improvement in popular and dairy improvement sports specially are key additives of pro-bad improvement techniques due to the fact cattle distribution is tons greater equitable than land distribution. Thus, modifications within the dairying surroundings have essential implications for the smallholder farmers and for poverty reduction.

### 1.7.4 Challenges

#### Unorganized supply chain

The major challenge for the dairy industry is that it is predominantly unorganized in nature. There is only 14% of the milk is produced in India is being procured by the cooperatives and the private companies. And 32% is being sold by the milkmen and local vendors in the unorganized market and also 54% is used for the self-consumption.

Due to the lack of resources and lack of supply chain infrastructure the producers or the vendors in the unorganized market are unwilling to sell the milk outside their comfort areas. And there are so many other difficulties in the supply chain of a diary industry includes the logistics activities like sourcing, processing, warehousing and distribution to other parts of the country for even in the well-organized sectors.

#### Quality Assurance

The Food Safety and Standards Authority of India (FSSAI) determine the standards of quality for milk and milk products. The survey conducted by the FSSAI understood that 90% of the products are found safe. And the remaining doubts in the minds of consumers on the quality assurance aspects. Also the concerns are still on the available products towards their standards of quality.

#### Hygienic Livestock Management

Compared to other countries India is below par with the livestock management. It is an important and critical challenge for a developing country like India. And the main challenge is that there is lack or shortage of the well-organized lack space facilities. And also the veterinary infrastructure is also developed with poor management.

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## **Water shortage and Fodder**

The shortage of water and fodder will affect the entire milk manufacturing and productivity. The shortage may be attributed to a few primary factors – the place of herbal grassland pastures are lowering rapidly; the crop residues are more and more being diverted for use as gasoline timber in commercial uses; and a majority of farmers do now no longer construct any fodder reserves to preserve all through the intense climatic situations like drought or floods.

## **Lack of bloodless chain infrastructure**

Milk is a perishable and temperature-touchy commodity. It calls for uninterrupted bloodless chain garage and shipping centres' to keep its purity and freshness in addition to save you bacterial spoilage. There is a dire want of low value generation for chilling milk at farm stage and insulated motors for transportation. Due to terrible bloodless chain facility, large quantities of milk grow to be being wasted. Currently, bloodless chain infrastructure is sort of non-existent with best confined alternatives available. So, those are the crucial threats or demanding situations in India within the dairy enterprise as whole.

## **Major players in Dairy Industry in India**

- Amul
- Mother Dairy
- Kwality Limited
- Orissa State Cooperative Milk Producers Federation
- Andhra Pradesh Dairy Development Cooperative Federation Ltd.
- Karnataka Co-operative Milk Federation
- AAVIN
- MILMA
- Dudhsagar Dairy



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## Major players in Dairy Industry in Kerala

- Ernakulam Regional Co-Op Milk Producers Union Ltd
- A One Milk Products Factory and Office Patharam
- Muralya Dairy Products Pvt Ltd
- Sapins Farm Product Pvt Ltd
- Milker'S
- Rich Dairy Farm
- Malanadu Milk (Alappuzha)
- Milco dairy, Milk & Ice Creams
- Wayanad Milk

### 1.7.5 Dairy Industry in Kerala

Milk is an essential element in the life of the Keralites. In the olden days, Kerala was far ahead in the production of milk. But due to several reasons, the production of milk is defined. Milk producers in Kerala are in the grip of a major crisis following the flow of a large quantity of milk from outside the State at lower prices. The production, in step with marketplace sources, is inadequate to fulfil the call for of the state's population. As a result, Kerala has become a major market for milk produced in neighbouring States. Supplies from Tamil Nadu meet around 60% of the daily demand for milk. The rapid increase in milk processing and marketing companies has resulted in tough competition leading to cut in prices. Thus, the availability of milk at low prices from other States has created a crisis for the milk producers.

One of the fundamental issues being encountered is the non-availability of cutting-edge centres to manner and inventory the complete milk produced for the duration of the height season. As a result, for the duration of those months, now no longer handiest are restrict imposed on the amount procured however there's a reduction with inside the charges via way of means of the co-operatives. Kerala is one of the few states in India which has achieved impressive progress in increasing milk production through cross-breeding and co-operative milk marketing. The grading up of the cattle breeds made significant progress in Kerala than elsewhere. There has been a considerable increase in the milk production of

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Kerala during the period of Operation Flood. Kerala was brought under Operation Flood in the second phase of Operation Flood from 1981.

The important issue affecting better milk manufacturing with inside the State is the excessive fee of manufacturing in comparison to that of the neighbouring States. It is tough to set up equilibrium among the procurement and promoting costs without hurting each rural manufacturers and concrete consumers. The high cost of production calls for a higher price for the product, but the three-tier system of dairy cooperatives in the State has a definite role to play in the context for ensuring that the milk produced in the State is procured and either marketed or preserved in the form of milk powder to be utilized during the lean season.

### 1.8 COMPANY PROFILE

PEOPLES' DAIRY DEVELOPMENT PROJECT (PDDP) is a Charitable Society below the Travancore Cochin Literary Scientific and Charitable Societies Registrations Act of 1955. The Society become registered in 1983. It is an ISO 22000:2005 Certified Dairy. It commenced with one village with 60 litres of milk consistent with day, not anything however a trickle in comparison to them right it has turn out to be today.

Fr. Joseph Muttumana, the Founder Chairman of PDDP, has given the people of Kerala a rich legacy, a legacy of inspiration, encouraging, enabling and above all, a participatory leadership. Fr. Joseph was a simple, humble, loving, generous, understanding and above all one who gave great respect to his fellow beings. He is very much remembered by the farmers of Kerala especially for his respect to humanity. Family is said to be the nursery where an individual's personality is formed to a great extent. It is from the family members that the children imbibe the basic human values and ethical and moral principles. Fr. Joseph was born on January 3 1923, at Vaikom as the third child of Muttumana Mathew and Eliswa. He did his primary studies in the home town school and then came over to the boarding school at Aluva. He joined the minor seminary on June 10, 1941 and was ordained a priest for the Archdiocese of Ernakulam, on March 15, 1950 by Archbishop Late Mar Augustine Kandathil.

After the ordination he served in different parishes of the Archdiocese. While he was in Social welfare Institute, Kalamassery, he received a call within a call to serve the poor

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especially the village folk. He started his work basing on the motto of the Father of the Nation, "Growth of the Nation depends on the growth of the village." Started the social service with poultry, he then changed to the cow rearing scheme. While he was the secretary in the Ernakulum Welfare Services, he got the permission from the higher authorities to start cow rearing project. The parish priest of St. Thomas church, Malayattoor was very generous to grant a loan of Rs. 55,000 to him to buy hybrid cows to be distributed to the farmers of the locality. Thus in 1973, PEOPLES' DAIRY DEVELOPMENT PROJECT, the first dairy development project in Kerala was started. The primary members were 10 farmers and the daily collection was 60 ltrs. per day. By 1983 the collection increased to 5000 litres of milk from different 30 societies. The collected milk was given to MILMA, a co-operative society governed by the Kerala Government.

Now PDDP collects, procedures and distributes almost 1 lakh litres of milk and milk merchandise in keeping with day on behalf of greater than two hundred societies owned through round 30 thousand member farmers. Fr. Joseph Muttumana, the Founder Chairman of PDDP, has given the humans of Kerala a wealthy legacy, a legacy of inspiration, encouraging, allowing and above all, a participatory leadership.

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Started the social carrier with poultry, he then modified to the cow rearing scheme. While he changed into the secretary within the Ernakulum Welfare Services, he were given the permission from the better government to begin cow rearing project. The parish priest of St. Thomas church, Malayattoor changed into very beneficent to provide a mortgage of Rs. 55,000 to him to shop for hybrid cows to be dispensed to the farmers of the locality.

Thus in 1973, PEOPLES’ DAIRY DEVELOPMENT PROJECT, the primary dairy improvement venture in Kerala became started. The number one individuals have been 10 farmers and the each day series became 60 ltrs. According to day. By 1983 the gathering accelerated to 5000 litres of milk from unique 30 societies. The accumulated milk became given to MILMA, a co-operative society ruled via way of means of the Kerala Government.

### 1.8.1 TURNING POINT

PDDP have become a registered society in 1983. As above mentioned, aleventhough the amassed milk turned into given to MILMA, the stunning selection of MILMA for the rejection of PDDP amassed milk through giving simplest days’ note have become a gap for a brand new endeavour. PDDP looked for its personal advertising approach which cause a brand new nicely accepted, PDDP BRAND MILK with inside the market.

The hardworking of Fr. Muttumana and the efforts of farmers and body of workers have become a sturdy basis within side the dating among PDDP and customers. A priest with a difference: An epitome of Christian Love Jesus changed into a person for others. This is time and again visible within side the lifestyles of Fr. Joseph. He changed into a person for others. He might constantly move an additional mile to be trustworthy to his commitment. Nothing may want to deter him from being real and devoted to him and to others. Other orienteers became his unique quality. His is a lifestyles of presence to all and no one disliked him. Even in variations his became now no longer a conflicting presence however a complementing one. In relation with the farmers, he did now no longer

## Organizational Culture and Its Impact on Employees Behaviour

depend his personal benefit however the individual in the front of him. Sensitivity and challenge of Fr. Muttumana in the direction of the much less privileged segment of the society created in him a loving coronary heart and challenge to be with the people. Fr. Muttumana turned into the Chairman of PDDP for 26 years (1973 to 1999).

During this period, PDDP flourished to exceptional locations of Ernakulum and Trissur Districts, from 10 contributors to 30,000 farmers and processing 50,000 litres of milk in line with day. Fr. Joseph Muttumana become diagnosed via way of means of All India Catholic Federation because the BEST PRIEST thinking about his social paintings completed amongst cow farmers. October 11, 2010 become a heart-breaking day for the PDDP family. On that day Fr. Joseph Muttumana become referred to as to eternity.

### **1.8.2 MANAGEMENT**

A Board of Directors comprising of thirteen participants governs the society. The Patron of the society, the Archbishop of Ernakulam-Angamaly nominates the Chairman and the Vice Chairman. The Chairman nominates the other different participants. The different nine individuals are elected from many of the Presidents and Vice Presidents of the number one societies. Once in a month, the Board meet together, to assess the functioning of the society. Present chairman of PDDP is Fr. Thomas Mangattu.

### **1.8.3 VISION**

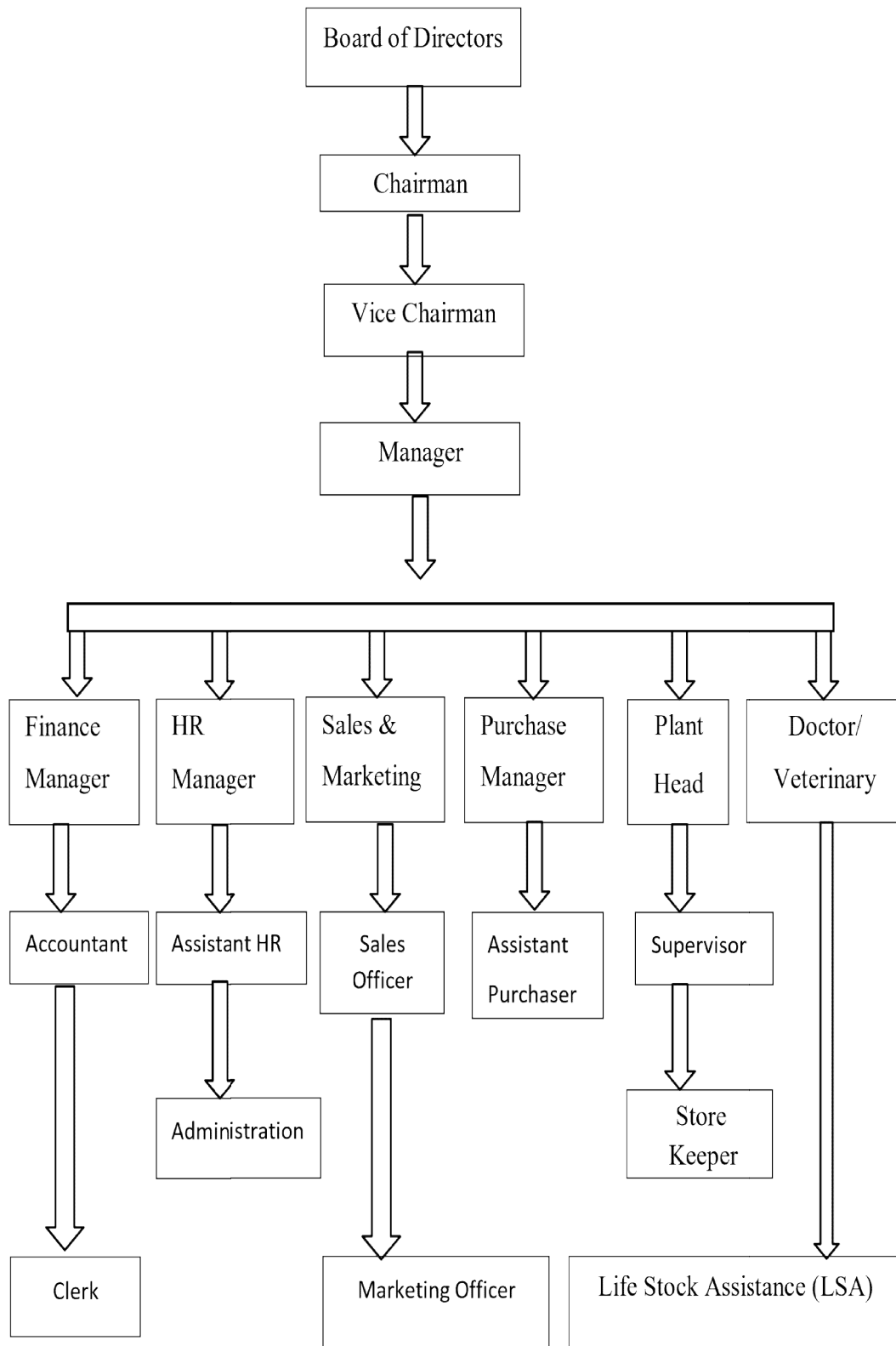
Best Quality Milk for Better Health and Living.

### **1.8.4 MISSION**

PDDP Central Society is committed to achieve continual improvement in the procurement, processing and marketing of quality milk and milk products in harmony with our customers' needs and regulatory requirement through the involvement of dedicated and trained employees.

# Organizational Culture and Its Impact on Employees Behaviour

## Organisational structure

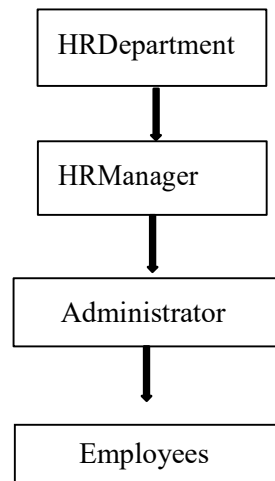


# Organizational Culture and Its Impact on Employees Behaviour

## HR DEPARTMENT

Human resources are the people that work for an organization and human resource management is concerned with how these people are managed. However, the term Human Resource Management (HRM) has come to mean more than this because people are different from the other resources that work for an organization. People have thoughts and feelings, aspirations and needs. In PDDP employees are treated fairly and consider them as a part of the organization. In order to retain the employees PDDP provides different employee welfare facilities and other allowances. They provide canteen facilities, accident insurance, festival allowances.

## DEPARTMENTAL STRUCTURE



## DEPARTMENTAL FUNCTIONS

- Man power planning

It involves the planning for the future and finding out how many employees will be needed in the future by the business and what types of skills should they possess. It depends on the factors like number of employees leaving the job, technological changes, productivity level of the workers etc.

- Job analysis and job description

HR department is also involved in designing the job description for the prospective vacancies  
Determining wages and salaries

## Organizational Culture and Its Impact on Employees Behaviour

HR department is responsible for determining the wages and salaries for different position in the organization. These decisions may be taken in consultation with top management and finance department.

- Recruitment and selection

One of the most important jobs of HR department is to recruit right people, at right time and to right position. This is of very important as the success of any organization depends on the quality of its work force.

- Performance appraisal

Once the employees are recruited, the HR department has to review their performance on a regular basis through proper performance appraisals. It is the process of obtaining, analyzing and recording information about the employee performance. On the basis of the performance appraisal, HR department will set up an action plan for each employee.

- Training and development

In order to improve the efficiency level of the employees, they have to undergo regular training and development programmes. Training include on the job training and off the job training.

- Employee welfare and motivation

HR department tries to maintain welfare activities and more motivational benefits to its employees in order to retain them in the organization

- Addressing employees grievances

HR managers are the link between the workers and the management. Employees grievances related to work environment are usually handled and resolved by the HR department.

- Labour management relations

In case of any labour management conflicts, the HR department will play a vital role in bringing both management parties to the negotiation table and resolve the issue.



# Organizational Culture and Its Impact on Employees Behaviour

## DUTIES AND RESPONSIBILITIES OF HR MANAGER

### ➤ Recruitment

The objective of recruitment policy is to source the best talent from the resources to achieve business objectives and goals of the company.

Sources of Recruitment:

1. Advertisement

2. Personal Contact

In order to do the recruitment effectively, there are a number of steps involved

- Preparing a job description
- Preparing a person specification
- Advertising the vacancy

Determining if job should be internally or externally recruited. Internal recruitment, an existing employee is given the job (promotion). Whereas in external a successful candidate comes from outside the organization

### ➤ Selection

HR department is responsible for selecting the best candidate for the job. For this the HR head has to perform following steps;

- Gather all application forms received and identify most suitable candidates
- Arrange interviews for the selected candidates
- Most successful candidates are selected for the job and then they are informed and offered the job.

## Organizational Culture and Its Impact on Employees Behaviour

### ➤ Calculating wages

HR department should ensure that each employee receives the correct amount of pay. The rate of pay depends on amount of hours the employee has worked.

- Flat rates
- Time rates
- Piece rates
- Overtime rates

### ➤ Training

The department should ensure whether each employee receives adequate training. And ensure that they know how to do their job and make sure that their skills are developed regularly. Training courses are provided in-house.

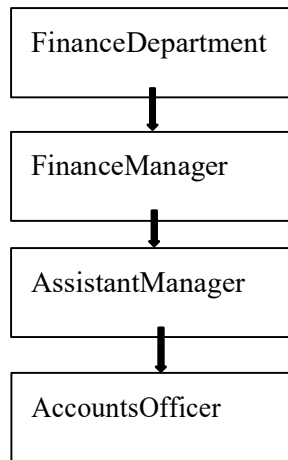
## FINANCE DEPARTMENT

Finance is the life blood of a business. The operations of the business cannot be carried on without adequate resources. So it is essential for a firm to ensure the availability of funds when it is required. Finance is concerned with acquisition and utilization of capital in meeting the financial needs and the overall objective of a business enterprise. The finance department of a business has the responsibility to organize the financial and accounting activities including the preparation of appropriate accounts and provide financial information to the managers.

PDDP is a Charitable Society under the Travancore Cochin Literary Scientific and Charitable Societies Registrations Act of 1955. The Society was registered in 1983. It is an ISO 22000:2005 Certified Dairy. Today PDDP collects processes and distributes over 62,000 liters of milk and milk products per day on behalf of more than 200 societies owned by around 30 thousand member farmers. The major source of finance in PDDP is bankloan.

# Organizational Culture and Its Impact on Employees Behaviour

## DEPARTMENTAL STRUCTURE



## FINANCE FUNCTIONS

- Paying bills on behalf of the organization/departments

The finance team is responsible for paying for all the purchases made within the organization.

- Preparing and presenting final accounts

The finance department is responsible at the end of each financial year, to record how well the organization has performed financially.

- Keep and maintain record

Finance department is preparing records on the sales figures and expenditure of the organization.

- Prepare and plan internal financial information

Financial team has to plan and prepare the budget for each activities held in the organization and take corrective measures if needed.

- Analyze the current financial performance

The finance department analyses the current financial performance of the organization and provide these information for other departments for further decision makings.

# Organizational Culture and Its Impact on Employees Behaviour

## DUTIES AND RESPONSIBILITIES OF FINANCE MANAGER

- Purchase

The finance manager verifies the vouchers relating to purchase. It includes purchase order, quotations, purchase requisitions, purchase invoice etc.

- Sales

Also, finance manager verifies the various vouchers relating to the sales

- Accounting of cash and bank

Cash and bank related accounts are verified and calculated by finance manager.

- Accounting of debtors and creditors

Receipts and payments relating to debtors and creditors are calculated by financial managers. It includes calculation of sundry debtors, provision for doubtful debts, bad debts, creditor's amount, credit payment period.....etc.

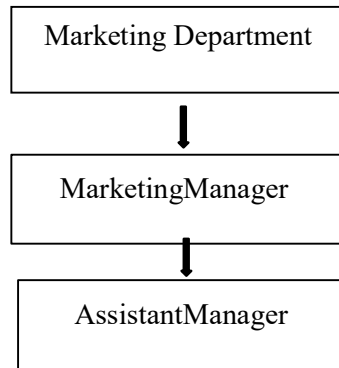
## MARKETING DEPARTMENT

The marketing department must act as a guide and lead the company's other departments in developing, producing, fulfilling, and servicing products or services for their customers. Communication is vital. The marketing department typically has a better understanding of the market and customer needs.

Marketing policy adopted by PDDP is that they are reducing the number of marketing intermediaries which directly help the organization as well as the customers to get the products at reasonable rate and also the organization can reduce the cost. The products are distributed towards different places and the supply is made by their own vehicles. Another thing is that the company is not making any direct sales to the customers, even though there is some sales are made to the local people. They use competitive pricing.

# Organizational Culture and Its Impact on Employees Behaviour

## DEPARTMENTALSTRUCTURE



## DEPARTMENTAL FUNCTIONS

- Demand generation

The pricing of the products is reasonable. Discount on prices is based on the orders they got and also they gave discount to dealers because they bought bulk products.

- Marketing research

The company focuses their marketing research to make their products qualitative. As the part of their research they introduce different variations and varieties in the products.

## DUTIES AND RESPONSIBILITIES MARKETING MANAGER

- Manage customer relations

One of the most important functions of a marketing department is to keep current customers happy. Because it is easier and less expensive for a company to keep an existing customer than it is to find new customers, marketing professionals must focus on relationship management.

- Support Strategic Plan

An effective marketing department develops their promotional efforts to support the goals that the company lays out in its strategic plan. Often, those goals include increased sales, targeting new audience groups, or launching new products or services. The company lays out a marketing plan that it develops after it identifies strategic business.

## Organizational Culture and Its Impact on Employees Behaviour

- Develop Promotions

A marketing department's main responsibility is to promote the products, services and brand identity of a company. They must identify marketing goals and develop promotional activities that will help the business move in that direction. Marketing efforts are a way to increase awareness, create brand recognition and build a strong customer base

- Boost Sales

Often a marketing department is responsible for supporting the efforts of the sales department. They meet with the sales staff and develop materials that will assist in selling the company's products and services. By consulting with salespeople, the marketing department is able to develop more effective materials and promotions. In response to feedback they may update brochures and spec sheets, target different audience groups, or design new campaigns that support the sales staff's duties.

- Develop pricing strategies

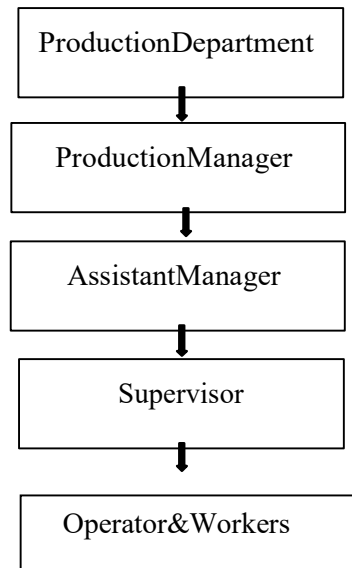
Pricing strategy development is another responsibility. During this process, start by studying prices competitors charged like products or services. Then conduct surveys to determine price elasticity among consumers. Price elasticity studies determine how sensitive consumers are to price changes.

### PRODUCTION DEPARTMENT

Production department is responsible for converting inputs to outputs through the stages of production process. The production manager is responsible for making sure that the raw materials are provided and made into finished goods effectively. pddp have another plant located in tamilnadu.

# Organizational Culture and Its Impact on Employees Behaviour

## DEPARTMENTAL STRUCTURE



## DEPARTMENTAL FUNCTIONS

- Temperature monitoring

Production manager monitors the temperature of the machines which necessary for the products.

It is one of the basic factors which are vital for freezing process of ice creams.

Purchase dispatch and product management

They manage the dealers, plan and execute the requirements of raw materials and control the various unwanted wastage of products.

- Maintain relations

Production department maintains a good relationship with their various dealers. They also deal the grievances of dealers and take rapid decision in order to avoid future problems.

## DUTIES AND RESPONSIBILITIES OF PRODUCTION MANAGER

- Production planning

## Organizational Culture and Its Impact on Employees Behaviour

Production manager plans the routine activity which is necessary for the production process and communicate the planned details to his supervisors.

- Executing plans

Production manager execute and follow up each and every activities and make sure that everything is done as per the predetermined standards.

- Making reports

Production manager should make reports regarding the goods produced and the raw material required for it

- Production analysis

Production manager has to analyze each and every activities related to production. He evaluates his workers also.

### **The following are the objectives of the company.**

The primary objective of the society is to render maximum help to marginal farmers and agricultural labourers who are depending on cow rearing for their livelihood.

- **Veterinary Service:** PDDP has 7 Veterinary Hospital and in each hospital, there is a Veterinary Doctor and 2 or 3 Live Stock Assistants. Through these hospitals, they are giving medical aid and artificial insemination to the cows of the farmers at a low cost.
- **Cattle Insurance:** PDDP is giving subsidy on cattle insurance premiums. The majority of farmers insure their cows and are benefited financially.
- **Medical-claim Insurance:** They are giving subsidy to Medical-Claim Insurance. By this, the majority of farmers enrol their family members in the scheme and so when they are hospitalized, they get reimbursement benefits.
- **Calf Rearing Scheme:** Under this scheme, cattle feed and medical treatment with medicines are supplied free of cost to selected farmers who are financially very poor.



## Organizational Culture and Its Impact on Employees Behaviour

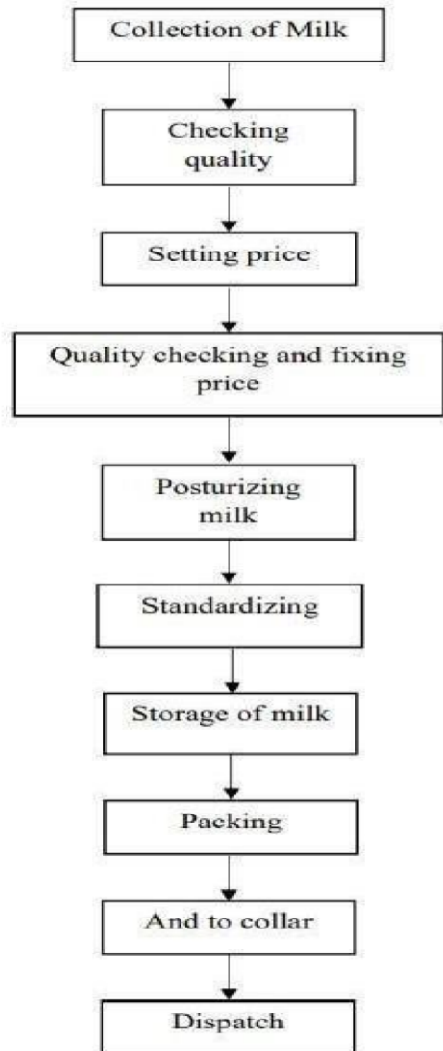
- **Special Incentive to farmers:** They are giving special incentives to society and farmers who are giving more milk to us. It will motivate them to sustain in dairying and to work hard for a better yield of milk.

### 1.8.5 PRODUCTS

#### Milk

- Pasteurised&Homogenised Toned Milk
- Pasteurised Toned Milk – Tea special
- Pasteurised Toned Milk
- Pasteurized Toned Milk – Premium
- Standardized Milk – Superior quality
- Standardized Milk – Superior quality
- Standardized Milk
  - Curd
  - Milk Peda
  - Paneer
  - Ghee
  - Paneer
  - Butter

## PROCESS OF DIARY



### 1.8.6 PROCEDURE

When milk is collected the workers will check the quality of milk for the first time by certain methods like the lactometer test. The addition of water to milk can be a big problem when there are unfaithful farmworkers. The Lactometer test is designed to check whether the milk is mixed with water or other materials. When water is added to milk the milk can change from its normal value to abnormal value.

Mix the milk sample gently and pour it gently into a measuring cylinder (300-500) let

## Organizational Culture and Its Impact on Employees Behaviour

the lactometer sink slowly into the milk. Read of record the last lactometer degree, just above the surface of the milk. If the temperature of the milk is different from the collaboration temperature of the lactometer, calculate the temperature correction for each 06 above the calibration temperature and 0.2% for each. 0C below calibration temperature subtract 0.20L from recorded lactometer reading, after checking the quality.

The price is setting for the milk and then pasteurization is done, it means the process that kills the microbes. In the milk, the process achieves this by eliminating the pathogenic microbar and lowering the microbial numbers to prolong the quality of the beverage. 34 After the pasteurization is done, the milk again is taken to check the quality, and then standardization of milk is done, standardization of milk refuses to the adjustment which means raising or lowering of fat and solids not the fat level of milk.

The standardization of milk in commonly done in the case of market milk supply and also in the case of the manufacture of milk products example: condensed milk, milk powder, ice cream, and check, etc. The standardization is mostly done to have a uniform milk fat content in the finished daily product. In India milk, atoned to 3% fat or double 15% by standardization the fat content of milk and thus the volume of milk an increased so that the milk can be supplied to consumer's low price to a large population. After the standardization of milk, the next step to store the milk properly without hitting and damage and then taking to packing appropriately and to calls to dispatch.

### 1.8.7 ACHIEVEMENTS

- 2017 November 03: World Malayalee Federation Award presentation held at Vienna for Sustainable Development in Rural Sector Presented with the aid of using World Malayalee Council in the presence of PathmasreeBharath Suresh Gopi MP, Hon.

Kerala Speaker Sri. P. Sreeramakrishnan& Indian Ambassador to Austria

H.E. Ms. Renu Pall

## Organizational Culture and Its Impact on Employees Behaviour

- Janam TV Global Excellence Award 2017 November 25: Janam TV Global Excellence Award- Presented with the aid of using Srimathi Nirmala Sitharaman Hon. Minister for Defence & Sri. Harsha Vardhan Hon. Minister for Science & Technology, Ministry of Environment,
- Rev. Fr. Sebastian Nazhiyampara secured Business Deepika Business Excellence Awards 2016 , who is the Chairman of PDDP for his exemplary management in remodeling PDDP into an excellent dairy processor and distributor
- Best Priest Award for Fr. Joseph Muttumana In 2009, our founder chairman, Fr. Joseph Muttumana changed into recognized with the aid of using All India Catholic Federation because the Best Priest thinking about his social paintings accomplished amongst our cow farmers.
- Award from Pollution Control Board 2014 Award from Pollution Control Board for the first-class effluent Treatment Plant for the year 2014
- Award from Pollution Control Board 2013 Award from Pollution Control Board for the first-class effluent Treatment Plant for the year 2013
- Secured Kerala State Productivity Council for medium scale Industries as Second Prize 2012-13 Best Productivity Award.

## Organizational Culture and Its Impact on Employees Behaviour

- Award from pollutants manage board for the Best Effluent Treatment Plant in 2012.
- Best Productivity Performance Award of Kerala State Productivity Council  
  
2003 Best Productivity Performance Award of Kerala State Productivity Council for Medium Scale Industries throughout the year 2003-04
- In 2007-2008, received Kerala State Productivity Council for Medium Scale Industries Award for Best Productivity Performance.
- ISO Certification Receiving ISO Certification in 2005.
- Award from Pollution Control Board for the Best Effluent Treatment Plant throughout the year 2001. And Best Material Management Award gained in 2004 in Integrated Materials Management Competition.

**CHAPTER 2**  
**LITERATURE REVIEW**

## 2.1 INTRODUCTION

A literature review is an evaluation report of information found in the literature related to selected area of study. The review describes, summarizes, evaluates & clarifies this literature. It gives a theoretical base for the research & helps to determine the nature of research (Queensland University, 1999)

A literature review is a body of text that aims to review the critical points of knowledge on a particular topic of research (ANM, 2000). A literature review is an account of what has been already established or published on a particular research topic by accredited scholars and researchers (University of Toronto, 2001)

In essence, a literature review identifies, evaluates and synthesises the relevant literature within a particular field of research. It illuminates how knowledge has evolved within the field, highlighting what is already been done, what is generally accepted, what is emerging and what is the current state of thinking on the topic.

Literature refers to a collection of published information/materials on a particular area of research or topic, such as books and journal articles of academic values. A literature review identifies, evaluates and synthesizes the relevant literature within a particular field of research. It illuminates how knowledge has evolved within the field, highlighting what has already been done, what is generally accepted, what is emerging and what is the current state of thinking on the topic.

Literature refers to a collection of published information /materials on a particular area of research or topic, such as books and journal articles of academic value. However, your literature review does not need to be inclusive of every article and books that been written on your topic because that will be too broad, Rather, it should include the key sources related to the main debates, trends and gaps in your research area.

## 2.2 THEORETICAL FRAMEWORK

According to Awadh and Saad (2013), there is a need from management that its employees own and live its organizational culture. This will enable the employee to get familiar with the organizational system. Developing and instilling organizational culture in the minds of employees help learn about an organizational culture and either accepts or rejects it. This implies that each organization is a learning environment which would help proper understanding of the organizational culture that improves the performance of the employee in an organization.

Veiseh et al. (2014) found that effective organizational culture and transformational leadership are connected with a positive relationship.

According to Jarratt and O'Neill (2002) Although it is something intangible, it plays a significant role in the shaping the success of the organization and has great influence on the employees. It is difficult to say that the organizational culture guarantees the success of the company but the companies with strong corporate culture always have more chances to become successful than their competitors

Arditi et al. (2017) comes about demonstrated that development associations in the U.S. are overwhelmed by "group" culture though those in India are commanded by "market" culture. The rate of postpone with respect to venture span is lower in the U.S. contrasted with India. Regardless of the way that postponements are caused by a large number of reasons regularly said in the writing, measurable investigation demonstrates that there is additionally a note worthy connection between hierarchical culture and the greatness of deferrals.

According to Ritchie (2000), organizational culture affects such outcomes as productivity, performance, commitment, self confidence, satisfaction and ethical behavior. Similarly, more recent writers have stated that organizational culture impacts on any organization, its employee performance and job satisfaction and ultimately its financial performance.



## Organizational Culture and Its Impact on Employees Behaviour

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 author is something descriptive and effectively it can distinguish one particular organization from another. It can also integrate individuals and groups of organization systems.

Flamholtz & Randle (2011) Teamwork is an important factor in achieving a common organizational goal. Effective organizational culture involves shared values and common purpose to develop a sense of teamwork

Rousseau (2000) also define the organizational culture as 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.

Schneider et al. (2013) indicated organizational culture as the norms that members of an organization perceive as their work environment, and these norms influence how members behave and adapt to achieve organizational goals

According to Azhar (2003) corporate culture can determine the success of the organization, in other words, good companies are distinguished from bad ones based on their corporate cultures

Robbins & Sanghi, (2007) The attraction of organization norms, values and beliefs have strong affect upon performance and sustainability. (Stewart, 2010) The norms of employees impact upon sustainable performance and management of organization culture as it leads to attainment of profitability.

Kandula (2006) contends that strong culture is the key to good employee performance. He

## Organizational Culture and Its Impact on Employees Behaviour

further stated that a strong culture results in an average employee performance and achieve dramatically while a weak culture may make an outstanding employee to perform and achieve low.

The importance of the organizational culture is also highlighted by Schein (2004) who stated that the culture can serve as strength as well as weakness to the organization.

Sharma (2013) carried out an empirical study to determine the effect of organizational culture on organizational performance. The study results confirmed that organizational culture is an important component of organizational performance and a source of competitive advantage.

Nazari et al. (2011) the discoveries recommend that both culture and atmosphere assume noteworthy parts in creating administration frameworks for IC. Moreover, for nation, when hierarchical atmosphere enhances, CenterEastern respondents saw a much more prominent change in IC administration frameworks contrasted with theirCanadianpartners.

Mullins (1999) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization.

According Hellriegel and Slocum (2009), organizational culture can enhance performance in a large scale. According to them, the culture of an organization allows the employees to be acquainted with both the firm's history as well as current methods of operation and this specific direction endows the employees with guidance about expected and accepted future organizational behaviours and norms.

Schein (1985) defines culture as something an organization has as learned responses to the organization's problems of external adaptation and internal integration. Louis (1985) extends Schein's perspective stating that organizational culture is an interpretive scheme or way of

## Organizational Culture and Its Impact on Employees Behaviour

perceiving, thinking and feeling in relation to an organization's issues, problems, etc.

Cameron and Quinn (1999) suggest organizational culture refers to the taken-for-granted values the underlying assumptions, expectations, collective memories, and definitions present in the organization. It represents how things are around here. It reflects the prevailing ideology that people carry inside their heads. It conveys a sense of identity and provides unspoken guidelines for how to get along and enhances the stability of the social system to which they belong.

Barley (1983) suggests that a common thread runs through these definitions, which renders culture as "something" shared by organization members.

A widely accepted definition of organizational culture was offered by Schein (1992) as a pattern of basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problem of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

Furthermore, culture could also be viewed as consisting of three levels with the most visible level being behavior and artifacts (Schein, 1992). This aspects of culture is easiest to observe in an organization and contains member behavior patterns and aspects of culture more transparent than most (e.g., work environment layout, technology, dress codes, building decorum). These components of culture are visible but are often difficult to understand.

At the next level of culture are values (Schein, 1992). Unlike behaviors, values are not as transparent but to a large degree do results in behaviors in the organization. Members generally hold two types of values – stated and operating – which are usually different but generally behavior results in large part due to stated values.

It is at the deepest level of culture, assumptions and belief, where the true meaning of culture should be examined. Schein (1992) believed that our values result in our underlying

## Organizational Culture and Its Impact on Employees Behaviour

assumptions but these assumptions no longer become part of our awareness once they are taken for granted. Schein (1992) further asserted that most people may not be conscious of or unable to articulate the beliefs and assumptions making up their deepest level of culture.

Cameron and Quinn (1999) have developed an organizational culture framework built upon a theoretical model called the "Competing Values Framework." This framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is also based on six organizational culture dimensions and four dominant culture types (i.e., clan, adhocracy, market, and hierarchy). In addition the framework authors generated an "Organizational Culture Assessment Instrument (OCAI)" which is used to identify the organizational culture profile based on the core values, assumptions, interpretations, and approaches that characterize organizations (Cameron & Quinn, 1999).

Ashkanasy, Broadfoot, and Falkus (2000) conducted a comprehensive review of 18 survey measures of organizational culture based on a variety of methods. Each method came from a stream of specific research and identified specific factors of culture in a manner that supported those lines of research.

The Denison organizational culture model proposed for this dissertation research used a similar process which examined the relationship between organizational culture and organizational performance. This process developed an approach to understanding organizational culture that helped to explain differences in performance and effectiveness (Sparrow, 2001).

One of the two broad categories of culture described posits that culture is based on underlying systems of unconscious assumptions and beliefs. These assumptions and beliefs are held by the organization regarding customers, competitors, employees, and suppliers. The Denison culture model and survey are rooted in a theoretical framework that views these assumptions and beliefs as not remaining hidden, but instead are manifested in a set of outward behaviors toward these groups. Since they are observable, these behaviors are

## Organizational Culture and Its Impact on Employees Behaviour

quantifiable (Denison, 1996).

Furthermore, Denison (1996) argued that while assumptions and beliefs underlie behaviors that create the culture that everyone experiences, it is equally true that behavior drives results. When one's research interest is on how culture drives results, Denison argued that it is both practical and appropriate to approach culture via its most obvious dimension: how people behave.

### **Key Themes of Organisational Culture**

The same Maull, Brown and Cliffe (2001) also have listed four main themes they identified in organisational culture literature. Let's see them together, as this classification is useful to establish a typology of the existing frameworks.

#### **Culture as a Learnt Entity**

This theme looks at **learning** as a critical component in organisational Culture. As such, the focus is on "the way we do things here" or "the way we think about things around here" (Williams, Dobson and Walters, 1996). In general, these definitions focus on the way we act and the way we think. In this regard, a widely accepted definition of culture is that of Schein: "The pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." (Schein, 1984)

We will see more in detail Schein's view later on in this article. What is essential is to understand the effects of this approach: Culture is taught to new members as a way of behaving that is "correct" for the specific organisation. In this sense, Culture becomes a self-perpetuating feature for organisational survival and growth. Also, a consequence of this view is that the visible artefacts of Culture are distilled down to the behaviours that people teach to others as they join the organisation.

In other cases, we see Organisational Culture defined as the right way in which things are done or problems should be understood in the organisation (Sun, 2009).

## Organizational Culture and Its Impact on Employees Behaviour

This point of view has had a significant impact on a lot of HR initiatives, particularly around the importance of induction and onboarding programmes. When Culture needs to change, this idea acts at the level of changes to individual and team behaviours, often by reconstructing narratives through ad-hoc storytelling.

### **Culture as a Belief System**

This theme looks at the impact of beliefs in the definition of Culture, as an extension of the management models that characterise the organisation. A description that is linked to this theme comes from Davis:

“The pattern of shared beliefs and values that give members of an institution meaning, and provide them with the rules for behaviour in their organisation.” (Davis, 1984)

Thinking in terms of beliefs system means distinguishing between different types of beliefs. Some are profound, guiding thoughts that impact the actions of the entire organisation. Difficult to change, they can be inferred from artefacts and behaviours of members. But there is also a second category of beliefs, sometimes called “daily beliefs”. These can be described as the rules and feelings about everyday behaviour. However these are dynamic and situational, they change to match context. Under this set of definitions, organisational Culture is a set of shared assumptions that guide what happens in organisations by defining appropriate behaviour for various situations (Ravasi and Schultz, 2006)

Seen this way, it is understandable how Organizational Culture affects the way people and groups interact with each other, with clients, and with stakeholders. Also, organisational Culture may influence how much employees identify with their organisation (Schrodt, 2002).

A consequence of this theme is that as you build an organisation from scratch, you should define the two-three core principles on which to establish foundational beliefs. An example can be Creativity in the case of Pixar, as we have seen in the book by Ed Catmull, a great example of intentional design. Actions that go against the core beliefs will most probably fail unless they are accompanied by an extensive program to support the modification of these beliefs.

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## **Culture as Strategy**

Culture eats strategy for breakfast is one of the most famous quotes, often attributed to Peter Drucker. Whoever originated that quote, is an excellent frame for those that think of primacy of Culture vs strategy, or an intimate relationship between the two. Paul Bate goes at length in explaining his point of view that Culture and strategy are the same things.

“I am not suggesting that Culture is like strategy (and vice versa), nor am I saying that Culture and strategy are closely related... What I am saying is that one is the other... Culture is a strategic phenomenon: strategy is a culture phenomenon.” (Bate, 1995)

The implication of this theme is a strong focus on strategy development as a cultural activity. The basic assumption is that beliefs impact the definition of strategy. Which is why the definition of a strategy needs to take into consideration the cultural aspects, and need to have a storytelling component. Many of the activities that related to the usage of Purpose as a Strategic Asset have their foundation onto this theme.

The second consequence of this theme is that Culture Change is Strategic Change. The idea to set up a process that is separate is simply flawed and constitutes a waste of energy.

On one side, this theme seems to deliver an even more pivotal role to Culture, on the other side, it ends up discouraging specific interventions in the domain.

## **Culture as Mental Programming**

A fourth theme, which integrates some of the other views partially, sees Culture as a “mental programming” of individuals. One of the key promoters of this view is Hofstede (1980) who defined Culture as the “collective programming of the mind, which distinguishes the members of one category of people from another.”

This definition stresses that Culture:

1. Is collective and not a characteristic of individuals (shared values)
2. Is mental “software”, therefore invisible and intangible as such

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3. Is attractive only to the extent that it differentiates between categories of people.

We'll see Hofstede's work more in detail below, but what is essential is that Hofstede tried to develop a cultural typology of the relationship between national cultures and organisational cultures. In this view, Culture is valid only if it can be measured, thus the focus that Hofstede had on the development of surveys and measurement tools. A similar approach has been created by Fons Trompenaars, also looking at national cultures.

This theme makes Culture more a "Measurable element", but more challenging to change, as the influence of local conditions and national cultures is a lot more impactful than any element that can be defined by the organisation itself.

### **Common Characteristics**

All the themes have something in common: the idea that several deeply rooted assumptions influence the behaviours of the members of an organisation. This is why Culture is often described using the Iceberg Metaphor, by which it is underlined that there is a large number of component that are not visible but influence the visible "tip of the iceberg". This metaphor was first proposed in 1976 by E.T. Hall, and despite some critiques, it still is an excellent illustration of a complex concept.

Later on, I will propose my working definition of Culture. I want, however, to dedicate some time to the definitions and models that are more used in organisational contexts, trying to review how these also impact change management programs in the organisation. In my view, Organisational Culture is never a static component, but rather a dynamic element that continually evolves, often slowly, sometimes faster.

### **Culture Frameworks applied in Organisations**

Through this section, I will investigate a number of different Culture Frameworks that are used and applied within the organisation to either try to understand existing cultures or to define culture change programs aimed at impacting the organisation effectiveness.



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## **Competing Values Framework**

Robert E. Quinn and John Rohrbaugh developed the Competing Values Framework as they searched for criteria that predict if an organisation performs effectively (Quinn and Rohrbaugh, 1983). Their empirical studies identified two dimensions that enabled them to classify various organisations' "theory of effectiveness" (Goldminz, 2020).

The first dimension analysed, is Flexible vs Focused. It looks at how organisations are differentiated based on an emphasis on flexibility, dynamics or preferably from an emphasis on stability, order and control.

The second dimension is Internal vs External. It differentiates internal orientation with a focus on integration, collaboration and unity vs an external exposure with a focus on differentiation and competition.

These dimensions form four quadrants, each representing an ideal-type of organisation and individual behaviours.

### **1.Hierarchy**

Hierarchies arise and are useful when organisations are inward-looking and focused on stability and control. With these values, organisations look within themselves to drive control and efficiency. Hierarchies bring structure and rigour to operations though controlled operating processes. They also ensure that things are done in smooth, ordered and controlled ways.

These organisations may be less responsive to changing situations and the demands of the market than other organisations.

### **2. Clan**

Clans arise when organisation are primarily inward-looking and value responsiveness. With this value mix organisations look within themselves for ways to respond quickly and effectively to change. Clans value teamwork and collaboration. They also often feel like families that are glued together by their desire to work towards their common goals.

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These organisations may be more focused on and interested in their internal outcomes, such as engagement, than in external outcomes, such as customer results. If there is a conflict between the needs of the customer and the needs of the organisation, the organisation will probably win, provided the need isn't a matter of survival.

### **3. Adhocracy**

Adhocracies exist where organisations are outward-looking and focused on being flexible and responsive. With this value mix organisations value pace of work, innovation and risk-taking, all in the name of moving quickly to meet external needs.

These organisations are held together by their desire to experiment, innovate and create quickly. As a result, they are entrepreneurial, ad-hoc, and driven to create new things and find new ways of succeeding.

While these organisations may grow and develop quickly, they may have less control over their operations and provide less nurturing environments than other organisations.

### **4. Market**

Market organisations are outwards looking and internally focused. They are very aware of the organisation's position in the market and are driven to improve it. As a result, they are highly customer and supplier focused and prioritise doing an excellent job for customers and improving market position.

These organisations are often competitive. They bond through their desire to get things done and to win in the current marketplace. As a result, they may be less forward-looking and responsive than some organisations and may be less nurturing than the same organisations.

### **Cummings & Worley Guidelines for Culture Change**

A well-known framework for Culture Change is that proposed by Cummings & Worley (2004), made up of Six Guidelines for Culture Change. This framework is heavily built on the concept of "leading by examples", and shows a full strategic involvement of the organisation

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leadership team. It also aligns with many of the Change Management tools we have seen already.

- 1. Formulate a clear strategic vision.**

To make a cultural change effective, a clear vision of the firm's new strategy, shared values and behaviours are needed. This vision provides the intention and direction for the culture change and needs to be transparent in all its directional aspects.

- 2. Display Top-management commitment.**

It is essential to keep in mind that culture change must be led from the top of the organisation, as the willingness to change of the entire senior management is a crucial element to allow emulation by the rest of the organisation.

- 3. Model culture change at the highest level.**

The change should not only be led by the top but also modelled by its actions. It is essential to note this aspect, as a simple push down communication message of change will not be sufficient. The behaviour of the top management needs to symbolise the kinds of values and behaviours that are part of the new Culture the company wants to implement. This will also help in managing the gap between the as-is and the to-be, as it will be possible for the teams to assess the difficulty in changing or adapting behaviours to the new reality.

- 4. Modify the organisation to support organisational change.**

Now it's time to change the organisation so that it can support change. The authors essentially consider the evolution of Culture as having a natural impact on the organisation set-up as well.

- 5. Select and socialise newcomers and terminate deviants.**

A way to consolidate a change in Culture is to connect it to the organisational membership; people should be selected and terminated, if needed, in terms of their fit with the new Culture.

- 6. Develop ethical and legal sensitivity**

Changes in Culture can lead to tensions between organisational and individual interests, which can result in ethical and legal problems for organisations. For example, many changes might affect employee integrity, control, equitable treatment

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and job security. It is therefore essential to consider the ethical and legal aspects around this and plan them in the change process.

Although this approach can be applied to a variety of different definitions of cultures, I have listed it here because this model is widely accepted. I want, however, to underline the top-down message, these guidelines suggest, especially with the idea of removing deviant, which at first may seem a drastic action. However, depending on the depth of change, often culture changes produce an ejection (voluntary for the most part) of individuals that don't fit the new Culture anymore.

### **Denison Organisational Culture Model**

The Denison Organisation Culture Model (Denison, 2012) has been developed based on the Competing Values Framework, with a focus on establishing a measurable toolkit, by Daniel Denison and his consulting firm. Their work is based on the Denison Organizational Culture Survey (DOCS) to assess a company's current strengths and weaknesses as they apply to organisational performance. The survey measures four key cultural traits and twelve related management practices.

The model assesses strengths in four key areas of your corporate culture: Adaptability, Mission, Involvement, and Consistency.

- **Mission.** Do you know where you're going? Do you have clear goals and a strategy to reach them?
- **Adaptability.** Are you listening to the marketplace to customers? How well do you identify and respond to their changing needs?
- **Involvement.** How well do you empower employees, build teams, and develop the human capability in your organisation?
- **Consistency.** Have you established coordinated systems that enable you to build agreement based on your core values?

There are elements of the organization's culture that are on the surface and are relatively easily visible. We can see many cultural symbols (for example, whether your office is on a floor close to the top or the bottom of the building, how big your office is), artifacts and patterns of behavior (example, how and where people interact, how they behave in formal and

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informal meetings). Equally important, but less visible aspects of culture are norms, values and basic assumptions people make. Another way of conceptualizing organizational culture is in terms of its hard and its soft sides. Organizational culture is supported by both social or psychological aspects for example, stories, symbols, rituals (soft side) and by some more concrete elements such as power structures, hierarchical structure and control systems such as, financial, assessment and reward systems (hard side).

Organizational culture has been linked to economic performance and organizational viability or success (Sorensen, 2002; Devis, 2007). For example organizations dedicated to continuous improvement, with visionary leaders who walk their talk and focus on a set of core values, have been shown to be more financially successful in the long-term (Kotter & Heskett, 1992). I also believe that the opposite of this assertion is also true; organization culture can also cause the doom for an organization appertaining to its economic performance. This is to say that, scholars must not lose sight of the fact that the culture of an organization can either be positive or negative and thus a negative culture can equally impact economic performance negatively.

Various studies indicate that companies with strong cultures are more likely to be successful, but only under a particular set of conditions. The effect of organizational culture depends partly in its strength. Organizational culture strength refers to how widely and deeply employees hold the company's dominant values and assumptions. In a strong organizational culture, most employees across all subunits hold the dominant values. These values are also institutionalized through well-established artifacts, thereby making it difficult for those values to change. Furthermore, strong cultures tend to be long lasting; some can be traced back to company founder's values and assumptions.

In contrast, companies have weak culture when the dominant values are short-lived and held mainly by a few people at the top of the organization. A strong organizational culture potentially increases a company's success by serving three important functions (Olu, 2009):

- i. Control System: organizational culture is a deeply embedded form of social control that influences employee decisions and behavior. Culture is pervasive and operates unconsciously.
- ii. Social glue: organizational Culture is the „social glue“ that bonds people together and makes them feel part of the organization's experience. Employees are motivated to internalize the organization's dominant culture because this helps fulfill their need for social identity.

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This social glue is increasingly important as a way to attract new staff and retain top performers.

iii. Sense making: organizational culture assists the sense-making process. It helps employees understand what goes on and why things happen in the company. Organizational culture also makes it easier for them to understand what is expected of them and to interact with other employees who know the culture and believe in it.

People are constantly surrounded by culture. It forms the background (often invisible) of our work-lives, coloring everything in an organization. Organizational culture also provides a powerful mechanism for controlling behavior by influencing how we attach meaning to our world and how we interpret events.

As already intimated, although often treated interchangeably, culture and climate are distinct constructs operating at different levels of meaning; yet at the same time, they are closely interrelated. Culture is the beliefs and values held by management and communicated to employees through norms, stories, socialization processes, and observations of managerial responses to critical events (Paul et al, 1997). For example, the beliefs and values that typify a culture for creativity become manifested in organizational structures, practices, and policies. In turn, these structures, practices, and policies guide and shape individual creativity by creating a climate that communicates both the organization's goals regarding creativity and the means to achieve those goals. Although closely related and interdependent, culture and climate are in fact distinct constructs that, when considered in combination, can specify with some precision the contextual environment that impacts behavior in organizations (Reichers& Schneider, 1990). Denison (1996) asserted that culture is —the deep structure of organizations, which is rooted in the values, beliefs and assumptions held by organizational member. That is, when we speak of organizational culture, we refer to the meanings inherent in the actions, procedures, and protocols of organizational commerce and discourse. James et al. (2007) described culture as —the normative beliefs and shared behavioral expectations in an organization.

Several methods have been used to classify organizational culture. While there is no single type of organizational culture, and cultures can vary widely from one organization to the next, commonalities do exist, and some researchers have developed models to describe different

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indicators of organizational cultures. We will briefly discuss the details of three influential models on organizational cultures.

### Hofstede's Cultural Dimensions

While there are several cultural and organizational theory models, Hofstede's cultural dimensions theory is one of the most cited and referenced. Hofstede looked for global differences in culture across 100,000 IBM employees in 50 countries in an effort to determine the defining characteristics of global cultures in the workplace. With the rise of globalization, this is particularly relevant to organizational culture.

Through this process, he underlined observations that relate to six different cultural dimensions (Hofstede updated the original five in response to further research):

- **Power distance:** refers to the degree to which an authority figure can exert power and how difficult it is for a subordinate to contradict them.
- **Uncertainty avoidance:** describes an organization's comfort level with risk-taking. As risk and return are largely correlative in the business environment, it is particularly important for organizations to instill a consistent level of comfort with taking risks.
- **Individualism vs. collectivism:** refers to the degree to which an organization integrates a group mentality and promotes a strong sense of community (as opposed to independence) within the organization.
- **Masculinity vs. femininity:** refers to the ways behavior is characterized as "masculine" or "feminine" within an organization. For example, many define an aggressive, hyper-competitive culture as more masculine.
- **Long-Term Orientation:** refers to the degree to which an organization or culture plans pragmatically for the future or tries to create short-term gains. How far out is strategy considered, and to what degree are longer-term goals incorporated into company strategy?
- **Indulgence vs. Restraint:** refers to the amount (and ease) of spending and fulfillment of needs. For example, a restrained culture may have strict rules and regulations for tapping company resources.

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## Edgar Schein's Cultural Model

Edgar Schein's model underlines three types of culture within an organization, which, as a simpler model than Hofstede's, is somewhat more generalized.

The basic premise behind this model is that artifacts, values, and assumptions integrate into a comprehensive whole that is organizational culture. These three types represent different aspects of an organization's culture, growing less tangible and more complex as it moves from the top-down.

- **Artifacts:** refers to the tangible artifacts that reveal specific cultural predispositions. How desks are situated, how people dress, how offices are decorated, etc., are examples of organizational artifacts.
- **Values:** pertain largely to the ethics embedded in an organization. What does the organization believe and stand for? These values are usually openly communicated with the public and demonstrated internally by employees. For example, a non-profit organization that aims to mitigate poverty has the values of charity, understanding, empowerment, and empathy deeply ingrained within the organization.
- **Assumptions:** is more difficult to deduce through observation, according to Schein. These describe the tacit assumptions that infect the way communication occurs and individuals behave. The assumptions are often unconscious. In many ways, this area correlates with Hofstede's cultural dimensions. For example, employees may act on a cultural assumption to avoid risk wherever possible without receiving any directives to do so. High power distance is another example, where employees believe they should show a high degree of deference to their superiors, even though they were not told to do so specifically.

## Charles Handy's Four Types of Culture

Charles Handy put forward a framework of four different types of culture that remains relevant today.



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- **Power culture:** describes a type of culture where a leader makes rapid decisions and controls the organizational direction. This is most appropriate to smaller organizations that often require a strong sense of deference to the leader.
- **Role culture:** describes a type of culture where structure is defined and operations are predictable. In this functional structure, individuals know their job, report to their superiors (who have a similar skill set), and value efficiency and accuracy.
- **Task culture:** describes an environment where teams are created to solve particular problems. Power is derived from membership in teams that have the expertise to execute a task. A matrix structure is common due to the importance of given tasks and the number of small teams in play.
- **Person culture:** often results in a horizontal structure. Each individual is seen as valuable and more important than the organization itself. This can be difficult to sustain, as the organization may suffer due to competing people and priorities.

Following Glisson and James (2002), this study views organizational culture and climate as distinct but interrelated constructs. According to Beugelsdijk, Koen, and Noorderhaven (2006), organizational culture is specific to an organization, is relatively constant, and can influence inter-organizational relations. For these reasons, organizational culture is widely viewed as a source of sustained competitive advantage to businesses (Miron, Erez, & Naheh, 2004). Whereas organizational culture focuses on the shared behavioral expectations and normative beliefs in work units, climate describes the way individuals perceive the personal impact of their work environment on themselves (Glisson & James, 2002).

James et al. (2007) differentiate organizational from psychological climate. Whereas the former is an aggregation of individual perceptions of the work environment, the latter refers to the perceptions individuals have of those workplaces as they reflect personal values and psychological desires. In this study, the focus is more in line with the concept of organizational climate as measured by the organization's openness to change and its provision of resources to become innovative. Although organizational culture and climate are distinct but interrelated constructs, in this study, these concepts are used interchangeably and as such

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invoke the same meaning.

### IMPACT OF ORGANIZATION CULTURE ON EMPLOYEE'S BEHAVIOUR

The organization consists of a collectivity 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 collectivity 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.

Employees are important asset of the organization. They serve as human capital for the organization. Organization makes use of the employees' skills, knowledge and abilities in carrying out and fulfilling the organizational objectives. Organizational culture is the environment which surrounds employees at work all of the time. Culture is a powerful element which shapes employees work enjoyment, work relationships, and work processes. However, culture is something which the people cannot actually see, except through its physical manifestations in workplace.

Employee behaviour is defined as an employee's reaction to a particular situation at workplace. Employees need to behave sensibly at workplace not only to gain appreciation and respect from others but also to maintain a healthy work culture. One needs to adhere to the rules and regulations of workplace. Remember, Office is not a place where you can shout on fellow workers, spread rumours, criticize your Boss and so on. You just can't afford to be rude with your team members. Be polite and speak softly.

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Do not forget that you are not the only one working; there are other people around as well. Some people have a tendency to have their lunch at their workstations only. Such a behaviour is completely unprofessional.

### **TYPES OF EMPLOYEE BEHAVIOUR**

#### **TASK PERFORMERS**

Such individuals are well aware of their key responsibility areas and what they are supposed to do at the workplace. Every individual needs to have some goals in life. Task performers set targets for themselves and strive hard to accomplish tasks within the stipulated time frame. Set a direction for yourself. It works. The roles and responsibilities should be in line with organization's goals and objectives. Task performers concentrate on their work, never lose their focus so that they meet deadlines and achieve targets on or before time. Such individuals work in close coordination with clients and customers, train their fellow workers and try to finish tasks on time with minimum possible errors. They do not believe in working alone and prefer working in teams. Working in unison helps them not only meet and exceed superior's expectations but also accomplish tasks within the desired time frame.

#### **ORGANIZATIONAL CITIZENSHIP**

In today's scenario of cut-throat competition, organizations need to provide something extra to clients for them to survive in the long run and outshine competitors. Remember, mere performing daily job responsibilities would not help. You need to think out of the box, if you aspire to reach the top slot within the shortest possible time frame. Find out what extra, apart from your regular job, you are doing for the organization. Managers need to encourage employees to gain from each other's knowledge and expertise. Help your colleagues. Lend a sympathetic ear to their problems. If one of your team members is not able to perform a particular task, sit with him, brainstorm ideas and help him find an appropriate solution. Show genuine courtesy towards fellow workers. There is absolutely no harm in knowledge sharing. Help your co workers acquire new skills and learnings.

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## COUNTERPRODUCTIVE WORK BEHAVIOUR

Individuals with counterproductive work behaviour have a tendency to harm their organization. Such individuals not only speak ill of their organization but also abuse fellow workers and pass lewd comments. They are often involved in objectionable activities and doing unproductive tasks which spoil the entire work culture. Individuals with counterproductive work behaviour are often indulged in thefts, leaking confidential information, data tampering and so on. Such individuals need to be dealt with patience. Encourage them to get rid of their negative traits, else show them the exit door immediately.

## JOINING AND STAYING WITH THE ORGANIZATION

It is essential for individuals to stay with the organization for quite some time. Organizations need to treat employees with respect for them to stick around for a long time and do not even think of quitting their jobs. When talented people leave, knowledge is lost, eventually work suffers. Talent acquisition professionals ought to check the background, past track record and credibility of new joiners to avoid problems later on. While hiring, do not forget to find out how frequently they have changed jobs in the past.

## MAINTAINING WORK ATTENDANCE

Employees need to attend office regularly. Take a leave, only when there is an emergency. Employees who find work as a mere source of burden and have nothing new and interesting to do, take frequent leaves as compared to individuals who love coming to work.

## FACTORS AFFECTING EMPLOYEE BEHAVIOUR

### 1. Leadership

Managers and leaders play an important role in influencing the behaviour of individuals at workplace. It is the responsibility of leaders to set a direction for team members. In majority of the cases, it has been observed that employees do not feel like going to work when they have strict bosses. You need to stand by your team always.

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Guide them and help them in their day to day operations and help them acquire new skills and upgrade their knowledge. Make them feel important. As a leader, you need to be a strong source of inspiration for your subordinates. If you do not reach office on time, how can you expect your team members to adhere to the rules and regulations of organization

### **2. Work Culture**

Employees need to feel comfortable at workplace for them to stay positive and happy. Rules and regulations should be same for everyone.

Employees ought to be encouraged to respect their reporting bosses and follow the code of ethics. Do not have complicated reporting systems.

Transparency at all levels is essential. You must know what your team member is up to and vice-a-versa. Job security is one of the most crucial factors affecting employee behaviour. Stand by your team at the times of crisis. Do not throw them out during bad times. Believe me, they will never leave you.

### **3. Job Responsibilities**

Employees should be asked to do what best they can perform. Do not overburden employees. Encourage them to upgrade their skills from time to time.

### **4. Effective Communication**

Managers need to communicate effectively with team members. The moment, employees feel left out, they lose interest in work. They need to have a say in organization's major decisions.

Let them express their views and come out with their problems. Grievances need to be addressed immediately.

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## 5. Family and Personal Life

Trust me, if you fight with your family members or relatives in the morning, you feel restless the whole day. It has been observed that individuals with a troubled background or problematic family life tend to behave irrationally at workplace.

Employees who have strained relationships with family members like to sit till late at work and spoil the entire work culture. Individuals from very poor families also have a habit of stealing office stationery and taking things to home.

Conflicts in personal life lead to stress and irrational behaviour. Also, individuals should try not to bring their personal problems to work. Try to keep your personal and professional life separate.

## 6. Relationship at Work

It is necessary to have friends at the workplace. You need people around to talk to, discuss and share experiences.

It is really not possible to work in isolation. Not allowing employees to interact with fellow workers leads to frustration and stress at workplace. Avoid arguing with team members.

Organizational systems always find ways of controlling employees' behaviour so as to maintain a balance in the system, even when that balance can be less than optimal for the success of the organization. Some of the ways organizations do this are through the formal and informal cultures in place. Every organization has a culture which sets the rules for employee behaviour. Culture is the style or behaviour patterns which the employees use to guide their actions. For example, an organization whose culture values the initiatives of all its employees has a different climate than an organization in which decisions are made by senior managers and enforced by their subordinates.

Culture is defined as 'the complex whole which includes knowledge, beliefs, morals, capabilities and habits acquired by persons as members of the society'. It consists of patterned

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ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting their embodiments in artifacts. The essential core of culture consists of traditional ideas and especially their attached values.

Organizational culture evolves from the social practices of the organizational employees, and hence, it is a socially created reality which exists in the heads and minds of the employees as well as in the formal rules, policies, and procedures of organizational structures. Culture is an ongoing process of reality construction, providing a pattern of understanding which helps the employees to interpret events and to give meaning to their work and workplace. Thus, culture is an evolutionary and dynamic process which incorporates changing values, beliefs, and underlying assumptions regarding the organization.

Culture ensures the norms of behaviour and also gives mechanism which helps the employees in their personal and social survival. The culture is the man made part of environment. It reflects the way of life of people, their traditions, heritage, design for living, etc. It is the totality of beliefs, norms and values, which is related to the patterned regularity in people's behaviour, while the organizational culture is a combination of environment employees operate in, their way of interaction with one another, the policies, and procedures taken up in the environment.

Further, the organizational culture means work related activities and meanings attached to such activities in the framework of norms and values of the organization. These activities, norms, and values are normally contextualized in the organization. The organizational culture normally focuses on employee centricity, teamwork and continuous process improvement. It is also expressed in terms of values, ideologies of the organization. It further makes the foundation of integrity, thoughts and actions of the employees working there.

The culture of the organization is to be developed to support continuous improvement, improve employees' style of performing their job and thus develop quality awareness. Organizational culture has influence on employee work behaviour as a result on the acceptable behaviours and attitudes to different jobs in the organization. Organizational culture is a major determinant of the employees' efficiency and effectiveness in carrying out

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their jobs. Hence, organizational culture determines of how employees perform or behaves in his job.



**CHAPTER 3**  
**RESEARCH METHODOLOGY**

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## 3.1 INTRODUCTION

Research is a fact finding investigation about the research problem. Research is the process of steps used to collect and analyse information to increase our understanding of a topic or issue. A research can be defined as the creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society and the usage of this inventory of understanding to plot new applications.

Research is the method of systematic and in-intensity look at or look for any precise topic, challenge or vicinity of investigation, sponsored with the aid of using collection, compilation, presentation and interpretation of applicable information or data. Research method is a manner to systematically resolve the studies hassle. It can be understood as a technology of reading how studies is achieved scientifically. Research may also expand speculation and take a look at it. In it we look at the diverse steps which can be typically followed with the aid of using the researcher in reading his studies hassle alongside the good judgment at the back of them. To qualify as research, the process must as far as possible, be systematic, controlled, rigorous, valid and verifiable, empirical and critical.

According to Martyn Shuttle worth (2008) -“In the broadest experience of the word, the definition of studies consists of any collecting of data, records and records for development of understanding.” It is necessary for the researcher to know not only the research method or techniques but also the methodology.

Thus, when we discuss on the research methodology the research methods have to be considered and the logic behind these methods that been used in the context of the research study which explains why we are using a particular method or technique. And the research results are capable of being evaluated either by the researcher himself or by others.

According to the American sociologist Earl Robert Babbie (2014), “Research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon.

Research involves inductive and deductive methods.” Inductive research methods are used to analyse an observed event. Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done

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scientifically. This research is being followed by a questionnaire and researcher tries to describe, analyse and find the solution to the problem.

### 3.2 RESEARCH DESIGN

It is a Descriptive study. And the target area was limited to PDDP, Kalady. Although each organizational climate study is tailored to meet the needs of an individual organization, in general, they are aimed at all aspects of the employees' jobs. A climate survey was conducted on all the staff of PDDP, Kalady. The total strength of PDDP Employees was 200 at the time of the study conducted. I had received 120 respondents.

The methodology used in a study is integral to the reliability of the findings and validity of the study. Therefore, this section focuses on the research technique adopted and used for this study with the aim of achieving the research objectives. This section of the document also contains description of instruments used to measure various constructs applicable to this study.

Research design is basically classified as exploratory or descriptive research. Exploratory research, the main objective of exploratory research is to explore or search through a problem or situation to provide insight and understanding. In general, exploratory research is meaningful in any situation where the researcher does not have enough understanding to proceed with research project. The research process that is adopted is fixing and unstructured. It rarely involves structured questionnaires. The primary data are qualitative in nature and are analyzed accordingly. Descriptive research, when a particular phenomenon is under study, the research is needed to describe it, to clarify and explain its inner relationships and properties. The descriptive research will portray an accurate profile of people, surveyed and the method of analysis prior to beginning of data collection. In other words, people, events and situations.

Descriptive research in contrast with exploratory research defines questions, people surveyed and method of analysis prior beginning of data collection. In other words, descriptive research defines the research aspects viz, who, what, where, when. Why and sometimes how of the research. Such preparing allows one the opportunity to make my required changes before the process of data collection has begun. However, descriptive

## Organizational Culture and Its Impact on Employees Behaviour

research should be thought of as a rather than an end itself.

This study is a descriptive research study in order to study the relationship between social media usage and employees work at work place. For research both primary and secondary data was collected. The researcher also explored the demographic characteristics of respondents. A random sampling, sample of 120 respondents was taken for the study.

### **3.3 POPULATION OF THE STUDY**

In any statistical investigation, we are interested in studying the characteristics of individuals or items of a particular group. This group of individuals under study is known as a population. It is a well determined collection of objects or individuals, that they having similar characteristics or features. The population of the study consists of all the employee of Peoples' Dairy Development Project (PDDP), Kalady. The total number of employees in this company is considered to be the population for this study and the population is 350.

### **3.4 SAMPLE SIZE**

A sampling is a finite part of a population and its characteristics are studied to gather information about the research problem. The sample size can be defined as a set of respondents selected from a large population for the purpose of research. A sampling method is a procedure for selecting members of a sample from a population. The number of sampling units selected from the population is called the size of the sample. The sample size chosen for this study consists of 120 responses of employees at Peoples' Dairy Development Project (PDDP), Kalady.

### **3.5 SAMPLING TECHNIQUE**

In this research the primary data is collected by convenience sampling method. Convenience sampling is a non-probability sampling method in which the interviewer will decide the choice of sampling based on their convenience. It can be defined as the method chosen by the researchers where they collect the data from a conveniently available pool of respondents.

### **3.6 DATA COLLECTION**

Data collection in research is the process of gathering, preparing and measuring the

## Organizational Culture and Its Impact on Employees Behaviour

information related with the research. The important focus on data collection is ensuring that information rich and reliable data is collected for statistical analysis. The main purpose behind the data collection is to assess, record and analyse the various aspects about the particular topic or issue regards to the research.

The planning of data collection for this research was defined at the starting stage of this research so that it helped to get it. Because, this research is done to study the Organisation culture and its impact on employees behaviour at Peoples' Dairy Development Project (PDDP), Kalady. So, the responses from the employees are considered as the base for the research and the conclusion. According to this research, the data is collected from the respondents through the questionnaire.

- **Primary Data**

Primary data is the data which collected directly from the respondents. It is been collected afresh or first-hand data for the first time gathered by the researcher himself. And these data usually collected from the source where the original data originates and regarded as the best kind of data in the research. In this research the data was collected by taking down the responses of employees at Peoples' Dairy Development Project (PDDP), Kalady .And questionnaire is used for the collection of primary data.

- **Secondary Data**

Secondary data on the other hand those data that have been already collected by someone else which has passed from the statistical process. It may be from journals which is already published, reports, textbooks, publications, company website and magazines. It is the data which is already collected and presented by someone. Secondary data for this project have been collected from the records available in the organization. And also the business and publicity materials of the organization are also part of these.

**CHAPTER 4**  
**DATA COLLECTION AND ANALYSIS**

## 4.1 INTRODUCTION

Analysis of data is a process of inspecting, cleaning, transforming and modeling data with the goal of discovering useful information, suggesting conclusions and supporting decision making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of name, in different business, science and social science domains.

Data analysis is engaged in after all data has been collected and is a process used to analyze the collected data. The type of data analysis tool that was used is dependent on the type of data. The data analysis is represented by use of descriptive analysis. Descriptive analysis summarises the characteristics or features from a collection of information quantitatively. And also percentage analysis is used in order to summarise and compare the data that have been collected.

The data required for this research were gathered from a sample of 120 respondents. The collected data were analysed by the use of statistical tool including percentage analysis and the software is used for the data interpretation is MS Excel tool. In this study, the data were analysed on the basis of percentage analysis and by graphical representation. The collected data were tabulated and converted into percentage. And the interpretations are done on the basis of the tabulated data and the graphical representations.

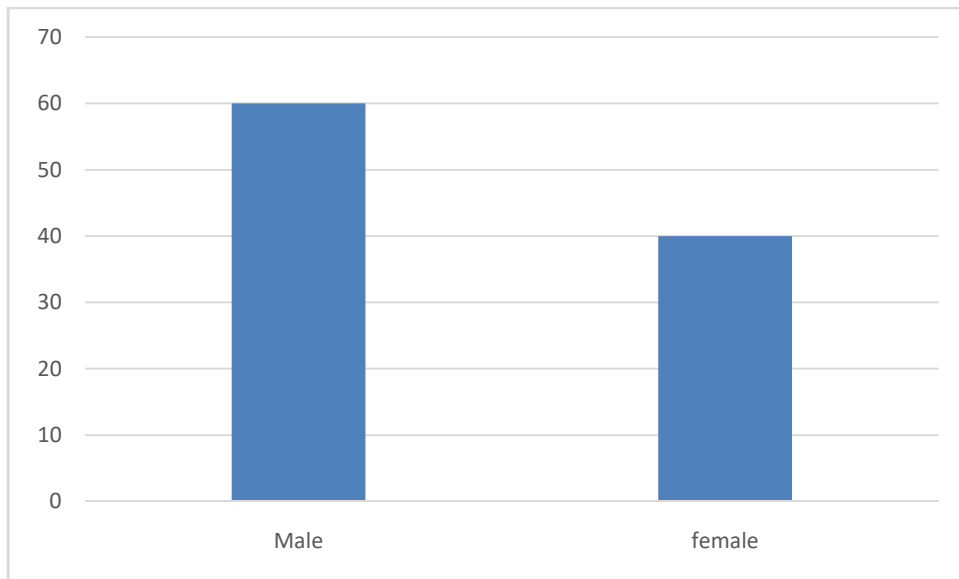
Data analysis is the process of evaluating the data using analytical and logical reasoning to examine each component of the data provided. Data from various sources is gathered, reviewed and then analyzed to form some sort of findings or conclusion. There are variety of specific data analysis method, some of which include data mining, text analytics, business intelligence and data visualization.

# Organizational Culture and Its Impact on Employees Behaviour

**Table 4.1 GENDER**

Gender	Frequency	Percentage
Male	72	60
Female	48	40
Total	120	100

**Figure 4.1 Gender**



## **INTERPRETATION:**

From the above diagram, it shows that the majority i.e., 60 % of the respondents are male and 40% respondents are female.

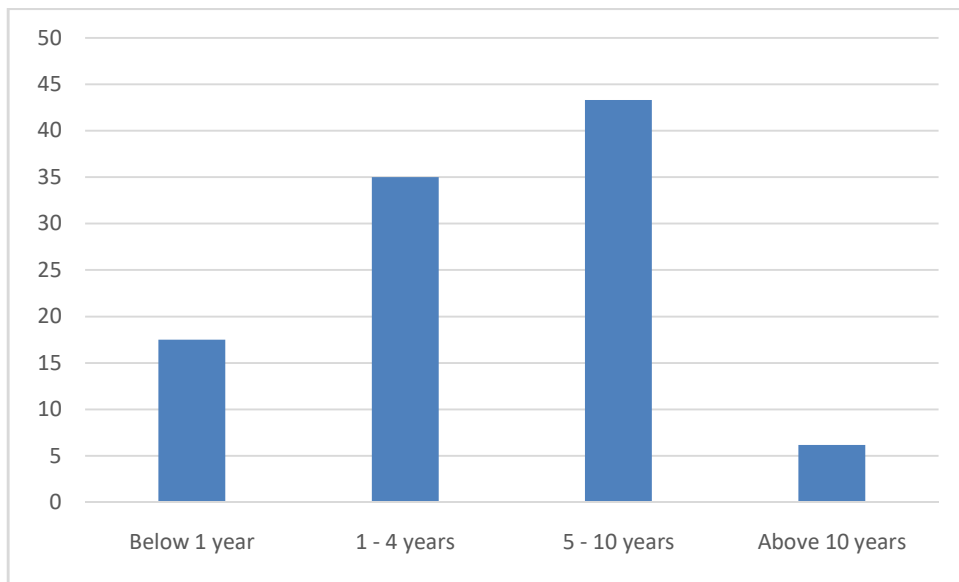


# Organizational Culture and Its Impact on Employees Behaviour

**Table 4.2 EXPERIENCE**

Experience	Frequency	Percentage
Below 1 Year	21	17.5
1 – 4 Years	42	35
5-10 Years	52	43.33
Above 10 Years	5	6.16
Total	120	100

**Figure 4.2 Experience**



## **INTERPRETATION:**

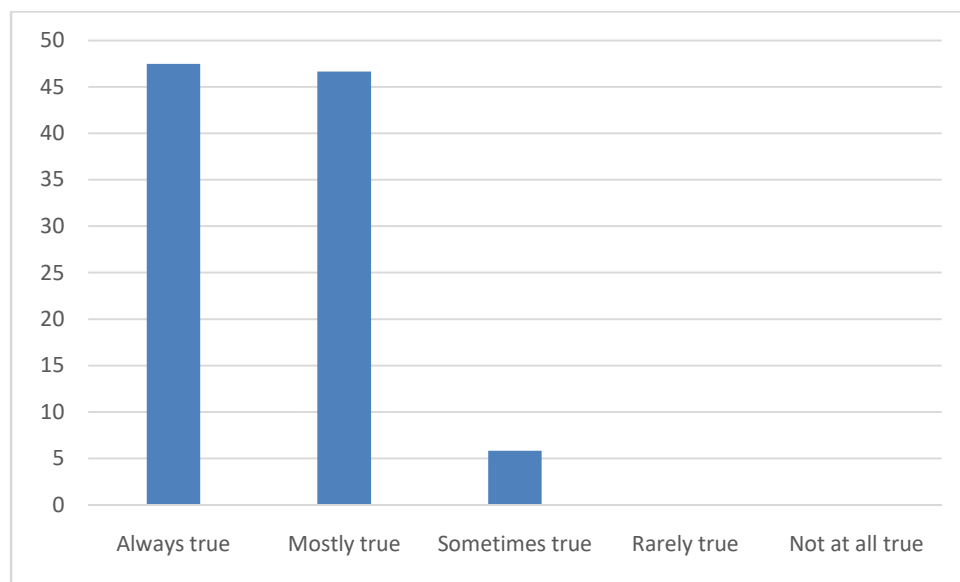
Above graphs shows that,43.3% of the respondents have the experience of 5 – 10 years. 35% respondents have 1-4 Years of Experience, 17.5 % of respondents have below 1 year of experience and only 4.16 % have above 10 years of experience.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.3 KNOWLEDGE REGARDING THE FORMAL BEHAVIOUR AND OPENNESS OF EMPLOYEES**

Responses	Frequency	Percentage
Always true	57	47.5
Mostly true	56	46.67
Some times true	7	5.83
Rarely true	0	0
Not at all true	0	0
Total	120	100

**Figure 4.3 knowledge regarding the formal behaviour and openness of employees**



### **INTERPRETATION:**

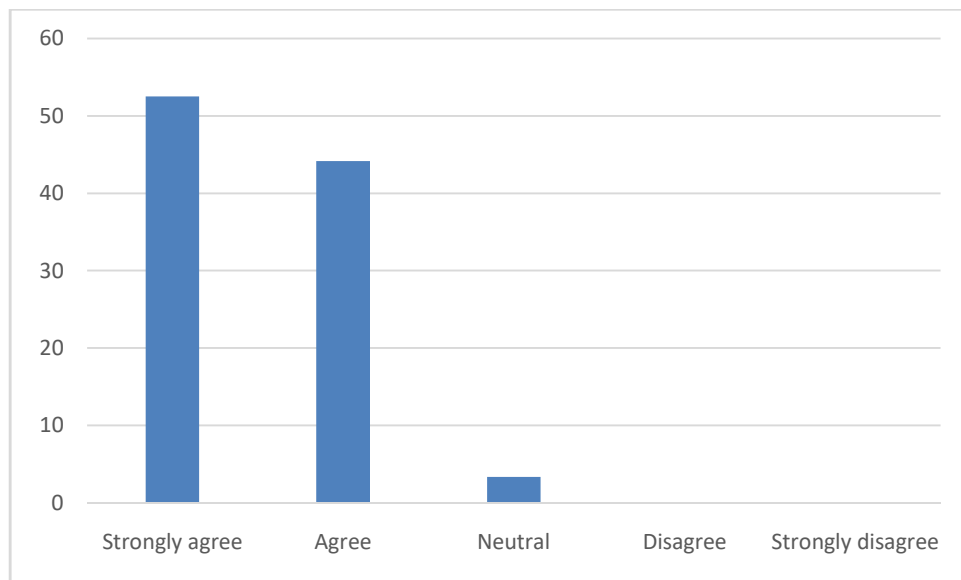
Above graph shows that 47.5% of employees have the opinion that they are very informal and do not hesitate to discuss their personal problems with their reporting officer. And 46.67% of employees have the opinion that it is mostly true.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.4 OPINION REGARDING THE EXISTING EXECUTIVES RELATIONS AND INTERPERSONAL RELATIONS**

Responses	Frequency	Percentage
Strongly agree	63	52.5
Agree	53	44.17
Neutral	4	3.33
Disagree	0	0
Strongly disagree	0	0
Total	120	100

**Figure 4.4 opinion regarding the existing executives relations and interpersonal relations**



### **INTERPRETATION:**

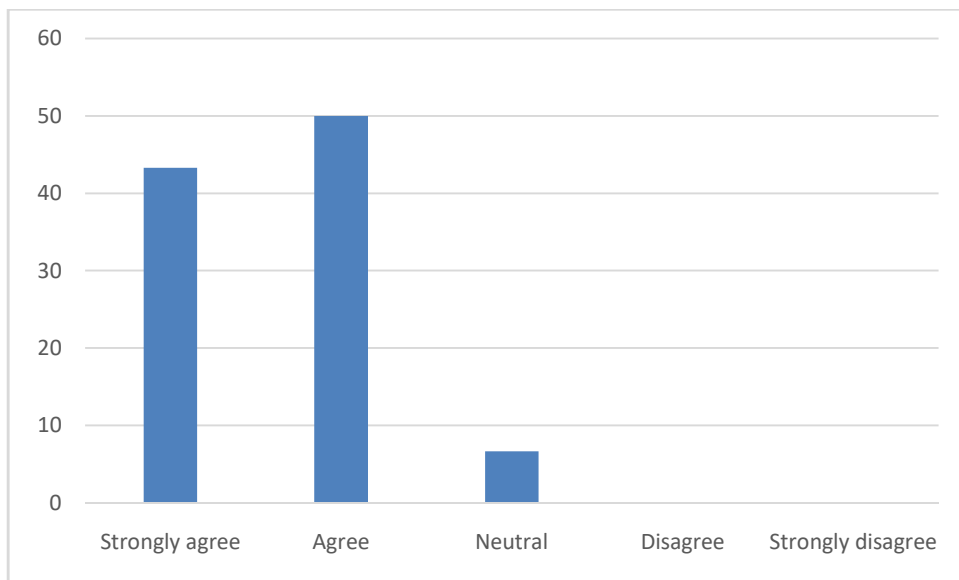
52.5 % of employees have the opinion that the executive relations and interpersonal relations exist in the organization and are of great value. And 44.17% of employees are agreeing to this statement.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.5 OPINION REGARDING THE SUPERVISOR'S ATTITUDE WHEN AN EMPLOYEE COMMITS A MISTAKE**

Responses	Frequency	Percentage
Strongly agree	52	43.3
Agree	60	50
Neutral	8	6.67
Disagree	0	0
Strongly disagree	0	0
Total	120	100

**Figure 4.5 opinion regarding the supervisor's attitude when an employee commits a mistake**



### **INTERPRETATION:**

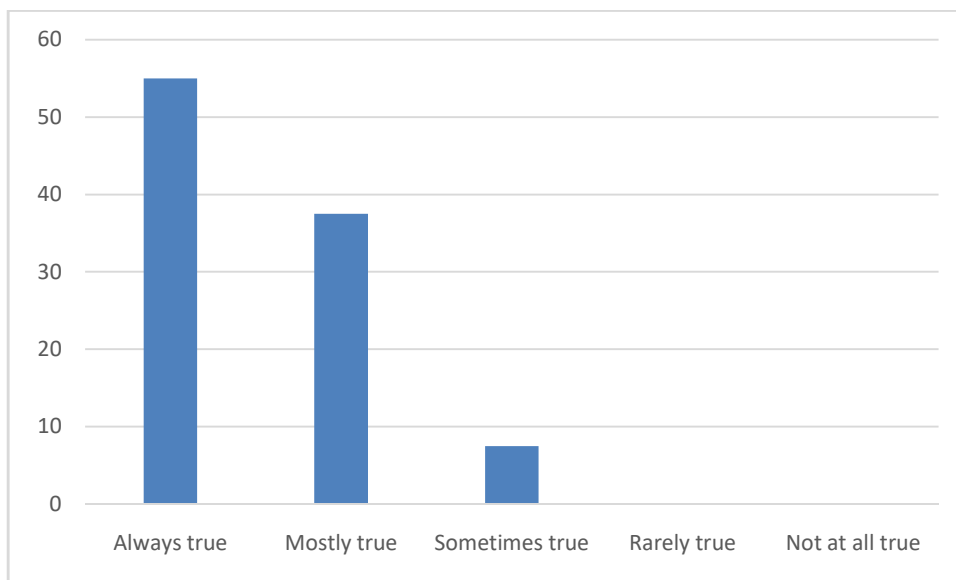
It is found that 43.3% of employees are strongly agreeing to the statement that when the employees commits a mistake, the supervisor treats it with understanding and helps them to learning from such mistakes.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.6 OPINION REGARDING THE COMMITMENT TOWARDS ORGANIZATION GOALS.**

Responses	Frequency	Percentage
Always true	66	55
Mostly true	45	37.5
Some times true	9	7.5
Rarely true	0	0
Not at all true	0	0
Total	120	100

**Figure 4.6. opinion regarding the commitment towards organization goals**



### **INTERPRETATION:**

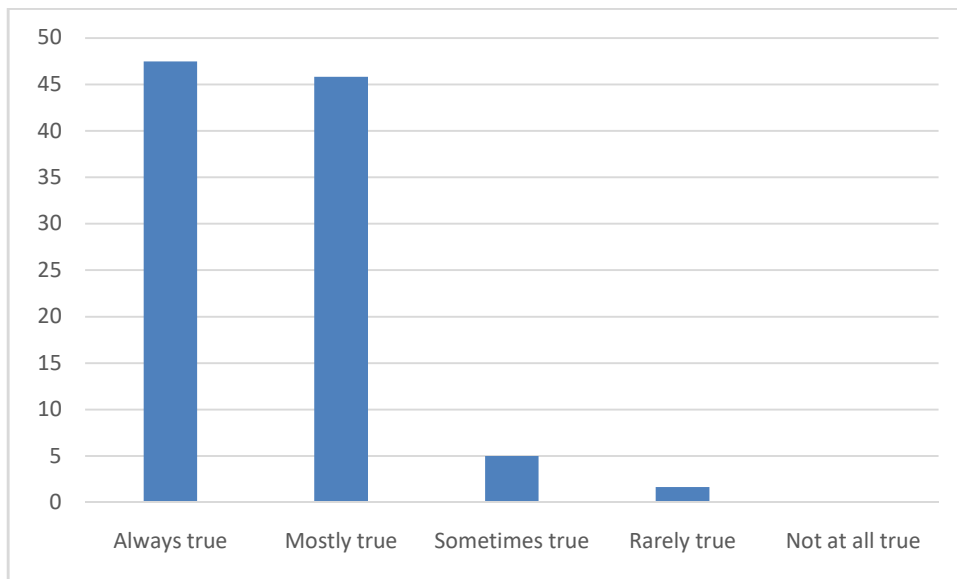
55% of employees have the opinion that they are committed towards the organization goals and 37.5% says that is mostly true. And 7.5% of employees have the opinion that it is sometimes true.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.7 KNOWLEDGE REGARDING THE PSYCHOLOGICAL CLIMATE**

Responses	Frequency	Percentage
Always true	57	47.5
Mostly true	55	45.83
Some times true	6	5
Rarely true	2	1.67
Not at all true	0	0
Total	120	100

**Figure 4.7 knowledge regarding the psychological climate**



### **INTERPRETATION:**

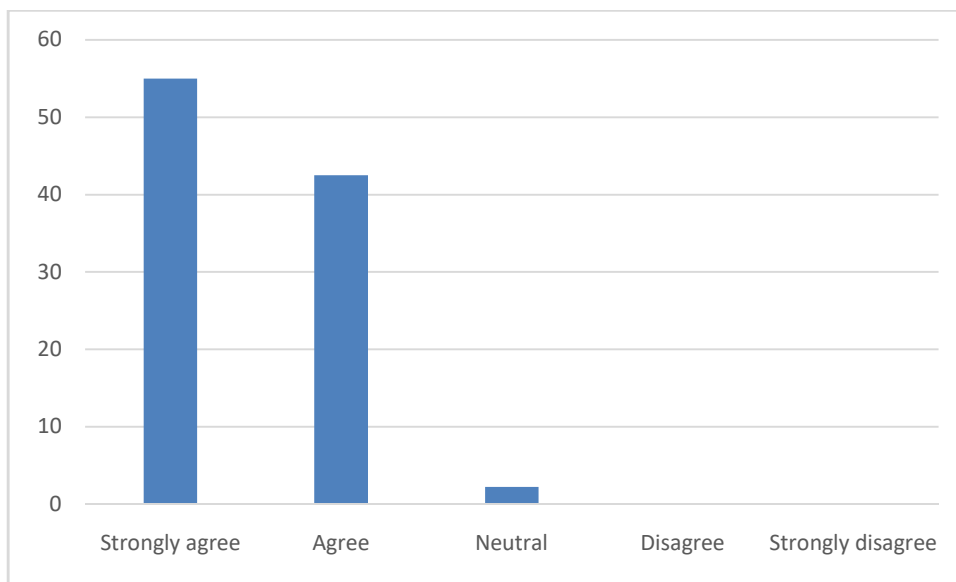
47.5% of the employees have the opinion that the psychological climate in the organization is very conducive for the employees who are interested in developing themselves by acquiring new knowledge and skills. 45.83% of employees have the opinion that it is mostly true.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.8 OPINION ON THE LEADERSHIP AND TEAM SPIRIT AND LEADERSHIP**

Responses	Frequency	Percentage
Strongly agree	66	55
Agree	51	42.5
Neutral	3	2.5
Disagree	0	0
Strongly disagree	0	0
Total	120	100

**Figure 4.8 opinion on the leadership and team spirit and leadership**



### **INTERPRETATION:**

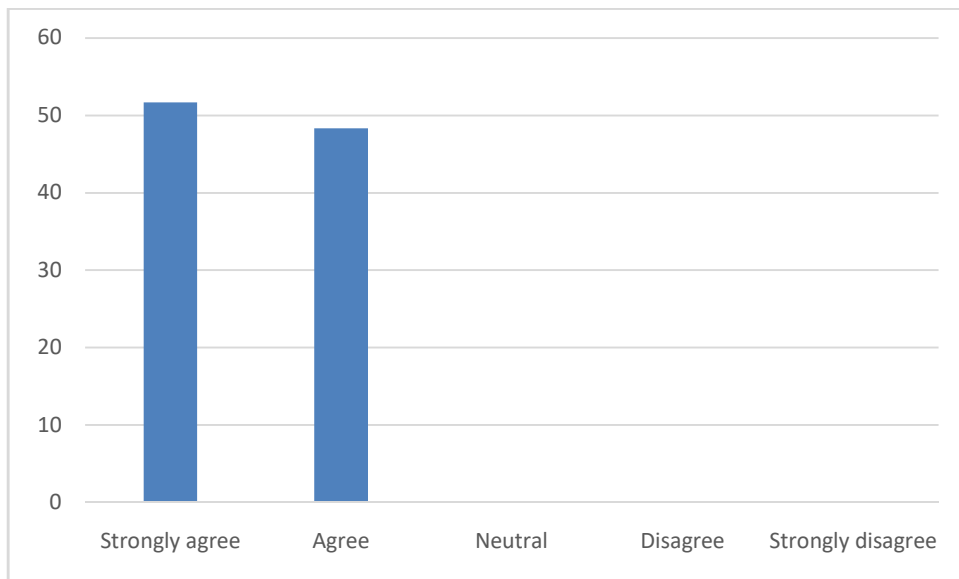
55% of employees are strongly agreeing that team spirit and leadership is of high order in the organization. 42.5% are also agreeing to this statement. 2.5% of employees have a neutral opinion to this statement.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.9 OPINION REGARDING THE QUALITY OF PRODUCTS PRODUCED**

Responses	Frequency	Percentage
Strongly agree	62	51.67
Agree	58	48.33
Neutral	0	0
Disagree	0	0
Strongly disagree	0	0
Total	120	100

**Figure 4.9 opinion regarding the quality of products produced**



### **INTERPRETATION:**

51.67% of employees are strongly agreeing to the statement which says good quality products are produced in the organization. And 48.33% of employees are agreeing to this statement.

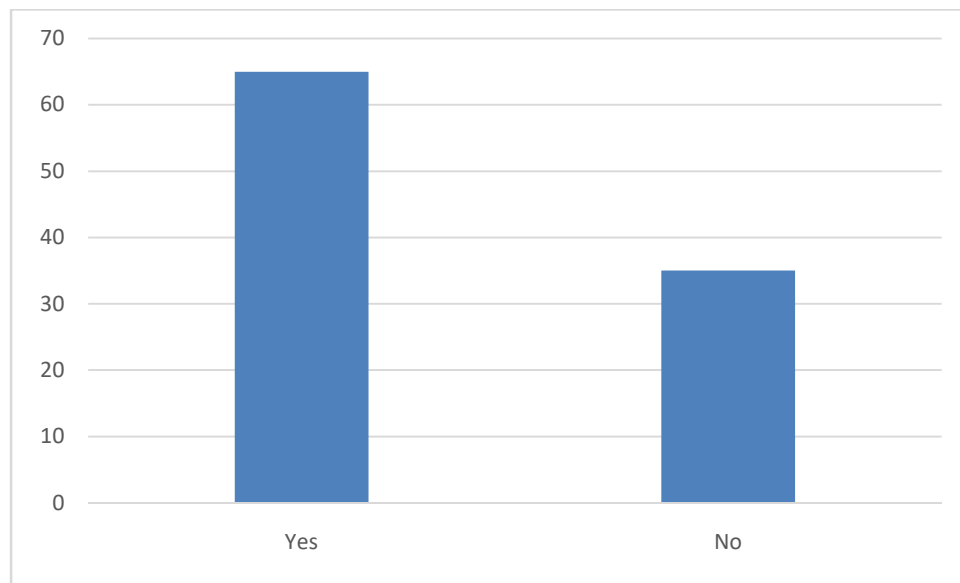


## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.10 KNOWLEDGE ABOUT THE REWARDING MECHANISM**

Responses	Frequency	Percentage
Yes	78	65
No	42	35
Total	120	100

**Figure 4.10 knowledge about the rewarding mechanism**



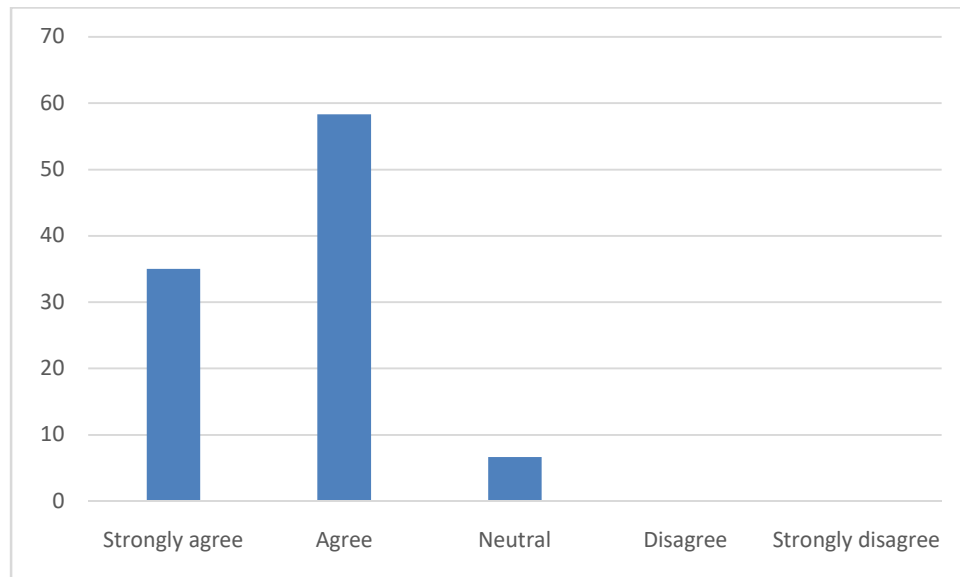
### **INTERPRETATION:**

65% of employees have the opinion that there is a mechanism in the organization to reward the good work done or contributions made. 35% of the employees have the opinion that there is no mechanism in the organization to reward the good work done or contributions made.

**Table 4.11 OPINION ON THE ATTITUDE OF TOP MANAGEMENT**

Responses	Frequency	Percentage
Strongly agree	42	35
Agree	70	58.33
Neutral	8	6.67
Disagree	0	0
Strongly disagree	0	0
Total	120	100

**Figure 4.11 opinion on the attitude of top management**



### **INTERPRETATION:**

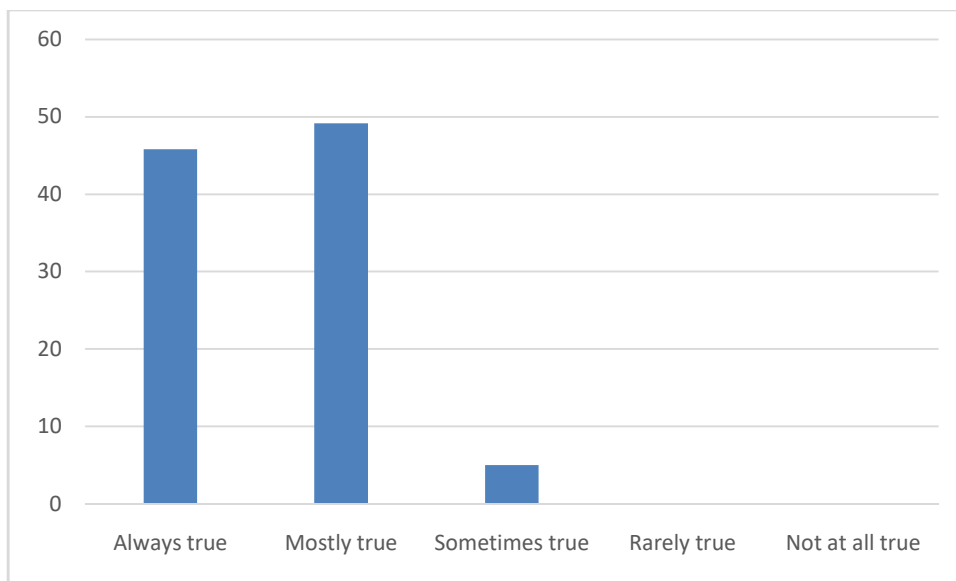
35% of employees are strongly agreeing to the statement that the top management believes that human resource is extremely important resources and that it has to be treated more humanly. 58.33% of employees are agreeing to this statement. 6.67% of employees have a neutral opinion to this statement.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.12 KNOWLEDGE REGARDING THE CAREER OPPORTUNITIES**

Responses	Frequency	Percentage
Always true	55	45.83
Mostly true	59	49.17
Some times true	6	5
Rarely true	0	0
Not at all true	0	0
Total	120	100

**Figure 4.12 knowledge regarding the career opportunities**



### **INTERPRETATION:**

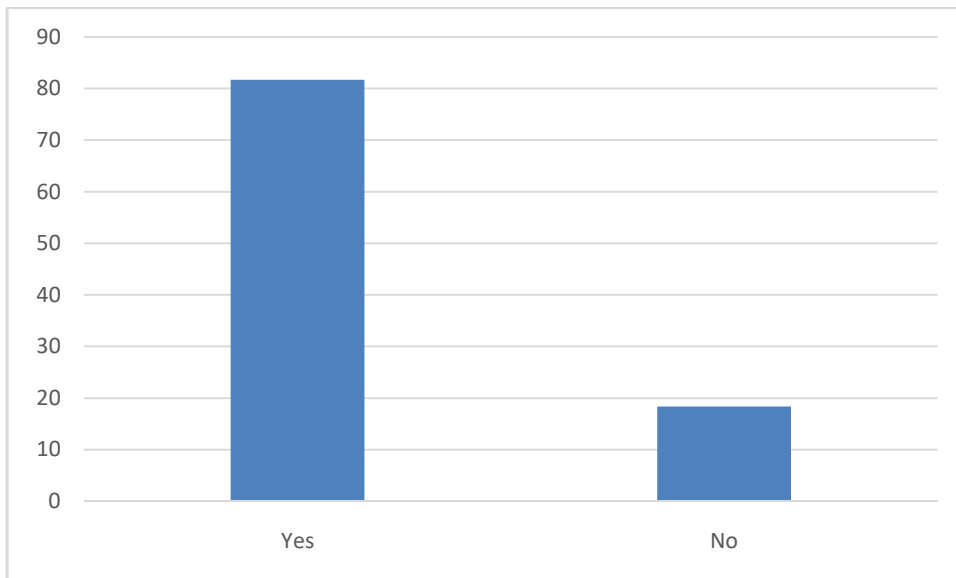
45.83% of employees have the opinion that the career opportunities are pointed out to junior by senior officer in the organization. And 49.17% of employees said that it is mostly true. 5% of employees have the opinion that it is sometimes true.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.13 OPINION ABOUT THE EMPLOYEE WELFARE**

Responses	Frequency	Percentage
Yes	98	81.67
No	22	18.33
Total	120	100

**Figure 4.13 opinion about the employee welfare**



### **INTERPRETATION:**

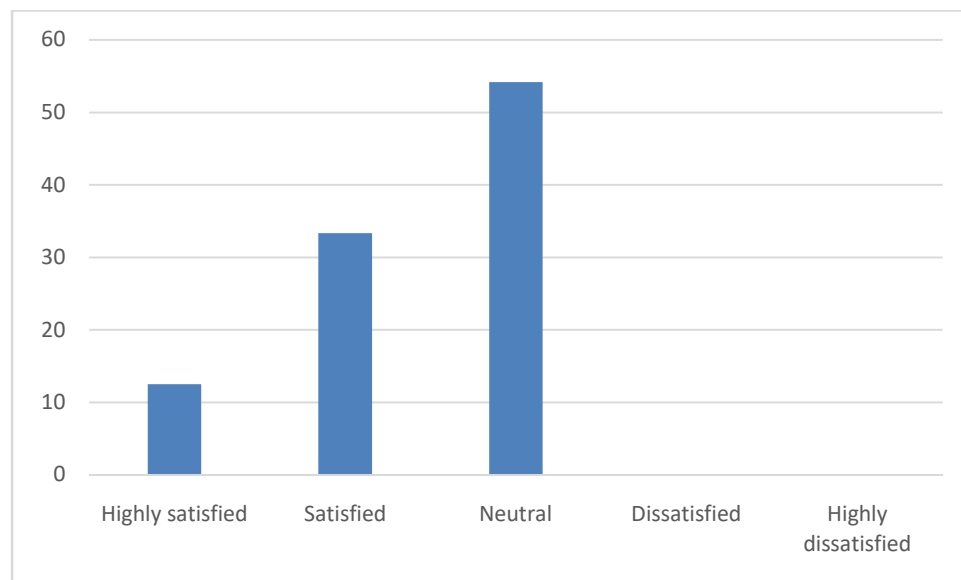
It is found that 81.67% of the employees have the opinion that the organization ensures employee welfare to such an extent that they can say a lot of their mental energy for the work purpose. 18.33% of employees have the opinion that the organization doesn't ensure employee welfare to such an extent that they can say a lot of their mental energy for the work purpose.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.14 OPINION ON EMPLOYEES REGARDING THE SALARY**

Responses	Frequency	Percentage
Highly satisfied	15	12.5
Satisfied	40	33.33
Neutral	65	54.17
Dissatisfied	0	0
Highly dissatisfied	0	0
Total	120	100

**Figure 4.14 OPINION ON EMPLOYEES REGARDING THE SALARY**



### **INTERPRETATION:**

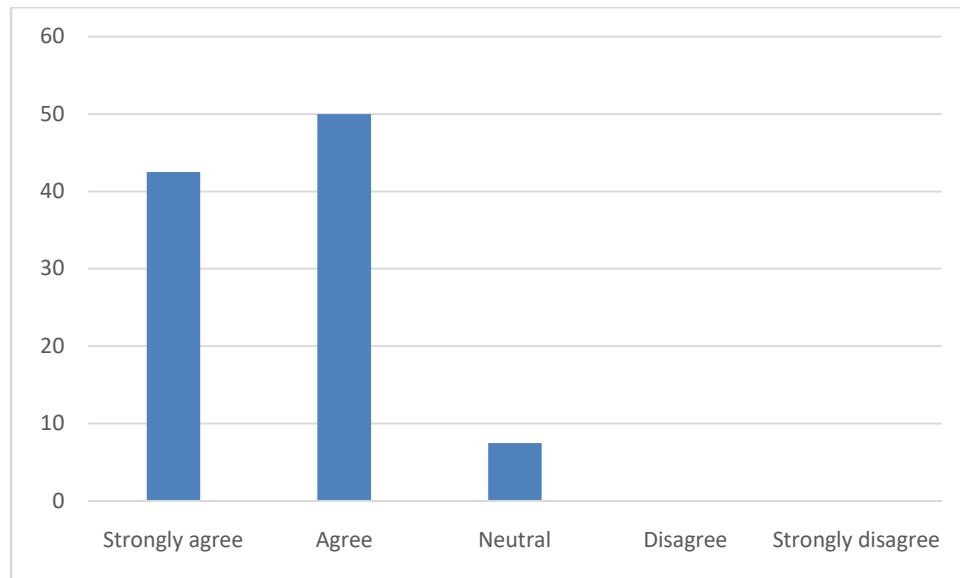
12.5% of employees are highly satisfied to the salary which the company is providing. And 33.33% of employees are satisfied to this statement and 54.17% have a neutral opinion about the salary which is providing by the company.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.15 OPINION REGARDING THE POLICIES AND WORK CULTURE**

Responses	Frequency	Percentage
Strongly agree	51	42.5
Agree	60	50
Neutral	9	7.5
Disagree	0	0
Strongly disagree	0	0
Total	120	100

**Figure 4.15 OPINION REGARDING THE POLICIES AND WORK CULTURE**



### **INTERPRETATION:**

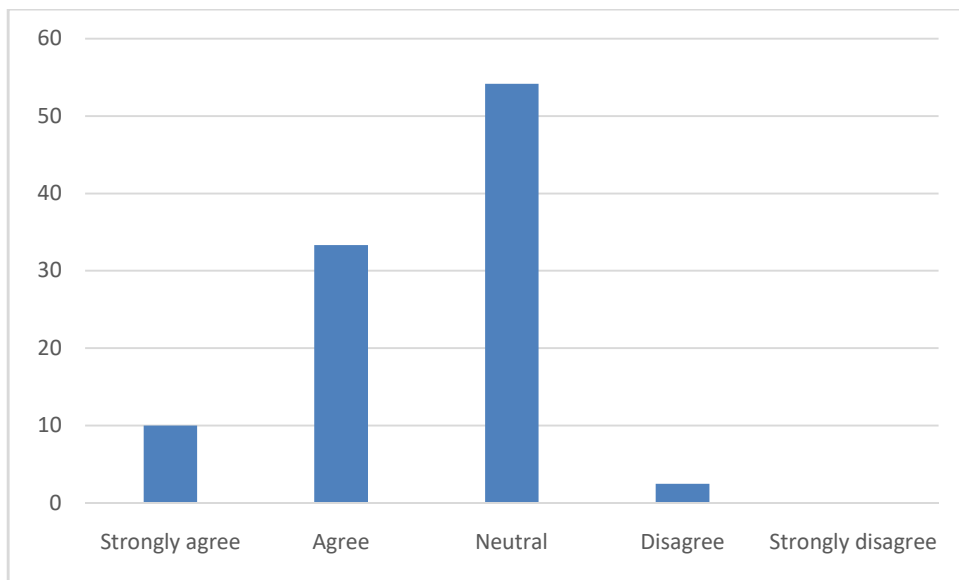
It is found that 42.5% of the employees are strongly agreeing to the statement which says that some policies and work culture which exist in the organization is useful for the employee welfare and 50% of the employees are agreeing to this statement. 7.5% of employees have a neutral opinion with this statement.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.16 OPINION REGARDING THE JOB ROTATION IN CONNECTION WITH EMPLOYEE DEVELOPMENT**

Responses	Frequency	Percentage
Strongly agree	12	10
Agree	40	33.33
Neutral	65	54.17
Disagree	3	2.5
Strongly disagree	0	0
Total	120	100

**Figure 4.16 OPINION REGARDING THE JOB ROTATION IN CONNECTION WITH EMPLOYEE DEVELOPMENT**



### **INTERPRETATION:**

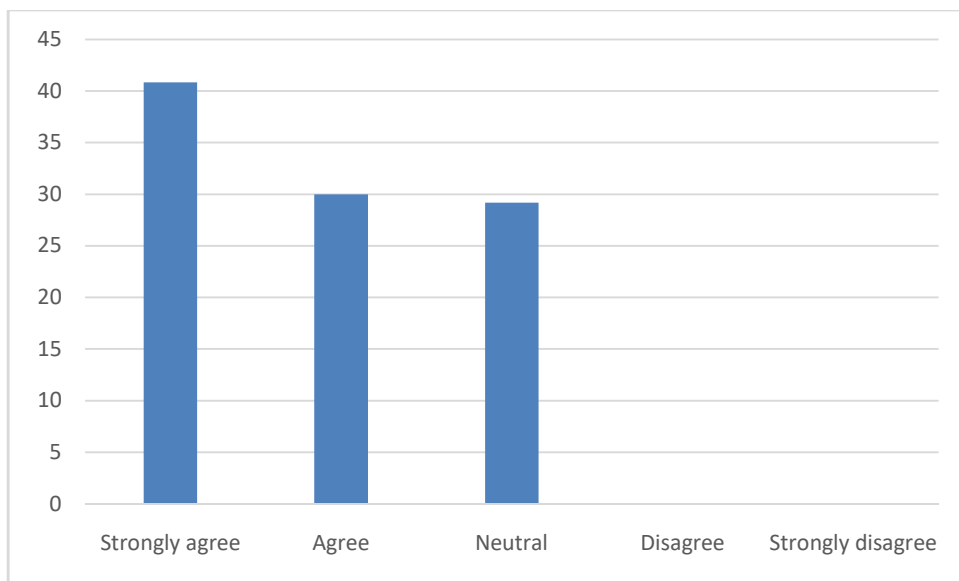
10% of the employees are strongly agreeing to the statement which states that job rotation in the organization facilitates employee development. 33.33% of employees are agreeing to this statement. 54.17% of employees have a neutral opinion to this statement and 2.5% of employees are disagreeing to this statement.

## Organizational Culture and Its Impact on Employees Behaviour

**Table 4.17 KNOWLEDGE REGARDING THE CHANGES IN JOB SKILL AND JOB DESIGN**

Responses	Frequency	Percentage
Strongly agree	49	40.83
Agree	36	30
Neutral	35	29.17
Disagree	0	0
Strongly disagree	0	0
Total	120	100

**Figure 4.17 knowledge regarding the changes in job skill and job design**



### **INTERPRETATION:**

40.83% of employees are strongly agreeing to the statement which states that the employees are kept updated with the changes in the job skills and job design. 30% of employees are agreeing to this statement and 29.17% of employees are neutral to this statement.



**CHAPTER 5**  
**DISCUSSION**

# Organizational Culture and Its Impact on Employees Behaviour

## 5.1 INTRODUCTION

The human resources are most crucial assets of an organization. The success or failure of an organization largely depends upon the caliber and positive quality of the people working therein. An organization can progress and prosper only with the creative contributions from its people. Committed employees give a big contribution to organizations because they perform and behave on achieving organizations goals. Furthermore, workers who are committed to their organization are happy to be members of it, believe in and feel good about the organization and what it stands for, and intend to do what is good for the organization.

Work is the bond employees experience with their organisation. Broadly speaking, employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and, feel they understand the goals of the organisation. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support.

Employees are important in running a business; without them, the business would be unsuccessful. However, more and more employers today are finding that employees do not remain for a long time in the same organization. When companies hire the best-talented people, they should maximize the return on their investment of each employee. They should take much time to listen to employees' problem and make them feel involved and this will create loyalty, in turn, reducing turnover allowing for growth.

# Organizational Culture and Its Impact on Employees Behaviour

## 5.2 FINDINGS

- 60 % of the respondents are male and 40% respondents are female.
- 43.3% of the respondents have the experience of 5 – 10 years. 35% respondents have 1-4 Years of Experience, 17.5 % of respondents have below 1 year of experience and only 4.16 % have above 10 years of experience.
- 47.5% of employees have the opinion that they are very informal and do not hesitate to discuss their personal problems with their reporting officer. And 46.67% of employees have the opinion that it is mostly true.
- 52.5 % of employees have the opinion that the executive relations and interpersonal relations exist in the organization and are of great value. And 44.17% of employees are agreeing to this statement.
- It is found that 43.3% of employees are strongly agreeing to the statement that when the employees commits a mistake, the supervisor treats it with understanding and helps them to learning from such mistakes.
- 55% of employees have the opinion that they are committed towards the organization goals and 37.5% says that is mostly true. And 7.5% of employees have the opinion that it is sometimes true.
- 47.5% of the employees have the opinion that the psychological climate in the organization is very conducive for the employees who are interested in developing themselves by acquiring new knowledge and skills. 45.83% of employees have the opinion that it is mostly true.
- 55% of employees are strongly agreeing that team spirit and leadership is of high order in the organization. 42.5% are also agreeing to this statement. 2.5% of employees have a neutral opinion to this statement
- 51.67% of employees are strongly agreeing to the statement which says good quality products are produced in the organization. And 48.33% of employees are agreeing to this statement.
- 65% of employees have the opinion that there is a mechanism in the organization to reward the good work done or contributions made. 35% of the employees have the opinion that there is no mechanism in the organization to reward the good work done

## Organizational Culture and Its Impact on Employees Behaviour

or contributions made.

- 35% of employees are strongly agreeing to the statement that the top management believes that human resource is extremely important resources and that it has to be treated more humanly. 58.33% of employees are agreeing to this statement. 6.67% of employees have a neutral opinion to this statement
- 45.83% of employees have the opinion that the career opportunities are pointed out to junior by senior officer in the organization. And 49.17% of employees said that it is mostly true. 5% of employees have the opinion that it is sometimes true.
- It is found that 81.67% of the employees have the opinion that the organization ensures employee welfare to such an extent that they can say a lot of their mental energy for the work purpose. 18.33% of employees have the opinion that the organization doesn't ensure employee welfare to such an extent that they can say a lot of their mental energy for the work purpose.
- 12.5% of employees are highly satisfied to the salary which the company is providing. And 33.33% of employees are satisfied to this statement and 54.17% have a neutral opinion about the salary which is providing by the company.
- It is found that 42.5% of the employees are strongly agreeing to the statement which says that some policies and work culture which exist in the organization is useful for the employee welfare and 50% of the employees are agreeing to this statement. 7.5% of employees have a neutral opinion with this statement.
- 10% of the employees are strongly agreeing to the statement which states that job rotation in the organization facilitates employee development. 33.33% of employees are agreeing to this statement. 54.17% of employees have a neutral opinion to this statement and 2.5% of employees are disagreeing to this statement.
- 40.83% of employees are strongly agreeing to the statement which states that the employees are kept updated with the changes in the job skills and job design. 30% of employees are agreeing to this statement and 29.17% of employees are neutral to this statement.

# Organizational Culture and Its Impact on Employees Behaviour

## 5.3 SUGGESTIONS

- Provide adequate facilities to all departments according to their function.
- The organization should provide yearly increment of salary based on employee performance.
- The feedback of employees should be provided department wise.
- Try to improve the work related communication among co-workers.
- Proper opinions and suggestions should be collected from the employees.
- The employee socialization support is not much supporting in building organizational culture.
- Promotion should be provided as an increment on the basis of on qualification and experience.

## 5.4 LIMITATIONS

- When the employees were concentrating on their work and so their work and so their opinion may be biased
- The study depends entirely the response of the employees
- Busy work schedule of respondents unable to get detailed information from the employees
- The attitude of the worker changes from time to time. Hence the result of the project may be applicable only at present.

# Organizational Culture and Its Impact on Employees Behaviour

## 5.5 CONCLUSION

Organizational culture refers to a system of shared meaning held by the members that distinguishes the organization from other organizations. Organizational culture may be defined as the philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that knit an organization together and are shared by its employees. Distribution and concentration of power can be one basis of classifying culture. From this angle, organizational culture can be of four types: autocratic, bureaucratic, technocratic and entrepreneurial.

**APPENDIX**

## Organizational Culture and Its Impact on Employees Behaviour

### QUESTIONNAIRE ON THE ORGANIZATION CULTURE AND ITS IMPACT ON EMPLOYEES BEHAVIOUR

1. Gender

- Male
- Female
- Others

2. Experience

- Below 1 year
- 1 to 4 years
- 5 to 10 years
- Above 10 years

3. Are you very informal and do not hesitate to discuss their personal problems with their reporting officer?

- Always true
- Mostly true
- Sometimes true
- Rarely true
- Not at all true



## Organizational Culture and Its Impact on Employees Behaviour

4. Executives' relations and interpersonal relations exist in organization and are of great value. Do you agree these statement?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

5. When you makes a mistake, your supervisor treats it with understanding and helps you to learning from such mistakes. How strongly agreeing to this statement?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

6. Do you committed towards organization goal?

- Always true
- Mostly true
- Sometimes true
- Rarely true
- Not at all true

## Organizational Culture and Its Impact on Employees Behaviour

7. Does psychological climate in the organization is very conducive for the employees who are interested in developing themselves by acquiring new knowledge and skills?

- Always true
- Mostly true
- Sometimes true
- Rarely true
- Not at all true

8. Team spirit and leadership is of high order in the organization. Do you agreeing to this statement?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

9. Do you feel that good quality products are produced in your organization?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

## Organizational Culture and Its Impact on Employees Behaviour

10. Is there mechanism in the organization to reward the good work done or contributions made?

Yes

No

11. Top management believes that human resource is extremely important resource and that it has to be treated more humanly. How strongly you are agreeing to this statement?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

12. Do Career opportunities are pointed out to junior by senior officer in the organization?

Always true

Mostly true

Sometimes true

Rarely true

Not at all true

13. Does the organization ensures employee welfare to such an extent you can save a lot of their mental energy for the work purposes?

Yes

No

## Organizational Culture and Its Impact on Employees Behaviour

14. Are you satisfied with the salary which the company is providing?

- Highly satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly dissatisfied

15. Are you satisfied and agree with the statement that exists some policies and work culture it is useful for the employee welfare?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. Job rotation in the organization facilitates employee's development. How strongly agreeing to this statement?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

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17. Are you kept updated with the changes in the job skills and job designs?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

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