

# A Study on Organizational Culture and Its Impact on Employees Behavior in Paper Industries

\*S. Kanimozhi, \*\*Mrs.K.Malarkodi, \*\*\*Dr. K. Rampradhap

*\*Student, Department of Management Studies, M.Kumarasamy College of Engineering, Karur.*

*\*\*Assistant Professor, Department of Management Studies, M.Kumarasamy College of Engineering, Karur.*

*\*\*\*Assistant Professor, Department of Management Studies, M.Kumarasamy College of Engineering, Karur.*

Submitted: 01-06-2022

Revised: 10-06-2022

Accepted: 15-06-2022

## ABSTRACT

Organizational culture is the collection of values, expectations, and practices that guide employees to perform in certain way in the organization. Every organization has its own culture that sets rules for employee behaviour. Organizational culture can develop its own norms, guidelines which prescribe behaviour of employees for particular situation in the organization. By improving the organizational culture, will improve the sustainability. It also allows the employees to perform better for improving and fulfilling the goals and objectives of an organization. In this study descriptive research is used to collect data. The data are collected from 250 respondents. The data is collected by using survey method through questionnaire. Random sampling method is used to select the samples. The tools used for this study is Percentage Analysis, ANOVA and Chi Square. The goal of the organizational culture to increase the productivity by employee performance which is influenced by their behaviour.

**Key Words:** Organizational Culture, Employees Behaviour, Performance

## I. INTRODUCTION

Organizational culture is the system of values and norms which guides employees and groups in the organization to behave in certain way in to obtain its objectives. Employees behaviour is influenced by organizational culture which helps organization to reach their objectives and their goals. The performance of the employees is affected by their behaviour in the organization. Employee behaviour is essential that allows employees to perform better within an organization. Strong organizational culture will help in improving the performance of the employees. This research study will discuss the

impact of this organizational culture on employee behaviour as well as their performance rate.

## 1.2 OBJECTIVES OF THE STUDY

- To Study the Organizational Culture and to find its impact on employees Behaviour.
- To analyze overall performance of employees.
- To identify the internal factors affecting employee behaviour.
- To study how the culture affecting employee & Organization Performance.
- To understand the employees relationship with their peers.
- To study about how employees feel about the management.

## 1.3 NEED OF THE STUDY

The primary purpose of this article is to understand the definition, conceptualization, and measurement the link of organizational culture and employee behaviour which will influence the performance of the employees that helps to give some suggestions to increase the productivity.

## 1.4 LIMITATIONS

- It is difficult to get responses from employees who do night shifts.
- The employees were busy with their works as they don't have any sufficient time to answer the survey and the data has been collected only from few employees due to lack of short duration.

## II. REVIEW OF LITERATURE

Shadev Singh Shekhawat, Suman Choudhary (2018) done their research on "A Study On Organisational Culture And Its Impact On Employees Behaviour". Organisational culture involves various beliefs and norms within

an organisation. These have a definite impact on employee performance. Furthermore, it has been seen that productivity and profitability were affected by organizational culture. This overall influences their performance level that augments the productivity. Furthermore, it has also been seen that organisational culture affects the employee's behaviour.

Dr. N. BhaskaraRao(2021) done research on " Organization Culture and Its Impact On Employees Behaviour". The culture of an organization consists of the values and beliefs of the people in an organization. The organizational culture usually has values and beliefs that support the organizational goals. Organizational culture has an impact on employee's satisfaction. From the analysis it was found that the employees were much satisfied with their interpersonal relationships, co-ordination and integration between various departments of the organization, and also the rewards & incentives given by their management. But the management has to provide more practical sessions in training programs to improve their performance in their respective fields. Such training programs will help them to enhance their knowledge in the respective fields.

Rita Aryani&WidodoWidodo (2020) done their reach work on" The Determinant of Organizational Culture and Its Impact on Organization: A Conceptual Framework" This research was conducted to find a conceptual framework of organizational culture that can be relied upon to build and develop organizations. Research methods use a literature review by relying on data sourced from various relevant literature, both books, and journals. The data were analyzed by critical analysis. The results of the study found a conceptual framework of organizational culture mediating the effect of transformational leadership and organizational communication media on motivation, organizational commitment, job satisfaction, engagement, job involvement, innovation, OCB, productivity and performance. This conceptual framework can be utilized by academics, researchers and practitioners in the future as an effort to build and develop highly competitive organizations.

Dr. R. Hemanalini, S.Suganya(2016) done their research on "A Study on Organizational Culture and its Impact on Employee Behaviour". Organizational culture is the behaviour of humans within an organization and the meaning that people attach to those behaviours. According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such

factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. Ravasi and Schultz (2006) wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behaviour for various situations. It is also the pattern of such collective behaviours and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

L.Prakash ,B.Dinesh , U.R.Mirudhavarshini(2015) "A Study OnOrganisational Culture And It's Impact On Employees Behaviour". The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees' point-of-view and also to assess their behaviours with respect to that of the existing culture. The culture of an organization consists of the values and beliefs of the people in an organization. The organizational culture usually has values and beliefs that support the organizational goals. Organizational culture has an impact on employee's satisfaction.

HarikumarPallathadka(2020) done his research work on " Influence Of Organizational Culture On Employee Behaviour". The relationship between an organization's success and its culture has been extensively researched. Scholars from both developed and developing countries have investigated the connections between various organizations. While there is agreement that the two have a good relationship, scholars have differed on the extent of that relationship. While researchers agree that a strong organizational culture improves employee efficiency, the extent to which it does so is a point of contention. The author of this paper uses a literature review to investigate the effect of organizational culture on employees' actions, attitudes, and efficiency. We then use evidence and literature from around the world to explore the effect of organizational culture on employee performance. Organizational culture has been found to affect employee actions and loyalty to the company and their efficiency, both directly and indirectly. However, it is yet to be determined which feature of corporate culture has the greatest effect and yields the greatest return on investment.

KatarzynaSzczepeńska-Woszczyzna (2015) done their research work about"Leadership and organizational culture as the normative influence of

top management on employee's behaviour in the innovation process" Companies with a strong entrepreneurial orientation usually possess distinctive competencies and innovative outlooks, and have a managerial vision and innovative organisational culture that aims to achieve the company's objectives through operations. Corporate culture plays the main role in motivating and shaping creative behaviour in organisations. Establishing and nurturing entrepreneurial behaviour and practices so that they become part of an organisation's culture and ethos can provide the opportunity to initiate renewal and create innovation. One of the major factors repeatedly suggested to affect innovation is also leadership. The leaders of organizations help define and shape work contexts that contribute to organizational innovation, can create and manage an organizational culture that promotes innovation. This study examines the relationships between organisational culture, leadership and innovation. Although the innovation literature base is extensive, the research in this area is rather restricted. The paper presents the findings of the research conducted in Polish private companies.

M.Sujatha, P.Bharathi, M.Vedavathi(2018), "Impact of Organization Culture on Employee Behaviour". Organizations are among the key units of the society. During their establishment and development, a specific kind of organizational culture eventually appears. The purpose of organizational culture is to improve solidarity and cohesion, and to stimulate employees' enthusiasm and creativity to improve the organization's economic efficiency. In addition, organizational culture greatly influences employee behaviour. Organization culture help develop professionalism among its employees. It promotes standardization in various systems and sub-systems, which reduce role conflict to a great extent. Once the culture is developed, it virtually becomes a people's organization from a functional point of view that promotes risk-taking among managerial cadre and generates novel ideas. It is important to understand that in order to improve the organization's business management and let the organizational culture have the right impact on employees. The results of the study indicate that organizational culture mainly impacts on motivation, promotes individual learning, affects communication, and improves organizational values, group decision making and solving conflicts.

Boniface C(2021) done research work on "The Impact of Organizational Culture on Employee Behaviour And Attitude". Every organization has a unique culture. For instance, performing the same job for Wal-Mart is different from performing it for Sears, as is performing it for Microsoft compared to IBM, General Electric to Boeing, Dell to Sony, etc., etc. The better an employee's needs and expectations fit with the requirements of the culture of the organization the happier the employee and the organization will be. The more successful the company, the more defined its culture tends to be, and the more that the employee will be expected to either embrace it or leave. The culture of the organization to a large extent shapes the behaviour of individuals and groups in organizations.

TianyaLI(2015), "Organizational Culture and Employees Behaviour". Organizations are among the key units of the society. During their establishment and development, a specific kind of organizational culture eventually appears. The purpose of organizational culture is to improve solidarity and cohesion, and to stimulate employees' enthusiasm and creativity to improve the organization's economic efficiency. In addition, organizational culture greatly influences employee behaviour.

### III. RESEARCH METHODOLOGY

#### 3.1 RESEARCH DESIGN

Descriptive Research is carried out in this study with well structured questionnaire.

#### 3.2 METHOD OF COLLECTION

Primary data is collected by survey method with questionnaire.

#### 3.3 SAMPLING SIZE

From the total population,250 participants were selected randomly.

#### 3.4 SAMPLING UNIT

The sampling unit of the study is employees of Seshasayee Paper and Boards Limited.

#### 3.5 SAMPLING METHOD

Random sampling method is used as sampling method.

#### 3.6 TOOLS FOR DATA ANALYSIS

The study involves the following tools for analyzing

1. Percentage Analysis
2. ANOVA
3. Chi Square

#### IV. DATA ANALYSIS

##### Descriptive statistics

Table 4.1

Demographic variables		Frequency	Percent
Gender	Male	188	75.2
	Female	62	24.8
	<b>Total</b>	250	100.0
Age	20-30years	35	14.0
	31-40 years	80	32.0
	41-50 years	96	38.4
	Above 50 years	39	15.6
	<b>Total</b>	250	100.0
Qualification	Less than HSC	51	20.4
	HSC/Diploma	69	27.6
	Under Graduation	29	11.6
	Post Graduation or Higher	8	3.2
	Not Educated	93	37.2
	<b>Total</b>	250	100.0
Experience	Below 5 Years	55	22.0
	5-10 Years	84	33.6
	10-20 Years	72	28.8
	20-30Years	30	12.0
	Above 30 Years	9	3.6
	<b>Total</b>	250	100.0
Income	Under 15,000	69	27.6
	15,000-30,000	142	56.8
	30,000-50,000	39	15.6
	<b>Total</b>	250	100.0
Travel for work	Within Local	139	55.6
	Within City	95	38.0
	Within Country	16	6.4
	<b>Total</b>	250	100.0
Working Days	Monday to Saturday	102	40.8
	Rotational Shift	117	46.8
	Alternate Saturday off	31	12.4
	<b>Total</b>	250	100.0

From the above table no.4.1 it was found that major of the respondents are male(75.2%) and major of them are under the age group of 41-50 years(43.4%) and major of them noteducateds(37.2%) &have 5-10 Years of

experience(33.6%),earns Rs.15,000-30,000 per month (56.8%), most of themare from local(55.6%) andmajor of them are doing Rotational Shift (46.8%).

##### ANOVA (Analysis of Variance)

Table 4.2  
ExperiencesvsPerformance

		Sum of Squares	Df	Mean Square	F	Sig.
I'm Highly involved in my work	Between Groups	5.670	4	1.418	1.707	.149
	Within Groups	203.454	245	.830		
	Total	209.124	249			
I can able to finish	Between	4.419	4	1.105	1.294	.273

my work on time	Groups					
	Within Groups	209.181	245	.854		
	Total	213.600	249			
I have the ability to manage my own work	Between Groups	.937	4	.234	.269	.898
	Within Groups	213.463	245	.871		
	Total	214.400	249			
I utilize my skills and abilities effectively to do my task	Between Groups	3.132	4	.783	.820	.514
	Within Groups	234.052	245	.955		
	Total	237.184	249			

From the above table no.4.2 that there is a significant difference (at 0.05 levels) amongst the different categories of Experience & Performance.

So, it rejects the alternate hypothesis and accepts the null hypothesis.

H0: There is a no relationship between Experience and Performance.

**Table 4.3**  
**Experience vs Adaptability**

		Sum of Squares	Df	Mean Square	F	Sig.
Opportunities are available to expose my skills and knowledge	Between Groups	3.300	4	.825	.851	.494
	Within Groups	237.664	245	.970		
	Total	240.964	249			
I respond well to the organisational changes	Between Groups	1.850	4	.463	.438	.781
	Within Groups	258.650	245	1.056		
	Total	260.500	249			
It is easy for me to adapt to work with different departments of the organization	Between Groups	4.467	4	1.117	1.084	.365
	Within Groups	252.477	245	1.031		
	Total	256.944	249			
I continually adopt new and improved ways to work	Between Groups	.876	4	.219	.228	.923
	Within Groups	235.448	245	.961		
	Total	236.324	249			

From the above table no. 4.3 that there is a significant difference (at 0.05 levels) amongst the

different categories of experience of the respondents with adaptability. So, it accepts the

null hypothesis and rejects the alternative hypothesis.

H0: There is no relationship between experience and adaptability of the employees.

**Chi Square**

**Table 4.4**  
**Company's goal and Direction towards work**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	49.961a	16	.000
Likelihood Ratio	38.326	16	.001
Linear-by-Linear Association	4.472	1	.034
N of Valid Cases	250		

From the above calculation it can be inferred that, the chi-square value is 0.000 which is less than 0.05. Thus null hypothesis is rejected. Hence, there is association between company's goal and company's mission that gives meaning direction for doing a work.

H1: There is association between company's goal and company's mission that gives meaning direction for doing a work.

**Table 4.5**  
**Opportunities available and Utilization of Skills and Knowledge**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	43.950a	16	.000
Likelihood Ratio	27.048	16	.041
Linear-by-Linear Association	5.452	1	.020
N of Valid Cases	250		

From the above calculation it can be inferred that, the chi-square value is 0.000 which is less than 0.05. Thus null hypothesis is rejected. Hence, there is association between opportunities available in the company to utilize Skills and knowledge of the employees.

H1: There is a relationship between opportunities available in the company to utilize Skills and knowledge of the employees.

**V. FINDINGS, SUGGESTIONS & CONCLUSION**

**5.1 FINDINGS**

- Half (50%) of the respondents strongly agreed that they are highly involved in their work.
- More than half (53.2%) of them strongly agreed that they have ability to manage their own work.
- Majority(50.8%) of them strongly agreed that they can utilize their skills and abilities effectively to their task.

- Sizable number(48.4%) them strongly agreed that company's clear mission that gives meaning and direction to work.
- More than half (52.8%) of them strongly agreed that the employees work related suggestions are valued.
- Majority(45.2%) strongly agreed that the organization given a real opportunity to improve their skills in the organization.
- Sizable number(37.6%) of them strongly agreed that the opportunities are available to expose my skills and knowledge.
- Majority (46 %) strongly agreed that they can able to respond well for organizational changes.
- Most of the(36%) respondents agreed that it easy for them to adapt to work with different departments of the organization.
- Sizable number(35.2%) strongly agreed that they can continually new and improved ways to work.
- Majority(48.8%) of them strongly agreed that the organization recognizes and values the

variety of opinion and insights of the employees.

- Most(45.6%) of them strongly agreed that they feel happy to work with people from other parts of the organization also.
- Most(47.6%) of them strongly agreed that its easy form them to communicate with all other members in the department.

## 5.2 SUGGESTIONS

The studies correlated with the cultures that have influenced on employees behaviour in an organization. As mentioned, the fact that the survey questionnaire were limited due to constraint time; the survey questions may not cover all aspects of the organizational culture. Therefore, further studies on culture could pay more attention in identifying all aspects of organizational culture.

The study about the organizational culture and behaviour on employees reveals that the workers were satisfied with their organizational culture and it is suggested that the employees suggestion can be taken into consideration in order to create a favourable culture to enhance their performance.

## 5.3 CONCLUSION

Henceforth, it can be said that organisational culture has a definite effect on employee behaviour. Employees could perform better within a proper culture and therefore, this enhances their level of performance. The performance of the employees will leads to increase in overall profitability. Therefore, it can be said that employees should be subjected to a proper organisational culture that could enhance their productivity.

## REFERENCE

- [1]. Shadev Singh Shekhawat, SumanChouddhary(2018), "A Study On Organisational Culture And Its Impact On Employees Behaviour", International Journal for Innovative Research In Multidisciplinary field.
- [2]. Dr. N. BhaskaraRao(2021), " Organization Culture and Its Impact On Employees Behaviour", Science, Technology and Development.
- [3]. RitaAryani&WidodoWidodo (2020) ," The Determinant of Organizational Culture and Its Impact on Organization: A Conceptual Framework" , International Journal of Higher Education.
- [4]. Dr. R. Hemanalini, S.Suganya(2016), "A Study on Organizational Culture and its Impact on Employee Behaviour", Global Journal for Research Analysis.
- [5]. L.Prakash ,B.Dinesh , U.R.Mirudhvarshini(2015), "A Study On Organisational Culture And It's Impact On Employees Behaviour", International Journal of Advance Research and Innovatie Ideas in Education.
- [6]. HarikumarPallathadka(2020), " Influence Of Organizational Culture On Employee Behavior", European Journal of Molecular & Clinical Medicine.
- [7]. KatarzynaSzczepańska-Woszczyzna (2015),"Leadership and organizational culture as the normative influence of top management on employee's behaviour in the innovation process", Procedia Economics and Finance.
- [8]. Dr. A. ArunachalaRajan and Mrs. B. Viji(2016)," A Study On Organizational Culture And Behaviour Of Employees Of Hyundai Motor India Limited,International Journal Of Advanced Research.
- [9]. AGU, Cyril Obiora(2020), "Organizational Culture And Employee Performance In Selected Higher Institutions In Edo State, Nigeria",International Journal of Innovative Social Sciences & Humanities Research.
- [11]. FakharShahzad, RanaAdeelLuqman, Ayesha Rashid Khan , LalarukhShabbir (2012), "An Empirical study on organizational culture and its impact on employee motivation", Indian Journal Of Applied Business And Economic Research.