



# ORGANIZATIONAL CULTURE AND ITS IMPACT ON EMPLOYEES' BEHAVIOUR

**Mr.S.MUTHUKUMAR, (Ph.D), ResearchScholar,**  
**Erode Arts and Science College, Erode.**  
**Mobile No: 9688193040,**  
**Email Id:muthukumaroo27@gmail.com.**

**Miss.K. PRABHADEVI, Student in management studies,**  
**Tagore Institute of Engineering and Technology, Deviyakurichi.**  
**EmailId:skramprabha96@gmail.com**

**Mrs.S.CHITRADEVI, Head of the Department,**  
**AP/MBA, Tagore Institute of Engineering and Technology, Deviyakurichi**  
**Mobile No: 9976674808**

## ABSTRACT

*This paper is attempts to brings out the behavioral aspect of the employees working organization .The main objective of the study is organizational culture and its impact on employee behaviour. The datafrom the company records, journals, magazines and through internet.. The culture of an organiation 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.*

**Keywords:** Organizational Culture, Employee Behaviour, Values, Beliefs.

## INTRODUCTION

Organizational culture is important factor for an organization and it is a major key to success in the workplace. The dangers of having a weak organizational culture include low employee motivation, employee fraud, and generally "bad" behaviours in the workplace. Companies need to focus on the organizational culture within their workplace in order to be successful and to flourish. Organizational culture is defined as "the underlying values and beliefs that exist continuously and drive behaviour in the organization". Organizational culture varies from company and often may be difficult to improve. In very large corporations, employees at the lowest level often feel that they do not matter to the CEO's and executive team and therefore they do not feel a strong sense of organizational commitment as well. In these cases, jobs become just a means of " getting a paycheck" and these employees are notactually connected to the company and their role within the company.

## ORGANIZATIONAL CULTURE:

According to Edger Schein ,who is the most closely associated with the study of **organizational culture**, defines it as " A pattern of basic assumptions invented , discovered, or developed by a given group as it learns to cope with its problems of external adoption and internal integration that has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive , think, and feel , in relation to those problems ".

## EMPLOYEE BEHAVIOUR:

The term **employee behavior**, refers to the way in which employees respond to specific surroundings or situations in the workplace. While many elements determine an individual's behavior in the workplace, employees are shaped by their culture and by the organization's culture.

## OBJECTIVES OF THE STUDY:

This paper is undertaken with the following objective.

To study of organizational culture and its impact on employee behaviour.

**ORGANIZATIONAL CULTURE PROFILE:  
Innovative Cultures**

According to the OCP framework, companies that have innovative cultures are flexible, adaptable, and experiment with new ideas. These companies are characterized by a flat hierarchy and titles and other status distinctions tend to be downplayed.



**O’Reilly, Caldwell D.F and Chatman J.A**

**Aggressive Cultures**

Companies with aggressive cultures value competitiveness and outperforming competitors; by emphasizing this, they often fall short in corporate social responsibility. For example, Microsoft is often identified as a company with an aggressive culture.

**Stable Cultures**

Stable cultures are predictable, rule-oriented, and bureaucratic. When the environment is stable and certain, these cultures may help the organization to be effective by providing stable and constant levels of output. These cultures prevent quick action and, as a result, may be a misfit to a changing and dynamic environment.

**People-Oriented Cultures**

People-oriented cultures value fairness, supportiveness, and respecting individual rights. In these organizations, there is a greater emphasis on and expectation of treating people with respect and dignity.

**Team-Oriented Cultures**

Companies with a team-oriented culture are collaborative and emphasize cooperation among employees. For example, Southwest Airlines facilitates a team-oriented culture by cross-training its employees so that they are capable of helping one another when needed.

**Detail-Oriented Cultures**

Organizations with a detail-oriented culture are characterized in the OCP framework as emphasizing precision and paying attention to details. Such a culture gives a competitive advantage to companies in the hospitality industry by helping them differentiate themselves from others.

In reality there might be multiple cultures within the organization. Cultures that emerge within different departments, branches, or geographic locations are called subcultures. Subcultures may arise from the personal characteristics of employees and managers, as well as the different conditions under which work is performed. These organizational cultures are followed to the employees to impact their behaviour and performance.

**Outcome-Oriented Cultures**

The OCP framework describes outcome-oriented cultures as those that emphasize achievement, results, and action as important values. A good example of an outcome-oriented culture may be the electronics retailer Best Buy. Having a culture emphasizing sales performance, Best Buy tallies revenues and other relevant figures daily by department. Employees are trained and mentored to sell company products effectively, and they learn how much money their department made every day.

**INFLUENTIAL FORCES**

Companies rely on employees to produce and deliver high-quality products and services. Employee behavior is impacted by a variety of forces, both **internal** and **external**, as they attempt to perform their job duties. Below are a few of the forces that influence employee behaviour:



**Positive environment:** A critical, internal force that influences employee behaviour is the actions of colleagues. Companies that can effectively build an internal culture that is based on mutual respect, teamwork, and support will attract and retain employees with good behavior.

**Technology:** Technology is a significant factor that can have both positive and disruptive influences on employee behaviour. While technology can often help restructure processes and make work easier for employees, learning how to use new technology while remaining productive can be stressful.

**Customer demands:** Customer demands can be an external force that exerts pressure on organizations to continually stay ahead of the competitive curve. Employees must adapt to the changing needs of customers, the growing shrewdness of customers, and the heightened expectations that customers put on employee behavior.

**Rules:** There are guidelines prescribed how the new participants of the organizations have to adopt so as to be accepted the full-fledged members of their group in the organization.

**Philosophy :** Organizational set forth certain beliefs about how employees and customers are to be treated.

**Norms :** Standards of behaviour are set to guide the organizational members how much work to do. This ,in many organizations , is expressed as “Do not do too much ,do not do too little”.

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

#### **IMPACT OF ORGANIZATIONAL CULTURE IN INDIVIDUAL BEHAVIOUR:**

Atmosphere differences, Collectivism, Power distance, Insecurity avoidance, Femininity, Managerial behaviour, Motivation

#### **IMPACT OF ORGANIZATIONAL CULTURE IN GROUP BEHAVIOUR:**

Group dynamics, Leadership, Power and conflict, Communication, Language, Coordination

#### **CHANGING ACULTURE:**

The ever fast changing business environment has made everything ephemeral in nature. So is organizational culture also. As organizations do not remain the same over a period of time, so is the case of culture as well. Culture established in one type of environment may not remain effective in changed environment. If it is so, the organization must either adopt to new conditions of environment or it may not survive. Hence, the need for change in organizational culture. Changing culture is as much important is not so simple. Changing a strong culture is particularly difficult because the culture values and assumptions have taken deep roots and employees become so committed to them.

#### **REVIEW OF LITERATURE**

**Marie H. Kavanagh and Neal M. Ashkanasy (2006),** This article reports a longitudinal study that examined mergers between three large multi-site public-sector organizations. Both qualitative and quantitative methods of analysis are used to examine the effect of leadership and change management strategies on receipt of cultural change by individuals. Findings indicate that in many cases the change that occurs as a result of a merger is imposed on the leaders themselves, and it is often the pace of change that inhibits the successful re-engineering of the culture. message and a transparent change process are important, as this will often determine not only how a leader will be regarded, but who will be regarded as a leader. Leaders need to be competent and trained in the process of transform organizations to ensure that individuals within the organization accept the changes prompted by a merger.

**Muhammad sulemansabir, Adeelrazzaq and Muhammad yameen (2010),**The main aim of this paper is to examine the impact of organizational culture on the employees’ commitment towards organizational goal. Further, it focuses on three levels of organizational culture (a)surface level, (b) espoused values and (c) assumptions values, and their relationship with commitment of employees’ whether it is form of emotional attachment of employees or obligations for employees. The organizational culture increases the employee’s commitment through installing different level (face level, espouse values, basic assumption and values) of culture in the organization.



**Pirzadasamiullahsabri , Muhammaadlyas and Zahra amjad (2011)**, Education standard in developing countries like Pakistan is considered to be very low than education standard in developed countries. Lack of existence of supportive organizational culture in education sector may be one of the important reasons of this. Supportive organizational culture may raise the level of job satisfaction of teachers and satisfied teachers may produce healthy, satisfied and creative minds. In this study effect of both kinds of culture on job satisfaction is positive and significant. However, we observe that effect of OCE on job satisfaction is higher than effect of OCM.

**Shamaila gull and Farihaazam (2012)**, The research was conducted to analyze the impact of organizational culture type on job satisfaction level of employees' in particular organizations. This research determined the relationship between organizational culture and job satisfaction, and the relative variance between the types of culture and job satisfaction level. **Alharbimohammadawadh and Alyahya, Mohammed saad (2013)**, The relationship between organizational culture and performance has been study and a clear link between them has been identified by certain researcher's research. The main aim of research article is to identify and measure strong relationship between performance and organizational culture.

**Ali Ibrahim Mohamed ,Ahmedali sheikh abukar (2013)** ,The purpose of this study is to investigate the impact of organizational culture on employee's performance. This study conducted through survey research design. The study recommended that Mogadishu universities should provide continuous development of their employee's skills and capacity in order produce good performance.

**MashalahmedandSaimashafiq (2014)** , "The only thing of real importance that leaders do is to create and manage culture." "If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening." (Edger Schein). Organizational Culture is one of the most important construct in management research. The findings indicate that all the dimension of the culture influence the different perspective of organizational performance.

**L. Prakash ,B.Dinesh and U.R. Mirudhuvarshini (2015)** , This paper attempts to bring out the behavioral aspect of the employees working condition. The main objective of the study is to find the overall performance of the employees. The

organizational culture usually has values and beliefs that support the organizational goals. Organizational culture has an impact on employee's satisfaction.

#### CONCLUSION:

The study concludes that the organizational culture has a great impact on employees' behavior. Organizational culture is one of the important factors. Thus the cultural factors are impact on employees' behaviour. The organizational culture and behaviour on employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and rewards etc. However, changing culture is as much important is not simple. Changing a strong culture that culture quickly adopted and does not impact on employee's behaviour.

#### REFERENCES :

1. **Alharbimohammadawadh and Alyahya , Mohammed saad (2013)**, Impact of organizational culture on employee performance : International review of management and business research, 2306-9007.
2. **Ali Ibrahim Mohamed ,Ahmedali sheikh abukar (2013)** , The impact of organizational culture on employees performance : Academic research international ,2223-9553.
3. **Marie H. Kavanagh and Neal M. Ashkanasy (2006)**,The impact of leadership and change management strategy on organizational culture : British journal of management, S81-S103.
4. **Muhammad sulemansabir, Adeelrazzaq and Muhammad yameen (2010)**,Impact of organizational culture on the employees' commitment : KASBI business journal 3(1):88-95.
5. **MashalahmedandSaimashafiq (2014)** ,The impact of organizational culture on organizational performance: Global journal of management and business research ,2249-4588.
6. **Peter lok and John Crawford (2003)**, The effect of organizational culture and leadership style on job satisfaction and organizational commitment : Journal of management development ,0262-1711.
7. **Pirzadasamiullahsabri ,Muhammaadlyas and Zahra amjad (2011)** , Organizational culture and its impact on the job satisfaction : International journal of business and social science, Vol.2No24.