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IMPACT OF ORGANISATIONAL CULTURE ON THE BEHAVIOUR OF THE EMPLOYEES WITH SPECIAL REFERENCE TO RCM DIVISION OF RUBCO, POOTHAKUZHY

Abstract

While **organization** is the process of identifying and grouping of the work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing their objectives, **culture** is the collective programming of the mind that distinguishes the members of one group or category of people from others. The purpose of **organizational culture** is to improve solidarity and cohesion, stimulate employees' enthusiasm and creativity and to improve the economic efficiency of an organization. Hence, to improve the management practices and to let an organizational culture have the right effect on employees, it is important to understand how organizational cultures affect employee behavior.

Key words: Organisational Culture, Behaviour, Employees

JEL Classification:

Introduction

For an organization, employee is its basic constituent units and culture is the common value and code of conduct shared by the employees. A good organizational culture provides employees a relaxed working environment with harmonious interpersonal relationships to give full play to their ability. A corporate culture allows employees to have a sense of mission and responsibility and helps them to work towards the overall goal of the company.

Organizational culture is a system of shared assumptions, values and beliefs, which govern the behaviour of the people in organizations. These shared values have a strong influence on the people in the **organization** and dictate how they dress, act and perform their jobs.

Organizational cultures are complex and unique. They are based their individual history, leadership and workforce. Organizational culture is the combination of important assumptions that are shared in common by each members of an organization and are often unstated and also

organizational culture is basically made up of two major common assumptions- values and beliefs.

Organizational culture includes an organization's expectations, experiences, philosophy and values that hold it together and is expressed in its self-image, inner workings, interactions with the outside world and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Also called "corporate culture", it shows (a) the ways the organization conducts its business, treats its employees, customers and the wider community (b) the extent to which freedom is allowed in decision making, developing new ideas, and personal expression, (c) how power and information flow through its hierarchy and (d) how committed employees are towards collective objectives.

It affects the organization's productivity and performance and provides guidelines on customer care and service, product quality and safety, attendance and punctuality and concern for the environment. These perspectives provide the kind of holistic, nuance view of organizational culture that is needed by leaders to truly understand their organizations and to have any hope of changing them for the better.

Statement of the problem

Organisational culture influences the behaviour and attitude of the employees. Organizational members are intentionally acculturated into the assumptions and belief systems of their companies' culture. One method of transmitting cultural values and beliefs is through group norms. Norms help to shape the behavior of group members so that it is in accordance with the values and beliefs of the organization's culture. Culture, acting through institutionalized belief systems and group norms, can be a very effective means of directing the behavior of organizational members toward activities deemed important to the goals of the organization.

Companies often migrate from one culture to the next based on the size and complexity of the organization. Initially they start out as communal as the size is small and the owner and founder is around to create a sense of high energy, clear vision and deep commitment. In most start-up companies, employees work closely in an exciting and often intense environment. That feeling of community rarely stops at the close of business hours. Co-workers usually move from

the office to a local bar or restaurant, where discussion about business continues until they return to their homes. But, as companies grow, they gravitate from the communal to the networked quadrant. This is mainly because of the difficulty in maintaining a balance of sociability and solidarity in groups of more than a fifty individuals. As reporting structure and relationships increase and role differentiate, the solidaristic aspect of the communal culture weakens. Another culture where a lot of things happen because of relationships, replaces the communal one. The high sociability is reinforced by the fact that communal cultures leave behind an attitudinal legacy (Goffee & Jones, 1998). Because people assume they are going to be friends with their co-workers, they continue to socialize in the old ways. But this ends up the shared sense of goals, which is the defining hallmark of solidarity.

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, and make them work with more enthusiasm. Moreover, it may improve production efficiency.

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. In short, the benefits of a positive organizational culture are self evident.

Review of Literature

Efforts have been made to review available studies that have highlighted the importance of human resource management and organizational culture from different angles.

Paschal et.al. (2016) in their study finds out that organizational culture such as ritual, value and heroes has a huge and significant impact on employee's performance and through this research shows that symbols has little or no impact on employee's performance. This research work has cleared the fact that frequent ritual activities in the organization has a great and positive impact on employees performance.

According to Geert, et al., (2010), the success of guidance is based upon different values and norms, which makes culture effective.

Hofstede (2010) introduced an onion model to cover the total concept of culture, including four aspects: symbols, heroes, rituals and values. The most superficial level is symbols. Symbols include words, pictures, architecture, service models, or other objects that carry a particular meaning that is recognized as such only by those who share the culture. The reason why symbols are the most superficial level of the onion model is that symbols are the material carriers of the culture; they can easily be replaced by another system. Heroes are persons who carry characteristics that are highly recognized. Heroes are immortal, and they can serve as models for showing the correct values. Rituals include social behavior, discourse, and the way language is used. Rituals are collective activities that are used to express kinds of emotions such as respect. Within a culture, rituals are considered socially essential.

Robbins (2010) outlines seven primary characteristics that capture the essence of an organizational culture such as Innovation and risk taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness and Stability.

Bassett-Jones and Lloyd (2005) describes an employee culture and turnover as, employee satisfaction, which is a closely related predictor of turnover. The loss of employees is a disruptive event. Organizations often pursue innovative ways to reduce employee turnover, often with limited success

Keyton, (2005), highlights that the organizations exist as ordered and purposeful collections of people drawn together to produce an outcome; that is, to achieve the organization's goals.

Scope of the study

Employees are the assets of any organization who work for the growth of the organization. Organisational culture creates a great change in the behaviour of the employees. So, organizational culture is important for the productivity of the organization. Hence it is the responsibility of the management to protect the life and health of the employees and also provide better environment for a good working condition. The management should adopt necessary steps and procedures for the welfare of the employees.

Objectives of the study

- i) To study the existing organization culture of RUBCO RCM Division, Poothakuzhy.

ii) To analyse the impact of organizational culture on the behaviour of the employees.

Methodology

The methodology of the study includes type of sources of data, research design, data collection instruments and statistical tools used in the study.

Sources of Data

The study is based on both primary as well as secondary data.

Primary data:

The primary data were collected with the help of a survey using questionnaire. The researcher has also made a face to face interaction to get the exact data, since majority of the respondents were illiterate. Structured questionnaire was used for surveying the employees.

Secondary data:

The investigator collected data from the company files and various records. The data were collected from various sources such as company records, magazines & business journals, and Internet.

Research Design

The research design used is descriptive and analytical.

Sample Design

The study was based on convenient sampling procedure.

Sampling Area

The study was conducted in RUBCO RCM Division, Poothakuzhy, Kottayam.

Sample Size

The sample size considered for the study is 50 employees.

Tools for Analysis

The researcher has used the following quantitative techniques;

- Percentage analysis
- Correlation

Data Collection Instruments

The primary data were collected through questionnaires issued to the respondents in RUBCO-RCM Division. A personal interview was also conducted for the illiterate people. It included both open and closed ended questions.

Results and Discussion

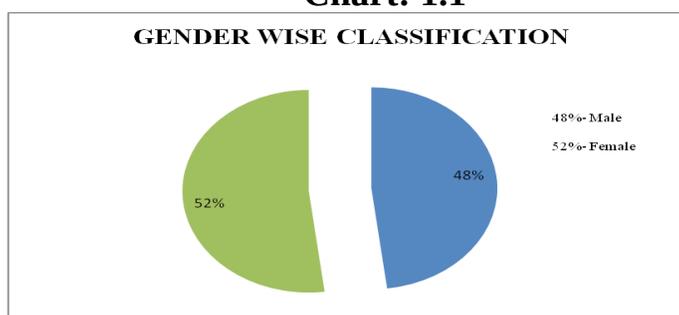
1.1 GENDER WISE CLASSIFICATION

Table 1.1 Table showing gender wise classification

Category	No: of Respondents	Percentage
Male	24	48%
Female	26	52%
Total	50	100

Source: Primary Data

Chart: 1.1



Out of 50 respondents:

- 52% of the respondents are females and 48% respondents are males.

INFERENCE

Majority of respondents are belonging to the Female category.

1.2 AGE WISE CLASSIFICATION

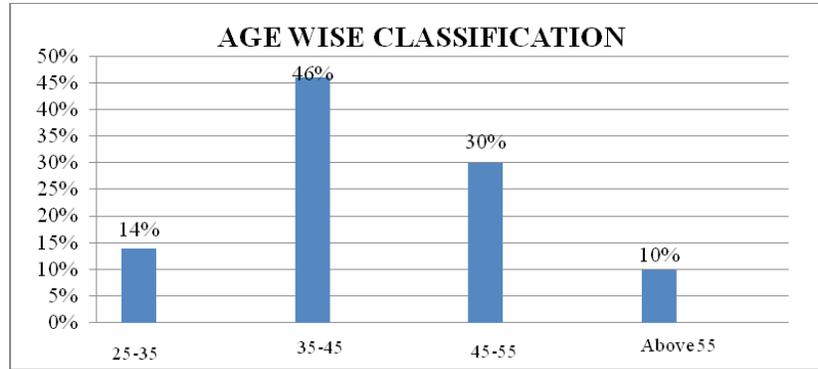
Table 1.2

Table showing age wise classification

Age	No: of Respondents	Percentage
25-35	7	14%
35-45	23	46%
45-55	15	30%
Above 55	5	10%
Total	50	100

Source: Primary Data

Chart:1.2



Out of 50 respondents:

- 46% of the respondents are in the age group of 35-45.
- 30% of the respondents are in the age group of 45-55.
- 14% of the respondents are in the age group of 25-35.
- Remaining 10% of the respondents are in the age group of above 50.

INFERENCE

Most of the respondents are in the age group 35-45.

1.3 Satisfaction level of employees regarding current working conditions

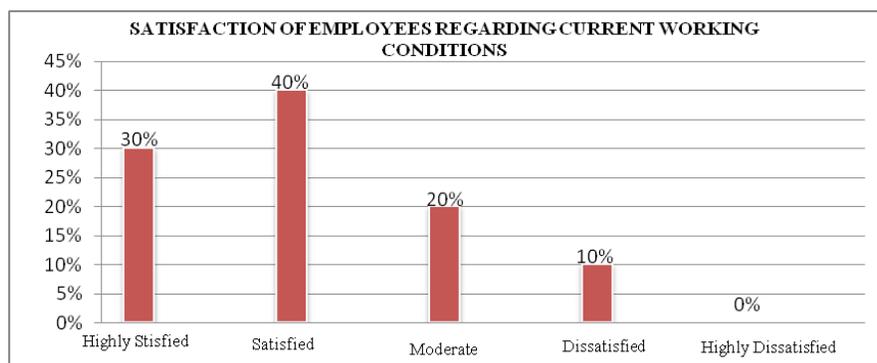
Table 1.3

Table showing satisfaction level of employees regarding current working conditions

Opinion	No: of Respondents	Percentage
Highly Satisfied	15	30%
Satisfied	20	40%
Moderate	10	20%
Dissatisfied	5	10%
Highly dissatisfied	0	0%
Total	50	100

Source: Primary Data

Chart: 1.3



Out of 50 respondents:

- 40% of the respondents are satisfied with the current working conditions.
- 30% of the respondents are highly satisfied with the current working conditions.

- 20% of the respondents are moderately satisfied with the current working conditions.
- 10% of the respondents are dissatisfied with the current working conditions.
- None of them are highly dissatisfied with the current working conditions.

INFERENCE

Most of the respondents are satisfied with the current working conditions.

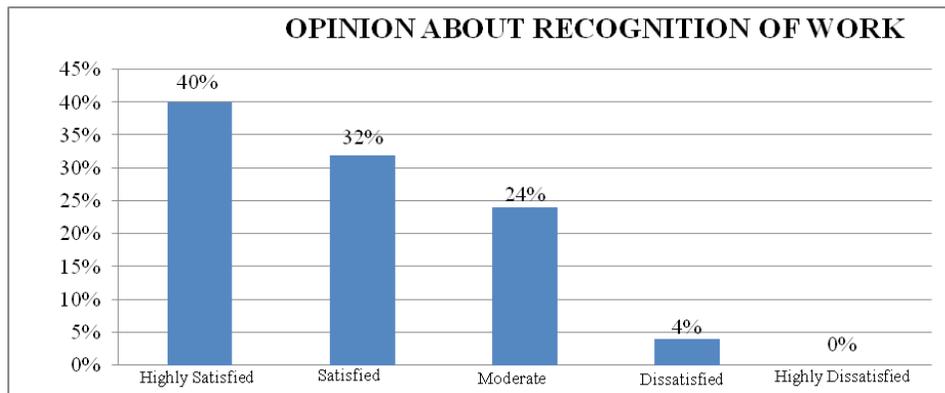
1.4 Opinion about Recognition of Work Done

Table 1.4 Table showing opinion about recognition of work done

Opinion	No: of Respondents	Percentage
Highly Satisfied	20	40%
Satisfied	16	32%
Moderate	12	24%
Dissatisfied	2	4%
Highly dissatisfied	0	0%
Total	50	100

Source: Primary Data

Chart: 1.4



Out of 50 respondents:

- 40% of the respondents are highly satisfied with the recognition of work.
- 32% of the respondents are satisfied with the recognition of work.
- 24% of the respondents are moderately satisfied with the recognition of work.
- 4% of the respondents are dissatisfied with the recognition of work.
- None of them are highly dissatisfied with the recognition of work.

INFERENCE

Most of the respondents are satisfied with the recognition of work.

1.5. Opinion about the working environment

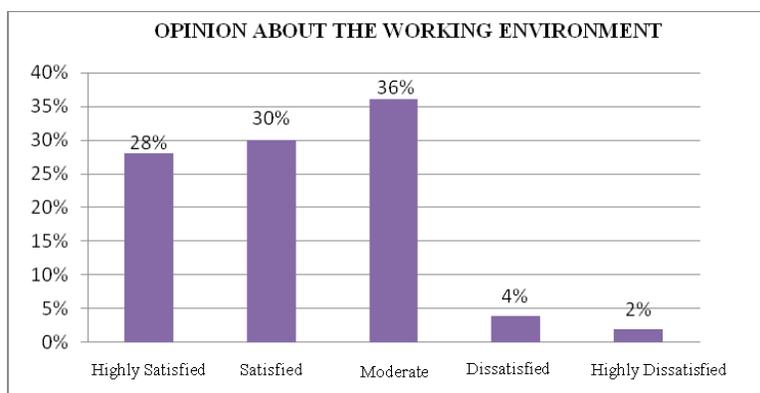
Table 1.5. Table showing the opinion about the working environment

Opinion	No: of Respondents	Percentage
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Highly Satisfied	14	28%
Satisfied	15	30%
Moderate	18	36%
Dissatisfied	2	4%
Highly dissatisfied	1	2%
Total	50	100

Source: Primary Data

Chart: 1.5



Out of 50 respondents:

36% of the respondents are moderately satisfied with the working environment.

- 30% of the respondents are satisfied with the working environment.
- 28% of the respondents are moderately satisfied with the working environment.
- 4% of the respondents are dissatisfied with the working environment.
- Remaining 2% of them are highly dissatisfied with the working environment.

INFERENCE

Most of the respondents are moderately satisfied with the working environment.

1.6 Opinion about attitude of the management towards the employees

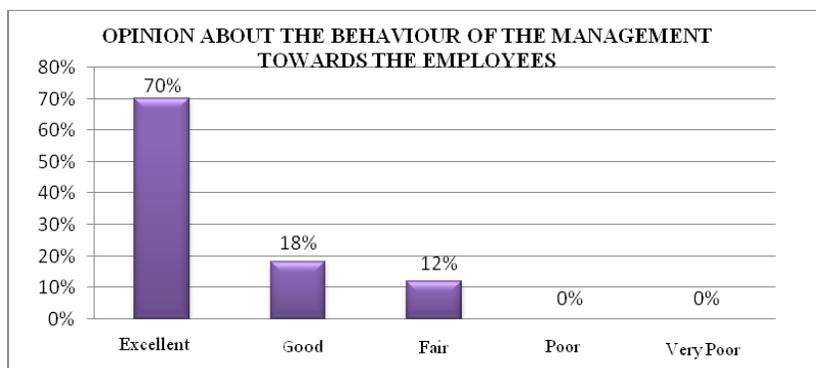
Table 1.6

Table showing the opinion about attitude of the management towards the employees

Opinion	No: of Respondents	Percentage
Excellent	35	70%
Good	9	18%
Fair	6	12%
Poor	0	0%
Very Poor	0	0%
Total	50	100

Source: Primary Data

Chart: 1.6



Out of 50 respondents:

- 70% of the respondents are of the opinion that the dealing of management towards the employees is excellent.
- 18% of the respondents are rated the dealing of management as good.
- 12% of the respondents are rated the dealing of management as fair.
- None of them have negative opinion regarding the dealing of management towards the employees..

INFERENCE

Majority of the respondents are of the opinion that the treatment of management as excellent.

1.7 OPINION ABOUT FREEDOM TO EXPRESS THE PROBLEMS

1.7(a) Opinion about freedom for expressing the problems to the superiors

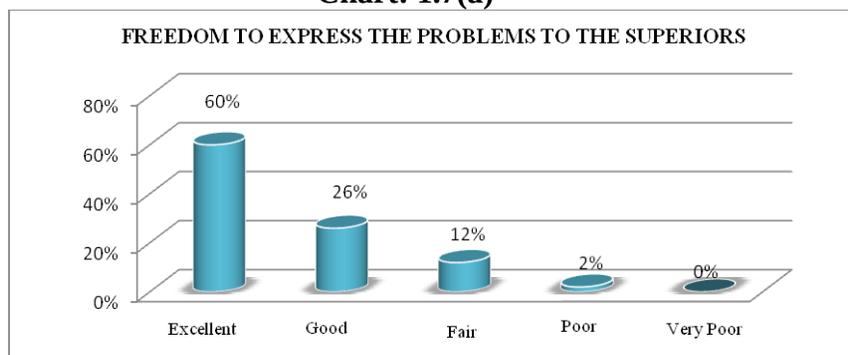
Table 1.7(a)

Table showing the opinion about freedom for expressing the problems to the superiors

Opinion	No: of Respondents	Percentage
Excellent	30	60%
Good	13	26%
Fair	6	12%
Poor	1	2%
Very Poor	0	0%
Total	50	100

Source: Primary Data

Chart: 1.7(a)



Out of 50 respondents:

- 60% of the respondents are of the opinion that the freedom to express the problems to the superiors by the company is Excellent.
- 26% of the respondents are rated freedom to express the problems facilities as good.
- 12% of the respondents are rated freedom to express the problems facilities as fair.
- 2% of the respondents are rated the freedom to express the problems facilities as poor.

INFERENCE

Majority of the respondents are of the opinion that the freedom to express the problems to the superiors as excellent.

1.7(b) Opinion about Freedom for expressing the problems to the Management

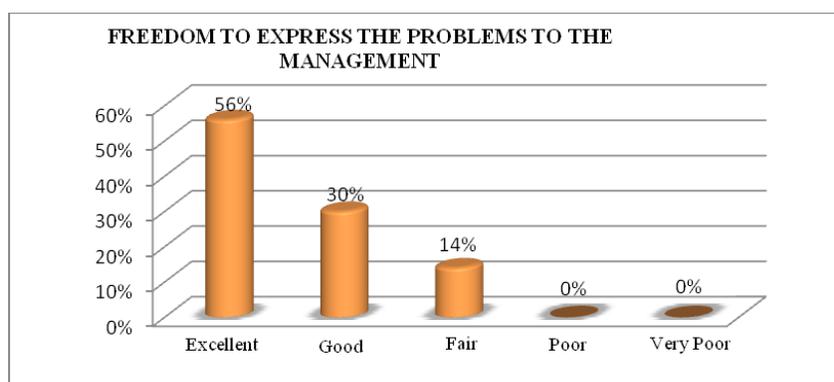
Table 1.7(b)

Table showing the opinion about freedom for expressing the problems to the management

Opinion	No: of Respondents	Percentage
Excellent	28	56%
Good	15	30%
Fair	7	14%
Poor	0	0%
Very Poor	0	0%
Total	50	100

Source: Primary Data

Chart: 1.7(b)



Out of 50 respondents:

- 56% of the respondents are of the opinion that the freedom to express the problems towards the management by the company is Excellent.
- 30% of the respondents have rated freedom to express the problems facilities as good.
- 14% of the respondents have rated freedom to express the problems facilities as fair.
- None of the respondents have rated the freedom to express the problems facilities as poor or very poor.

INFERENCE

Majority of the respondents rated the freedom to express the problems towards the management as excellent.

1.8 Opinion about Co-operation among the peers for attaining goals

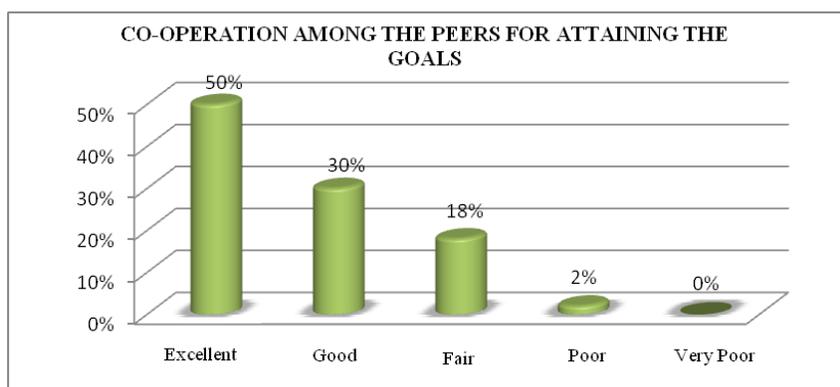
Table 4.18

Table showing the opinion about co-operation among the peers for attaining goals

Opinion	No: of Respondents	Percentage
Excellent	25	50%
Good	15	30%
Fair	9	18%
Poor	1	2%
Very Poor	0	0%
Total	50	100

Source: Primary Data

Chart: 1.8



Out of 50 respondents:

- 50% of the respondents are of the opinion that the co-operation among the peers for attaining the organizational goals by the company is Excellent.
- 30% of the respondents are rated co-operation of the peers as good.
- 18% of the respondents are rated co-operation of the peers as fair.
- 2% of the respondents are rated co-operation of the peers as poor.

INFERENCE

Majority of the respondents are of the opinion that the co-operation among the peers for attaining the organizational goals as excellent.

1.9 Opinion about employees' behaviour affecting the organizational functions

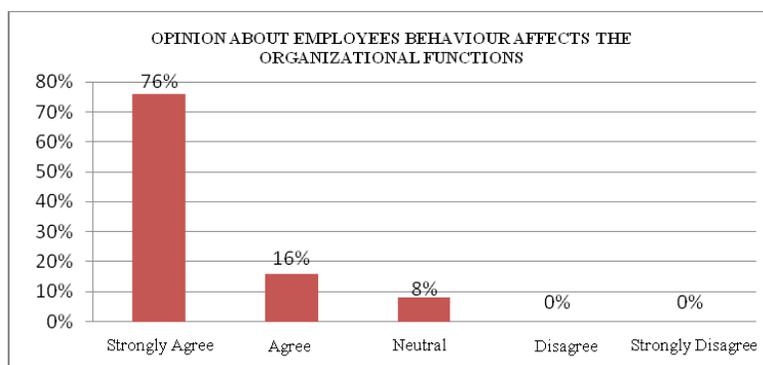
Table 1.9 Table showing the opinion about employees' behaviour affecting the organizational functions

Opinion	No: of Respondents	Percentage
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Strongly Agree	38	76%
Agree	8	16%
Neutral	4	8%
Disagree	0	0%
Strongly Disagree	0	0%
Total	50	100

Source: Primary Data

Chart: 1.9



Out of 50 respondents:

- 76% of the respondents strongly agreed that the employees' behaviour affects the organizational functions.
- 16% of the respondents agreed that employees' behaviour affects the organizational functions.
- 8% of the respondents are of neutral opinion regarding the employees' behaviour affecting the organizational functions.

INFERENCE

Majority of the respondents are of the opinion that employees' behaviour affects organizational functions.

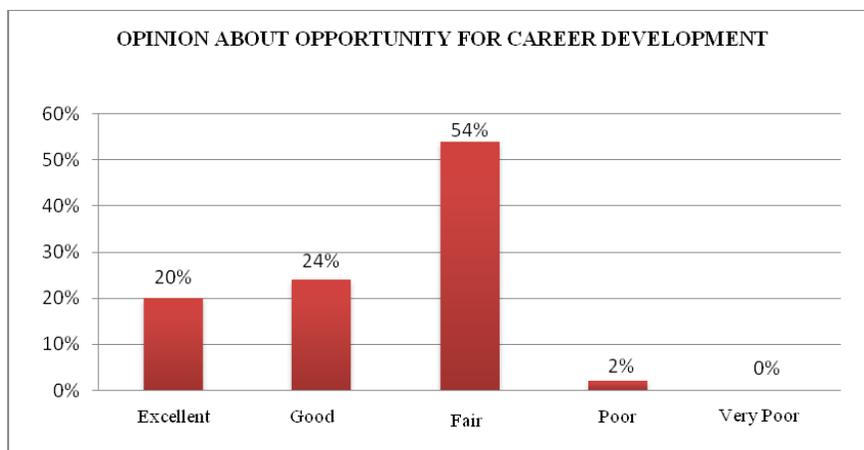
1.10 Opinion about opportunity for career development

Table 1.10 Table showing the opinion about opportunity for career development

Opinion	No: of Respondents	Percentage
Excellent	10	20%
Good	12	24%
Fair	27	54%
Poor	1	2%
Very Poor	0	0%
Total	50	100

Source: Primary Data

Chart: 1.10



Out of 50 respondents:

- 54% of the respondents are of the opinion that the opportunity for career growth is fair.
- 24% of the respondents have rated the career development as good.
- 20% of the respondents have rated the career development as excellent.
- 2% of the respondents have rated the career development as poor

INFERENCE

Majority of the respondents have a fair opinion about the opportunity for career development.

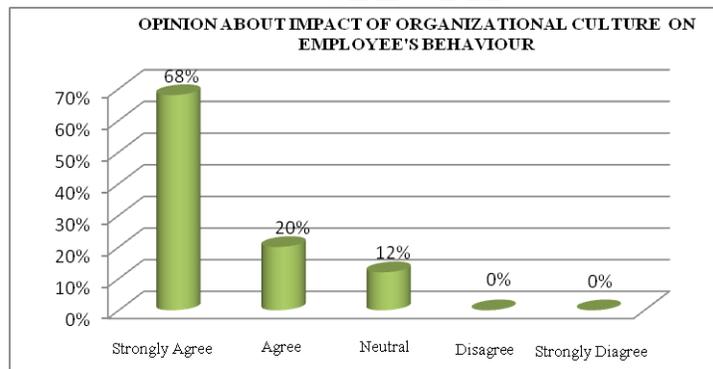
1.11 Opinion about impact of organizational culture on employees' behaviour

Table 1.11 Table showing the opinion about impact of organizational culture on employees' behaviour

Opinion	No: of Respondents	Percentage
Strongly Agree	34	68%
Agree	10	20%
Neutral	6	12%
Disagree	0	0%
Strongly Disagree	0	0%
Total	50	100

Source: Primary Data

Chart: 1.11



Out of 50 respondents:

- 68% of the respondents have strongly agreed with the opinion that organizational culture has an impact on employee's behaviour.
- 20% of the respondents have agreed to the above opinion.
- 12% of the respondents are neutral in their opinion.
- None of them are disagreeing or strongly disagreeing with this opinion.

INFERENCE

Majority is respondents are of the opinion that they strongly agree with the opinion that organizational culture has an impact on the employee's behaviour.

1.12 Opinion about improvement of existing organizational culture

Table 1.12 Table showing the opinion for the improvement of existing organizational culture

Opinion	No: of Respondents	Percentage
YES	8	16%
NO	42	84%
Total	50	100

Source: Primary Data

Chart: 1.12



Out of 50 respondents:

- 84% of the respondents suggested that there is no need for the improvement of existing organizational culture.
- 16% respondents said that there is need for the improvement of existing organizational culture.

INFERENCE

Majority of the respondents have suggested that, there is no need for improving the existing organizational culture.

1.13. Impact of organizational culture on employees' behaviour

To find out whether organizational culture has an impact on the behaviour of the employees, the following analysis was done. To assess the statistical significance of the impact of organizational culture on employees' behaviour, correlation test was done.

Table 1.13 Impact of organizational culture on employee's behaviour.

Sl: No	Organizational Culture-X	Employees Behaviour- Y	XY	X ²	Y ²
1	40	38	1520	1600	1444
2	8	8	64	64	64
3	2	4	8	4	16
4	0	0	0	0	0
5	0	0	0	0	0
Σ	50	50	1592	1668	1524

Source: Computed

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[n\sum X^2 - (\sum X)^2]} \sqrt{[n\sum Y^2 - (\sum Y)^2]}}$$

$$= 0.998$$

The above result indicates that there is a high positive correlation between organizational culture and behaviour of employees.

INFERENCE

The organization culture has a high impact on the behaviour of employees.

Implications

The study has found that the employees are satisfied with the existing organisation culture of RUBCO RCM Division, Poothakuzhy. Most of the respondents are satisfied with the current working conditions, recognition of work, working environment, the treatment of management towards the employees and the freedom to express the problems to the superiors.

The study has also found that the organization culture has a high impact on the behaviour of employees. Because of this favorable culture the employee's show positive behavior like high involvement, high commitment to the organization, high motivation and high flexibility to the organizational changes.

Suggestions

Although the employees are satisfied with organization culture of RCM division, more sophisticated and modern facilities should be introduced for the betterment of the working conditions of the employees, which will increase productivity.

Conclusion

Today RUBCO is a very fast growing company. As a public sector company, it has been able to be highly competitive in the industry and has been able to hold a market share in the industry. RUBCO RCM Division, Poothakuzhi, Pampady is following a fair organization culture work environment, health and safety measures for employees.

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