



Impact of Organizational Culture on Employee Productivity & Behaviour

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Abstract

Today's work environment is undergoing a major shift due to determinants like globalization, growing advanced science, and improved technology. These factors are constantly presenting new challenges and creating new opportunities for workers. With these changes, workers perceptions concerning their jobs also change. In this grow-or-die marketplace, the success of any organization depends on its employees and the work culture. Happy and committed employees are important assets of any organization, and the economic management of human resources in smart work cultures can ultimately increase the organizations productivity as it maintains higher job satisfaction levels of the employees. One thing is common among most of them, despite the different meanings and viewpoints on organizational culture, and that is the mutual existence of values, philosophies, and norms. In essence, many argued that the role of organizational culture is to establish within the organization a feeling of 'esprit de corps'. To this end, this study explores organizational culture as an important topic in the area of industrial and human relations management to a large degree.

Keywords: Organizational culture, Employee productivity, Employee behaviour, Interpersonal skills.

1. Introduction

The world is filled with confrontations among people, groups, and nations who think, feel, and act totally differently. At the same times these people, groups, and nations carry on at within themselves In-erasable patterns of problems which demand cooperation for his or her answer. Ecological, economic, military, medical and meteoric developments do not stop at national or regional borders. Understanding the distinction within the ways that leaders and their followers suppose feel and act in search of solutions to wide ranging issues and problems, could be a condition for transportation concerning worldwide solutions that worst. Queries about economic, technological, medical, or biological cooperation have too typically been thought of as just technical [1]. One of the reasons why such a big number of solutions do not work or cannot be implemented due to variations in thinking among the partners are neglected. Understanding these variations is at least

as essential as understanding the technical determinants particularly within the structure context. Among the main units of society are organizations. A particular kind of organizational culture eventually emerges during their establishment and development. The aim of the organizational culture is to promote unity and cohesion and to stimulate the enthusiasm and innovation of employees to improve the economic efficiency of the company. Every company has its own distinctive character, just the same as people do. The one-of-a-kind character of an entity is its community [2]. Organizational culture is an intangible yet strong force among a community of people who work together that affects the behaviour of the members of that group. Increasing the loyalty of its customer base is the goal of a company. A good corporate image must, therefore, be created. A good corporate image, in other words, brings good economic returns, and a good



corporate image relies on a good organizational culture. Therefore, an understanding of what constitutes the culture of an organization and how it is developed, maintained and learned would increase our ability to describe and predict the actions of individuals at work.

1.1 Purpose

The research titled "The Impact of Organizational Culture on Employee Productivity and Behaviour" seeks to give a thorough knowledge of how an organization's common values, beliefs, and practices impact employee performance and behaviour. This study aims to reveal significant insights into the deep link between cultural components and productivity results, allowing firms to develop a working atmosphere that encourages employee engagement, motivation, and overall success. The study aims to provide light on how leadership styles, communication patterns, and workgroup dynamics impact employee productivity and behaviour [3]. The ultimate goal of this research is to give businesses practical advice and evidence-based suggestions for developing a work environment that supports individual development, encourages a feeling of community, and harmonizes personal ambitions with corporate goals. Employers may establish a harmonious and productive work environment that supports employee well-being, engagement, and overall organizational success by implementing focused strategies and initiatives [4]. This can be achieved by recognizing the substantial influence that corporate culture has on employee productivity and behaviour.

1.2 Objectives

- Explore daily work practices influenced by organizational culture.
- Investigate core values, beliefs, and assumptions shaping organizational culture.
- Recognize key factors within culture influencing employee practices.
- To find out new ways to increase the profitability of the organization.

2. Methodology

This mixed-methods study, which is exploratory in nature, uses both qualitative and quantitative techniques, and it gathers its data directly from management executives and staff members [5] of the organization table 1. A basic random sampling method was employed to choose a sample size of one hundred (100) employees. Regression analysis and ANOVA are two statistical methods used in data analysis table 2. These resources are essential for drawing conclusions from the gathered information and for comprehending the connections, patterns, and trends that exist within the dataset table 3.

Summary: H01 Flexible organizational culture enhances the employee feedback & implement it.

Table 1 Employee Feedback

| Employee feedback | Implement changes |
|-------------------|-------------------|
| 1 | 1 |
| 74 | 71 |
| 21 | 26 |
| 4 | 2 |
| 0 | 0 |

Table 2 Regression Statistics

| | |
|-------------------|-------------|
| Multiple R | 0.995418277 |
| R Square | 0.990857546 |
| Adjusted R Square | 0.987810061 |
| Standard Error | 3.462485423 |
| Observations | 5 |

Table 3 ANOVA Regression

| ANOVA | | | | | |
|------------|----------------------|-------------|-------------|-------------|-----------------------|
| | <i>d</i> <i>f</i> | <i>SS</i> | <i>MS</i> | <i>F</i> | <i>Significance F</i> |
| Regression | 1 | 3898.033584 | 3898.033584 | 325.1394518 | 0.00037203 |
| Residual | 3 | 35.96641591 | 11.9888053 | | |
| Total | 4 | 3934 | | | |



Table 4 Intercept

| | Coefficients | Standard Error | t Stat | P-value | Lower 95% | Upper 95% | Lower 95.0% | Upper 95.0% |
|--------------|--------------|----------------|--------|---------|-----------|-----------|-------------|-------------|
| Intercept | -0.467 | 1.919 | -0.243 | 0.823 | -6.577 | 5.642 | -6.577 | 5.642 |
| X Variable 1 | 1.023 | 0.056 | 18.031 | 0.000 | 0.842 | 1.203 | 0.842 | 1.203 |

Interpretation: The coefficient for the independent variable (1.0234) is statistically significant (p-value = 0.00037), implying that a one-unit increase in the independent variable causes an increase of about 1.02 units in the dependent variable table 4. The intercept is not statistically significant, implying it has little predictive value table 5.

Summary: H02 Effective interpersonal skills among the managers & supervisors impacts the employee productivity.

Table 5 Employee productivity

| Employee productivity | Interpersonal skills |
|-----------------------|----------------------|
| 3 | 0 |
| 71 | 88 |
| 25 | 11 |
| 1 | 1 |
| 0 | 0 |

Table 6 Regression Statistics

| Regression Statistics | |
|-----------------------|----------|
| Multiple R | 0.974235 |
| R Square | 0.949134 |
| Adjusted R Square | 0.932179 |
| Standard Error | 7.894779 |
| Observations | 5 |

Table 7 ANOVA Residual

| ANOVA | | | | | |
|------------|----------|-----------|-----------|----------|-----------------------|
| | <i>d</i> | <i>SS</i> | <i>MS</i> | <i>F</i> | <i>Significance F</i> |
| Regression | 1 | 3489.017 | 3489.017 | 55.97875 | 0.004945253 |
| Residual | 3 | 186.98 | 62.32754 | | |
| Total | 4 | 3676 | | | |

Table 8 Coefficients

| | Coefficients | Standard Error | t Stat | P-value | Lower 95% | Upper 95% | Lower 95.0% | Upper 95.0% |
|--------------|--------------|----------------|----------|----------|--------------|-------------|--------------|-------------|
| Intercept | 4.575519945 | 4.088471012 | 1.119127 | 0.344614 | -8.435819522 | 17.58685941 | -8.435819522 | 17.58685941 |
| X Variable 1 | 0.771224003 | 0.103078705 | 7.481895 | 0.004945 | 0.443181559 | 1.099266447 | 0.443181559 | 1.099266447 |

Interpretation: The coefficient for the independent variable (0.7712) is statistically significant (p-value = 0.00495), implying that a one-unit increase in the table 6 independent

variable causes a 0.7712-unit rise in the dependent variable table 7. However, the intercept (4.5755) is not statistically significant, suggesting that the baseline estimate may be unreliable table 8.



Findings

Predominantly Male Workforce: The gender distribution reveals that 62% of the respondents are male, indicating a male-dominated workforce, with 38% being female and none identifying as "others."
Middle-Aged Dominance: The age distribution shows that 42% of respondents are between 25 and 40 years old, indicating that the workforce is primarily middle-aged. The next greatest age range is 41 to 50 years (30%), followed by 18 to 24 years (24%).
Majority in the Middle Income Bracket: According to the income distribution, 57% of respondents earn between \$25,000 and \$50,000, accounting for the majority of the workforce. The remaining percentages are split between lower-income (1000 to 25,000) and higher-income groups (50,000 and more).
Overall Positive Communication: Several tables show that communication inside the company is largely positive. For example, 41% strongly agree and 37% are inclined to agree that communication across departments is open. Similarly, 46% strongly agree, with 30% tending to believe that communication lines between management and employees are open.
Trust and Satisfaction with Management: The vast majority of respondents (64%) agree with what management says, indicating a high degree of trust. Furthermore, 49% strongly agree and 26% inclined to agree that the factory's wage structure is adequate, demonstrating overall satisfaction with management procedures.

Conclusion

With respect to the above study and the findings thereby, the company has definitely entrenched into the urban market. With few more concerted efforts, the said organization needs to enter the rural market in order to completely establish itself all over. The individual behaviour includes biographical characteristics, ability, values, attitudes, personality, emotions, perception, individual decision making, learning and motivation. The group behaviour consists with communication, leadership and trust, group structure, conflict, power and politics. The organizational system level involves

organizational culture, human resource policies and practices, and organization structure and design. However, the case study found that not every behaviour was affected by the organizational culture. Some part of employee behaviour has a strong correlation with culture.

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