A STUDY TO LEARN THE DECISION-MAKING CIVILIZATION AND ITS IMPACT ON EMPLOYEE PERFORMANCE

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Abstract

This article was carried out the Organizational culture may be defined as the accepted norms and values that are associated with a particular company. These norms are seen as distinctive to a particular organization and normally affect the way specific organizations go about implementing their organizational goals. These norms are also passed on from one group of the organization to another and To measure the employee behavior To study the existing culture in the organization To identify the relationship of organization culture the employee behavior. To Study the analyse employee behavior. Sample size; The sampling size of the research study is only 100 Respondents. Organizations should aim to manage with cultural

awareness and not merely manage the culture. Organizational culture is linked to employee behavior in that the latter is an expression of the former. If managers try their best to institute changes in the organization that influence organizational culture, this will be expressed by employee behavior and can actually create competitive advantage.

Key words: Organizational culture, distinctive, measure the employee, analyse employee

CHAPTER – I

1.1.INTRODUCTION

Organizational culture may be defined as the accepted norms and values that are associated with a particular company. These norms are seen as distinctive to a particular organization and normally affect the way specific organizations go about implementing their organizational goals. These norms are also passed on from one group of the organization to another. The most fundamental question that managers and other organizational stakeholders need to answer is what is the relevance of organizational culture to the way they go about their activities? Organizational culture is closely related to organizational strategy. Managers who normally experience problems are those ones who fail to merge organizational culture to their strategies. If new strategies are incompatible with the kind of culture prevailing at that time, then chances are they might fall fail. Numerous authors have explained how many companies have failed in their endeavors to change their organization because they had a plan to reorganize and transform without looking at prevailing culture.

Organizational culture related to employee behavior

Organizational culture can be tackled in three realms; these are;

- behavior and artifacts

- values

- assumptions and beliefs

Assumptions and beliefs indicate all the underlying values that have been taken for granted by particular organization. These are usually values that have become so common to a specific organization that no one even notices that they are there. Values on the other hand are issues that determine behavior. It should be noted that values are more internal and are only expressed through behavior. The latter term; behavior denotes the visible elements of culture prevailing within a certain organization.

1.2.OBJECTIVES

- To study the organization culture and its impact on employee behavior with special reference to Farida Classic Shoes Pvt. Ltd., Ambur.

- To measure the employee behavior

- To study the existing culture in the organization

- To identify the relationship of organization culture the employee behavior.

- To Study the analyse employee behavior.

- To know the employee attitude conflict.

1.3. SCOPE OF THE STUDY

- This study helps to bring out the behavioral aspects of employee.

- This study helps to rearrange the organization culture.

1.4. NEED OF THE STUDY

- To reduce employee disappointment

- To resolve the conflict among the employees

- To rectify the problems

- To make changes in organization based on employees expectation

1.5. STATEMENT OF THE PROBLEM

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 behaviors 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

performance. Hence the study of organizational culture is important for the understanding and practice of organizational behavior

1.6. LIMITATIONS

- The sample size is only 100. It may not consider for whole population.

- The study has been conducted only in Farida classic shoes pvt. Ltd., ambur

- The time duration is three month.

- Some of the respondents were not co-operate with researcher

- Then some respondents have fear to say the answer.

CHAPTER – II

2.1. REVIEW OF LITERATURE

Harris and Ogbonna (2012) opined that leadership style was not directly linked to performance but was merely indirectly associated. Competitive and innovative culture traits were directly linked with performance and had strong and positive associations. Community and bureaucratic cultural traits were not directly related. From the negative link between bureaucratic culture and organizational performance revealed that internally oriented organizational culture might prove disadvantages then externally oriented organizational culture. It also suggested

bureaucratization reduced short term profitability, hindered long term growth and might even affected the existence of the organization.

According to Kiyani et al. (2011) found that career salience had significant and positive relationship with job involvement of universities teachers of private and public universities. Most of the employees agreed that they were getting help from career salience to maintain their job involvement. Further, the study found that career salience may be helpful in involving the job. It suggested that better defined career developed sound relationship with job involvement.

O'Reilly, Chatman & Caldwell (1991) developed a model based on the belief that cultures can be distinguished by values that are reinforced within organizations. Their Organizational Profile Model (OCP) is a self reporting tool which makes distinctions according seven categories - Innovation, Stability, Respect for People, Outcome Orientation, and Attention to Detail, Team Orientation, and Aggressiveness. The model is not intended to measure how organizational culture effects organizational performance, rather it **measures associations between the personalities of individuals in the organization and the organization's culture**.

(Mauk Mulder, 1977) - Different societies find different solutions on social inequality. Although invisible, inside organizations power inequality of the "boss-subordinates relationships" is functional and according to Hofstede reflects the way inequality is addressed in the society. "According to Mulder's Power Distance Reduction theory subordinates will try to

reduce the power distance between themselves and their bosses and bosses will try to maintain or enlarge it", but there is also a degree to which a society expects there to be differences in the levels of power

Stanley G. Harris (1994) argues that five categories of in-organization schemata are necessary for organizational culture:

➢ Self-in-organization schemata: a person's concept of oneself within the context of the organization, including her/his personality, roles, and behavior.

➢ Person-in-organization schemata: a person's memories, impressions, and expectations of other individuals within the organization.

➢ Organization schemata: a subset of person schemata, a person's generalized perspective on others as a whole in the organization

According to Kotter and Heskett (1992), organizations with adaptive cultures perform much better than organizations with unadaptive cultures. An adaptive culture translates into organizational success; it is characterized by managers paying close attention to all of their constituencies, especially customers, initiating change when needed, and taking risks. An unadaptive culture can significantly reduce a firm's effectiveness, disabling the firm from pursuing all its competitive/operational options.

2.2. RESEARCH METHODOLOGY

Meaning

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. Research is an academic activity and as such the term should be used in a technical sense.

Definition

"Redman and Mory define research as a **systematized effort to gain new knowledge " .** According to Clifford woody research comprises defining and redefining problems, formulating hypothesis or suggested solutions collecting , organizing , and evaluation data; making deductions and research conclusion; and at last carefully testing the conclusion to determine whether they fit the formulating hypothesis.

Research design

Descriptive study – descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or group. The main objective of this study is to acquire knowledge.

Total populations: 2000 employees

Sample size; The sampling size of the research study is only 100 Respondents

Sampling unit: Elements are the employee of " Farida classic shoes pvt. Ltd., ambur

Sampling method : Probability sampling method – simple random sampling.

Research instrument

A structured questionnaire was prepared to take survey among the employee.

Questionnaire design

1. Closed ended question

2. Open ended question.

Closed ended question

A question is asked and then a number of possible   answers are provided for the respondents. The   respondents select the answer which is appropriate.

Data collection

A standardized questioner was framed and was used for the data collection. At a two month span the data was collected from 100 respondents and the collected data was further analyzed and interpreted.

Types of data

Primary data: It is collected through questionnaire

Secondary: It is collected through internet and books.

Tools used for analysis

1. **Percentage analysis**

   Percentage analysis refers to specific kind of ratio Percentage used to describe relationship.

$$\text{Percentage} = \frac{\text{No. of. Respondents}}{\text{Total. No employees}} \times 100$$

Chi –square:

   Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain to specific hypothesis

$$\textbf{Chi} - \textbf{Square} = \frac{\sum (O\text{-}E)^2}{E}$$

Where,

O   =   Observed frequency

E   =   Expected frequency

Correlation:

Correlation quantifies the extent to which two quantitative variables, X and Y, "go together."When high values of X are associated with high values of Y, a positive correlation exists. When high values of X are associated with low values of Y, a negative correlation exists.

3. Correlation =

$$\frac{N\sum xy2 \; - (\sum x)(\sum y)}{\sqrt{N\sum x^2 - (\sum x)^2} \quad \times \sqrt{N\sum y^2 - (y)^2}}$$

CHAPTER III

DATA ANALYSIS AND INTERPRETATION

CORRELATION ANALYSIS:

CORRELATION ANALYSIS: Test 1

Whether there is a relationship between organization culture and employees commitment.

X: organization culture

Y: employees commitment

X	6	7	2	10	75
Y	3	6	10	70	11

S. No	X	Y	XY	X^2	Y^2
1	6	3	18	36	9
2	7	6	42	49	36
3	2	10	20	4	100
4	10	70	700	100	4900
5	75	11	825	5625	121
Total	**100**	**100**	**1605**	**5814**	**5166**

$$R = \frac{N\sum xy - (\sum x)(\sum y)}{\sqrt{N\sum x^2 - (\sum x)^2}\ \sqrt{N\sum y^2 - (\sum y)^2}}$$

$$= \frac{5(1605) - (100)(100)}{\sqrt{5(5814) - (100)^2} - \sqrt{5(5166) - (100)^2}}$$

$$= \frac{8025 - 10000}{\sqrt{29070 - 10000} - \sqrt{25830 - 10000}}$$

$$= \frac{1975}{\sqrt{19070} - \sqrt{15830}}$$

$$= \frac{1975}{138.09 - 125.81}$$

$$= \frac{1975}{12.28}$$

R =   160.830 (Positively correlated)

Inference: There is a positive a relationship between organization culture and employees commitment.

Chi-square

1. **Organization culture and employee performance.**

Hypothesis:

H0: There is no significant relationship between Organization culture and employee performance

H1: There is a significant relationship between Organization culture and employee performance

Factors	**O**	**E**	**(O-E)**	**(O-E)^2**
Strongly Agree	21	20	1	1
Agree	12	20	-8	64
Neither agree nor Disagree	5	20	-15	225
Disagree	40	20	20	400
Strongly Disagree	42	20	22	484
Total				**1174**

$$\text{Chi - Square} = \frac{1174}{20}$$

Chi-square   =   58.7

Table value   =   9.488 @ 5% significant level.

Hence: H_1 is accepted.

Inference: There is a significant relationship between Organization culture influences employee performance.

CHAPTER – IV

Findings, Suggestions and Conclusion

4.1 FINDINGS:

➢ 72% of the respondents are male and 28% of them are female regarding Gender of the Respondents

➢ 44% of the respondents are single, 56% respondents married regarding martial status

➢ 52% of the respondents are Degree regarding educational qualification.

➢ 40% of the respondents Agree regarding organizational norms and values

➢ 30% of the respondents Neutral regarding organizational supports and vision of the employees

- ➢ 45% of the respondents Agree regarding organizational culture are widely understood by you.

- ➢ 40% of the respondents Strongly Agree regarding the organization is shaped by its organizational culture

- ➢ 40% of the respondents Disagree regarding understanding between old and current organization culture

- ➢ 60% of the respondents Agree regarding culture provides knowledge act and think in the organization

- ➢ 55% of the respondents Strongly Agree regarding guides employees to perform their work effectively

- ➢ 40% of the respondents Disagree regarding guides your behavior and interprets experience

- ➢ 70% of the respondents Strongly Agree regarding culture within the organization represents the identity of the employee

- ➢ 55% of the respondents Agree regarding the organization clearly defines and maintains limits

- ➢ 57% of the respondents Strongly Disagree regarding area in which organization resides

- ➢ 61% of the respondents Strongly Agree regarding organization recognizes and values the variety of opinions

   and insight of the employees

- ➢ 71% of the respondents Agree regarding encourages openness amongst its employees

- ➢ 65% of the respondents Neutral regarding makes workers feel valued.

- ➢ 75% of the respondents Strongly Agree regarding culture build commitment and corporation of employees

- ➢ 70% of the respondents Agree regarding employees are committed to work and its success**.**

   Among the employees

- ➢ 40% of the respondents Agree regarding organizational culture influences employees performance

- ➢ 50% of the respondents Neutral regarding job satisfaction of employees lead to high performance

- ➢ 39% of the respondents Disagree regarding creativity of employee showing culture leads and development of culture

- ➢ 59% of the respondents Agree regarding communication between management

Correlation:

There is a positive a relationship between organization culture and employees commitment.

Chi-square:

There is a significant relationship between Organization culture influences employee performance.

4.2 SUGGESTIONS:

• Training the employees in the right way is an important step towards improving your organization's work culture. When your employees know how to do things the right way and what the company expects from them, the rate of conflicts and errors can be brought down significantly.

• One of the best ways to bring about positive changes in the culture of the organization is by analyzing the existing culture and comparing it with the expectations and perceptions of your employees. Bring changes accordingly.

• A basic requirement for a productive environment is a diverse team of enthusiastic people, who are interested in working as a team and improving the work atmosphere, as a whole.

• Organize discussions with your team members and talk about matters pertaining to the current culture of the organization. Try to bring in the changes that you find justified.

- Maintain healthy communication with your team. Tell the team members about the leadership of the organization and the strategies adopted to build a more attractive culture in the company.

- Conflicts are an inevitable part of any organization and have a direct bearing on the health of its culture. How they are handled is an indicator of the prevalent organizational culture. Therefore, when conflicts do arise, the management must settle them quickly and amicably, lest they fester and tensions worsen over time.

- Create an unbiased, transparent and impartial conflict resolution mechanism. If employees feel they are all being treated equally, they are more likely to accept their mistakes and the judgment of the management, at the end of the conflict resolution exercises. Needless to say, such a treatment makes employees feel both at home and indebted to the organization, which just goes a long way towards improve the work environment.

4.3.CONCLUSION:

Organizational culture is an important concept and a pervasive one in terms of its impact on organizational change programmes. The literature suggests an ambiguity in terms of the link with organizational performance as strong cultures have been shown to hinder performance (unadaptive) and there is also a problem of isolating the impact of corporate culture on performance. The problems associated with the culture/performance

linkage include validation concerns in terms of measurement, as the effect of a particular cultural variable may not affect all performance-related organizational processes in the same way. Researchers also view it as a socially constructed norm and not just a managerial control strategy -'caught not taught'. Organizations should aim to manage with cultural awareness and not merely manage the culture.Organizational culture is linked to employee behavior in that the latter is an expression of the former. If managers try their best to institute changes in the organization that influence organizational culture, this will be expressed by employee behavior and can actually create competitive advantage.

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