

# “A STUDY ON ‘ORGANISATIONAL CULTURE’ AND IT’S IMPACT ON EMPLOYEES’ BEHAVIOUR”

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## ABSTRACT

*This paper is attempts to brings out the behavioral aspect of the employees working in Hyundai Motors India Ltd. The main objective of the study is to find the overall performance of the employees. The research design used in this study is descriptive research design. Data from 100 people were collected as population study. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. 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.*

**Keywords:** Work Culture, Employee Behaviour,

## 1. Introduction

Automobile Industry, industry that produces automobiles and other gasoline-powered vehicles, such as buses, trucks, and motorcycles. The automobile industry is one of the most important industries in the world, affecting not only the economy but also the cultures of the world. It provides jobs for millions of people, generates billions of dollars in worldwide revenues, and provides the basis for a multitude of related service and support industries. Automobiles revolutionized transportation in the 20th century, changing forever the way people live, travel, and do business.

The automobile has enabled people to travel and transport goods farther and faster, and has opened wider market areas for business and commerce. The auto industry has also reduced the overall cost of transportation by using methods such as *mass production* (making several products at once, rather than one at a time), *mass marketing* (selling products nationally rather than locally), and *globalization of production* (assembling products with parts made worldwide). Between 1886 and 1898, about 300 automobiles were built, but there was no real established industry. A century later, with automakers and auto buyers expanding globally, auto making became the world's largest manufacturing activity, with nearly 58 million new vehicles built each year worldwide.<sup>[1][2]</sup>

As a result of easier and faster transportation, the United States and world economies have become dependent on the mobility that automobiles, trucks, and buses provide. This mobility allowed remote populations to interact with one another, which increased commerce. The transportation of goods to consumers and consumers to goods has become an industry in itself. The automobile has also brought related problems, such as air pollution, congested traffic, and highway fatalities. Nevertheless, the automobile industry continues to be an important source of employment and transportation for millions of people worldwide.

### 1.1 Indian Automobile Industry

Following India's growing openness, the arrival of new and existing models, easy availability of finance at relatively low rate of interest and price discounts offered by the dealers and manufacturers all have stirred the demand for vehicles and a strong growth of the Indian automobile industry. The data obtained from ministry of commerce and industry, shows high growth obtained since 2001- 02 in automobile production continuing in the first three quarters of the 2004-05. Annual growth was 16.0 per cent in April-December, 2004; the growth rate in 2003-

04 was 15.1 per cent the automobile industry grew at a compound annual growth rate (CAGR) of 22 per cent between 1992 and 1997. With investment exceeding Rs. 50,000 crore, the turnover of the automobile industry exceeded Rs. 59,518 crore in 2012-13. Including turnover of the auto-component sector, the automotive industry's turnover, which was above Rs. 84,000 crore in 2014-15, is estimated to have exceeded Rs.1,00,000 crore ( USD 22.74 billion) in 2014-15.

## 2. Objectives and Limitations

### 2.1 Objectives of the Study

This paper is undertaken with the following objectives.

- To assess the existing culture of the organization and to find its impact on employees' behaviour.
- To analyse the overall performance of the employees.
- To learn the employees relationship with their peers.
- To study the employees feel about the management.

### 2.2 Limitations of the Study

- It is difficult to elicit responses from employees who do night shifts.
- The attitude of the worker changes from time to time. Hence the result of the project may be applicable only at present.

## 3. Research Methodology

### 3.1 Research Design

A research design is an arrangement of condition for collection and analysis of the data in a manner that aims to combine relevance to the research purpose with economy in procedure.<sup>[3]</sup>

The study is descriptive in nature i.e., descriptive research. Descriptive research is concerned with describing the characteristics of a particular individual or group. This includes surveys and fact-finding enquiries of different kinds. The main characteristic of this method is that the researcher has no control over the variables; one can only report what has happened or what is happening. Thus, the research design in case of descriptive study is a comparative design throwing light on all the areas and must be prepared keeping the objectives of the study and the resources available. This study involves collection of data from Junior level Executives.<sup>[7]</sup>

### 3.2 Population Size

The universe of the study consists of employees (Junior level Executives) of Hyundai with a total number of 105. Out of the total population data could be collected from 100 persons.

### 3.3 Data Source

This study involves collection of primary data from the employees of Hyundai. This survey method is used<sup>[3]</sup> considering the size of the universe and time factor. Data are collected through structured Questionnaire. Questionnaire has been designed and personally administered.<sup>[4][5]</sup>

### 3.4 Analysis and Interpretation

As the questions generate direct information the data were analyzed using Statistical tools such as,

1. Simple percentage
2. Weighted average

## 4. Data Analysis and Interpretation

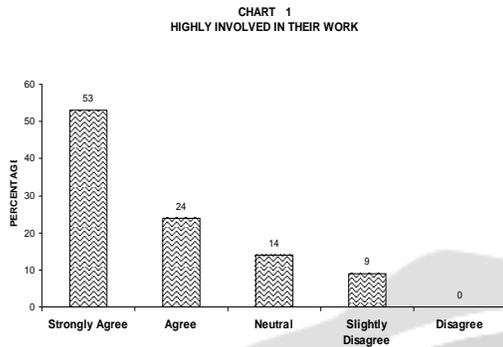
### 4.1 Percentage Analysis of the Data

**TABLE NO. 1**  
**HIGHLY INVOLVED IN THEIR WORK**

| S.No. | Opinion           | No. of Respondents | Percentage   |
|-------|-------------------|--------------------|--------------|
| 1.    | Strongly Agree    | 53                 | 53.0         |
| 2.    | Agree             | 24                 | 24.0         |
| 3.    | Neutral           | 14                 | 14.0         |
| 4.    | Slightly Disagree | 9                  | 9.0          |
| 5.    | Disagree          | 0                  | 0.0          |
|       | <b>Total</b>      | <b>100</b>         | <b>100.0</b> |

**INFERENCE**

From the above table it is clear that 53% of the respondents have strongly agreed that they are highly involved in work, followed by 24% of the respondents who agreed, 14% of the respondents are neutral and 9% of the respondents slightly disagreed.



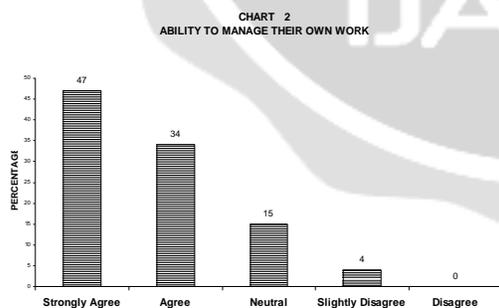
**TABLE NO. 2**

**ABILITY TO MANAGE THEIR OWN WORK**

| S.No. | Opinion           | No. of Respondents | Percentage   |
|-------|-------------------|--------------------|--------------|
| 1.    | Strongly Agree    | 47                 | 47.0         |
| 2.    | Agree             | 34                 | 34.0         |
| 3.    | Neutral           | 15                 | 15.0         |
| 4.    | Slightly Disagree | 4                  | 4.0          |
| 5.    | Disagree          | 0                  | 0.0          |
|       | <b>Total</b>      | <b>100</b>         | <b>100.0</b> |

**INFERENCE**

From the above table it is clear that 47% of the respondents have strongly agreed about managing their own work, followed by 34% of the respondents who agreed, 15% of the respondents are neutral and 4% of the respondents slightly disagreed.



**TABLE NO. 3**

**OTHERS COOPERATE TO GET WORK DONE**

| S.No. | Opinion        | No. of Respondents | Percentage |
|-------|----------------|--------------------|------------|
| 1.    | Strongly Agree | 12                 | 12.0       |
| 2.    | Agree          | 65                 | 65.0       |
| 3.    | Neutral        | 23                 | 23.0       |

|    |                   |            |              |
|----|-------------------|------------|--------------|
| 4. | Slightly Disagree | 0          | 0.0          |
| 5. | Disagree          | 0          | 0.0          |
|    | <b>Total</b>      | <b>100</b> | <b>100.0</b> |

**INFERENCE**

From the above table it is clear that 65% of the respondents are agreeing about cooperation in doing work, 12% of the respondents strongly agree and 23% of the respondents are neutral. This shows that majority of the employees feel that there is interpersonal cooperation.

**TABLE NO. 4**  
**MEMBERS HAVE A GOOD INTERPERSONAL**  
**RELATIONSHIP**

| S.No. | Opinion           | No. of Respondents | Percentage   |
|-------|-------------------|--------------------|--------------|
| 1.    | Strongly Agree    | 22                 | 22.0         |
| 2.    | Agree             | 41                 | 41.0         |
| 3.    | Neutral           | 32                 | 32.0         |
| 4.    | Slightly Disagree | 5                  | 5.0          |
| 5.    | Disagree          | 0                  | 0.0          |
|       | <b>Total</b>      | <b>100</b>         | <b>100.0</b> |

**INFERENCE**

From the above table it is clear that 41% of the respondents agree on that they have good relationship with other members, 22% of the respondents have strongly agreed, 32.7% of the respondents are neutral and 5% of the respondents slightly disagreed.

**TABLE NO. 5**  
**EMPLOYEE CONSULTED ON IMPORTANT MATERS**

| S.No. | Opinion           | No. of Respondents | Percentage   |
|-------|-------------------|--------------------|--------------|
| 1.    | Strongly Agree    | 15                 | 15.0         |
| 2.    | Agree             | 26                 | 26.0         |
| 3.    | Neutral           | 50                 | 50.0         |
| 4.    | Slightly Disagree | 9                  | 9.0          |
| 5.    | Disagree          | 0                  | 0.0          |
|       | <b>Total</b>      | <b>100</b>         | <b>100.0</b> |

**INFERENCE**

From the above table it is clear that 50% of the respondents are neutral about the boss consult the employee on important matters, followed by 15% of the respondents who strongly agreed, 26% of the respondents have agree and 9% of the respondents slightly disagreed.

**TABLE NO. 6**  
**EFFECTIVE UTILIZATION OF SKILLS AND**  
**ABILITIES BY THE COMPANY**

| S.No. | Opinion           | No. of Respondents | Percentage   |
|-------|-------------------|--------------------|--------------|
| 1.    | Strongly Agree    | 9                  | 9.0          |
| 2.    | Agree             | 56                 | 56.0         |
| 3.    | Neutral           | 26                 | 26.0         |
| 4.    | Slightly Disagree | 5                  | 5.0          |
| 5.    | Disagree          | 4                  | 4.0          |
|       | <b>Total</b>      | <b>100</b>         | <b>100.0</b> |

**INFERENCE**

From the above table it is clear that 56% of the respondents agree that their skills and abilities are utilized effectively by the company, 9% of the respondents strongly agree, 26% of the respondents are neutral, 5% of the respondents slightly disagreed and 4% of them disagreed.

**TABLE NO. 7**  
**CAPABILITIES ARE VIEWED AS IMPORTANT**  
**SOURCE OF COMPETITIVE ADVANTAGE**

| S.No. | Opinion           | No. of Respondents | Percentage   |
|-------|-------------------|--------------------|--------------|
| 1.    | Strongly Agree    | 18                 | 18.0         |
| 2.    | Agree             | 39                 | 39.0         |
| 3.    | Neutral           | 27                 | 27.0         |
| 4.    | Slightly Disagree | 6                  | 6.0          |
| 5.    | Disagree          | 10                 | 10.0         |
|       | <b>Total</b>      | <b>100</b>         | <b>100.0</b> |

**INFERENCE**

From the above table it is clear that 39% of the respondents agree that their capabilities are viewed as important source of competitive advantage, 18% of the respondents strongly agree, 27% of the respondents are neutral, 6% of the respondents slightly disagreed and 10% of them disagreed.

**4.2 Weighted Average**

**TABLE NO. 8**  
**OPINION ABOUT THE ORGANIZATIONAL FACTORS WITH**  
**RESPECT TO EMPLOYEES BEHAVIORAL ASPECTS**

| S.No. | Factors  | Weightage Score |
|-------|--|-----------------|
| 1.    | I am highly involved in my work  | 4.21            |
| 2.    | I have the ability to manage my own work                                       | 4.24            |
| 3.    | The people I work with cooperate to get work done                              | 3.89            |
| 4.    | My team members have a good interpersonal relationship with me                 | 3.80            |
| 5.    | My boss consults me on important matters                                       | 3.47            |
| 6.    | My skills and abilities are utilized effectively by the company                | 3.61            |
| 7.    | My capabilities are viewed as an important source of competitive advantage     | 3.49            |
| 8.    | My work related suggestions are valued   | 3.50            |
| 9.    | The organization values diversity  | 3.67            |
| 10.   | There is a clear and consistent set of values                                  | 3.65            |
| 11.   | When disagreements occur, I work hard to achieve "win-win" solutions           | 3.82            |
| 12.   | It is easy for me to reach consensus, even on difficult issues                 | 3.65            |
| 13.   | I feel happy to work with people from other parts of the organization also     | 4.07            |
| 14.   | It is easy for me to coordinate with different departments of the organization | 4.24            |

|     |  |      |
|-----|--|------|
| 15. | I respond well to the organizational changes                               | 4.31 |
| 16. | I continually adopt new and improved ways to do work.                      | 4.06 |
| 17. | The company's current activities reflect a strong focus on clients         | 3.79 |
| 18. | I am given a real opportunity to improve my skills in this organization    | 3.82 |
| 19. | I view failure as an opportunity for learning and improvement              | 3.93 |
| 20. | There is a clear mission that gives meaning and direction to my work       | 3.75 |
| 21. | I am clear with the organizations long-term purpose and direction          | 3.90 |
| 22. | I have clear idea about my company's goal                                  | 4.07 |
| 23. | I continuously track my progress against the stated goals                  | 3.95 |
| 24. | I have a shared vision of what the organization will be like in the future | 4.12 |
| 25. | Organization's vision creates motivation for me                            | 3.94 |

## INFERENCE

From the above table it is clear that most of the respondents gave more weightage for the statement "I respond well to the organizational changes", secondly respondents give more weightage for two statements "I have the ability to manage my own work & It is easy for me to coordinate with different departments of the organization", third weightage for statement "I am highly involved in my work", fourth weightage for the statement "I have a shared vision of what the organization will be like in the future" and the fifth position is for two statements "I feel happy to work with people from other parts of the organization also & I have clear idea about my company's goal".

## 5. Findings and Suggestions

### 5.1 Findings

- ❖ Majority (53%) of the respondents strongly agreed that they are highly involved in their work.
- ❖ Sizable number (47%) of the respondents strongly agreed that they have ability to manage their own work.
- ❖ Majority (65%) of the respondents agreed that the people they work with are cooperating to get work done.
- ❖ Sizable number (41%) of the respondents agreed that they have good relationship with other members.
- ❖ Half (50%) of the respondents are neutral that their boss consult them on important matters.
- ❖ Majority (56%) of the respondents agreed that the company utilizes their skills and abilities effectively.
- ❖ A good number (39%) of the respondents agreed that their capabilities are viewed as an important source of competitive advantage.
- ❖ Most of the respondents gave more weightage for the statement "I respond well to the organizational changes".

### 5.2 Suggestions

- In training programmes practical sessions must receive greater emphasize.
- The management may enhance the frequency of employee's feedback on their performance.
- Now, only the employees who belong to committees can participate in decision-making. The management may encourage all the employees to participate in decision-making process.

### 5.3 Conclusion

The study about 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. They are highly satisfied with the current culture of HMIL.

Because of this favourable culture the employees' show positive behaviours like high involvement, highly commitment to the organization, highly motivated and highly flexible to the organizational changes etc.

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