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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE WITH REFERENCE TO PRIVATE ORGANIZATIONS BANGALORE

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ABSTRACT

As one of the key 'stable factors', culture within an organization is playing a critical role in the organization's everyday operations especially in involvement of This paper explores organizational culture in general, some definitions and implications of organizational culture are reviewed from different perspectives, and its impact on employee engagement. The construct employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and Organizational citizenship behavior.

KEYWORDS

employee engagement, employee commitment, organizational citizenship behaviour, job satisfaction, organizational behaviour.

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INTRODUCTION

Victory stories of thriving business organizations have been scripted on commitments made by engaged employees. Engaged employees significantly express themselves physically, cognitively and candidly amid exhibitions in different parts within the organization. They act as drivers of budgetary and showcase victory. They give stellar exhibitions by attempting to extend themselves and ceaselessly endeavor to outflank by setting unused guidelines of greatness. Owing to this, improving representative engagement has picked up energy in trade organizations across the globe. Organizational culture imply to it may be a framework of shared presumptions, values, and conviction, which oversees how persons bring on in organization. These shared values have a sound effect on the persons within the business and administer how they dress, perform, and achieve their employment. Every human being has certain identity characteristics which offer assistance them stand separated from the group. No two people carry on in a comparative way. Within the same way organizations have certain values, Approaches, rules and guidelines which offer assistance them to make a picture of their claim. Organizational Culture is the least demanding thing to comprehend and at the same time the foremost difficult things to characterize. Typically, since of the air of personable that encompasses organizational culture. The institutionalizing customs consists of the values of the group which allow a grouping of different character. The cultural concept which is the aggregate convictions, values and suspicious basic exchanges with nature and vital wonders as reflected in customs and artifacts. Culture is reflected within the ways embraced to bargain with essential marvels.

ORGANIZATION CULTURE

Organization culture can be characterized as "one shared organization-wide marvels that can be related to other organizational variables to progress employee efficiency and organizational viability". The concept of culture has been derived from anthropology where it is defined in so many ways and therefore includes a variety of factors. At the early stage of organizational culture in the field of organizational behavior, the same situation existed. However, over the period of time, some consensus emerged in the form that organizational culture is a system of shared meaning. O'Reilly has defined "Organizational culture is the set of assumptions, beliefs, values, and norms that are shared by an organization's members." Thus, organizational culture is a set of characteristics that are commonly shared by people in the organization Organization is a systematic arrangement of people to accomplish some specific purpose. Every organization is composed to three elements i.e. people, goal and system. Each organization has a distinct purpose; this purpose is expressed as goals generally. Organization is the process of identifying and grouping 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 objectives. Organizational culture is defined (Denison, 1996) by perceptions shared of organizational activities, this term is same as organizational climate, which has been symbolically conceived as employees' perceptions of observable attitudes and practices. (Wilderom and Van den Berg 2004; Glunk, & Maslow ski, 2001) It is shows in the different ways, in which employees act and behave, perceive and think. It forms that holds the organization together motivates employees to commit with the organization and to achieve.

EMPLOYEE ENGAGEMENT

Employee engagement is the degree to which an employee is cognitively and emotionally attached to his work and organization. It reflects in the level of identification and commitment and Employee has towards the organization and its values. An engaged employee is aware of the business context, and works as a team member to improve performance of the job for the benefits of the organization. Engaged employees are concerned about the future of the organization and are willing to invest discretionary efforts for the organization. Institute of Employee Studies defines engagement as a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement which requires a two way relationship between employer and employee. Institute for Employee Studies Defines "Engagement as a positive attitude held by the employees towards the organization and its values. An engaged employee is aware of business context and works with colleagues to improve to improve performance with in the job for the benefit of the organization. The organization must work to develop and nurture engagement which requires a two way relationship between employer and employees".

Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Further, employee engagement can be a deciding factor in organizational success. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value. Thus, to gain a competitive edge, organizations are turning to HR to set the agenda for employee engagement and commitment.

LITERATURE REVIEW

Bhattacharya, S Neogi, D.G (2006), The study conducted on organizational culture and climate and the discoveries have shown that for any organization, distinctive bunches of workers have diverse recognition towards inspiration and organization climate.

Deshpande & Webster, Goldsmith, Gummesson, Morgan & Hunt, Shelton (2002,1999,) The study revealed on the off chance that one must lead an organizational successfully, understanding the motivational strengths of those with whom its works, particularly individuals or human calculate would be vital to analyze worker supposition on organizational culture and climate.

Ogbor (2001), The organizational culture would gotten to be "an instrument for the universalization of administrative intrigued, the concealment of the clashing interface and the propagation of corporate and societal hegemony" Organization can control the non- level headed behaviors and delete representative personality, substituting it with one wanted by administration by overseeing culture.

Kono & Clegg (1998), the corporate culture bring the appearance of collective staff demeanors and shared values empower them to accept within the organizations values and goals and keep working within the organization.

Hoffman (1997), the company ought to regard the culture of its have country, it comprises that a trade ought to not meddled and alter the culture in arrange to maximize its benefits. Collins and Porras (2000), He identified that organization culture always brings a shared values. The shared values are key characteristics and that the organization values and the organizational culture can be captured in different basic characteristics.

Intrigued in engagement emerged with the move in center in brain research from shortcomings, malfunctioning and harm towards bliss, human qualities and ideal working (Rothmann, 2003; Strumpfer, 2003; Seligman & Csikszentmihalyi; 2000).

Peterson, Nansook and Seligman (2005) respected the consider and advancement of joy as critical objectives of psychology and recommended three courses to joy, to be specific delight, engagement and meaning. Engagement, as a component of joy, involves that people seek after delight by applying their qualities.

(Rothmann & Rothmann, 2010). Employees are an resource to an organization. Utilizing the organization's mental capital has become an critical source of competitive advantage. (Artur, 1994; Becker and Huslid, 2000; Buckingham and Vosburgh; 2001) One way organizations can effectively explore these challenges and capitalize on their mental capital is to cultivate worker engagement. Engaged workers are energized and energetic around the work they do. With energy come excitement, excitement and efficiency. (Kroth and Boverie, 2003) It is exceptionally much an organization's self-intrigued that can construct riches as quick as disappointed one can annihilate it.

(Catlette and Hadden, 2001). A study conducted by Towers Perrin (2003) stated that what drives representative engagement is when a company adjusts its programs and hones inside its system to drive the correct behavior from workers through to clients; it situated itself to realize an suitable return on individuals venture. On the opposite, when an organization builds its individuals programs in a vital and operational vacuum- with no unequivocal or understood links between behavior and investment, it'll lead to drop in return on speculation, productivity and client maintenance. This report reflects on the require for organizations to center on components that impact engagement like competitive pay, taken after by adjust between work and individual life, headway opportunities, competitive benefits, challenging work, justify pay, learning and advancement opportunities, competitive retirement benefits, caliber of co-workers and an boss with great reputation (Beauchesne, 2005)

A survey conducted by Towers Perrin (2003) asserted that what drives employee engagement is when a company aligns its programs and practices within its framework to drive the right behavior from employees through to customers; it positioned itself to realize an appropriate return on people investment. On the contrary, when an organization builds its people programs in a strategic and operational vacuum- with no explicit or implicit links between behavior and investment, it will lead to drop in return on investment, profitability and customer retention. This report reflects on the need for organizations to focus on factors that influence engagement like competitive pay, followed by balance between work and personal life, advancement opportunities, competitive benefits, challenging work, merit pay, learning and development opportunities, competitive retirement benefits, caliber of co-workers and an employer with good reputation (Beauchesne, 2005).

Robertson-Smith and Marwick (2009) toss light on what engagement is and uncovers that it is an imperative however complex challenge, and there remains a extraordinary bargain of scope for examining the different approaches.

Susi & Jawaharrani (2011) inspected a few of the writing on Worker engagement, investigate work-place culture & work-life adjust approaches & hones taken after in businesses in arrange to advance worker engagement in their organization to increase their employees' productivity and retain them. Work-life balance is key driver of employees' satisfaction.

STATEMENT OF THE PROBLEM

Organizational culture impacts the inspiration of individuals at work, group work, competency advancement, inclusion and commitment of workers which in turn influences the organization's capacity to attain its objectives and targets. Subsequently a think about on the behavior of Private Organisations workers on organizational culture would request huge consideration and vital significance.

OBJECTIVES

1. To review the existing culture of the organization and to find its impact on employee behavior.
2. To identify the opinion of the employees towards organizational culture.
3. To find out variables (control and assist) influence organizational culture.
4. To study rapport of employees with their peers.

METHODOLOGY

The study used to Random sampling method. The data is collected from primary and secondary data. The primary data is collected from 100 respondents by applying structured questionnaire and secondary data will be collected through published literature on the topic or relevant to the area of the study and from web pages, internet, and published journals etc. The study factors such as demographics, Individual factors and few outcome factors.

LIMITATIONS OF THE STUDY

1. Time constraint is significant obstacle in the study,
2. Accuracy of the study is purely based on the information given by the employees.

ANALYSIS

COMPANIES SELECTED FOR THE STUDY

TABLE 1

Sl. No	Company name	No. of respondents
1.	Pragathi Automations Pvt. Ltd	50
2.	Ace Designers	50

TABLE 2: GENDER OF RESPONDENTS

Particular	No of respondents	Percentage
Female	20	20%
Male	80	80 %
Total	100	100%

The given table shows that 80% of the respondents are male and 20% of the respondents they belong to the female. It shows male respondents are more than female respondents.

TABLE 3: AGE GROUP OF RESPONDENTS

Particular	No of respondents	Percentage
Below 25 years	28	28%
25-35 years	40	40%
35-45 years	22	22%
Above 45 years	10	10%
Total	100	100%

The table shows most of the respondents are belong to 25 to 35 years of age group than only 10% of the respondents are in the above 45 age group category.

TABLE 4: EDUCATIONAL QUALIFICATION OF RESPONDENTS

Particular	No of respondents	Percentage
Below SSLC	5	5%
SSLC	13	13%
PG	12	12%
Technical/diploma	70	70%

From the above table represents the educational qualification of respondents. Where most of the respondents are belongs to Technical or Diploma. There is less respondents in SSLC background.

TABLE 5: NATURE OF EMPLOYMENT OF RESPONDENTS

Particular	No of respondents	Percentage
Permanent	75	75%
Temporary	25	25%

The above table showing 75% of the employees are appointed on permanent and remaining 20% of employees are appointed on temporary basis

TABLE 6: OPINIONS OF THE EMPLOYEES TOWARDS ORGANIZATIONAL CULTURE

Sl.no	Statements/Opinions	Strongly dis Agree	Somewhat Dis agree	Neither agree nor Disagree	Somewhat agree	Strongly Agree	Total Or %
1.	Is the organization has a current mission plan for everyone to view	35%	28%	18%	16%	3%	100
2.	Business type Relationships Prevail	5%	13%	6%	39%	37%	100
3.	Organization values individual Opinions	40%	12%	15%	14%	19%	100
4.	Good Relationships at Work Spot Appreciated	16%	18%	10%	25%	31%	100
5.	Concerns for Learning Development	11%	5%	12%	35%	37%	100
6.	Existence of Informal & Friendly communication	25%	18%	8%	24%	25%	100
7.	Existence of Informal Groups around Experts	5%	12%	11%	34%	38%	100
8.	Reward & Recognition for Success	25%	28%	14%	15%	18%	100
9.	Acknowledgement of Diversity	11%	6%	9%	39%	35%	100
10.	Hierarchical Type of Organization	5%	9%	11%	38%	37%	100
11.	Emphasize on Expertise rather than Ideals	25%	28%	14%	15%	18%	100
12.	Trust and friendly relations are highly valued	16%	18%	10%	25%	31%	100
13.	Internal Promotions	11%	12%	6%	39%	32%	100
14.	Do you satisfied with the prevailing organizational culture.	12%	18%	10%	28%	32%	100
15.	Do you believe and trust what the management state	28%	22%	15%	20%	15%	100

Source: Primary data

FINDINGS

- 35 persons strongly disagreed for the hypothesis that the organization has a current mission plan for each individual employee. 28 persons somewhat disagreed and whereas only 3% of the respondents strongly agree.
- 5 persons strongly disagreed that the employees felt Business Type of Relationships in the organization and another 13 respondents perceive that and somewhat disagree with the fact and whereas 39% of the respondents says they are somewhat felt with business type relationship
- 40 % of the respondents strongly disagreed that the company, valued the individual opinions and added to this segment another 12% of the respondents seconded the opinion and said they are somewhat disagreeing with that.
- 16 % of the respondents strongly disagreed that there existed Good Relationships at the Work Spot, which was appreciated by the company, further another 18 % of the respondents say they are somewhat disagree for this fact. Whereas 31% of the respondents says they strongly agree with the fact that the company appreciate the work spot relationship.
- 35% of the respondents somewhat agree with that there existed a learning and development and whereas only 5% of the respondents somewhat disagree with the fact of learning and development existed. Overall 37% of the respondents strongly agree with the fact.
- 25% of the respondents strongly disagreed that there existed informal and friendly communication among employees at Private Organisations and whereas only 8% of the respondents were neutral and never commented on the fact.
- 5 % of the respondents strongly disagreed that there existed informal groups around expert at Private Organisations 38 % of the respondents strongly agreed to the fact that have informal groups and experts
- 28% of the respondents are somewhat disagree with the fact there existed a practice of Reward and recognitions and whereas only 14% of the respondents are neither agree nor disagree with this fact and never commented on this.
- From the above Table it is shows that 39% of the respondents somewhat agreed that the company acknowledged diversity of culture and tradition among its employees and whereas only 6% of the respondents somewhat disagreed with the fact that the company acknowledged diversity of culture and tradition
- From the above Table it is shows that 38% of the respondents somewhat agreed with the fact that the company is hierarchical type of organization and whereas only 5% of the respondents strongly disagreed with the fact.
- From the above Table it can be analysed that 28% of the respondents they somewhat disagreed with the fact that Private Organisations is emphasizing on expertise among its employees and whereas only 14% of the respondents were neutral and never commented on the fact

12. From the above Table it can be analysed that 31% of the respondents they strongly agreed with the fact that Trust and friendly relations were highly valued at Private Organisations and whereas only 10% of the respondents were neutral and never commented on the fact
13. From the above Table it can be analysed that 39% of the respondents they somewhat agreed with the fact and whereas only 6% of the respondents were neutral and never commented on the fact
14. From the given Table it was found that most of the respondents strongly agreed with the fact that the prevailing culture satisfies them and whereas only 12% of the respondents strongly disagree with that they are not satisfied with the prevailing culture.
15. From the given Table it was found that most of the respondents strongly disagreed that they believe and trust with management and whereas only 15% of the respondents never commented as well as they strongly agree with the fact

TABLE 7: RAPPORT OF EMPLOYEES WITH THEIR PEERS AND IMPACT OF ORGANIZATION CULTURE

Sl. No	Statements/Opinion	Yes	No	Total (%)
1.	Is Top management develops the culture.	86%	14%	100
2.	The peers working in the organization receive both positive as well as negative feedback from their supervisor	78%	22%	100
3.	Do you encouraged to participate in the groups or teams in the organization	64%	36%	100
4.	The organization is well supportive to bring change	53%	47%	100
5.	Do you agree with the company goals	83%	17%	100
6.	Does the present organizational culture impact on your behavior.	83%	17%	100
7.	Here the people communicate with one another to solve problem	64%	36%	100

Source: primary data

FINDINGS

1. From the above table showing top management develops the culture says 86% of the respondents say yes there they agree with the fact and rest of the others say no they do not agree with the fact.
2. The given table shows that that 78% of the respondents says yes the top management develops the culture and whereas 22% of respondents says no the company do not develop the culture.
3. From the given table it says that 64% of the respondents says yes they are encouraged to participate in teams or groups and whereas 36% of the respondents says no they are not encouraged to participate in the teams or groups in the organization
4. The given table says that 53% of the employees say yes the organization is well supportive to bring changes and whereas 47% of the respondents says no the organization do not support to bring changes.
5. 83% of the respondents says they agree with the company goals and whereas 17% of the respondents says no they do not agree with the company goals.
6. From the given table it was found that 83% of the employees say yes it impact on their behavior and rest of the other says no it does not impact on their behavior.
7. From the above table it was found that most of the respondents they communicate with each other to solve problems and whereas only 36% of the respondents says no they do not communicate with each other to solve problems.

SUMMARY OF FINDINGS

1. Business Type of Relationships prevailed in the organization.
2. Individual Opinions of employees are not valued.
3. Good Relationships at the Work Spot is appreciated.
4. Concerns exist regarding Learning Development.
5. Most of the respondents they agree that the top management develops the culture.
6. Informal and friendly communication among employees exists.
7. Informal groups around Experts prevail.
8. There are no practice of Reward and Recognitions for Success among its employees.
9. Diversity of culture and tradition among its employees are acknowledged.
10. Hierarchical type of organization presents.
11. Emphasis is on expertise rather than on ideals.
12. Most of the respondents believe that they receive positive as well as negative response from their supervisor.
13. Most of the respondents said they are encouraged to participate in the groups or teams.
14. The respondents agree with that the organization is well supportive to change.
15. Most of the respondents are satisfied with the prevailing organizational culture.
16. Most of the respondents agreed with the trust and friendly relations are highly valued here.
17. Most of them believed that the organization would promote within before looking for employees externally.
18. The respondents agree with the company goals.
19. Most of the respondents showed them disagree with believe and trust of management.
20. The present organizational culture impact on their behavior.
21. Most of the respondents agreed that they communicate with one another to solve problems.

SUGGESTIONS

- ✓ The individual opinions of employees are not valued here therefore the company should create an open communication towards the employees and get the feedback and any ideas from the employees.
- ✓ It was found that there was no practice of reward and recognitions, thus there is a need that the company should practice the reward and recognition system for the success. The company can recognize the best employees of the year and best performer and reward them by giving gift vouchers and holiday bonus.
- ✓ The management should concentrate more on the trust factor where the employees can able to believe and trust with management. The management can spend a time with the employees and listen their problems, being loyal & committed to the promise.
- ✓ The company should try to adopt a changes in culture as per the situation so that it should not impact badly on employee's behavior.

CONCLUSION

The organizational culture of Private Organisations has achievement as dominant motive which is functional and dependency as a back-up motive. People culture is prevalent in Private Organisations.

In the light of the findings and suggestions, Private Organisations has to address issues and challenges and make changes in internal environment to cope up with the external environment. This can be done only by means of identifying critical internal factors which will help in making necessary changes in pursuing enhanced effectiveness of its plans and programs.

In my study during these 10 weeks of project on A study on organizational culture and its impact on employee behavior” I had a good experience in my study and learned the culture adopted by the organization and how it impacts on employees behavior. The employees are satisfied with the prevailing organizational culture and here the employees are communicating with each other friendly to solve the problems.

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