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A STUDY ON THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE WORK BEHAVIOR IN NESTLE, CHENNAI, INDIA

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ABSTRACT

This research work tries to examine the influence of organisational culture on employee work behaviour and in this study try to ascertain the influence that organisational culture has on employee work behaviour, and to formulate recommendations regarding organisational culture and employee work behaviour. The objectives of studies were questioned (1) Does organisational culture have any influence on employee work behaviour? (2) In what way does organisational culture affect employee work behaviour? (3) Does organisational culture affects organisational productivity? (4) Will a change in organisational culture affects employee work behaviour? The study uses survey research method. Our respondents were selected by using stratified and simple random sampling techniques. Primary data were collected through questionnaire. The findings of the study are revealed that a large number of respondents 84.0% of the respondents agree that organisational culture influence employee work behaviour and 72.0% of the respondents agree that organisational culture is a determinant of productivity level of the organisation. The 84.0% of the respondents agree that a change in culture will cause a change in employee work behaviour. In addition, the result of the findings shows that organisational culture i.e. norms, artifacts, values, traditions, assumptions and belief influences employee work behaviour.

KEYWORDS

Employees, Employee Behaviour, Organizational Culture, Organizational Productivity.

INTRODUCTION

An organization is a collectivity with a relatively identifiable boundary, a normative order (rules), ranks of authority (hierarchy), communications system, and membership coordinating systems (procedures); this collectivity exists, on a relatively continuous basis in an environment, and engages in activities that are usually related to set of goals; the activities have outcomes formal organizational members, the organization itself, and for the society (Hall, 1999). The essence of organisations revolves around the development of shared meanings, beliefs, values and assumptions that guide and are reinforced by organisational behaviour. Employees are important asset to the organisation.

They serve as human capital to the organisation. Organisations make use of their employees' skills, knowledge and abilities in carrying out and fulfilling their objectives. Culture is the environment that surrounds employees at work all of the time. Culture is a powerful element that shapes employees work enjoyment, work relationships, and work processes. However, culture is something that one cannot actually see, except through its physical manifestations in work place. The culture of the organisation should be developed to support continuous improvement, improve employees' style of performing their job and thus develop quality awareness. Organisational culture has influenced employee work behaviours as a result of the acceptable behaviours and attitudes to various jobs in the organisation.

Organisational culture is a major determinant of an employee's efficiency and effectiveness in carrying out their jobs. That is, organisational culture is one of the major key determinants of how employees perform or behaves in his job. Academic interest in organisational culture is evidenced by the level of attention it has received over the last few decades. The relationship between organisational culture and employee work behaviour has been the subject of abundant research in several fields. While this topic is rich in studies, many researchers concur on the fact that there is no agreement on the precise nature of the relationship between organisational culture and employee work behaviour.

LITERATURE REVIEW

Conceptual Framework of Organizational Culture the subject of organizational behavior has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organisational behaviour, management science, social sciences and organizational communication. The study of organizational culture has been widely accepted and explained by different scholars but there is no one definition of organisational culture that is generally accepted (Ojo, 2008). Organizational culture permeates organisational life in such a way as to influence every aspect of the organization (Hallett, 2003). Organisational culture also has effect on the productivity level of the organisation in the sense that it influences employee's behaviour to work and it is the input of the employees to the organisation that determines the organisational productivity level. It has been suggested that organizational culture affects such outcomes as productivity, performance, commitment, self confidence, and ethical behaviour (Buchanan and Huczynski, 2004; Shani and Lau, 2005; and Ojo, 2009). Organisational culture is one of the core determinants of every organization's success as it influences employee work behaviour. Organisational culture is one of the metaphors used for organisational analysis (Morgan, 1997). In this metaphor, the essence of organisation revolves around the development of shared meanings, beliefs, norms, values and assumptions that guide and are reinforced by organisational behaviour. Organisational values are important because they have effects on important individual and organisational outcomes. Organisational values are expected to produce higher levels of productivity (Jehn, 1994; Hall, 1999), job satisfaction (Jehn 1994), and commitment (Pettinger, 2000).

Organisational values are also important because the fit between organisational and individual values affects important individual and organisational outcomes. Values-fit has been shown to affect application decisions (Cable and Judge, 1996; Cable and Judge, 1997; Scott, 2000a), job satisfaction (Bretz and Judge, 1994), and job tenure (Bretz and Judge, 1994; Ritchie, 2000).

Organisational culture has been seen as the pattern or way a given group has invented, discovered or developed in carrying out a particular task or solving a particular problem or useful and effective in learning. This pattern must have worked well enough for the group to be considered valid and therefore must be taught to new members or entrants as the correct way to perceive, think and feel in relation to those problems. Organisation culture is a set of values that help organisational members know that which is acceptable and that which is unacceptable within the organisation (Ojo, 2010).

DIMENSION OF ORGANISATIONAL CULTURE

Jones, Chine and Ryan (2006) in some compare active works published said that seven dimensions could be used to compare culture across organisations. • Innovation and risk taking – willing to experiment, take risks, encourage innovation • Attention to detail – paying attention to being precise vs. saying its “good enough for chopped salad” • Outcome orientation – oriented to results vs. oriented to process • People orientation – degree of value and respect for people. Are people considered unique talents, or is an engineer an engineer an engineer. • Individual vs. Team orientation – are individuals most highly noted, or are collective efforts • Aggressiveness – taking action, dealing with conflict Stability – openness to change Deal and Kennedy (1999) also identified four key dimensions of culture:

1. Values – the beliefs that lie at the heart of the corporate culture. 2. Heroes– the people who embody values. 3. Rites and rituals – routines of interaction that have strong symbolic qualities. 4. The culture network – the informal communication system or hidden hierarchy of power in the organization.

TYPES OF ORGANISATIONAL CULTURE

Handy (1993) identify four main types of culture to be found in organizations, which are summarised in Figure 1 below.

FOUR TYPES OF CULTURE IN ORGANISATIONS

Type	Meta phor	Characteristics
Power Culture	A web	Control/power emanate from the centre; very political and entrepreneurial; resource power and Personal power predominate. This culture serves the figure head and the leader.
Role Culture	A Greek temple	Classical structure; bureaucratic nature; roles more important than the people who fill them; position power predominates, and expert power tolerated. This culture serves the structure.
Task Culture	A net	The focus is on completing the job; individuals' expertise and contribution are highly valued; expert power predominates, but both personal and position power are important; the unifying force of the group is manifested in high level of collaboration.
Person culture	A Cluster or galaxy	A loose collection of individuals – usually professionals – sharing common facilities but pursuing own goals separately; power is not really an issue, since members are experts in their own right. This type of culture serves the individual.

Source: Handy, 1993: Understanding Organizations.4thEdition, Penguin Business

Handy (1993) suggests that the culture within an organisation affects the way that it operates and its members behave. One type of culture is not necessarily better than another; although one type of culture might be more appropriate than others in particular circumstances. For example, a role culture could be appropriate when the organisation exists in a fairly stable environment. A role culture could have difficulty in adapting to change. In contrast, power culture or task culture are probably more effective in conditions of change.

Management in an organisation might take the view that to be successful; the organization must be innovative, and continually look for new markets, new and better products and improved processes. Innovation is often associated with the task culture. It can therefore be tempting for management to try to change the culture of their organisation, so that it's become more task-oriented. Cascio (2006) also outlined four types of organisational culture and termed them as 'Organizational Ideologies'. These are: i. Power-oriented – competitive, responsive to personality rather than expertise ii. People-oriented – consensual, rejecting management control iii. Task-oriented – with a focus on competency, dynamic iv. Role-oriented – with a focus on legality, legitimacy and bureaucracy

CONCEPT OF BEHAVIOUR

Behaviour is something psychologists have been trying to define for ages. Several theories have come up and each has been right in a way. But we still don't have an exact definition for human behaviour. We probably never will have one, because human beings change and each individual is different from one another. It might be possible to have a few generalizations but the truth is that each one of us does things differently. The operant conditioning model is one such model used to explain human behaviour.

Conditioning is a “systematic procedure through which associations and responses to specific stimuli are learned” (Hollinshead, Nicholls and Tailby, 2003). Operant conditioning is defined as “a type of learning in which the desirable or undesirable consequences of behaviour determine whether the behaviour is repeated” (Sorensen, 2002). It is also known as instrumental conditioning. The probability of an event occurring depends on its consequences. Much of the research on the operant model was done by B. F. Skinner and E.L. Thorndike.

But the basic principle that governs operant conditioning is known as the law of effect. The law states that behaviours followed by desirable outcomes are more likely to recur than behaviours with unpleasant outcomes and vice versa. Rewards and punishments do affect our behaviour. Shaping is an operant conditioning procedure in which “closer and closer approximations of the desired behaviours are reinforced, as a way of eventually producing the desired behaviour” (Osland, Kold and Rubin 2001; McShane and vonGlinow, 2008).

METHODOLOGY

The survey research design was used in this study. Survey research design was chosen because the sampled elements and the variables that are being studied are simply being observed as they are without making any attempt to control or manipulate them. The theoretical population of the study consists of the entire workers of Nestle Chennai, India. For effective coverage and lower cost, stratified sampling technique was used to select the participating respondents.

The workers were stratified into junior, intermediate, and senior cadres. Thereafter, a total of 55 employees were selected using simple random sampling method. However, only 50 out of 55 respondents returned filled questionnaire and were used for final analysis in this study. It is the believe of the researcher that the sampled elements for the study have significant understanding of the concepts and terminologies used in the study and contained in the questionnaire they completed. This premise was based on the educational background of the respondents in which only 8% of them have General Certificate of Education “Ordinary Level” while the remaining 92% of the respondents possessed higher educational qualification. Primary data collected through the administration of questionnaire were used for this study. The questionnaire was titled “Organisational Culture and Employee Work Behaviour Questionnaire” One important way of ensuring that we have used the right instrument and have taken correct measurement is that our outcome must be in consonance with two major criteria for measuring quality known as validity and reliability (Ojo, 2003).

To ensure the validity and reliability of the questionnaire used for the study, even number of experts were consulted to look at the questionnaire items in relation to its ability to achieve the stated objectives of the research, level of coverage, comprehensibility, logicity and suitability for prospective respondents. Data collected from the questionnaire were analysed, summarised, and interpreted accordingly with the aid of descriptive statistical techniques such as total score and simple percentage. Chi-square was used to measure the discrepancies existing between the observed and expected frequency and to proof the level of significance in testing stated hypotheses.

ANALYSIS AND DISCUSSIONS

In this section we shall be concerned with two things; hypotheses testing and discussion of results. There are various statistical tools that can be use for testing of hypotheses but this research work will be limited to the use of chi-square (χ^2) statistical tool.

HYPOTHESIS 1

H0

Organisational culture has no significant influence on employee work behaviour

H1

Organisational culture has a significant influence on employee work behaviour

TABLE 11: ORGANISATIONAL CULTURE INFLUENCES EMPLOYEE WORK BEHAVIOUR

Particular	Observed(O)	Expected (E)	Residual (O-E)	(O-E) ² 2
Strongly Disagree	2	10.0	-8	64.0
Disagree	2	10.0	-8	64.0
Undecided	4	10.0	-6	36.0
Agree	27	10.0	17.0	289.0
Strongly Agree	15	10.0	5.0	25.0
Total	50			

Source: Primary Data

TEST STATISTICS

Particular	organizational culture influences employee work behaviour
Chi-Square (a)	47.800
Df	4
Sig.	.000

0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.

Decision rule: Reject H₀, where $\chi^2_{\text{calculated}}$ is greater than $\chi^2_{\text{tabulated}}$, otherwise, accept H₁

$$\text{Calculated } (\chi^2) = \frac{\sum (O - E)^2}{E}$$

$$\frac{478}{10} = 47.8$$

Degree of freedom "d.o.f" = n - 1

Where n = number of rows

Therefore, d.o.f = 5 - 1 = 4

Tabulated (χ^2) = At 0.05% level of significance, the tabulated value of χ^2 for 4 degrees of freedom is 9.488

Decision: Since the calculated χ^2 is greater than the tabulated χ^2 , we reject the null hypotheses (H₀) and accept the alternative hypotheses (H₁).

This indicates that organisational culture has a significant influence on employee work behaviour.

HYPOTHESIS 2

H₀

Organisational culture has no significant influence on organisational productivity

H₁

Organisational culture has a significant influence on organisational productivity

TABLE 12: ORGANISATIONAL CULTURE IS A MAJOR DETERMINANT OF ORGANISATIONAL PRODUCTIVITY

Particular	Observed(O)	Expected (E)	Residual (O-E)	(O-E) ² 2
Undecided	9	16.7	-7.7	59.29
Agree	24	16.7	7.3	53.29
Strongly Agree	17	16.7	0.3	0.09
Total	50			

Source: Primary Data

TEST STATISTICS

Particular	organisational culture is a major determinant of organisational productivity
Chi-Square (a)	6.760
Df	2
Sig.	.034

0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 16.7.

Decision rule: Reject H₀, where $\chi^2_{\text{calculated}}$ is greater than $\chi^2_{\text{tabulated}}$, otherwise, accept H₁.

Calculated (χ^2) = $\frac{\sum (O - E)^2}{E}$

$$\frac{112.67}{16.7} = 6.76$$

$$\frac{112.67}{16.7} = 6.76$$

Degree of freedom "d.o.f" = n - 1

Where n = number of rows

Therefore, d.o.f = 3 - 1 = 2

Tabulated (χ^2) = At 0.05% level of significance, the tabulated value of χ^2 for 2 degrees of freedom is 5.991

Decision: Since the calculated χ^2 is greater than the tabulated χ^2 , we reject the null hypotheses (H₀) and accept the alternative hypotheses (H₁).

This indicates that organisational culture is a major determinant of organisational productivity.

HYPOTHESIS 3

H₀

A change in organisational culture will not cause a change in employee work behaviour

H₁

A change in organisational culture will cause a change in employee work behaviour

TABLE 13: CHANGE IN ORGANISATIONAL CULTURE WILL CAUSE A CHANGE IN EMPLOYEE WORK BEHAVIOUR

Particular	Observed(O)	Expected (E)	Residual (O-E)	(O-E) ²
Disagree	3	12.5	-9.5	90.25
Undecided	5	12.5	-7.5	56.25
Agree	24	12.5	11.5	132.25
Strongly Agree	18	12.5	5.5	30.25
Total	50			

Source: Primary Data

TEST STATISTICS

Particular	change in organizational culture will cause a change in employee work behaviour
Chi-Square (a)	24.720
Df	3
Sig.	.000

Decision rule: Reject H_0 , where $x^2_{\text{calculated}}$ is greater than $x^2_{\text{tabulated}}$, otherwise, accept

$$H_1. \text{ Calculated } (x^2) = \frac{\sum(O - E)^2}{E}$$

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$$12.5 = 24.72$$

Degree of freedom "d.o.f" = $n - 1$

Where n = number of rows

Therefore, d.o.f = $4 - 1 = 3$

Tabulated (x^2) = At 0.05% level of significance, the tabulated value of x^2 for 3 degrees of freedom is 7.815

Decision: Since the calculated x^2 is greater than the tabulated x^2 , we reject the null hypotheses (H_0) and accept the alternative hypotheses (H_1).

This implies that a change in organisational culture will cause a change in employee work behaviour. Based on analysed data, the findings in this study include the following:

(i) A large number of respondents 84.0% of the respondents agree that organisational culture influence employee work behaviour. (ii) 72.0% of the respondents agree that organisational culture is a determinant of productivity level of the organisation. (iii) 84.0% of the respondents agree that a change in culture will cause a change in employee work behaviour. (iv) 54.0% of the respondents agree that organisational norm is a major determinant of organisational culture. (v) Majority of the respondents (56.0%) agree that organizational artifact is a major factor of organisational culture. (vi) Organisational values influence employee work performance as 50.0% of the respondents agree to this. (vii) Adequate motivational factors improve employee work behaviour. 46.0% of the respondents agree to this. From the hypotheses tested, we are able to discover the following:

(i) In testing the first hypothesis, the calculated x^2 is greater than the tabulated x^2 , we therefore reject the null hypotheses (H_0) and accept the alternative hypotheses (H_1). This indicates that organisational culture has a significant influence on employee work behaviour. (ii) When the second hypothesis was tested, the calculated x^2 is greater than the tabulated x^2 , we therefore reject the null hypotheses (H_0) and accept the alternative hypotheses (H_1). This indicates that organisational culture is a major determinant of organisational productivity. (iii) Finally, when the third hypothesis was tested it was also discovered that the calculated x^2 is greater than the tabulated x^2 , we reject the null hypotheses (H_0) and accept the alternative hypotheses (H_1). This implies that a change in organisational culture will cause a change in employee work behaviour.

CONCLUSION

In this study, the researcher tried to look at the analysis of the influence of organisational culture on employee work behaviour with evidence drawn from Nestle, Chennai, India. Questionnaires were administered to respondents who are employees at Nestle, Chennai India. To find out their opinions and views about organisational culture and its influence on employee work behaviour. The main focus of this study is to make recommendations that will help managements to create, maintain, sustain and otherwise modify culture in a way that it will help improve employee work behaviour. The conclusions we can deduce from the study among other things are that: (i) organisational culture influence employee work behaviour in the organisation. (ii) Organisational culture is a determinant of the productivity level of the organisation in the sense that it influences employee's behaviour to work and it is the input of the employees to the organization that determines its productivity level. (iii) a change in organisational culture will lead to a change in employee work behaviour in the sense that it is not what has been identified with the organisation from time past. Therefore, organisations should make the changes in their culture easy for their employees to learn and adapt to. (iv) Organisational culture has a significant influence on employee work behaviour.

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