Impact of Organization Culure on Employee Behaviour –Overview

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ABSTRACT

Organizations are among the key units of the society. During their establishment and development, a specific kind of organizational culture eventually appears. The purpose of organizational culture is to improve solidarity and cohesion, and to stimulate employees' enthusiasm and creativity to improve the organization's economic efficiency. In addition, organizational culture greatly influences employee behavior. Organization culture help develop professionalism among its employees. Value system is the corner stone of the organization culture. It promotes standardization in various systems and sub-systems, which reduce role conflict to a great extent. Once the culture is developed, it virtually becomes a people's organization from a functional point of view that promotes risk-taking among managerial cadre and generates novel ideas. The aim of this study is to find out how organizational culture affects employee behavior. It is important to understand that in order to improve the organization's business management and let the organizational culture have the right impact on employees. The results of the study indicate that organizational culture mainly impacts on motivation, promotes individual learning, affects communication, and improves organizational values, group decision making and solving conflicts.

Keywords: Organizational culture, organizational behaviour, employee behaviour,Solidarity, Communication

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I. OBJECTIVES OF THE STUDY

1. To absorb dynamic knowledge about the organization Culture.
2. To study how the culture affecting employee & Organization Performance.
3. To make Recommendations for Future Researches.
4. To learn the employee relationship with their peers.

II. INTRODUCTION

The concept of organization culture was introduced to the field of management and organization study in the late 1970's and it began to attract significant scholarly attention in the early mid 1980's . Researcher suggested that organization culture could significantly affect organization outcome , reasoning that culture could be used as a resource to affect employee action distinguish firm form one another and create competitive advantage with for those with culture .

Organizational culture is now a prevalent topic among managers, among consultants and among academics. As a mean of distinguishes the members of one group from others, enterprise culture gives identities to organizations, groups and individuals.

There is no single definition for the concept of the organizational culture. Instead, there are several. For instance, "the process of thinking helps in establishing one member from another on the basis of cognitive thinking" "the success guidance based upon different values and norm that makes culture effective" "the set of beliefs, behavior, norms and values helps in making culture most effective.

Organization culture defines the way employees complete tasks and interact with each other in an organization .The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company.Corporate culture binds the workforce together and provide a direction for the company . In times of

change, the biggest challenge for any organisation may be to change its culture, as the employees are already accustomed to a certain way of doing things.

Organizational culture encompasses values and behaviours that "contribute to the unique social and psychological environment of an organization".According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs, and habits.

Types Of Organization Culture
Organizational culture is not a superficial concept, but a dynamic aspect all organizations. Since all organizations have cultures, it is only logical that some organizational culturing to stand lofty than others. Organizational culture can take one of two forms.

Strong Organization Culture
According to madu, a strong organisation culture refers to the set of values and belifes that are strongly adhered to and shared widely within the organisation. But such a culture requires the organisational to do more culture specific investments, and such a culture unlikely to change. This implies that in this form of culture, organisational should take serious actions to in still and spread its norms and values to its employees.

Weak Organisational Culture
A weak organisational: a weak organisational culture refers to values and beliefs not strongly and widely shared within the organisation. This implies that individual members of the organisation rely more on personal principles, norms and values. Organisation with a weak organisational culture engages little in culture specific investments, and such culture is more volatile.

III. EMPLOYEE BEHAVIOR

Definition

The term **employee behaviour** refers to the way in which employees respond to specific circumstances or situations in the workplace. While many elements determine an individual's behavior in the workplace, employees are shaped by their culture and by the organization's culture.

IV. RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE BEHAVIOR

Culture is socially learned and transmitted by members; it provides the rules for behavior within organizations the definition of organizational culture is of the belief that can guide staff in knowing what to do and what not to do, including practices, values, and assumptions about their work. Subordinates will be led by these values and the behavior of leaders, such that the behavior of both parties should become increasingly in line. When strong unified behavior, values and beliefs have been developed, a strong organizational culture emerges.

V. CONCEPTUAL FRAMEWORK

This conceptual framework is logically developed, designed according to the primary objective of the study to identify the relationship b/w Organisation culture and employee behaviour or performance apparel sector, Organisation Culture is selected as independent variable and employee performance as dependent variable
Independent variable and dependent Variable are used by the researcher in order to develop conceptual framework
Independent variable   Dependent variable

Organisation Culture
➤ Innovation
➤ Leadership
➤ Decision Making
➤ Communication

Employee Performance
➤ Organization Culture
➤ Attendance
➤ Flexibility
➤ Stress

The Double S Cube Framework on Organization Culture According to the authors – Boniface C.NWUGWO "the character of a corporation can be illuminated by identifying its sociability and solidarity" A good understanding of these two concepts enables one to build a better character for an organization and alter them when necessary.
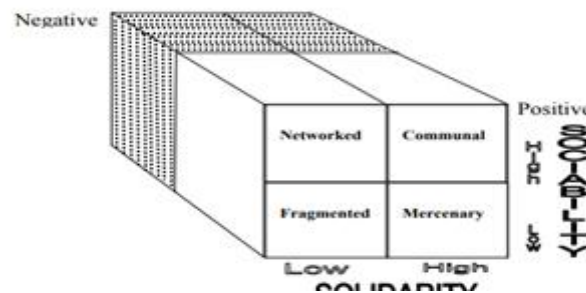
Source: By Boniface C.NWUGWO. **Figure: The Double S Cube**

Figure – The Double S Cube The vertical axis of the Double S Cube is the sociability dimension and the horizontal axis is solidarity, both ranging from low to high. The non-shaded, front areas of the cube are the positive forms of culture, while the shaded, rear sections of the cube are the negative forms of culture.

Those organizations characterized by low solidarity and high sociability possess what called Positive Negative Networked Communal Fragmented Mercenary Impact of organizational culture 12 'networked' cultures. The opposite of networked culture is the 'mercenary', which is characterized by high solidarity and low sociability. An organization is low on both forms of relationships that is low solidarity and low sociability, yields a 'fragmented' culture. Finally, when an organization is high on both solidarity and sociability, a 'communal' culture is created.

The most superficial level is symbols. Symbols include words, pictures, architecture, service models, or other objects that carry a particular meaning that is recognized as such only by those who share the culture. The reason why symbols are the most superficial level of the onion model is that symbols are the material carriers of the culture; they can easily be replaced by another system.

Heroes are persons who carry characteristics that are highly recognized. Heroes are immortal, and they can serve as models for showing the correct values.

Rituals include social behavior, discourse, and the way language is used. Rituals are collective activities that are used to express kinds of emotions such as respect. Within a culture, rituals are considered socially essential.

The core of culture, according to the below Figure, formed by values. Values mainly refer to fundamental beliefs, values, ethics and spirits of an organization.

Source: International Journal of Economics, Commerce and Management
Figure: The "Onion": Manifestations of culture at different levels of depth

VI. IMPACT OF ORGANIZATION CULURE ON EMPLOYEE BEHAVIOUR

They say reality is a matter of perception, and it's especially true when it comes to an Organization's culture. Organization culture can be described as an organization's brand or personality; it's what you believe in and stand for, and what makes your Organization unique. Organization culture has everything to do with how employees, prospective employees, customers and the public perceive your organization.

➢ Organization culture is powerful: it can impact sales, profits, recruiting efforts and employee morale, whether positively or negatively. A great Organization culture attracts people who want to work or do business with an Organization. It can inspire employees to be more productive and positive at work, while reducing turnover. It can even act as your best recruiter, attracting qualified candidates who want to work for your Organization. It's easy to see how important Organization culture can be.

Let's look at three aspects of Organization culture's impact on employees:

1. Impact on employee performance
How does Organization culture impact individual performance? To provide the biggest competitive advantage, an organization's culture must be strong, widely communicated and reinforced. Everyone must share its values and beliefs.

2. Impact on employee happiness
As the economy continues to recover from the recession, the job market is showing steady improvement. That means businesses could start to see more turnover, as employees seek greener pastures.

3. Impact on employee engagement
By now, we've made it clear that a strong Organization culture has quite an impact on an organization, as well as employee performance and satisfaction. Now let's explore the many ways that Organization culture can impact employee engagement:

- **Communication**: In companies with good communication practices, employees know their opinions and ideas are welcomed. When employees feel heard, they don't carry the resentment that can lead to absenteeism, negative morale and termination. A communicative Organization culture also leads to greater participation, creativity and innovation.
- **Safety**: Organizations that value employees emphasize safety. A culture of safety becomes ingrained, and employees are more mindful and engaged when performing their duties.
- **Collaboration:** Rather than an "us vs. them" approach, collaborative companies promote autonomy, decision-making and teamwork. Employees are given opportunities to contribute, placed in roles in which they can succeed, and offered opportunities to build meaningful relationships with managers and co-workers.
- **Growth:** Cultures that foster employee development and growth give workers end its something to work toward and look forward to. Such cultures prevent boredom and job stagnation, while keeping things exciting and interesting.

VII. IMPLICATIONS

- ❖ The management may enhance the frequency of employee's feedback on their performance
- ❖ Origination should carry out regular appraisals to deter main the performance of its employees.
- ❖ Management has to play a pram lint role in impliences in organisation culture. That is allined to its strategy and structher.
- ❖ Management should work on ethics practices of the organisation like credibility and integrity which promote a high performance culture.
- ❖ Origination should invest its efforts in training and development of it employee to improve their human capability at all levels.
- ❖ Man agentshould extend its involvement in decision -making

CONCLUSION

In today's highly competitive business environment, everything from sales to recruiting becomes more challenging. One way to make it all easier is by being a Organization that people want to do business with and work for. Smart organizations know that a strong, positive Organization culture is one of their most important assets.Culture within an organization is very important, playing a large role in whether or not the organization is a happy and healthy place to work . Through communicating and promoting the organizational vision to subordinates, and in getting their acknowledgement of the vision, it is possible to influence their work Employee behavior and attitudes.

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