

Influence Of Organizational Culture On Employee Behavior

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ABSTRACT : *The relationship between an organization's success and its culture has been extensively researched. Scholars from both developed and developing countries have investigated the connections between various organizations. While there is agreement that the two have a good relationship, scholars have differed on the extent of that relationship. While researchers agree that a strong organizational culture improves employee efficiency, the extent to which it does so is a point of contention. The author of this paper uses a literature review to investigate the effect of organizational culture on employees' actions, attitudes, and efficiency. This paper begins by debating the various meanings of "culture" and what organizational culture entails. We then use evidence and literature from around the world to explore the effect of organizational culture on employee performance. Organizational culture has been found to affect employee actions and loyalty to the company and their efficiency, both directly and indirectly. However, it is yet to be determined which feature of corporate culture has the greatest effect and yields the greatest return on investment.*

KEYWORDS: *organizational culture, employee performance, employee behavior*

1. INTRODUCTION

An awareness of culture has led to the fact that is examining organizations at local, regional, and national levels are often needed. It is very relevant to people's beliefs and values. A preponderance of scientific research and investigation suggests a tremendous impact on human behavior, especially on the behavior of individuals, groups, companies, and industries. Due to the complexity of society, much time-consuming, broad learning for complicated, organizational advancement has occurred. More specifically, developmental necessities in many diverse surroundings and varying circumstances brought an increased sense of urgency in the challenges associated with the transition.

Culture includes different traditions, beliefs, values, and principles that a community of people in a specific context or situation has come to recognize as instructions. Therefore, in specific academic libraries, the scholar can conceptualize culture as a "pattern of shared beliefs and values that provides a sense of purpose and guidance for the organization members." Here, in both negative and positive ways, it has led to the assertion that culture affects the thoughts and feelings of people and even people's accomplishments in the context of groups and companies (Shani & Lau, 2005). During the latter half of the Twentieth century, corporations began to emphasize new traits in doing work for organizations previously thought of as informal (non-functional). This eventually became known as "doing things differently" in companies, thus bringing about the first major shift in organizational culture in a decade later (or half-century), which became called "doing things differently in corporations" in 1975 (or decades later)" (Baker, 2004). To meet developments and meet

problems in the community, organizations seek to foster the existence and development opportunities of multiple primary values while maintaining the initial objectives of multiple focus and orientations. Organizing to some priority also needs to be placed on certain cultural values while working under constant coercion, being confused, and facing competition. For these reasons, it is crucial to set prominence on organizational culture (Cameron & Kim, 2004).

Concept Of Culture And Organizational Culture

Despite all the difficulties with theory development, the key ideas behind organizational culture and success are included here. Moreover, all of the scholars we are aware of have their views on these theories are checked as the ones that say we cannot touch.

CULTURE

The Oxford English Dictionary defines "culture" as "the customs and beliefs, art, way of life and social organization of a particular country or group."

To be more specific, research on the factors affecting an organization culture has provided key information on specific behaviors, attitudes, principles, languages, and languages, to assist in explaining what it to the general population is to whom these people are in high places, as well as why such factors exist. In British literature, the word, the culture

is referred to as "that whole which includes all of one's knowledge, arts, beliefs, and habits learned within a society."

To be built on, academic definitions of culture have evolved many structures and practices that include this, which means the structure on which academics and others may depend to sustain this trend. However, our understanding of culture has only been built on our perspectives. As is written in the literature, the following are some of the meanings of these terms.

As described by (former) organizational theorist Henning (1997), culture is the collective programming of the mind, distinguishing between people of difference in their traits and classifications. To put it another way, to expand upon it, the theory enables one to decide which cultural subgroups would be given what duties for whom and whom. Schein (1985) claims that culture is a pattern of beliefs that the group has invented, found, or formed to cope with group-specific adaptation or assimilation. The feeling of being complete and feeling true enough to believe they are to interpret is right. Expanding on this only serves to reinforce the fact that as an example, this analogy illustrates the role of culture in shaping the habits of employees who are already part of a firm, making it apparent that a growing organization uses expanding. However, he disagrees with the point that Davis (1984) claims that culture refers to "to the defined set of beliefs and values that a group possesses and provides them with rules of conduct within the structure." These are the fundamental beliefs about an organization that lay the foundation for most people's principles and practices on a day-to-day or regular basis in a business.

It can be assumed that the word "community" cannot be described singly because of the constant debate about what it is trying to depict. If the greater challenge for managers were to be to accurately identify the most appropriate culture for their companies, then to handle it

efficiently and persistently would be to ensure that the cultures they have had selected persist (Baker, 2004).

As illustrated in Figure 1 illustrates, according to him, beliefs, traditions, heroes, and symbols, and customs were classified as central to the world view. Thus he went on to say, it encompasses four of the key components.

From figure 1, the preferences of operators and managers can be seen to be the bedrock on which the community rests, so it is a belief that something unpleasant is going on at a company based on poor business

law and ethical standards. The routines include anything which needs to be accomplished during organizational activities. They represent everything from company meetings to logistical programs to executive functions regarding how every element is connected. The heroes are praised because of their uniqueness and skill sets, and accomplishments, such as being top-notch in connections and having effective leadership.

A word or concept is given its particular symbolism. A consequence of its meaning is different from that of others, or something has a reputation for meaning by a way it is used to express that difference. To help to further confirm Hofstede's (1984) idea that a cultural network (the current elements linked together) was used to show the intricate connection between the various cultural elements (each of which serves to clarify and validate a different element in a facet of culture).

By the way, things are laid out in Figure 2, and the cultural network is composed of seven components in comparison to the one-line layout of the previous one-dimensional layout in Figure 1. The middle of it is a widely recognized paradigm, comprising various elements (e.g., power structures, control systems, rituals, organizational structures, and symbols) or beliefs (around which a management's general values or tenets can fluctuate, easily), and various auxiliary power structures and value constructions that are described as a natural or deviant to the life stages in the company as prescribed by management.

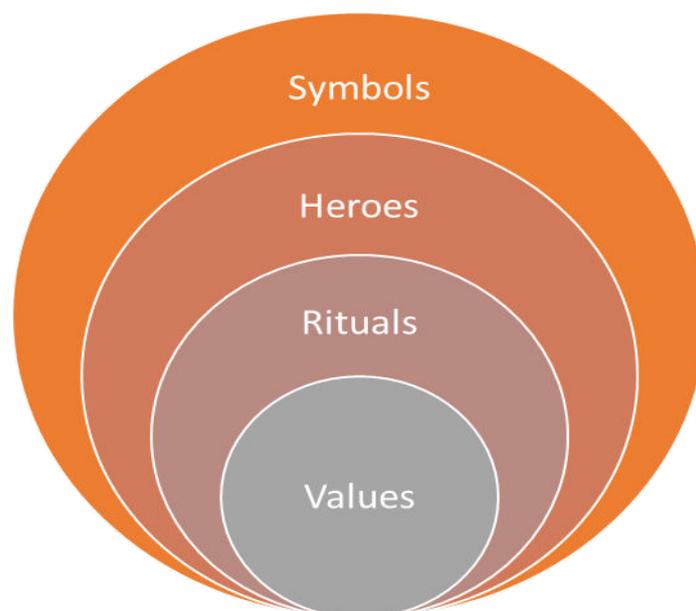


Figure 1 Elements of Culture

Gucluclu (2003) continued by adding the following elements, which refer to social norms (norms of group involvement, service activity commemoration, custom followed, and word that affirm organization values, and an entity) and cultural myths (personal belief systems through which workers and organizations connect, both socially important ideas and communicating routines), and he goes on to say that ceremonies, which are observed events that help accept and perpetuate a group's values, are commonplace; folklore, which is acquired over time and person-to-to-person communication, is a frequent staple in perpetuating social norms; and terminology, which is spoken and oral, sustain and strengthen group or organization standards, are ordinary and easy.

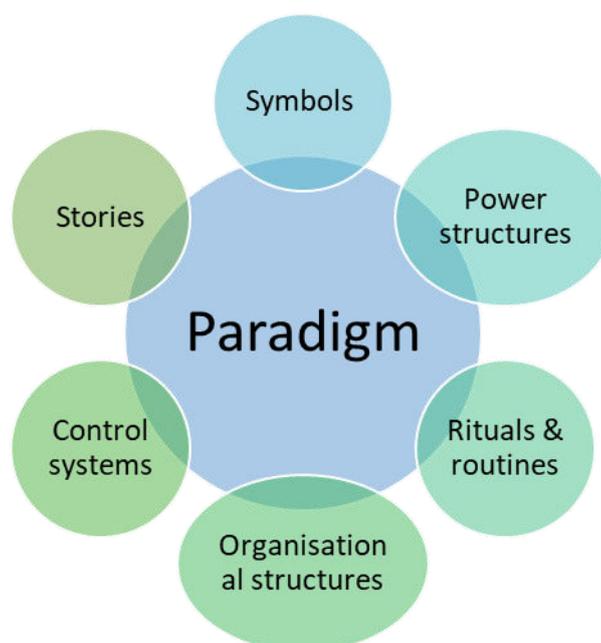


Figure 2 Culture network (Johnson et al. (13))

HOFSTEDE'S CULTURE THEORY

The effects of these different cultural values on corporations' questionnaires on the way they conduct business were studied by Hofstede (1997). 72 different countries with a total of 116,000 participants, to identify these values in a worldwide pool of workers with the help of the purpose of analyzing the information. This analysis could be justified by organizing cultural values into four key dimensions, the first of which he referred to as power distance, the latter two as individualism/collectivism, the third as masculinity, and the former and uncertainty avoidance.

- Power disparity or quality is appropriate depending on the hierarchical structure of the organization fascination has to do with the degree to which roles are distinguished by gender and favor the masculine values of commitment and physical appearance, whereas femininity is associated with delicate, personal, and interdependent values
- It compares being used to being auto normative, focused, and its different contexts as contrasted with levels of individualism or collectivism in which people are seen as relative to the way roles they want autonomy, where-

- How far organizations have implemented security measures like regulations, policies, rules, and technology, and how low they have reduced risk-tolerant the corporate events is at these measures are the level of their underage.
- It is believed in long-term cultural systems that growth can be exhibited by meeting the financial, environmental, and social challenges in stable conditions alongside an increasing propensity for change, adaptability, and understanding of money management. However, the high value of money maintains tightness and a strong focus on getting results, while short-of-focused systems have low value and long-system results. In contrast, adaptability goes to environment-resolves change develops higher results aptitude displayer for money management and recognition money strategies though lower the desire to prioritize banking concerns.
- It all depends on how much we want to allow ourselves to be driven by our base desires or steer away from them. The amount of indulgence versus self-control comes down to being happy. When simple human instincts are permitted to flourish translates to indulgence is allowed through strict social restrictions.

Nevertheless, Hofstede (2003) opposed this; accordingly, Earley (2006) concluded that behaviors and mindsets could not be objectively studied, particularly on a global scale. The dimensions describe the impact that local values can have on management's decisions, as well as policies that incorporate them.

Concept Of Organizational Culture

The meaning and/not just culture itself is not enough to improve the comprehension of the organization; thus, the assessment of the organizational culture is both a means of predicting patterns and gauging the effectiveness of organizations. Culture is also discussed from several different perspectives, one of which is organizational context, which is another, which application it has, and which it is often defined as. Of these issues, and on which it comes into play. The key result is "the interweaving" or "interesting" an individual into a group; moreover, "collective programming" means the beliefs, values, and practices of people in general. While a group is considered important for being seen as having a collective perspective, this message focuses on garnering their support because they share concerns. Other organizational members and community members have the same set of values, assumptions, and organizational culture is referred to as "similar patterns of beliefs, shared assumptions, and individual programing" (this book has a new study which is referring to the latter)." This sort of approach should allow people from any background to apply for inclusion in the same universal principles of action, ultimately resulting in alike many. However, according to de Hilal et al. (2009), however, communal way of life seems to be a feature of country values rather than national culture. Pre-defined techniques are particularly helpful for determining if a practice's values will remain constant because these may be flexible; even if values may be predetermined, they are probably flexible.

Some researchers (such as Schein, 1985) see culture as an ingrained way of getting things done that gets confirmed over time and gets passed on as an ideal model that is both true and applicable to new circumstances. Therefore, they look at the patterns that groups learn as valid and applicable models to future scenarios, which could be taught to members to guide them in perceiving and feeling. In other words, having good organizational culture is a means for managing participant growth, thus ensuring that things keep moving smoothly in a long-term sustainable manner.

Expectations, exposure of its work and experiences as well as philosophies and values: also known as Jahmurata (2015) describes the organization's culture as being inclusive of expectations and to other members, to consist of leadership (over time) creates perceptions that influence and to an even greater extent what is done in the company; thus this is based on (is even) on the company's future leaders. In their own opinion, as well as ours, according to their beliefs, activities, rituals, traditions, and stories, Yesil & Kaya (2013) felt that an organization's culture is an amalgamation of ideas, rites, rituals, and stories that each was forming an organization's distinctiveness. Since no two organizations can see the same concerns simultaneously, these features serve to make issues more important to all.

However, when considering various factors, the number of beliefs, perceptions, norms, and values described by Cerovic et al. (2011), serves as the definition of organizational culture. These illustrations substantiate the premise that employees possess the right to maintain their opinions on the quality of their establishments. While organizers often talk about organizational culture as being based on symbols, rites, and rituals, socially established elements, and long-oriented, historically learned components, or gentle to operate on, and not that cannot be changed easily, in Abu-Jarad et al. (2010) argues that one cannot appreciate the significance of cultural diffusion without understanding the wholeness of culture. This is to underscore the idea that organizational culture is relatively unchanging.

Organizational culture appears to be one of great importance in management and administration theories and systems. Based on the views mentioned above, it can be said that, then, that, one can state that there is yet to be a common agreement on the concept of organizational culture.

ORGANIZATIONAL CULTURE PROFILE

O'Reilly's theory focused on organizational culture for characteristics such as the degree of an organization's power and purity of its ideals to ascertain how cultures could be measured. With the use of seven unique aspects of culture factors, specific factors, it is possible to outline organizations for future comparisons: being innovative and task-oriented, respecting others, having a collaborative spirit, paying attention to specifics, being persistent, having good character, having a sense of purpose, being honest, being careful, being flexible, and being eager. The findings here support the idea that organizational culture can affect how well the organization does its business. As for the importance of an employee concerning the company's overall financial situation, organizational, and business goals, the individual's mind should stay on the job or have a predictable rate of turnover, therefore Via various techniques, such as the OCP, one may determine the degree of the employee's dedication to the company's mission.

Modaff et al. (2011) opined on the various aspects of culture: expressed many opinions about the nature of organizational contact when referring to various aspects of culture.

- i) The interpretationist position asserts that culture centered on a network of common organizational meanings is central to global society.
- ii) Instead of using texts to interpret culture, the critical interpreters view culture as a parallel set of interlocking networks of power struggles that define and shape it.
- iii) Conservatism is a school of thought that takes the context of culture into account by using elements such as ceremonies, symbols, stories, and anecdotes.

Impact of Organizational Culture on Employee Performance

Based on the achievement of a goal by Ogbo et al. (2014), success in a corporate setting refers to the depth to which goals have been or are being achieved. To understand an organization's performance, look at its current organizational culture is essential, but examining its potential capacity for long-term growth will also tell us whether it is developing on the right track.

Deal & Kennedy (1982) argued that a company's organization should play a large role in the growth of its personnel as far back-office functions and be closely tied to its core culture as far back as 1982 to improve their productivity. On the other hand, as management adapts organizations to a variety of practices and monitoring and technological tools, interpersonal, leadership, teamwork, direction, and productivity changes in routines are influential on the way individuals perceive and define their cultures, certain tools, and resources (Strategic and Tools are among these) are applied, they also have an impact on the way the tools, resources, methodologies, processes, and practices organizations follow.

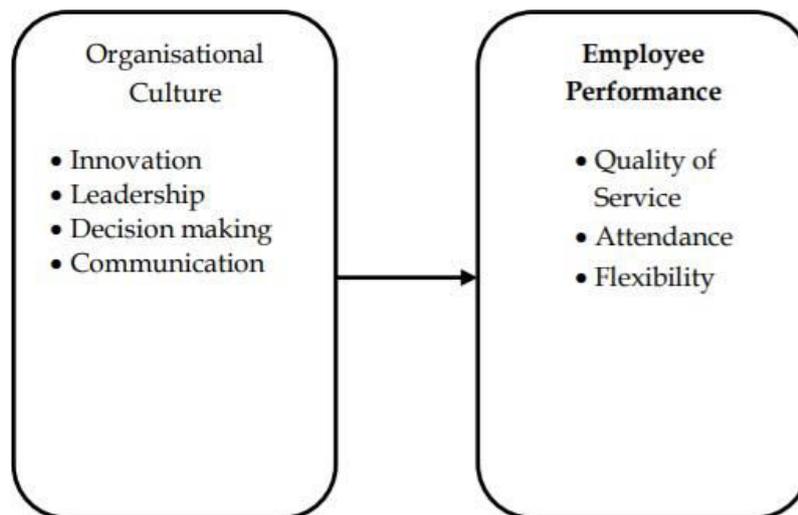


Figure 3: Impact of organizational culture on employee performance

Organizational culture can be used to assist the organization's overall efficiency and rivals in their competitive advantage. A supply asset that promises to boost the levels of employee efficiency, group problem solving, and satisfaction, and the ability to address issues as a whole is outlined by Sempé et al. (2002).

Schein (1985) believes that the organizational culture has prominent positions because of increased globalization, as well as partnerships, as well as consolidations, and divestitures, as well as multinational ventures and ventures, so the ability to lead product motivation, creativity, cross- and transnational goals, cross-based management, and global group dynamics, and various workforce characteristics that allow such as workforce and job complexity, which, consequently, opens up opportunities for diverse products and different cultures."

Baker et al. (2004) have stressed the importance of a workforce where employees' intellectual assets are maximized while fostering organizational and personal development. The company's organizational culture (as defined by Ojo in 2008) consists of three things: first, it is a norm of behavior that establishes the roles people's expectations and responsibilities, and second, it provides people with a feeling of identity and zeal for the company's objectives.

Nevertheless, having a company or establishment culture ensures that employees can find a means of identification and approach (and be attracted to) their managers for more support; therefore, a workplace evaluation relies on how the culture of the employees have on the issue of job preservation (Yildiz, 2014). According to Yesil & Kaya (2013), adhocracy positively relates to firm innovation capacity, whereas other organizational values do not. According to previous research conducted by Moser and Martins, being to the present day's teaching practices will not be aligned with the original ideal instructional theories by Terblanche et al. (2003). These reasoning and empirical research lines find evidence of a strong correlation between culture and innovation capabilities; this idea clashed with these claims and empirical studies. This investigation has two significant shortcomings: it had a limited number of participants, and its accuracy was lower than anticipated.

Sokro (2012) studied the perception of employees to the impact of organizational culture on employee performance. Table 1 presents the perception of surveyed employees by Sokro (2012) to whether or not motivation influences employee performance. It is found that more employees agree that motivation does influence employee performance.

Table 1: Does motivation influence employee performance?

| Employee perception | %Employees |
|----------------------------|-------------------|
| Disagree | 4% |
| Partially Agree | 18% |
| Agree | 38% |
| Completely Agree | 40% |

Secondly, Sokro (2012) further investigated respondents' perceptions of the impact of organizational culture. The results are presented below in Table 2.

Table 2: Employees' perception of whether or not organizational culture affects performance

| Perception | %Employees |
|---------------------------------|-------------------|
| Only motivation | 2% |
| Only performance | 16% |
| Both motivation and performance | 78% |
| Does not affect employees | 4% |

According to this concept, innovation theory, it is critical to identify the organization's environment to discover the most influential factor in the various pressures on the creative companies. Expanding on the show a clear correlation between employees' personal satisfaction, morale, serviceability, and productivity as a similar study by Ojo (2008) on the context of Nigerian insurance corporations, he highlights an association between organizational culture and good work environments for increased effectiveness, raising levels of personal involvement, reward, appreciation, and supportive interaction.

Yildiz proved in his theory that the physical constructs such as office design, dress, corporate headquarters, attitude, as well as a customer service work symbol, like service slogans, were not the only things that affected the customer's experience of employees; he also focused on employees' values, myths, norms, rituals, customs, heroes, stories, and symbols, and more so on how those images and concepts come to bear on the communication of colleagues. For this reason, creators, workers, and managers play a critical role in creating company culture. As a result, each firm will have its own unique culture. As is unnecessary and perplexing as applying longitudinal or cross-sectional analysis to the measurement for performance evaluations are in contemporary organizations, he believes that both have to be considered when dealing with the widely disputed idea of performance, particularly regarding the number of quantitative concepts.

As well as continuing to study the idea of organizational culture's effects on company success, in the future, there will be questions about the theories and methods of organizational knowledge and creativity on organizations' effectiveness. They found that in their research on information transfer under Chinese societal, technological, and linguistic attitudes and organizational culture, that and culture helps organizations perform better than one with both the other cultures. This study concludes that if an organization can imbibe the atmosphere of adhocracy, efficiency will improve, and value will be added to the mix. Researchers concur that because countries do not have similar cultures, future studies should focus on replicating this research in other countries with the respective characteristics of their respective cultures and then evaluating the relationship between the four knowledge conversion efforts (assimilation, externalization, socialization, internalization, and combination.)

Ghorhini (2013) looked at organizational culture, team-collaboration dynamics, and organizational growth and found that both of these could impact employee commitments. A new study finds published a year ago by Zheng et al. found, who found that in their survey of 301 organizations, all of which consisted of interviews with executives and researchers from various academic institutions, a clear connection between organizational culture, structure, and organizational effectiveness. In other words, it has shown that reviewing the organization's organizational culture directly is insufficient; hence the need for external factors needs to be investigated in parallel with organizational effectiveness has been revealed. To complete this research, the use of a single informant must be avoided. There is no denying that emphasis on knowledge management techniques, such as using accessible knowledge tools and the promotion of knowledge management ideas, will reduce contextual resources to the foreground.

Shonubi et al. (2016) there is a strong relationship between organizational culture and organizational, economic performance, based on the study of the impact of organizational culture on organizational economic performance using empirical studies since the long-term

financial performance was highest for organizations with an adaptive culture, with the strength and fit perspective being partially upheld. To get ahead of the competition, their adversaries, businesses are encouraged to practice teamwork and coordination between the top management teams, which are efficient and effective at each stage of the organization, presenting an expansive and imaginative vision and a clear strategic strategy for getting ahead.

2. CONCLUSION

Because of the ongoing controversy about what the word "culture" means, it's safe to say that it can't be described in a single word. One of the most difficult tasks for managers is deciding which culture is best for their company and how to manage it efficiently and effectively. We should look at the company's organizational environment and see the most important thing when it comes to innovation. Despite this, fostering an awareness of knowledge management strategies such as making methods readily accessible and bringing attention to ideas for knowledge management, including ideas for knowledge management, organizations will benefit from knowledge management practices. Only in an environment where dedication is sufficiently rewarded or where constructive work habits are widespread can a successful corporate culture thrive. In other words, an effective culture will only thrive in an atmosphere where good work habits are rewarded and where efforts are sufficient to compensate for defective infrastructure. To make the business more competitive, corporate executives must inculcate a culture of knowledge transfer, conversion, innovation, creativity, efficiency, and productivity in all employees.

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