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Organizational Culture - A Study with Special Reference to Standard Team Trading, L.L.C Ltd. Dubai, (UAE)

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ABSTRACT

Organizational culture is an important factor in the organization to achieve the success and increase its productivity. Culture is supportive factor that brings employee and the management closer. There are many factors that influence organizational culture with demographic factors. The researchers have identified some variables and were grouped into one factor viz., Individual factors. Researchers have studied the relationship between the demographic factors and individual variables with the collected sample size of 124. The researchers have applied the statistical tools such as chi-square test, ANOVA and Regression analysis.

Keywords: Organizational culture, Social factor & climatic conditions.

1. INTRODUCTION

Organizational culture is a system of shared assumptions, values, and beliefs, which govern, however folks behave in organizations. These shared values have a strong influence on the folks within the organization and dictate however they dress, act, and perform their jobs. Every organization develops and maintains a distinctive culture, which provides tips and boundaries for the behavior of the members of the organization. Every company has its own distinctive nature, just like folks do. The unique nature of an organization is mentioned as its culture. In groups of folks who work along, organizational culture is an invisible, however powerful force that influences the behavior of the members of that cluster.

2. STUDY VARIABLES

1. Demographic Variable
 - Age
 - Gender
 - Employment level
 - Level of education
 - Years of experience
2. Individual Variable
 - Climatic factors
 - Physical factors
 - Social factors
 - Welfare factors
3. Outcome
 - Employee satisfaction & Retention

3. CONCEPTUAL FRAME WORK

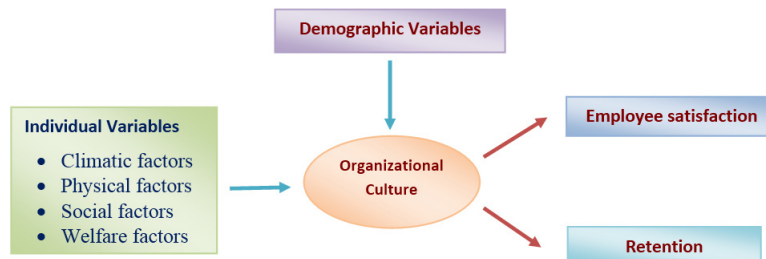


Figure 1: Conceptual Framework of Organizational Culture

4. STATEMENT OF THE PROBLEM

The organizational culture has great effect on the variety of organizations process, employees and its performance. So that when employees are committed and having the same norms and value as per organizations have, could increase the performance to achieving the whole organizational goals was studied by Shahzad, Luqman, Khan, & Shabbir (2012). Aluko (2003) evaluated whether there is significant positive relationship between organizational culture and employee's performance, and found that an organization and its employees were not performing and working together very well because of weak culture. The organization's weak culture may cause lack of involvement, consistency, adaptability, and mission. Based on this view, the researchers have undertaken this study to understand the organisational culture, its factors and to find out the effects of organizational culture on employee retention and satisfaction.

5. OBJECTIVES OF THE RESEARCH

- To study the relationship between demographic variables of the respondents and organizational culture

- To study the association between demographic variables of the respondents and organizational culture
- To understand the effects of individual factors on organizational culture
- To study the relationship between organizational culture and employee satisfaction and retention as outcome variables
- To understand the effect of Organizational culture on employee satisfaction and retention as outcome variable

6. LIMITATIONS OF THE RESEARCH

This study is restricted to private sector employees. Researchers have chosen 124 samples from selected private company. The results may vary according to the perceptions and opinions of the respondents.

7. RESEARCH METHODOLOGY

This research is analytical in nature. The primary data were collected through the structured questionnaire with the sample size of 124 by adopting simple random sampling. The statistical tools such as chi-square test, ANOVA & Regression analysis were used to study the objectives. The Cronbach's alpha - data reliability value is 0.78 (78%) which is advisable for the data analysis. The study variable chosen were in three dimensions viz., demographic variables, Individual variables and discretionary effect & Retention were obtained as outcome variables.

8. HYPOTHESIS STATEMENTS

1. There is no relationship between the demographic factors and organizational culture.
2. There is no association between the demographic factors and organizational culture.
3. There is no significant effect of individual factors on organizational culture.
4. There is no relationship between organizational culture and outcome variables.

9. LITERATURE REVIEW

Savo Stupar (2014), the purpose of the study was to determine the correlation between personal value and organizational culture. The analysis is based on Schwartz value theory. The types of organizational culture identified was based on the competing values framework.

Seçil bal taştan (2012), examined the relationship between the organizational culture and the behaviour of the employees. It also predicted the employees intention to leave and its impact of organizational culture in their performance of nursing role.

Nico martins (2007), investigated organizational culture based on employee's experience and satisfaction level. the researcher predicted if potential explanations for these factors can be derived from measures of the perceived emotional competency and dominant personality type of senior management as aspects of their predominant leadership style.

Alharbi mohammad awadh (2013), determined the relation between the performance of the employee and organizational culture. Researcher also found that there exists a strong and positive relationship between organizational culture and performance. By using the balance scorecard method the performance management system was measured and the culture was determined by nature and ability of the system.

M.Deepa, S.Gowtham (2016), found the effect of organizational culture on the productive behaviour of the employee. They also determined that the organizational culture supports the achievement of organization's goal and influences the satisfaction level of the employee. The different dimensions that impact the performance and the satisfaction level of employee have been studied.

Ms. Tanushree (2014), analysed the effectiveness of the organizational culture based on the perception of employee. The researcher found the positive impact of organizational culture on employees. The study resulted that the process of continuous learning, competitiveness and excellence created a positive and strong organizational culture.

Gitali Choudhury (2011), focused on the importance of creating healthy culture within an organization. The study interpreted the dynamics of organizational climate and its impact on employee. The researcher has discussed the Rao's Octopace culture in the study. The results have revealed that the organizational atmosphere has the influence of stress level, comfort of the employee and the moral practices in the organization.

Rakesh Kumar, Agrawal, Archana Tyagi (2010), studied the relationship between the demographic variables and organizational culture. The studied also proved culture of the organisation differs according to the industrial sector. They have related employee qualification with the organizational culture. the studied also revealed that gender does not influence organizational culture.

Kavita Singh (2010), related the organizational learning and culture. The researchers have studied the influence of organizational learning on culture. The study concluded that organizational culture strongly influences the development of organizational learning. The sense of direction and creative thinking of the employees enhances the organizational learning. Ismael Younis Abu-Jarad(2010), focused on defining and measuring the organizational culture. It also determines the performance based on the organizational culture. It also conceptualize and define the organizational culture.

Dimitrios Belias (2014), studied the relation between the level of job satisfaction of employees and organizational culture. The researcher measured and analyzed organizational culture with its employees demographic and individual characteristics lead to increased job satisfaction. The employee perception on working environment, colleagues, organizational goals and strategies influence the job satisfaction.

Werner (2007), studied the functions of organizational culture. The researcher identified that the corporate culture differs from one organization to other. The organizational culture creates greater commitment to organizational goals, objectives and social systems security with emotional stability. The study also reveals the effect of rewarding employees and guiding employees regarding attitudes on organizational culture.

Nandita Chatterjee (2009), identified the factors affecting the employee retention based on organizational culture. It also studied the perception of employees on organizational culture to improve the retention. The

research also explored the satisfaction of employees due to culture. The study adopted various methods to ensure very high employee morale and expectation to reduce attrition rate.

J. Anitha, Farida Begum N (2016), highlights the factors like organizational culture and employee commitment to predict ways of retaining employee in the organization. The model focuses on achievement of competitive advantage, maximum resource utilization and organizational efficiency influenced by the culture. The researcher defines employee retention as the time period till which the employee sticks to the company.

Muhammad Muddassar Khan¹, Amran Mohamed Rasli (2015) , described that culture is the driving force for good organizational behaviour. The researchers used likert scale to collect data. The samples selected were higher educational institutions and number of samples were 100. They predicted the relationship between conflicts and the employee performance. The other factors that researchers investigated were the effect of empowerment, work practices and moderating roles on organizational culture.

10. RESULTS AND DISCUSSION

Table 1
Demographic profile of the respondents

<i>S.No</i>	<i>Variable</i>	<i>Demographic Factors</i>				
1.	Age (Yrs)	20-25	26-30	31-35	36-40	Above 41
		16	16	10	6	73
	Percentage	12.9	12.9	8.1	7.3	58.9
2.	Gender	Male			Female	
		95			29	
	Percentage	76.6			23.4	
3.	Level of education	Others	SSLC	HSC	Degree	
		8	16	19	81	
	Percentage	6.5	12.9	15.3	65.3	
4.	Employment Position	High		Middle	Low	
		19		97	8	
	Percentage	15.3		78.2	6.5	
5.	Experience Level (Yrs)	0-5	6-10	11-15	16-20	20 & above
		21	26	3	8	66
	Percentage	16.9	21.0	2.4	6.5	53.2
6.	Qualification	UG	PG	Diploma		Others
		58	33	15		18
	Percentage	46.8	26.6	12.1		14.5

Source: Primary Data

The Table 1 depicts that 58.9% of respondents were in the age group of 41years & above. The table also shows that majority of respondents were male. 65% of respondents have studied under graduation.

Table 2
Chi-Square Test between Demographic factors and Organizational culture

<i>S.No</i>	<i>Factors</i>	χ^2 <i>Value</i>	<i>Sig.</i>	<i>Decision</i>
1.	Age	10.510	0.231	Reject
2.	Gender	1.493	0.474	Reject
3.	Level of education	12.517	0.051	Reject
4.	Employment level	5.484	0.241	Reject
5.	Years of experience	13.102	0.108	Reject

* = H_0 accepted at 5% significance level

Hypothesis (H_0): There is no association between demographic factors of respondents and the Organizational culture.

From the Table 2, it is concluded that null hypothesis is rejected ($p < 0.05$) and it is stated that there is association between the demographic factors viz., age, gender, Level of education, employment level and the experience of the respondents with the organizational culture.

Table 3
Organizational culture and the Demographic characteristics of the respondents – One way ANOVA

<i>S.No.</i>	<i>Demographic Factors</i>	<i>F</i>	<i>Sig.</i>	<i>Decision</i>
1.	Gender	1.364	0.245	Accept
2.	Age	2.184	0.075	Accept
3.	Level of education	1.443	0.234	Accept
4.	Position	1.504	0.226	Accept
5.	Experience	2.470	0.048	Reject

* H_0 accepted at 5% significance level)

Hypothesis (H_0): “Organizational culture” do not vary with the demographic characteristics of the respondents.

From the Table 3, the researcher found that the Organizational culture do not vary with the demographic factors namely gender, age, position and level education of the respondents at 5% significance level ($p > 0.05$). Further it is also concluded that the factor ‘organizational culture’ do vary with the experience of the respondents.

Table 4
Unstandardized Coefficients of Regression Model – Individual factors and Organizational culture

<i>S.No</i>	<i>Predictors</i>	<i>Unstandardized Coefficients</i>		<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	
	(Constant)	1.906	.331	.000
1.	Welfare factors	.086	.058	0.029*
2.	Physical factors	.098	.052	0.064
3.	Social factors	.168	.055	0.002*
4.	Climatic factors	.091	.055	0.045*

R = 0.712 $R^2 = 0.506$

* = significance at 5% level

* (If the sig. of p is less than 0.05, and it indicates that the concerned factor is significant in the model)

Hypothesis (H₀): There is no significant effect of individual factors on organizational culture.

The Table 4 shows that the predictor variables such as welfare factors, social factors and climatic factors ($p < 0.05$) are statistically significant determinants towards organizational culture, since p value is less than 0.05. The table also shows that the variable viz., physical factors are not significant ($p > 0.05$), since the p value is greater than 0.05. The table also depicted the R and R² values of the model. The R value represents the simple correlation and is 0.712, which shows that there is a high degree of correlation between the individual factors and organizational culture. The R² value indicated that 50.4 % (0.506) of variance in dependent variable “organizational culture”, is explained by the independent variables.

Table 5
Chi-Square Test between Organizational culture and Employee satisfaction & Retention (Outcome factors)

S.No	Factors	χ^2 Value	Sig.	Decision
1.	Employee satisfaction	15.527	0.032	Reject
2.	Retention	14.486	0.016	Reject

* = Ho accepted at 5% significance level

Hypothesis (H₀): There is no significant relationship between the organizational culture and Employee satisfaction and Retention as outcome factors.

The Table 5 shows that significance of the chi-square values are less than 0.05, hence the null hypothesis is rejected and it is found that there is a significant relationship between organizational culture and Employee satisfaction & retention as outcomes.

Table 6
Unstandardized Coefficients of Regression Model – Organizational culture and Employee satisfaction

S.No	Predictors	Unstandardized Coefficients		Sig.
		B	Std. Error	
	(Constant)	3.580	.313	0.000
1.	Employee satisfaction	.056	.048	0.000*

R = 0.787 R² = 0.619

Hypothesis (H₀): There is no significant effect of organizational culture on Employee satisfaction

The Table 6 shows that the R value which represents the simple correlation and is 0.787 which indicated a high degree of correlation between the Employee satisfaction and organizational culture. The R² value indicated that 61.9 % (0.619) of variance in dependent variable “organizational culture” is explained by the independent variable viz., Employee satisfaction.

From the table, it can be inferred that there is ($p < 0.05$) statistical significant effect of organizational culture on Employee satisfaction.

Table 7
Unstandardized Coefficients of Regression Model – Organizational culture and Retention

S.No	Predictors	Unstandardized Coefficients		Sig.
		B	Std. Error	
	(Constant)	1.327	0.216	0.000
1.	Retention	.035	.076	0.000*

R = 0.755 R² = 0.570

Hypothesis (H₀): There is no significant effect of organizational culture on retention.

The Table 7 shows that the R value which represents the simple correlation and is 0.755 which indicated a high degree of correlation between the Retention and organizational culture. The R² value indicated that 57 % (0.570) of variance in dependent variable “organizational culture” is explained by the independent variable viz., Retention.

From the table, it can be inferred that there is ($p < 0.05$) statistical significant effect of organizational culture on retention.

11. RESULTS AND DISCUSSION

The results revealed that 58.9% of respondents were in the age group of 41years & above. The results also show that majority of respondents were male and the. The researcher found that 43 % of respondents were in the middle level of employment position. The majority of the respondents 53.2% have more experience such as 20& above years.

The Chi-square test results revealed that there is association between the demographic factors viz., age, gender, level of education, employment level and the experience of the respondents with the organizational culture. The researcher found that the Organizational culture do not vary with the demographic factors namely gender, age, position and level of educational culture of the respondents.

The regression results revealed that the predictor variables such as welfare factors, social factors and climatic factors are statistically significant determinants towards organizational culture. From the results of Chi-square test the researchers have inferred that there is a significant relationship between organizational culture and Employee satisfaction & retention as outcomes.

12. RECOMMENDATIONS

According to study results, there is positive relationship between the factors viz., individual and group factors with organizational culture. These factors must be given more importance for better performance. As per this research study, more involvement from employees is required to have better productivity in the organization. Today’s world is very competitive; therefore organizations must implement different strategy to create supportive organizational culture. The organization must provide best facilities to their employees and employees must contribute their best to their organization.

13. CONCLUSION

In this combative environment organizational culture is important factor for all organization to improve productivity. The researchers found that the factors such as welfare factors, social factors and climatic factors

positively influence the organizational culture. The organizational culture is the key factor that leads to success of the organization. Thus organizational culture is important for employee retention and loyalty.

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