THE IMPACT OF ORGANIZATION CULTURE ON EMPLOYEE ENGAGEMENT AND BEHAVIOUR – A REVIEW PERSPECTIVE

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INTRODUCTION

The set of values, traditions, beliefs, and behaviours that a society shares is referred to as its culture. The same is defined by (Hofstede et al., 1990), which states The culture of an organization is "a collection of values, beliefs and norms shared by its members and reflected in organizational practices and goals" . This definition is relevant because it speeds up the selection process, which increases the likelihood of finding innovative potential, testing, and risk-taking. Examining the various organizational cultures and the connection between organizational culture and performance are the primary goals of this article.

Ouchi (1981) investigates the favourable correlation between performance and organizational culture. Within an organization, culture is one of the most prevalent subjects. It influences the values and beliefs of people in their workplace. Additionally, this kind of culture enables workers to perform better in order to enhance and accomplish the organization's aims and objectives. Additionally, this culture influences employee performance by directing their behaviour. In order for employees to perform better inside an organization, their behaviour is crucial. The impact of this organizational culture on employee behaviour and performance will be covered in this research study.

Objectives of the Study

1. To investigate how communication channels and patterns relate to organizational culture and how they affect employee engagement and behaviour.

2. To investigate how, within the framework of organizational culture, various leadership philosophies and practices affect worker retention, productivity, and motivation.

3. To investigate the connection between organizational culture elements such psychological safety, work-life balance, and employee behaviour and well-being.

Literature Review

1.Suman Chouddhary and Shadev Singh Shekhawat conducted research on "A Study On Organizational Culture And Its Impact On Employees Behavior" in 2018. Organizational culture encompasses a variety of rules and ideas. Employee performance is definitely impacted by these. Additionally, it has been observed that organizational culture has an impact on profitability and productivity. These factors collectively affect their degree of performance, which raises production. Additionally, it has been observed that employee behavior is influenced by the culture of the organization.

2. M. Sujatha, P. Bharathi, and M. Vedavathi (2018), "The Influence of Organizational Culture on Employee Conduct." One of the main societal units is an organization. Eventually, a particular type of organizational culture emerges during their formation and growth. Enhancing unity and cohesiveness as well as encouraging employees' passion and inventiveness are the goals of organizational culture in order to boost the company's financial performance. Additionally, employee behavior is significantly influenced by organizational culture. The culture of the company fosters professionalism in its workers. It encourages uniformity across different systems and subsystems, which significantly lessens role conflict. From a functional perspective, once the culture is established, it essentially becomes a people's organization that encourages managerial cadre to take risks and produces innovative ideas.

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It is crucial to comprehend this in order to enhance the business management of the organization and allow the organizational culture to influence personnel in the appropriate way.

3. According to the study's findings, organizational culture primarily influences motivation, fosters individual growth, influences communication, and enhances organizational values, collective decision making, and conflict resolution.

4. Ah Mand & Salehipour (2018) According to a recent study titled "Culture and Employee Performance," employee dedication and personality are significantly impacted by culture, but worker performance is not statistically significantly impacted by it (Sahertian, Setiawan, & Sunnaryo).

5. "The Determinant of Organizational Culture and Its Impact on Organization: A Conceptual Framework" is the title of Rita Aryani and Widodo's (2020) comprehensive study. Finding a conceptual framework of organizational culture that may be used to create and grow organizations was the goal of this study. Utilizing data from numerous pertinent books and journals, research methods employ a literature review.

6. Critical analysis was used to examine the data. According to the study's findings, the impact of transformational leadership and organizational communication media on motivation, organizational commitment, job satisfaction, engagement, job involvement, innovation, OCB, productivity, and performance is mediated by the conceptual framework of organizational culture. In order to create and advance highly, scholars, researchers, and practitioners can use this conceptual framework in the future. The study "The Determinant of Organizational Culture and Its Impact on Organization: A Conceptual Framework" was completed by Rita Aryani and Widodo in 2020. Finding a Conceptual framework of organizational culture that may be used to create and grow organizations was the goal of this study. Utilizing data from numerous pertinent books and journals, research methods employ a literature review. Critical analysis was used to examine the data. The study's findings revealed a conceptual framework of organizational culture that mediates the impact of organizational communication and transformational leadership on engagement, job involvement, motivation, organizational commitment, job satisfaction, innovation, OCB, productivity, and performance. In the future, scholars, researchers, and practitioners might use this conceptual framework to try to create and develop highly competitive organizations.

6. Harikumar Palathadka conducted study on the topic of "The Impact of Organizational Culture on Employee Behaviour" in 2020. Numerous studies have examined the connection between an organization's culture and its level of success. The relationships between different organizations have been studied by academics from both developed and developing nations. Although there is consensus that the two have a positive relationship, academics have disagreed about how strong that relationship is. Although scholars concur that a robust corporate culture enhances worker productivity, there is disagreement over how much of an impact this has. This paper's author examines how organizational culture affects workers' behaviour, attitudes, and productivity through a review of the research. The impact of organizational culture on employee performance is then investigated using data and literature from around the globe. It has been discovered that organizational culture has a direct and indirect impact on employee behaviour, loyalty, and productivity. Nevertheless, it is still unclear which aspect of corporate culture has the biggest impact and provides the highest return on investment.

7. Mohammed and Mohsin (2020) demonstrate the organizational culture's efficacy and how it aids in meeting management objectives. Furthermore, in many organizations, organizational culture has an impact on knowledge management and managerial performance (Rashid & Bin Yeop, 2020).

8. Demir and colleagues, 2020, 2021 The question of whether organizational culture has an effect on an organization's performance has been the subject of more than 60 research studies between 1990 and 2007, involving 7600 small business units and corporations (Shahzad et al., 2012).

9. Research on "Organization Culture and Its Impact On Employees Behaviour" was conducted by Dr. N. Bhaskara Rao in 2021. The values and beliefs held by the members of an organization make up its culture. Typically, the values and beliefs of an organization's culture align with its objectives. Employee satisfaction is influenced by organizational culture. According to the investigation, the employees were extremely happy with their management's incentives and rewards, as well as with their interpersonal ties and the coordination and integration of the organization's many departments. To enhance their effectiveness in their particular professions, however, the management must include more hands-on training sessions in the programs. They will improve their understanding in their particular sectors with the aid of such training programs.

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Suggestion

Management can increase the frequency of employee performance feedback by emphasizing the importance of practical sessions in training programs. Only staff members who are members of committees are now able to take part in decision-making. All staff members may be encouraged to take part in the decision-making process by the management. The majority of the organization's personnel need to be included in the training program.

The organization must make an effort to fully utilize each employee's abilities. There is potential for improvement in the way high management gives instructions later on in resolving work-related issues, and the organization has to be less bureaucratic and more adaptable.

To encourage employees, it is necessary to revise salaries and offer more incentives, bonuses, and prizes based on their performance. Since staff motivation affects the organization's overall performance, it is imperative to introduce more employee motivational initiatives. Both an effective leadership style and a charismatic leader are required by the organization.

CONCLUSION

One source of long-term competitive advantage and a necessary component of organizational effectiveness is organizational culture. From the viewpoint of the corporate group, this publication summarized a number of well-known works on the impact of organizational culture on company performance. It was shown that organizational performance is significantly impacted by organizational culture.

Furthermore, empirical data demonstrated that one of the main reasons business groupings fail is a lack of cultural cohesion among participating companies. Thus, it may be concluded that improving culture would lead to improved performance.

The results may also be helpful for similar studies in the future because this paper emphasized the existing theoretical and empirical gaps in the area of organizational culture towards corporate performance. To ascertain the nature and capacity of organizational culture to influence corporate performance, more research can be conducted in this field.

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