



A Study on Organizational Culture and Its Impact on Employee's Behavior with Special Reference to TTK Prestige, Coimbatore

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ABSTRACT:

This research was carried out to understand the organizational culture and its impact on the employee's behavior. Organizational culture is the overall behavior of the employees within the organization. An organization would be sluggish if the organization culture does not meet its standard. The research design employed for this study is Descriptive research. The sampling unit selected for the study purpose were the on-role employees of TTK prestige Coimbatore, under each department such as production, PPC, HR department, finance department, purchase department, quality department, stores and maintenance department. The sampling size for the study was selected using demorgan's table and it is around 88. The reliability of the overall organizational culture is 0.935. the findings of the study are, there is a strong relationship between organizational culture and employee's behavior and both the factors or positively associated. The positive influence of the organizational culture among the employees would be helpful in maximizing the productivity, jobs satisfaction and increase motivation for the employees to work for the organization.

KEYWORDS:

Organizational culture, employee's behavior, job satisfaction, increase motivation.

I. INTRODUCTION:

The term culture is stated as the set of values, customs, beliefs and actions that are generally followed by the society. Organizational culture refers to "the set ethics and utility by its members to perform organizational practices and performance". Organizational culture largely depends on certain factors similar as what kind of culture the association follows similar as clan, adhocracy, request culture of the workers working in the association, and performance. In current times organizational culture and fidelity of the pool

is the major part to be considered by the association for its development. Workers are the asset of an association. Retaining the workers in moment's enterprises are delicate than former decade. Workers' anticipation towards culture of work place and work life are high. They're demanding balanced work schedule and unanimous work terrain.

VALUE OF ORGANIZATIONAL CULTURE

- ✓ Organizational culture put forward all employees at a common platform.
- ✓ It extracts the best out of each team members.
- ✓ Organizational Culture decides the way employees interact within the workplace.
- ✓ Organizational culture represents the predefined policies that guides the employees and give them a sense of direction at their work place.

INDUSTRY PROFILE

TTK Prestige comes under Consumer durables manufacturing industry. The consumer Durable industry consists of durable goods and Appliances for domestic use such as television, refrigerator, Air conditioners and washing machines. Instruments such as kitchen appliances (microwave ovens, cooker, cookware, grinders etc.) are also included in this category. This assiduity includes all those goods which are durable i.e., products whose life expectation is minimal 3 times.

COMPANY PROFILE

The Chairman of TTK Prestige is T.T. Jagannathan. He has been instrumental in the growth and expansion of TTK Prestige, a leading kitchen appliances brand in India. Jagannathan's leadership has seen the company innovate and diversify its product offerings while maintaining a strong market presence. The current chairman of the TTK Prestige group is T.T. Jagannathan along



with Sandhya Mendonca has co-authored a book titled “Disrupt and Conquer – How TTK Prestige Became a Billion-Dollar Company”.

II. REVIEW OF LITERATURE

Praveena & Fonceca (2023) conducted a study on “Organizational culture and its influence on employee behavior” in the units of parts production and module division, employing a research census method and utilizing descriptive approach and use the whole sample size of 134 employees. The findings of the study were that there is no relationship between the employee category and the overall organizational culture.

Hendrik, Moch, Madhakomala & Suratman (2018) conducted a study on “Organizational culture and its influence on employee’s behavior” in PT. ATB employing study is a quantitative research design, utilizing the sample with PT ATB form of sample unit, N= 233 employee Transformational leadership has an impact on organizational change, which, in turn, influences employee productivity.

Lee, Shiue & Chen, (2016) conducted a study on “Organizational culture and its influence on employee’s behavior”. This study was carried out in SPI certified Taiwanese organizations The survey, N= 118 employees The clan-type organizational culture is closely linked to knowledge sharing, which, in turn, contributes to SPI success. The findings shows that software process knowledge should be shared in order to enhance the effectiveness of software processes.

Isa, Ugheoke & Noor (2016) conducted a study on “Influence of organizational culture on the employee’s behavior” in 6 departments within the Ministry of Education, Oman. A survey study, with a sample unit of N= 250 employees Two out of three types of cultural dimensions indicted in this study revealed that culture has a positive influence on the employee's performance. The research study does not support an innovative culture, as it does not have a significant effect on employee productivity in the public sector.

OBJECTIVES:

- To examine the existing culture of the organization
- To find out the most influencing factors affecting organizational culture.
- To study the relationship between organizational culture and Employee Behaviour.
- To provide suitable suggestions for a healthy organizational culture.

III. RESEARCH METHODOLOGY RESEARCH DESIGN

Research design is a design of a scientific study. It includes exploration methodologies, tools, and ways to conduct the exploration. It helps to identify and address the problem that may rise during the process of exploration and analysis. Descriptive research design is the research design used for this study.

SAMPLING TECHNIQUE

Sampling is a technique of selecting individual members or a subgroup from the large population to make statistical inferences from them and estimate the characteristics of the whole population. Simple random sampling is used for this study.

SAMPLE UNIT

Sample units are the smallest subset members of the population from which measurements are taken during sampling. Sample units are distinct and non-overlapping entities. The study focused on the employees of TTK Prestige, Coimbatore as its sample unit.

SAMPLE SIZE

Sample size determination or estimation is the way of choosing the number of observations or replicates to include in a statistical sample. Population = 103 on-role employees of TTK Prestige, Coimbatore. The sample sizes of 88, grouped into five groups from the middle management to the operational level people were taken for the study as per (Morgan’s Table).

STATISTICAL DESIGN

The data collected from the respondents were interpreted for converting into readable formats for classification and arrangements. The tools used for analysis are

- Percentage analysis
- Reliability analysis
- Factor analysis
- Correlation
- Chi-square analysis

PERCENTAGE ANALYSIS

Percentage refers to a special kind of ratio. Percentage analysis is used in making comparison between two or more set of data. Percentage is used to describe relationship. Percentage can also use to compare the relationship. Percentages are calculated by diving



the number of respondents by total number of the respondents by multiplying with 100 to make it to represent it easily using bar graph or some other easy representations.

$$\frac{\text{Number of respondents}}{\text{Total number of respondents}} * 100$$

RELIABILITY ANALYSIS

Reliability analysis is a systematic approach used to assess the useability and consistency of a system or process. It involves identifying potential failures, analysing their causes, and implementing measures to prevent or mitigate them. The value of reliability with less than 10 items must be greater than 0.5 and items greater than 10 must be with the reliability value greater than 0.7 value as the acceptable value for reliability.

FACTOR ANALYSIS

Factor analysis is a statistical system used to describe variations among observed, identified variables in terms of their strength compared to that of the number of unobserved variables called factors. The factor analysis value with greater than 0.30 is usually accepted.

CORRELATION ANALYSIS

Correlation analysis, also known as bivariate, is primarily concerned with chancing out

whether a relationship exists between variables and also determining the magnitude and action of that relationship. Correlational study is one of the methods to find how much the two variables are related to each other. No variables are manipulated as part of a trial — the critic is measuring naturally being events, actions, or characteristics. The accepted correlation value is greater than or equal to 0.7. The correlation value with positive sign indicates that the variables are positively related to each other.

$$r = \frac{\sum XY}{\sqrt{(\sum X^2)(\sum Y^2)}}$$

CHI-SQUARE

The chi- squared test helps to determine whether there's a notable difference between the normal frequentness and the observed frequentness in one or further classes or orders. It gives the probability of independent variables. The significance value should be <0.05, this indicates that the relationship of the variables is related to each other. The range for chi-square must lie between 0 to ∞. If the value is positive then the relationship between the variables is directly associated and if it is negative the relationship is inversely associated.

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

IV. DATA ANALYSIS AND INTERPRETATION

S.NO	Demographic Variable	Group	No. of respondents	Percentage of respondents
1.	Age	18-30 years	15	17
		31-40 years	46	52.3
		41-50 years	20	22.7
		51 years and above	7	8
2.	Marital status	Married	76	86.4
		Unmarried	12	13.6
3.	Educational qualification	SSLC	42	47.7
		HSC	23	26.1
		Diploma	9	10.2
		Graduate	14	15.9
4.	Experience at TTK	0-2 years	222	25.0
		3-6years	37	42.0
		7-10 years	4	4.5
		10 years and above	25	28.4
5.	Monthly Income	10000-15000	70	79.5
		16000-25000	16	18.2
		26000 and above	2	2.3
6.	Previous Experience	0 years	28	31.8



		1 years	5	5.7
		2 years	18	20.5
		3 years and above	37	42.0

PERCENTAGE ANALYSIS

INTERPERTATION

From the table, it is inferred that the majority of the respondents nearly 52.3% were between 31-40 years age group and nearly 86.45 respondents were married, the highest qualification of the majority of the respondents were SSLC, the majority of the respondents nearly 42% were working in TTK Prestige for about 3-6 years, and nearly 42% respondents have 3 and above years of experience in other organizations, and majority of the respondent's monthly income is around 10000-15000.

RELAIBILITY ANALYSIS

Constructs	Cronbach's Alpha	Number Of Items
Vision	0.767	3
Relationship	0.705	3
Values	0.704	3
Support	0.712	3
HR Effectiveness	0.886	5
Overall Culture	0.935	17
Behavior	0.849	6

INTERPRETATION

The reliability test for the variables were measured using Cronbach's Alpha. For the table it is inferred that all the variables possess reliability value >0.7, this indicates that all the variables are with a acceptable value of reliability.

Items	Component				
	1	2	3	4	5
VISION ITEM 1	.263	.587	.401	-.190	.040
VISION ITEM 2	.284	.657	.097	-.022	.371
VISION ITEM 3	.283	.596	.284	.232	.286
RELATIONSHIP ITEM 1	.131	.678	.065	.437	-.143
RELATIONSHIP ITEM 2	.109	.279	-.004	.637	.027
RELATIONSHIP ITEM 3	.248	.621	.197	.382	.254
VALUES ITEM 1	.406	.656	.064	.085	.078
VALUES ITEM 2	.663	.192	.351	.273	.173
VALUES ITEM 3	.333	.182	.171	.577	.370
SUPPORT ITEM 1	.309	-.075	.312	.577	.219
SUPPORT ITEM 2	.216	.232	.008	.202	.616
SUPPORT ITEM 4	.584	.274	.277	.228	.082
HR EFFECTIVENESS 1	.742	.298	.071	.350	.005
HR EFFECTIVENESS 2	.408	-.005	.256	.500	.001
HR EFFECTIVENESS 3	.798	.170	.285	.165	.115
HR EFFECTIVENESS 4	.815	.293	.109	.188	.085
HR EFFECTIVENESS 5	.761	.338	.185	.077	.215
BEHAVIOUR ITEM 1	.344	.198	.662	.126	-.003



BEHAVIOUR ITEM 2	.063	.082	.728	.130	.105
BEHAVIOUR ITEM 3	.302	.076	.700	.064	.282
BEHAVIOUR ITEM 4	.476	.359	.403	.262	-.081
BEHAVIOUR ITEM 5	.176	.493	.578	.194	-.117
BEHAVIOUR ITEM 6	.611	.205	.532	.080	.093

FACTOR ANALYSIS

INTERPRETATION

From the table, the most influencing factor of each variable is analyzed. For vision statement the most contributing item is vision 2, for relationship statement the most contributing item is relationship 1, for values statement the most contributing item is values 3, for support statement the most contributing item is support 4, for HR Effectiveness statement the most contributing item is HR

Effectiveness 4, for behavior statement the most contributing item is behavior 2. The most influencing factor for the overall organizational culture to impact employee’s behavior is HR Effectiveness. Form the table it is inferred that the existing organizational culture of the organization is excellent with .0.9 reliability and the most influencing factor for the organizational culture is HR Effectiveness.

CORRELATION ANALYSIS

RELATIONSHIP BETWEEN OVERALL CULTURE STATEMENT AND EMPLOYEES’ BEHAVIOR

Null Hypothesis

H0 = There is a no statistically significant relationship between overall culture statement of the respondents and the employee’s behavior within the organization.

Alternative Hypothesis

H1 = There is a statistically significant relationship between overall culture statement of the respondents and the employee’s behavior within the organization.

Correlations			
		Overall Culture	Employees Behavior
Overall Culture	Pearson Correlation	1	.733**
	Sig. (2-tailed)		.000
	N	88	88
Employees Behavior	Pearson Correlation	.733**	1
	Sig. (2-tailed)	.000	
	N	88	88
**. Correlation is significant at the 0.01 level (2-tailed).			

INTERPRETATION

From Correlation analysis the coefficient of correlation between overall culture statement and employee’s behavior has calculated as, $r = 0.733$. It shows that the two variables are moderately limited degree of correlation. From the table. it is observed that the p value $0.00 < 0.05$ implies that the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted. Hence that there is a significant relationship overall culture statement and employee’s behavior.



CHI-SQUARE

RELATIONSHIP BETWEEN HR EFFECTIVENESS STATEMENT AND EMPLOYEES' BEHAVIOR

Null Hypothesis

H3 = There is a no statistically significant relationship between HR Effectiveness statement of the respondents and the employee's behavior within the organization.

Alternative Hypothesis

H4 = There is a statistically significant relationship between HR Effectiveness statement of the respondents and the employee's behavior within the organization.

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	2.073	<.001
	Cramer's V	.655	<.001
	Contingency Coefficient	.901	<.001
N of Valid Cases		88	

INTERPRETATION

The Lambda value is 0.258 and its significant value is $0.001 < 0.05$, means there is a moderate relationship between HR Effectiveness and employees' behavior. The Cramer's value and contingency coefficient values are 0.655 and 0.901 and their significance values are 0.001 and 0.001 respectively. As the values is between 0.2 and 0.3, means there is a moderate relationship HR Effectiveness and employees' behavior. (H4) is accepted, this shows that there is a relationship between HR Effectiveness and employees' behavior.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	378.074 ^a	120	<.001
Likelihood Ratio	120.479	120	.471
Linear-by-Linear Association	40.658	1	<.001
N of Valid Cases	88		
a. 141 cells (98.6%) have expected count less than 5. The minimum expected count is .01.			

Directional Measures						
			Value	Asymptotic Standard Error ^a	Approximate T ^b	Approximate Significance
Nominal by Nominal	Lambda	Symmetric	.264	.066	3.648	<.001
		HREFFECTIVENESS Dependent	.258	.083	2.781	.005
		BEHAVIOUR Dependent	.269	.072	3.383	<.001
	Goodman and Kruskal tau	HREFFECTIVENESS Dependent	.228	.037		<.001 ^c
		BEHAVIOUR Dependent	.188	.033		<.001 ^c
a. Not assuming the null hypothesis.						
b. Using the asymptotic standard error assuming the null hypothesis.						
c. Based on chi-square approximation						



INTERPRETATION

The chi-square test of goodness of fit shows that the value of Pearson chi – square as 378.074 and the likelihood ratio as 1120.479, linear by linear association value is 40.658 and the level of significance value is $0.001 < 0.05$, this indicates that there is a relationship between HR Effectiveness statement and employee's behavior.

V. FINDINGS, SUGGESTION AND CONCLUSION

FINDINGS

- 54.5% of the respondents are female respondents and the rest 45.5% of them are male respondents.
- 17% of the respondents are in the age group of 18-30 years, 52.3% of the respondents are in the age group of 31-40 years, 22.7% of the respondents are in the age group of 41-50 years and rest 8% of them are having age more than 51 years and above.
- 86.4% of the respondents are married respondents and the rest 13.6% of them are unmarried respondents.
- 26.1% of the respondents are higher secondary qualified respondents, 10.2% of them are graduates, 15.9% of them are Diploma and majority 47.7% of them have SSLC as their educational qualification.
- 42% of the respondents are having more than 3 years and above of experience in other organizations, 20.5% of them are having 2 years of experience in other organizations, 5.7% of them are having 1 years of experience in other organizations and the rest 31.8% of them are having 0 years of experience in other organizations.
- 25% of the respondents are having 0-2 years of experience, 42% of them are having 3-6 years of experience, 4.5% of them are having 7-10 years of experience and rest 28.4% of them are having more than 10 years and above of experience.
- 79.5% of the respondents are earning between 10,000-15,000 per month, 18.2% of them are earning 16,000-25,000 per month, 2.3% of the respondents are earning 26,000 and above per month.
- The reliability factor of vision statement is more than 0.7, and the reliability value of vision is **0.767** with less than 10 items and it is between 0.7 to 0.8 which is considered as good when associated with strength.
- The reliability factor of relationship statement is more than 0.7, and the reliability of relationship is value **0.705** with less than 10 items and it is between 0.7 to 0.8 which is considered as good when associated with strength.

- The reliability factor of values statement is more than 0.7, and the reliability value of values is **0.704** with less than 10 items and it is between 0.7 to 0.8 which is considered as good when associated with strength.
- The reliability factor of support statement is less than 0.7, and the reliability value of support is **.712**, with less than 10 items and it is between 0.7 to 0.8 which is considered as good when associated with strength of the variable with less than 10 variables
- The reliability factor of HR Effectiveness statement is more than 0.7, and the reliability value of behavior is **.849** with less than 10 items and it is between 0.8 to 0.9 which is considered as very good when associated with strength.
- The reliability factor of vision statement is more than 0.7, and the reliability value of HR Effectiveness **.886** with less than 10 items and it is between 0.8 to 0.9 which is considered as very good when associated with strength.
- The correlation analysis of overall culture correlation with employee's behavior is 0.733. The relationship between overall culture and employee's behavior is highly correlative and it is positively correlated.
- The HR Effectiveness statement value for chi-square is considered ($\lambda = 0.313$ strong, Cramer's value = 0.651, Contingency coefficient = 0.865 strong). This indicates that there is a significant relationship between vision and behavior. H15 is accepted. There is a positive relationship between vision statement and employee's behavior of the organization.

SUGGESTION

- From the research it is identified that the values statement for the employees is the lowest influencing factor of the organizational culture. So, it is to be suggested that the organization has to improve the employee's values which will highly enhance the culture of the organization.
- From the research it is identified that the relationship statement for the employees is the next lowest influencing factor of the organizational culture. So, it is to be suggested



that the organization has to improve the employee's relationship among the employees and the employers which will highly enhance the culture of the organization.

- From the research it is identified that the support statement for the employees is the next lowest influencing factor of the organizational culture. So, it is to be suggested that the organization has to improve the support for the employees which will highly enhance the culture of the organization
- It is suggested that the employer may frequently collect feedbacks and opinions from the employee about the decisions which are taken by the organization. It will highly enhance the employee-employer relationship and employee commitment with their job.

CONCLUSION

In trap, the significance of Organizational culture in an association cannot be overemphasized. Organizational culture plays a significant part in motivating workers. Both strong and weak Organizational societies can use natural and foreign motivational factors to keep workers motivated. Organizations with the after culture eclipse the bones with the former. Since Organizational culture has a great impact on provocation, and motivated workers take pride in their job and feel responsible for success of the Organization, it's important for directors to identify proper ways to use Organizational culture to motivate their workers. Grounded on the fact that individual requirements are dynamic and unpredictable, hence keeping workers motivated is a challenge to directors, counting on traditional motivational practices similar as plutocrat and creation are no longer acceptable, directors need to identify innovative motivational measures.

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