



A STUDY ON ORGANIZATIONAL CULTURE AND ITS IMPACT ON EMPLOYEE BEHAVIOUR – ELLIPSO LOGISTICS

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ABSTRACT

The study of the research entitled “A study on organizational culture and its impact on employee behavior in Ellipso Logistics, Chennai. The details regarding the company activities were collected through discussion with company officers.

The main objective of this study is to analyze the organizational culture and its impact on employee behaviour in Ellipso Logistics. It study also analyze with the employees impact in organizational culture are maintained by the Ellipso Logistics.

The type of research design used for the study is descriptive. Data’s and information required for the study are collected tapping both primary and secondary source. Under primary data personal observation and interview with the personal concerned are made use of. Under the secondary source company journals, magazines, records, annual reports and websites are used.

Secondary data is collected through company details. Data analysis was carried out and findings are listed down. Suitable suggestions have been provided.

INTRODUCTION

Organizational Culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is actually a set of key characteristics that the organization values. Organizational culture is a descriptive term which is concerned with how employees perceive the characteristics of an organization’s culture, not with whether or not they like them.

This appraisal of the organization on its characteristics gives a composite picture of the organization’s culture. This picture in turn becomes the basis for feelings of shared understanding that members have about the organization, how things are done in it, and the way members are supposed to behave.

When culture is defined as a system of shared meaning, it can be expected that individuals with different backgrounds or at different levels in the organization will tend to describe the organization’s culture in similar terms.

REVIEW OF LITERATURE

A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work. Its ultimate goal is to bring the reader up to date with current literature on a topic and forms the basis for another goal, such as future research that may be needed in the area.

Hersey and Blanchard (1988). This model equates group progress and effectiveness with group maturity. According to their model, group maturity is a continuous variable that is influenced by two factors: ability and willingness. Ability is defined as the knowledge, experience, and skill that an individual or group brings to a particular task or activity. Members of mature groups,

unlike those of immature groups, process the ability to perform their tasks without much direction, assistance, or direct supervision. Willingness refers to the extent to which an individual or group has the confidence, commitment, and motivation to accomplish a specific task. Members of mature groups do not require extensive encouragement or pushing to work on their tasks.

The first important research study of small group communication was performed by social psychologist Robert Bales and published in a series of books and articles in the early and mid 1950. This research entailed the content analysis of discussions within groups making decisions about "human relations" problems (i.e., vignettes about relationship difficulties within families or organizations). Bales made a series of important discoveries. First, group discussion tends to shift back and forth relatively quickly between the discussion of the group task and discussion relevant to the relationship among the members. He believed that this shifting was the product of an implicit attempt to balance the demands of task completion and group cohesion, under the presumption that conflict generated during task discussion causes stress among members, which must be released through positive relational talk. Second, task group discussion shifts from an emphasis on opinion exchange, through an attentiveness to values underlying the decision, to making the decision. This implication that group discussion goes through the same series of stages in the same order for any decision-making group is known as the linear phase model. Third, the most talkative member of a group tends to make between 40 and 50 percent of the comments and the second most talkative member between 25 and 30, no matter the size of the group. As a consequence, large groups tend to be dominated by one or two members to the detriment of the others.

Descriptive research

Descriptive studies are undertaken in many circumstances. When the researcher is interested in knowing the characteristics of certain groups such as age, sex, educational level, occupation or income, a descriptive study is necessary. Descriptive studies are well-structured. It tends to be signed & its approach cannot be changed every now and then. It is, therefore necessary that the research give sufficient thought to framing research questions and deciding the types of data to be collected of the producers to be used for their purpose.

SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data.

• **PRIMARY DATA**

Questionnaires were used for collecting primary data.

• **SECONDARY DATA**

Secondary data were collected from the company's annual publications, memorandums of settlements, newspapers, journals, websites, and from library books.

Hypothesis

CHI-SQUARE TEST-

Null hypothesis (H₀):

There is no relationship between table showing does your organization provides job rotation and table showing whether your organization motivates you towards work.

Alternate hypothesis (H₁):

There is relationship between table showing does your organization provides job rotation and table showing whether your organization motivates you towards work.

ONE-WAY ANOVA

Null hypothesis (H₀):

There is a significance difference between table showing do you have clear idea about the company goal and table showing you are happy with leadership in your organization.

Alternate hypothesis (H₁):

There is no significance difference between table showing do you have clear idea about the company goal and table showing you are happy with leadership in your organization.

CHI SQUARE ANALYSIS**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	286.686 a	16	.000
Likelihood Ratio	200.828	16	.000
Linear-by-Linear Association	89.222	1	.000
N of Valid Cases	110		

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between table showing does your organization provide job rotation and table showing whether your organization motivates you towards work.

ONE-WAY ANALYSIS**ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	21.742	4	5.435	284.003	.000
Within Groups	1.818	95	.019		
Total	23.560	99			

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between table showing do you have clear idea about the company goal and table showing you are happy with leadership in your organization.

FINDINGS OF THE STUDY

From the **chi-square analysis**, it is found that there is no significant difference between provide job rotation & motivates you towards work. From the **Correlation**, it is found that there is a positive relationship between do you have clear idea about the company goal and you are happy with leadership in your organization.

SUGGESTIONS

- As employee behavior is directed by the organizational culture, Ellipso Logistics can improve the organizational culture on par with the latest trends.
- Management has taken more steps to develop the senior manager and workers communication to be effectively.
- Management has taken more efforts to encourage to develop the skills motivate them to do the work more efficiently and effectively.
- Management has to get the opinion given more opportunity before they are taking decision regarding the changes made in the organization. It made the employees closer to the organization.
- The organization can reduce the conflict between the co-workers. By having good communication and influencing trust.
- The employees dissatisfied with training and development, stress relief programmers, cultural and sports and sports activities and grievance redressal system followed in the organization.

CONCLUSION

As stated earlier, an organization's culture is the shared perception that organizational members have about its characteristics. From the responses it can be seen that there is a high degree of agreement on how the various aspects of the organization are perceived and its impact on the employee behavior. Perhaps the most important is the agreement that there have been several improvements in the organization in the recent past.

The emphasis has been on improved receptivity to feedback, more openness of communication, introduction of new methodologies of work, better clarity of roles and jobs, as well as adequacy and appropriateness of training. To a lesser degree, the respondents also agree that they have more freedom in their work, that the organization has become less bureaucratic and more flexible, and that the work environment is pleasant.

The culture has been described by the organizational members as being collaborative, with the groups at the Block level being perceived as teams which are cohesive. The respondents have also indicated satisfaction with the leadership, as well as trust in the management. It can be concluded that organizational culture has a major impact on the behavior of the employees.

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