



RRST-Anthropology

# Impact of Employee's Behavior and Culture on Organizations Productivity in Pharmaceutical Industries of Bangaluru

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Article Info	Abstract
<p><b>Article History</b></p> <p>Received : 11-01-2011            Revises : 26-04-2011            Accepted : 01-05-2011</p> <p><b>*Corresponding Author</b></p> <p>Tel : +91-9449081821            Fax : +91-836 2741928</p> <p>Email: <a href="mailto:muraharinaik@gmail.com">muraharinaik@gmail.com</a></p>	<p>The study was conducted to test the hypothesis using stratified and simple random sampling survey with a questionnaire. Social and cultural traits of individuals have to play strong role on the performance of job in industries. The present study reveals the impact of employee's behavior and culture on job performance as well as organizational productivity in Bangalore pharmaceutical industry. On the basis of this scores of hypothesis were made: I. There is no positive relationship between employee behaviour and culture on the productivity. So it will not give any impact on the financial health of the organization. II. There is no positive relationship between employee's behaviour and culture on employee performance. 90% of the employees strongly agree that there is a relationship between employee behaviour and culture on employee productivity and continuous performance in the organization. Survey findings made me to accept alternative hypotheses and reject null hypothesis. In both the cases calculated values of chi-square are higher than the tabulated values. The study helps to ascertain employee's behavior and cultural effect on the productivity of the organization and helps to formulate recommendations to improve.</p>
<p>©ScholarJournals, SSR</p>	<p><b>Key Words:</b> Employee's behaviour, Culture, Organizational productivity, Pharmaceutical industry, Financial health</p>

## Introduction

Employees are the backbone of the industry, and also the important source of the organization. So employee's behavior and culture has to be managed well in the organization. Culture carries the specific integrated values of norms, behaviour, discipline, code of conduct and empathy [1]. And, interpersonal relationship between each other, the good approach towards customers and their colleagues, help employees to handle the problem, and ensuring company norms, values. If employee's behavior and culture is good it helps them to manage turn around time and adjust with the new task. Good employee's behavior and culture in essence that helps company to achieve its organizational objectives and goals [2].

A variety of factors have been empirically associated with the culture and behavior of the employees that is not attitudinal but organizational. Inducements to stay can derive from working with groups or on certain projects that create types of commitment other than the attraction. Employee's positive thinking towards company will motivates employees to develop confidence, self motivation towards achieving the tasks and company objectives. It develops the trust and belief between supervisors, workmen, and manager. In other way it helps employees to understand the organizational values, norms, policies, procedures, strategies, key areas to concentrate ultimately It helps to achieve productivity in the organization and high probabality of stay and loyalty in the organization.

This kind of good culture and behavior build employment commitment within the organization engender dynamic, creative and forward thinking towards the organizational productivity, greater customer satisfaction, and improved innovation in the long run and it helps to develop competitive advantage within the employees. This kind of good culture and behavior build employment commitment within the organization engender dynamic, creative and forward thinking towards the organizational productivity.

Organizational employee culture has been defined as the "normative glue" that holds an organization together [3]. It has been suggested that, the culture is the set of characteristics that describe an organization as well as its employees and distinguish it from others [4]. Schein in a more comprehensive fashion defines culture as values and behaviors that are believed to lead to success and are thus taught to new members [5].

When we walk around an organization, there are elements of the organization such as employee culture that are 'on the surface' and are relatively easily visible. We can see many cultural symbols, artifacts, and patterns of behavior [formal and informal]. But the less visible aspects of culture are norms, values and basic assumptions that people make. Another way of conceptualizing organizational culture is in terms of its 'hard' and its 'soft' sides. Organizational culture is 'supported' by both social and psychological aspects [e.g.,

stories, symbols, rituals] and by some more concrete elements such as power structures, hierarchical structure and control systems [e.g., financial, measurement and reward systems].

Employee's commitment is an important variable that has been found positively correlated with culture and behavior of the individual in the organization, the culture of the employee and organization should be developed to support continuous improvement, drives employees' style of performing their job and thus develop quality awareness. To operate successfully across cultures, for employees it is important to be able to recognize cultural differences and be adaptable. Employee's culture finds expression through the thoughts, intentions, actions and interpretations of members of the organization as groups evolve over time, they face two basic challenges: integrating individuals into an effective whole, and adapting effectively to the external environment in order to survive. As groups find solutions to these problems over time, they engage in a kind of collective learning that creates the set of shared assumptions and beliefs we call "culture."

Morgan describes culture as "an active living phenomenon through which people jointly creates and recreates the worlds in which they live." For Morgan, the three basic questions for cultural analysts are: What are the shared frames of reference that; The culture of a group can be defined as: "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid." Employee Culture is one of the most precious things a company has, so one must work harder on it than anything else to keep and develop a good culture [6]. Various studies indicate that companies with strong cultures are more likely to be successful, but only under a particular set of conditions. The effect of organizational culture depends partly in its strength. Employee culture *strength* refers to how widely and deeply employees behave each other in the company's dominant values and assumptions. Semiskilled-Employees are usually interested with their work but not putting the cent % effort on what they are doing, it may be due to wrong hire or work environment, they just check out with neither professional satisfaction, nor personal satisfaction. Unskilled-they are not only unhappy with work and work profile; they are busy in developing bad environment with others also, acting out their unhappiness. There are many ways to visualize the concept of Employee culture. One popular conceptualization is the onion model.

Having been understood that, Bangaluru is a metropolitan city, inhabits multiple cultures and associated with varied social behaviors from different parts of the country. In the present

study is an attempt to understand the relationship between employee's culture and productivity, over period of time.

**Methodology**

*Hypothesis*

Research hypotheses were framed on the following questions: 1) Does Employee's culture have any effect on his/her job performance? If so, in what way does Employee's culture affect his/her job performance?

In order to answer the research questions and achieve the objectives of the study, the following hypotheses were advanced and will be tested in the study.

H0: There is no positive relationship between employee's culture and employee job performance in pharmaceutical industries.

H1: There is a positive relationship between employee's culture and organizational productivity in pharmaceutical industries

*Survey design and method*

In this study, research design is adopted, because the sampled elements and the variables that are being studied are simply being observed as they are without making any attempt to control. The study deals with the entire employee's of the pharmaceutical industries in Bangalore. Effective coverage and lower cost, stratified sampling technique was used to select the participating pharmaceutical employees. Bangalore pharmaceutical industries were stratified hierarchically, Strata based on the year they were established. Pharmaceutical industry employees were selected from each different unit. Employees in selected industry were divided into three strata: management staff, senior staff, and junior staff. A simple random sampling technique was used to select a total of 100 employees to constitute our sample size. Quantitative data was collected through surveying of almost 20 units with 100 employees.

*Statistical analysis*

100 questionnaires were distributed among them 80 employee's were valid. Responses were subjected to chi square test for relationship between employee's culture and organizational productivity.

**Results and Observations**

90% of the employee's opinion that there is a positive relationship between employee culture and productivity. But it has been observed that 72 employees agreed that, there is a positive relationship [P≤5%; 3.4; ALPA: 0.05] between employee culture and organizational productivity in Bangalore pharmaceutical-industries

	Observed	Expected	O-E	O-E	(O-E)²/E
Agreed	72	80	-8	64	0.8
Disagreed	8	20	-12	144	7.2

**Discussion**

Studies conducted earlier to this reveals that, there is a relationship between the workplace spirituality, spiritual leadership, employee's motivation, employee's productivity, organizational culture and organizational performance [7]. Further, it was concluded that workplace spirituality is very important in every organization as it has positive impact on

employee job performance and on employee's productivity. Nevertheless, the economy has taken on added importance in organizational behavior circles in recent years, as M.N.C companies have special requirements and dynamics to contend with [8]. In this regard, the present study throws significant light to understand that there is a positive

relationship between employee culture and organizational productivity in pharmaceutical industries or not.

The observations of the present study corroborate the fact that, there is a strong positive relationship between employee culture and productivity. In general, it can be attributed to the factors individually or in combination of psychology; the study of individual behavior, sociology; the study of social behavior within societies, institutions, and groups, and anthropology; the study of the origin, cultural development, and behavior of humans. Each has made important contributions to the study of organizational behavior from the point of view on industry.

Present study revealed that positive employee work culture will motivate the employee to go beyond the organizational expectation. Good employee behavior and work culture is foundation for good commitment and productivity in the organization. Study reveal that employee behavior and work culture has strong positive relationship with employee performance and commitment towards the assigned tasks and goals of the organization.

Earlier researchers shared assumptions, beliefs and values regarding the extent to which an organisation supports and values the integration of employees' work as work culture [9]. In the present study, respondent's culture and work culture, and culmination of these could be coordinated for positive correlation between them.

#### Recommendations

1. Companies have to cultivate and develop good environment in the organization.
2. Employees have to be well trained with the company policies and do's and don't's in the induction programme
3. If any changes in the company rules and regulations, notice should be given to the employees well in advance

#### Conclusion

In summary, field work findings made us to accept two alternative hypotheses and reject null hypothesis. However,

the research is warranted to consider, more individual factors such as, behavior, attitude, culture, work culture, etc., alone or in combination with each other in the midst of more sociological, behavioural intricacies and their role in organizational culture and productivity.

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