A STUDY ON ORGANISATIONAL CULTURE AND IT'S IMPACT ON EMPLOYEE BEHAVIOUR WITH REFERENCE TO FIBRECARE TECHNOLOGIES

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ABSTRACT
This research was carried out to understand organizational Culture and its influence on employee behavior at FibreCare Technologies, focusing on communication, adaptability, and performance.A descriptive research design was adopted in this study and the findings highlights the strength in innovation and goal clarity but reveal challenges like communication gaps, limited training opportunities, and inconsistent recognition. The results show that organizational culture has a significant impact on motivation, nurtures individual learning, improves communication, strengthens organizational values, and aids in resolving conflicts and making group decisions Organizational culture is the set of shared values, beliefs, and practices that influence how employees work and interact. A strong and positive culture creates an environment where employees feel motivated, productive, and genuinely satisfied with their jobs.
Key words : Organizational culture, Employee behaviour, Training Opportunities, Conflict resolution ,Workplace satisfaction, Productivity

INTRODUCTION OF THE STUDY :
Organizational culture plays a critical role in shaping how employees interact, collaborate, and perform within a company. In manufacturing environments like **FibreCare Technologies**, a garments company, the culture influences both operational efficiency and employee morale. The garment industry is fast-paced, requiring a culture that supports effective communication, teamwork, and adaptability. With constant pressure to meet production deadlines and maintain quality standards, the way the company's culture influences employee behaviour is crucial to understanding how to improve productivity and employee satisfaction. The impact of organizational culture on employee behaviour at FibreCare Technologies, focusing on communication practices, employee perceptions of the organization, adaptability to change, and overall performance. By identifying the behavioural patterns that drive or hinder the development of a strong culture, the research aims to provide actionable insights for improving workplace dynamics.

STATEMENT OF THE PROBLEM :
Despite being a critical factor for success, Organizational culture challenges at FibreCare Technologies, such as poor communication, low engagement, and resistance to change, may hinder efficiency and performance. Understanding employees' perceptions is crucial to identifying gaps between declared values and actual experiences. These discrepancies can lead to disengagement, higher turnover, and lower productivity. Addressing these issues is vital to improve company reputation and performance.

OBJECTIVES OF THE STUDY
1.To evaluate communication practices on identifying potential breakdowns between departments.
2.   To study the employee perception of the organisational culture.
3.   To explore the role of organisational culture in shaping employee's adaptability to change.
4.   To analyse the overall performance of the employee.

REVIEW OF LITERATURE:

Wambugu (2014) examined the impact of organizational culture on employee performance at Wartsila-Kipevu II Power Plant, finding that a positive culture boosts performance. Key factors like communication, leadership, and employee involvement contribute to job satisfaction, motivation, and productivity. A culture that values employees and promotes teamwork enhances overall effectiveness. In contrast, a negative culture leads to reduced performance, low morale, and high turnover. The study highlights the importance of fostering a supportive organizational culture for success. Ultimately, organizational culture plays a critical role in driving employee performance and organizational outcomes.

Nigam and Mishra (2015) conducted a study on the perception of work culture and its impact on employee behavior. Their research found that a positive work culture significantly influences employee motivation, satisfaction, and commitment, ultimately improving overall job performance. On the other hand, a negative work culture leads to dissatisfaction, reduced engagement, and higher turnover rates. The study emphasizes the importance of fostering a
supportive and inclusive work environment to enhance employee behavior and organizational outcomes.

Padhi (2017) explored the relationship between organizational culture and employee performance. The study concluded that a strong organizational culture positively influences employee performance by promoting job satisfaction, motivation, and engagement. It highlighted that a supportive culture fosters teamwork, open communication, and trust, leading to higher productivity and better performance. In contrast, a weak or negative culture can demotivate employees and hinder their performance. The research underscores the importance of cultivating a healthy organizational culture to drive employee success and organizational growth.

Pandey and Chitranshi (2023) studied how organizational culture affects employee behavior in research and development organizations. They found that a supportive culture focusing on innovation, leadership, and communication boosts creativity, performance, and employee engagement. On the other hand, a poor cultural fit can lead to dissatisfaction, lower productivity, and higher turnover. The study highlights the importance of aligning organizational values with employee needs to improve overall outcomes.

Saravanan, Kamalaveni, Nandhakumaar, and Darshana (2023) examined the influence of organizational culture on employee behavior in manufacturing industries in Chennai. Their study revealed that a positive organizational culture enhances teamwork, communication, and job satisfaction, leading to improved employee performance. Conversely, poor cultural practices result in lower motivation, higher turnover, and decreased efficiency. The research emphasizes the need for manufacturing industries to adopt employee-centric cultural practices to foster productivity and engagement.

RESEARCH METHODOLOGY :

1. **Research Design**

A research design defines the structure or framework within the research is conducted. This study a descriptive research design has been adopted to analyse organizational culture and its impact on employee behaviour at FibreCare Technologies**.**

 2. Area of the study

The research study was conducted at FibreCare Technologies.

3.Data Collection

- This study data is collected based on primary data.
- The relevant and required data are collected through questionnaire which is filled by respondents through Google forms.
- a)Primary Data

The primary data has been collected through a structured questionnaire focusing on organizational culture and employee behaviour.

b)Secondary Data

The secondary data are collected from various Sources which includes books, journals, websites, and related projects.

Sample Size

A total of 100 samples are collected at FibreCare Technologies.

LIMITATIONS OF THE STUDY :
- This study is limited by a sample size of only 100 respondents.
- The attitude of the worker changes from time to time. Hence the   result of the project may be applicable only at present.

ANALYSIS AND INTREPRETATION :
1.Percentage Analysis

Table1.1
Describes the socio-economic background of the respondents

Demographic profile	Particulars	No. of Respondent	Percentage
Age	18-25 25-35 35-45 Above 45 **Total**	36 35 29 10 **100**	36% 35% 29% 10% **100%**
Gender	Male Female **Total**	57 43 **100**	57% 43% **100%**
Experience	Less than 1 year 1-3 year 4-5 year More than 5 years **Total**	27 33 30 10 **100**	27% 33% 30% 10% **100%**
Educational Qualification	SSLC HSC UG PG **Total**	10 18 50 22 **100**	10 18 50 22 **100%**
Job role	Labour Supervisor Quality controller Design Team Head Manager **Total**	47 20 13 14 6 **100**	47% 20% 13% 14% 6% **100%**

Income range	Below 15000	14	14%
	15000-30000	37	37%
	30000-45000	30	30%
	45000-60000	11	11%
	Above 60000 **Total**	8	8%
		100	**100%**
Work shift	Day	40	40%
	Night Rotational **Total**	35	35%
		25	25%
		100	**100%**

Source:Primary data

The workforce is predominantly young (71% under 35) with moderate experience (60% having 1-5 years). There is a balanced gender mix (57% male, 43% female) and diverse educational backgrounds, with most holding UG (50%) or PG (22%) degrees. Labour roles dominate (47%), and income is mostly mid-range (67% earning ₹15,000-45,000). Work shifts vary, with 40% on day shifts, 35% on night shifts, and 25% on rotation.

Table 1.2
Strong sense of belonging and community

Particulars	Frequency	Percentage
Yes	39	39 %
No	34	34%
Maybe	27	27%
Total	**100**	**100%**

Source :Primary data

The data shows that 39% of employees feel a strong sense of belonging and community within the organization, while 34% do not. Additionally, 27% are uncertain, indicating that efforts to strengthen workplace connections and inclusivity could enhance employee engagement and morale.

Table 1.3
Improvement in organisation

Particulars	Frequency	Percentage
Team and supplier communication	16	16%
Employee recognition	29	29%
Career development opportunities	35	35%
Work -life balance	20	20%
Total	**100**	**100%**

Source :Primary data
The data indicates that employees see career development opportunities 35% as the top area for organizational improvement, followed by employee recognition 29%.Work-life balance 20% and team and supplier communication 16% are also important, highlighting key focus areas for enhancing employee satisfaction and productivity.

Table1.4　　　　　　　Training or resources for employees - adaptability to change

Particulars	Frequency	Percentage
Always	15	15%
Sometimes	34	34%
Neutral	24	24%
Rarely	20	20%
Never	7	7%
Total	**100**	**100%**

Source :Primary data
The data indicates that 49% of employees receive training or resources for adaptability at least sometimes, while 24% remain neutral. However, 27% rarely or never receive such support, highlighting a need for more consistent training initiatives to enhance adaptability in the workplace.

Table 1.5　　　　　　Learn new skills or knowledge to adaptability to change

Particulars	Frequency	Percentage
Always	19	19%
Sometimes	26	26%
Neutral	31	31%
Rarely	13	13%
Never	11	11%
Total	**100**	**100%**

Source :Primary data
The data shows that 45% of individuals actively engage in learning to adapt to change, while 31% remain neutral. However, 24% rarely or never seek new skills, indicating a need for more awareness and motivation to promote continuous learning.

Table 1.6
Communication breakdowns hinder workflow between departments

Particulars	Frequency	Percentage

100	13	13%
75	21	21%
50	30	30%
25	27	27%
0	9	9%
Total	**100**	**100%**

Source :Primary data

The data shows that communication breakdowns significantly hinder workflow between departments, with 91% of respondents reporting some level of impact. While 13% experience a complete breakdown (100%), the majority (30%) report a moderate disruption (50%), and 21% face substantial difficulties (75%). Only 9% indicate no impact. This suggests a strong need for better communication strategies to enhance interdepartmental collaboration.

Table 1.7   Safe and comfortable working environment

Particulars	Frequency	Percentage
Yes	46	46%
No	27	27%
Not sure	27	27%
Total	**100**	**100%**

Source :Primary data

The data shows a mixed perception of workplace safety and comfort. While 46% of respondents believe their work environment is safe and comfortable, 27% disagree, and another 27% are unsure. This indicates that more than half of the employees either feel unsafe or are uncertain about their workplace conditions. Organizations may need to assess and improve workplace safety and comfort to address these concerns and enhance employee wellbeing.

Table 1.8   Level of recognition you receive for your work

Particulars	Frequency	Percentage
Very Satisfied	13	13%
Satisfied	30	30%
Neutral	29	29%
Dissatisfied	22	22%
Very Dissatisfied	6	6%
Total	**100**	**100%**

Source :Primary data

The data indicates varying levels of satisfaction with workplace recognition. While 43% of respondents (13% very satisfied and 30% satisfied) feel acknowledged for their work, 29% remain neutral, suggesting indifference or inconsistency in recognition. However, 28% (22% dissatisfied and 6% very dissatisfied) feel their contributions are not adequately recognized. This highlights the need for organizations to enhance recognition efforts to improve employee satisfaction and motivation.

Table 1.9   **Overall job satisfaction**

Particulars	Frequency	Percentage
Very Satisfied	12	12%
Satisfied	31	31%
Neutral	24	24%
Dissatisfied	24	24%
Very Dissatisfied	9	9%
Total	**100**	**100%**

Source :Primary data

The data indicates that 31% of respondents are satisfied with their jobs, with 12% being very satisfied. However, 33% express dissatisfaction, including 9% who are very dissatisfied. 24% are neutral about their job satisfaction. This suggests that while many are content, there is a notable portion of employees who are dissatisfied, signaling a need for improvements in workplace conditions.

Table 1.10

Overall work culture

Particulars	Frequency	Percentage
Excellent	9	9%
Very Good	22	22%
Good	30	30%
Poor	29	29%
Very Poor	10	10%
Total	**100**	**100%**

Source :Primary data

The data reveals mixed views on the work culture, with 61% of respondents rating it positively and 39% expressing dissatisfaction. Of the positive responses, 30% consider the culture good, 22% very good, and 9% excellent. However, 29% rate it poor and 10% very poor, indicating a significant divide. This highlights the need for improvements to achieve a more consistently positive and inclusive work environment.

2.Chi-square Analysis
Table 1.11 Relationship between Gender and Employee well-being &work life balance
H^0:There is no significant relationship between the two categories that are gender of the respondents and their impact on well-being and work life balance
H^1:There is significant relationship between gender of the respondents and their impact on well-being and work life balance

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.049^a	4	.282
Likelihood Ratio	5.175	4	.270
Linear-by-Linear Association	.279	1	.597
N of Valid Cases	100		

Source: Primary data, computed from SPSS
➢1 cells (10.0%) have expected count less than 5. The minimum expected count is 3.87.
The Chi-Square test analyzes the relationship between gender and the perception of company values regarding employee well-being and work-life balance. The Pearson Chi-Square value of 5.049 with an asymptotic significance of 0.282 is above the 0.05 threshold, indicating **no significant relationship between gender and perceptions of company values**. This suggests that male and female employees have similar views on the company's commitment to employee well-being and work-life balance.

Table 1.12 Relationship between Working Experience and Organisational culture's impact on employees' performance
H^0:There is no significant relationship between Working Experience of the employees and Organisational culture's impact on employees' performance
H^1:There   is significant relationship between Working Experience of the employees and Organisational culture's impact on employees' performance

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.010^a	6	.422
Likelihood Ratio	5.484	6	.483

Linear-by-Linear Association	2.308	1	.129
N of Valid Cases	100		

Source: Primary data, computed from SPSS

➢3 cells (25.0%) have expected count less than 5. The minimum expected count is 1.70.

The Chi-Square test analyzed the relationship between working experience and the perceived impact of organizational culture on job performance. The result, with a Pearson Chi-Square value of 6.010 and an asymptotic significance of 0.422, shows **no significant relationship**, as the significance is above the 0.05 threshold. This suggests that working experience does not strongly affect employees' perceptions of culture's impact on performance. However, there is some variation in responses, with most employees across experience levels acknowledging a slight impact.

FINDINGS OF THE STUDY :
- Age & Experience: 71% are below 35; 60% have 1-5 years of experience.
- Gender: 57% male, 43% female.
- Education: 50% undergraduate, 22% postgraduate.
- Job Roles: 47% labour, 20% supervisory, 13% quality control.
- Income: 67% earn ₹15,000-₹45,000.
- Shifts: 40% day, 35% night, 25% rotational.
- Belonging: 39% feel a strong sense of belonging.
- Improvement Focus: 35% prioritize career development.
- Culture: 41% view it as innovative; 43% feel adaptable to change.
- Communication: 54% find goals well-communicated; 57% report communication issues.
- Satisfaction: 31% satisfied with jobs; 43% happy with recognition.
- Work Culture: 61% rate it positively overall.
- The chi square test indicates that there is no significant relationship between gender of the respondents and their impact on well-being and work life balance.
- The chi square test indicates that there is no significant relationship between working experience of the employees and organisational culture.

SUGGESTIONS OF THE STUDY:
- Foster a sense of community to boost engagement.
- Invest in career growth and recognition programs.
- Promote open communication and teamwork.
- Provide regular training to enhance adaptability.
- Encourage innovation and flexibility to stay competitive.
- Ensure a safe and comfortable work environment.
- Communicate goals and values clearly to align employees.
- Recognize and celebrate employee achievements.
- Address dissatisfaction to improve work culture.
- Gather feedback regularly to refine workplace policies.

CONCLUSION :
This study highlights the significant role of organizational culture in shaping employee behavior and performance at FibreCare Technologies. While the company demonstrates strengths in areas such as

innovation and communication of goals, challenges like communication breakdowns, limited adaptability resources, and low recognition impact employee satisfaction and engagement. By fostering a stronger sense of community, enhancing career development opportunities, improving communication strategies, and ensuring a safe and supportive work environment, FibreCare Technologies can create a more positive and productive organizational culture that aligns with employee needs and organizational goals.

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