

# The Impact of Organisational Culture on Organizational Values of Mobile Stores Employees in Puducherry

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## Abstract

Organizational values guide to stimulate others, communicate with one another, and cooperate to achieve goals. These values are the unseen drivers of behaviour, based on deeply held beliefs that drive decision-making. The culture of an organisation determines how employees should conduct themselves within the organisation. Leaders establish shared views and values, which are then conveyed and reinforced through numerous techniques, ultimately impacting employee perceptions, behaviour, and understanding. The Telecom sector is the 3rd largest sector in terms of FDI inflows, contributing 7.1% of total FDI inflow. The sector contributes directly to 2.2 million employments and indirectly to 1.8 million jobs. The sector is expected to contribute 8% to India's GDP in 2022 from 6.5% currently. In this study the impact of organizational culture on organizational values is examined. This study used ANOVA, regression analysis and correlation to find out the impact of organizational culture on organizational values in the Mobile stores employees in Puducherry region. The findings of the study reveal that there is an impact of organizational culture on organizational values.

## Introduction

The Telecom industry in India is the second largest industry in the world with a subscriber base of 1.17 billion while china is the first largest industry. The number of broadband -subscribers climbed to 765.1 million in February 2021. Affordable tariffs, wider availability, the roll-out of Mobile Number Portability (MNP), expanding 3G and 4G coverage, evolving subscriber consumption patterns, and a favorable regulatory environment have all contributed to the industry's exponential growth in recent years. India's domestic telecom manufacturing capacity has been encouraged by the government. In India, efforts are also being made to build a foundational network for the introduction of 5G technology. India has the second-largest number of telephone connections in the world. As of February 2021, the total telephone connection rose to 1,187.9 million. The Telecom sector is the 3rd largest sector in terms of FDI inflows, contributing 7.1% of total FDI inflow. The sector contributes directly to 2.2 million employment and indirectly to 1.8 million jobs. The sector is expected to contribute 8% to India's GDP in 2022 from 6.5% currently. (<https://www.investindia.gov.in/sector/telecom>)

Organizational values guide to influence others, communicate with one another, and collaborate to achieve goals. Organizational values are the unseen drivers of behaviour, based on our deeply held beliefs that drive decision-making. The culture of an organisation determines how employees should conduct themselves within the organisation. Leaders establish shared views and values, which are then conveyed and reinforced through numerous techniques, ultimately impacting employee perceptions, behaviours, and understanding.

## Review of Literature

1. **G. Boyd, M. Sutherland**<sup>1</sup> (2006) in their study titled "Obtaining employee commitment to living the brand of the organisation" attempted to learn the importance of building a brand-centric organisation in which employees are ambassadors for the brand. 10, 150 employees were contacted. Content analysis was used. The study concluded that an organisation must make employee branding a key business objective which requires a multidimensional approach, which needs excellent communication to create a culture and value set where employees are valued, This creates a sense of belonging through loyalty, pride and commitment, which have to be measured if the organisation is going to make employee branding critically important.
2. **Mark A. Farrell**<sup>2</sup> (2009) in the study on "Developing a Market Oriented Learning Organisation" studied the constructs of organisational change strategies, market orientation, top management behaviour, leadership style, learning orientation and business performance. The survey was conducted among the employees of 2000 organisations in Australia. Data were analysed using two

stage least squares regression (2SLS). The study indicated that a market orientation is positively related to a learning orientation and that a learning orientation has a stronger significant positive effect on business performance than on market orientation.

3. **Tammara Petrill**<sup>3</sup> (2013) in the paper titled “The Effect of Personal Values, Organizational Values, and Person-Organization Fit on Ethical Behaviours and Organizational Commitment Outcomes Among Substance Abuse Counsellors: A Preliminary Investigation” attempted to examine value congruence, values, and its influence on perceived ethical work behaviour and organizational commitment of substance abuse. Statistical tools such as means, standard deviations, reliability test, multiple regressions, and correlation were used for analysis. The findings of the study showed that personal values, organizational values, and the congruence of these values do affect ethical work behaviour and organizational commitment.

4. **Tewodros Bayeh Tedla**<sup>4</sup> (2016) in the study on “The impact of organizational culture on corporate performance” examined the successful strategies used to establish an effective organizational culture. The sample of 20 senior managers participated in interviews. The study concluded that the corporate group CEO’s sharp perception, responsiveness to the group’s needs, and exemplary leadership were important factors to establish an effective organizational culture.

5. **Mumin A. Abubakre**<sup>5</sup> (2017) in the paper on “Revisiting the trajectory of IT implementation in organisations: An IT culture Perspective” explored IT implementation from an IT culture perspective and investigated their role in facilitating successful IT implementations. The study found that when IT culture are aligned with the values embedded in IT, positive engagement and usage of the technology results, strengthened the presence of embracing IT cultures.

### Objectives of the study

- ▶ To learn the impact of Organisational value on Organisational culture of the employees working in the mobile stores.
- ▶ To learn the relationship among the variables of Organisational values and Organisational culture
- ▶ To identify the major factors influencing Organisational values and Culture.
- ▶ To know whether the Demographic variables have an influence on Organisational culture and Values

### Hypotheses of the Study

- ▶ H0<sub>1</sub>: There is no significant impact of organisational culture on organisational values of employees in mobile stores in Puducherry.
- ▶ H0<sub>2</sub>: There is no significant relationship between organisational values and organisational culture.
- ▶ H0<sub>3</sub>: Demographic variables do not have an influence on Organisational values and Culture of employees in mobile stores in Puducherry.

### Research Methodology

A questionnaire using the 5-point Likert Scale was framed. On a positive note, each question has been constructed. The answers were scaled down to 5 stages. Strongly agree, agree and agree to some extent were taken as strong perceptions, while disagree and strong disagree were taken as weak perceptions.

### Population and sample

The study covered the employees of mobile stores in Puducherry. A sample of 60 employees were approached out of which 50 employees availed with full-fledged data were taken up for the study and used for analysis.

Sl.no	Variables of Organisational values	Variables of Organisational culture
1	Communication	Customer focus
2	Excellence	Work life balance
3	Trust	Honesty

### Primary Data Analysis

A close ended schedule with a 5-point Likert scale has been used for analysing the perception of the respondents. To test the reliability of the questions, a reliability test was carried out. Cronbach’s Alpha score was found out to be 0.765 which is more than 0.5, the acceptance level.

**Table-1**  
**Profile of the employees**

Demographic Variable		No. of employees	Percentage
Age(in years)	Below 20 Yrs	17	34
	20-30 yrs	26	52
	Above 30 yrs	7	14
	<b>Total</b>	<b>50</b>	<b>100</b>
Gender	Male	22	34
	Female	28	86
	Transgender	0	0
	<b>Total</b>	<b>50</b>	<b>100</b>
Education	Below SSLC	3	6
	SSLC	2	4
	HSC	9	18
	Degree	36	72
	<b>Total</b>	<b>50</b>	<b>100</b>
Experience	0-3 yrs	38	76
	3-5 yrs	18	20
	5-7 yrs	2	104
	<b>Total</b>	<b>50</b>	<b>100</b>
Salary (in Rs.)	5000-10000	26	52
	10000-15000	19	38
	15000-20000	5	10
	<b>Total</b>	<b>50</b>	<b>100</b>
Employment	Part-time	8	16
	Full-time	42	84
	<b>Total</b>	<b>50</b>	<b>100</b>
Marital Status	Single	37	74
	Married	13	26
	<b>Total</b>	<b>50</b>	<b>100</b>

**Anova Table**

**Influence of demographic variables of Mobile stores Employees on Organisational Values**

Demographic Variable	Organisational Values					
	COMMUNICATION		EXCELLENCE		TRUST	
	F value	Sig.value	F value	Sig.value	F value	Sig.value
Age	3.371	<b>0.027</b>	1.057	0.139	0.808	0.551
Gender	1.858	0.150	2.345	<b>0.069</b>	2.230	0.078
Education	3.163	<b>0.034</b>	3.861	<b>0.011</b>	2.401	<b>0.051</b>
Experience	23.874	<b>0.000</b>	11.395	<b>0.000</b>	3.321	<b>0.012</b>
Salary	4.191	<b>0.011</b>	1.961	0.117	1.833	0.226
Employment Status	2.720	<b>0.056</b>	1.246	0.305	0.230	0.809
Marital Status	5.149	<b>0.004</b>	1.036	0.399	0.986	0.437

Age, Salary, Employment status and marital status have an influence on Communication. Gender has an influence on Excellence. Education has an influence on Communication, Excellence and Trust. Experience has an influence on Communication, Excellence and Trust. Hence, the **H03: “There is no influence of demographic variables on organisational values of mobile stores employees in Puducherry.”** is rejected.

**Table -3**  
**Influence of demographic variables of Mobile stores Employees on Organisational Culture**

Age	Demographic Variable	Organisational Culture					
		CUSTOMER FOCUS		WORK LIFE BALANCE		HONESTY	
		F value	Sig. value	F value	Sig. value	F value	Sig. value
	Age	1.835	0.139	2.899	<b>0.027</b>	1.369	0.257
	Gender	2.345	0.069	1.735	0.147	3.523	<b>0.009</b>
	Education	3.665	<b>0.011</b>	2.612	<b>0.026</b>	0.877	0.504
	Experience	11.395	<b>0.000</b>	4.155	<b>0.004</b>	3.737	<b>0.006</b>
	Salary	1.961	0.117	4.363	<b>0.003</b>	1.291	0.321
	Employment Status	1.267	0.305	2.899	<b>0.025</b>	2.523	<b>0.044</b>
	Marital Status	1.336	0.409	1.160	0.348	1.805	0.145

influence on worklife balance. Gender have an influence on Honesty. Age, Education, Experience, Employment status and Salary have an influence on worklife balance. Gender, Experience and Employment status has an influence on Honesty. Hence, the **H03: “There is no influence of demographic variables on organisational culture of mobile stores employees in Puducherry.”** is rejected.

**Regression analysis**

**Table-4**  
**Impact of Organisational Culture on commitment of Mobile stores Employees**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.382	3.630		3.963	.000
	CUSTOMERFOCUS	.468	.129	.354	2.157	<b>.026**</b>
	WORKLIFE BALANCE	.188	.125	.207	1.499	.141
	HONESTY	.282	.139	.343	2.029	<b>.048**</b>

a. Dependent Variable: COMMUNICATION

The general form of the equation to predict Organisational values (Communication) from customer focus, worklife balance and Honesty is:

$$\text{Predicted Communication} = 14.382 + (0.468 \times \text{customer focus}) + (0.188 \times \text{work life balance}) + (0.282 \times \text{Honesty})$$

The result has been summarised in table-4. There is a significant impact of communication on customer focus and Honesty.

**Table-5****Impact of Organisational Culture on Excellence of Mobile stores Employees**

The general form of the equation to predict Organisational values(Excellence)from customer focus,work life balance and honesty.  
 Predicted Recognition = 16.858- (0.518 xcustomer focus) + (0.171 x worklife balance) + (0.184 x honesty).

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.858	3.032		4.082	.000
	CUSTOMERFOCUS	-.518	.118	-.331	2.171	<b>.049**</b>
	WORKLIFE BALANCE	.171	.105	.217	2.118	<b>.026**</b>
	HONESTY	.184	.146	.240	.723	.473

a. Dependent Variable: Excellence

The result has been summarised in table 5. There is a significant impact of Excellence on worklife balance and honesty organisational culture variables.

**Table-6****Impact of Organisational Culture on trust of Mobile stores Employees**

The general form of the equation to predict Organisational values(Trust)from customer focus,worklife balanceand honesty is:  
 Predicted Trust = 14.382 - (0.149 xcustomer focus) + (0.188 x worklife balance) + (0.282 x honesty)

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.382	3.630		3.963	.002
	CUSTOMERFOCUS	-.149	.129	.194	-1.157	.253
	WORKLIFE BALANCE	.188	.125	.207	1.499	.141
	HONESTY	.282	.139	.343	2.209	<b>.048**</b>

a. Dependent Variable: TRUST

The result has been summarised in table-6.There is a significant impact of Trust on Honesty.

**H03: There is no significant impact of organizational culture on organizational values of employees in Mobile stores in Puducherry is rejected.**

## Correlation Analysis

**Table-7**

### Correlations

		COMMUNIC ATION	EXCELLEN E	TRUST	CUSTOM ERFOCUS	WORKLI FEBALA NCE	HONEST Y
COMMUNICA TION	Pearson Correlation Sig. (1-tailed) N	1 50					
EXCELLENCE	Pearson Correlation Sig. (1-tailed) N	.115 .213 50	1 50				
TRUST	Pearson Correlation Sig. (1-tailed) N	1.000** .000 50	.115 .213 50	1 50			
CUSTOMERFO CUS	Pearson Correlation Sig. (1-tailed) N	.003 .492 50	.044 .380 50	.003 .492 50	1 50		
WORKLIFEBA LANCE	Pearson Correlation Sig. (1-tailed) N	.248* .041 50	.033 .410 50	.348* .031 50	.000 .499 50	1 50	
HONESTY	Pearson Correlation Sig. (1-tailed) N	.256* .036 50	.115 .213 50	.456* .027 50	.574** .000 50	.119 .205 50	1 50

\*\* . Correlation is significant at the 0.01 level (1-tailed).

\* . Correlation is significant at the 0.05 level (1-tailed).

Table 7 shows correlation matrix of the variables of organisational values and organisational culture. It indicates that Worklife balance and Honesty(organisational culture) is significantly correlated with communication (organisational values).Trust(organisational value) is significantly correlated with Worklife balance and Honesty(organisational culture).

► **H02: There is no significant relationship between organisational values and organisational culture is rejected.**

### Findings

- The findings of the study reveal that there is an impact of communication on customer focus and honesty.
- There is significant impact of Excellence on customer focus and worklife balance.
- There is a significant impact of trust on honesty.
- There is a significant relationship between organisational values and organisational culture.
- Age, gender, salary, education, employment status and marital status has an influence on Communication while gender has no influence on communication. Gender has an influence on Excellence while Age, salary, employment status and marital status has no influence on Excellence. Education and Experience has an influence on all variables of organisational values(communication, excellence and trust). On the other hand Age, Gender ,salary, employment status and marital status has no influence on Trust

- Education and experience has an influence on customer focus while age, gender, salary, employment status and marital status has no influence on customer focus. Age, education, experience, salary and employment status has an influence on worklife balance while Gender and marital status has no influence on worklife balance. Gender, experience and employment status has an influence on trust while age, education, salary and marital status has no influence on honesty.

### Suggestions

- Identifying and encouraging the employees by giving gratuity, increments and holidays on the basis of their performance in the organisation are the need of the hour.
- Feedback from the employees regarding their facilities in the workplace may be obtained.
- Employees may be stimulated to contribute their ideas, which result in the growth of the organisation.
- Changes in rules and regulation may be periodically informed to the employees.

### Conclusion

The set of ethics, morals and performance that direct and inform the behaviour of all team members is the organisational values. A good culture in the organisation demonstrates positive attributes that contributes to better results, while a weak culture of the business brings out habits that can hamper even the most effective organisations. The determined efforts and ideas of employees play a vital role in the functioning of the organisation. Organisational culture have a great impact and relationship on Organisational values more than ever

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