

The Impact Of Organisational Culture On Employees' Behaviour In Research And Development Organisation

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Doi: 10.47750/pnr.2022.13. S05.139

Abstract

The core of an organisation is collective behaviour of its employees governed by the organisational culture and shaped by the values, vision and the mission of the organisation. This study is intended to understand – “The Impact of Organisational Culture on Employees' Behaviour in a Research and Development Organisation”. This Empirical research study had primary data collected from 152 middle and lower-level employees of the organisation through a purposive and simple random method using closed ended, properly designed and self-administered survey questionnaire consisting of 50 questions on employees' demography, organisation culture and behaviours. The data collected was tabulated and descriptive understanding carried out. It was classified and Quantitative Analysis was done using statistical software (SPSS) using simple & multiple linear regression techniques, ANOVA and Karl Pearson's Coefficient Correlation to observe the relation concerning organisational culture and employees' behaviour. The study reveals that the Research and Development Organisation has a mix of technocratic and bureaucratic culture, a progressive association occurs between organisational culture and employees' behaviour which further impacts employees' job performance. This study will help the organisation understand the causes of employee & organisation performance problems, assess the effectiveness of motivational practices, address and the correct negative employee behaviour pattern and create a healthy work environment for employees. The study is first ever research which discovers the influence of organisational culture on employees' behaviour in Research and Development Establishment, a government of India organisation. The study will provide valuable insights to the management for cultivating professional perception in the employees, foster team-oriented cooperation, boost employee relationship and the establishment's performance.

Keywords: Organisational Culture, Employees' Performance, Employees' Behaviour, Employee Satisfaction, Employees' Perception

1. INTRODUCTION

Research & Development Establishment is among India's premiere research organisation which is engaged in the indigenous development of various engineering systems for the Indian Armed Forces. The establishment traces its origin to during World War II when Inspectorate of Engineer Stores was set up to certify quality control of stores produced indigenously and be responsible for management of producers for the articles used by the armed forces. The organisation has developed and delivered numerous combat engineering systems since its inception. Over the years the establishment has increased their scope in the areas of robotics, composite products and micro-electro-mechanical-systems (MEMS).

Since its inception, the organisation was headed by officers from the Indian Army and hence followed a disciplined culture of army. However, in early 1990's the responsibility was handed over to civil senior scientists who have been working in the organisation and had gained adequate experience to successfully manage the establishment. Over the years as the count of army officers kept reducing in the organisation, the culture of the organisation also saw changes accordingly. The vision and mission of the organisation provides adequate insight about the strategy for their working ethos and beliefs.

1.1 Culture

Cambridge Dictionary describes Culture as an approach to life by imbibing broad customs and principles by a set of specific clusters of individuals at a specific time and Edward Hall (1959), has equated culture with a soundless dialectal, and believed the culture to be that share of individual behaviour which is taken as established fact and do not think around for the reason that it is assumed to be general and distinctive. In modern times, the first attempt to quantify culture was by Geert Hofstede (1993) who defined the culture to be a combined encoding of the brain that differentiates between a set of individuals from others.

Researchers in early 1950's, like Kroeber and Kluckhohn (1952) had worked on a group of more than 150 definitions on culture. Mohe (2008) compared culture to be a very vague and complex terminology which is extremely difficult to explain. (Geertz, 1973) The concept of culture was first studied in anthropology, by observing few specific tribes, about their norms and rituals, language and stories. Earley and Erez (1997) explained culture to be a group of common theories and similar behaviours which is shared amongst a group of persons. Komal et al. (2018) researched from Indian context for association that existed between Hofstede's cultural value dimensions and Indian Values.

1.2 Organisation Culture

An organisation's culture is a soul of any business and comprises of collective values of individuals who are part of the organisation. Haines (2000) explained that every person has own beliefs which translates into a set of personal values when expressed collectively shapes the organisation's culture. O'Reilly (1989) termed culture to be a 'social control system' which laydown the concept for how things should be, and Scott (1994) provides the unrecorded instructions on the subject. Culture provides the hidden rules and opportunities of behaviour wherein every person in the organisation knows what is expected out of them, even when written rules do not exists (Saxena et al., 2008). Hence, organisational culture is a collective truth which an employee should know, think and do. The employees accept a set of social, sensitive and spiritual charters. An individual is guided by culture, which is a set of behaviours that people function through. Once a correct cord is hit, play it as long as it is viable. Similarly, when a correct recipe is found, based on continuous concrete perception and experimental authentication, it will serve you for a long duration, we may frequently enquire and contest the recipe, but seldom think of changing it. When we generate a workable organisational culture it leads to positive performance.

Due to the significance of organisational culture to leaders and managers due to the present environment of changing businesses and its probable influence on companies results, this research empirically scrutinizes the philosophy related to organizational culture of Indian Research and Development organisation, an area which, even though relatively important, has still not been researched adequately. This paper thus is organized to cover aspects like literature review on various previous studies on organisational culture, particularly in the Indian setting of government organisations, then with the listing of aims and approach of research. Thereafter results and discussion has been covered besides the final conclusion. Saxena et al. (2008) gave a very generic description of organisation's culture which provides an insight to how things are seen and worked around in the day today. An organisational culture summarizes what an organisation is presently following and what has functioned in the past for the organisation. The culture is a composite occurrence with elements of essential beliefs and traditions to observable hierarchy and practices. Fey and Denison (2003) had questioned if we can quantify the culture in a qualified manner. Marcoulides et al. (1993) and Schein (1992) noted that organisation's philosophy enables suitable solutions to identified difficulties as employees acquire sense and set values, outlooks and behave in a pattern and traditions that inspires a great level of successes. Kluckhohn and Strodtbeck (1961) had proposed the national value positioning of the concept and how it impacts organisational arrangements. Agarwal et al. (1999) explained how national culture can impact the relation among the organisational culture and person's behaviour which hypothesizes culture to be how people resolve problems especially about relationships, time and environment around. It is also the shared coding of the mind that segregates countries from one another. Pandey et al. (2020) brought out the importance of the managing human resource in the Indian Army built on ethos, organisation culture and dedication to service before self.

Denison and Mishra (1995) established that organisational culture to be linked with Knowledge management in the organisation. They conveyed that the main reason for a successful knowledge strategy is through entrenching an experienced cultural theory in its vision and mission of the organisation. This enables developing a pioneering philosophy. Gorakhia et al. (2020) described in their research that managing workforce for performance and productivity through developing organisational cultural by incorporating the technology available in present scenario.

Srinivasan (2004) established that approach towards new ethos and employee intensive areas yield new and sustaining techniques for knowledge management. Also, multicultural model in knowledge management yields heterogeneity in the styles of knowledge management and would have a lasting effect because of historical transformations, cultures and formal systems. Thus, organisational cultural may be said to be an arrangement of common elementary norms conceived, learned and developed by a homogeneous group when they absorb to handle the complications of outside variation and inner amalgamation which are considered as norms as it has worked well for them and hence, shared with new entrants as perfect means to recognize, reflect and sense in relating to the difficulties.

Individual behaviour is a link that any specific worker or cluster of workers has with others, including their effort and the organisation they belong to. A good employee behaviour will entail individual to be contented and dedicated to the work they do which gives adequate reflection on the results produced. Whereas in case of bad behaviour, it will directly affect the morale and the performance of the employees' resulting in lower efficiency and distrust among individuals. Hence it is imperative for the establishments to have organisational culture which will endure positive impact on employees' behaviour towards the establishment. It is an established fact that when employees are cheerful, they are highly efficient as they enjoy working. It is extremely important for senior managers and managements to ensure employees remain contented and do not feel demoralized from work which will have unswerving influence on the organisation's results. Employees' behaviour reflects their assertiveness concerning the business.

OCTAPACE is a tool to measure ethos in an organisation which was developed by Professor TV Rao. The term OCTAPACE includes the factors like Autonomy, Authenticity, Confrontation, Collaboration, Openness, Experimentation, Proactive and Trust (Rao, 1999). They are the principles that assist an organisation in nurturing an environment of constant growth of workforce. Human Resource Development is assisted when an ideal level of these beliefs are maintained in an organisation. Pareek (2003) developed an OCTAPACE tool on a four-point scale to measure organisational ethos in eight principles using 40 item instruments.

This research is an endeavour to discover the association among organisation culture and their influence on members' behaviour in a Research and Development establishment, a government of India organisation. From the research it was observed that the Technocratic culture prevails in the establishment, however, very closely followed by bureaucratic culture which is equally prevalent in government organisations. Entrepreneurial and Autocratic follows other two cultures technocratic and bureaucratic in the given sequence. The study has also made an attempt to establish connection between the employees' behaviour to organisational culture through various factors like communication, career, recognition, teamwork, equality, etc.

2. REVIEW OF LITERATURE

2.1 Boniface C. Nwugwo (2001) in his research discussed about organisational culture to be most pervasive and powerful within an organisation which is the outcome of the mutual traditions, values and philosophies. The Corporate leaders use this tool as a force for change or an overwhelming barrier. However, for employees it acts as a bonding force which glues people together or a vigour which takes them away from the organisation. The study also brought out various forms of organisation culture as applicable to different business environments. He used Goffee and Gareth's Double S Cube to describe the influence of organisation's culture on employees' behaviour. Through this study the author had tried to bring out the importance of organisational culture which is performing through norms and philosophies, connects to employees' behaviour and attitude at their workplace.

2.2 Aswathappa (2003) Established that culture is a complex system made out of various ingredients, including faith, talent, ethics, regulations, tradition, and other competencies and practices developed in humanity.

2.3 Arunchand CH and Hareesh N Ramanathan (2013) researched to discover the kind of organisational culture on which the public sector undertakings have been working on. The study revealed that out of four cultures autocratic, bureaucratic, technocratic and entrepreneurial, the bureaucratic culture was found most dominating and followed with autocratic, technocratic and entrepreneurial culture. Employees working in such enterprise have low morale which is mainly attributed to bureaucratic structure. However, their study could not establish any relation between the two. Also, they demonstrated that the level of morale between the two genders has big difference with female workers have comparatively lower morale as compared to their male counterparts who are having higher morale.

2.4 Tewodros Bayeh Tedla (2016) carried out research to recognize the effect of organisational culture on corporate performance. An effective strategy that improves the performance in corporate can be through a clearly brought out mission and vision. Fundamental businesses believe strategy to be vital for the accomplishment of the business based on client fulfilment, workers' enablement, cooperation, business distinctiveness, reliability, value, and brilliance. The contributors recognized that member - intensive management as a significant approach to create an operative organisational culture.

2.5 Renuka & Rao (2019) found in their research that autonomy in assigning work to employees, cooperation amongst various job performance have better impact on employees behaviour. Performance evaluation plays an important role in employees thought process, hence effecting the overall behaviour.

2.6 Brenyah & Obuobisa -Darko (2017) in their study established that accomplishment and care culture considerably source employees to be adequately engaged in a public sector organization whereas power culture has significant however negative relationship with employee engagement, these can be improved with increased level of achievement and support culture and reduce the level of power culture.

2.7 Simbine & Tukamushaba (2020) in their research found that employee behaviour is shaped by two key precursors, their attitude and perceptions for various aspects of organization which has direct influence on organizational effectiveness. Hence, organisations should involve employees in decision making and communicate ideas so as to be understood by every employee.

2.8 Martins, E.C. and Terblanche, F. (2003) presented in their research, discussion based on a model, that provide factors of organizational culture which has impact on creativity and innovation. They presented how creativity, innovation and culture are affiliated and provided factors of organizational culture to be approach, configuration, sustenance instruments, ethos that inspires invention and sharing of thought process. Factors like beliefs and values have a strong bearing on creativity and innovation which will either influence or obstruct innovations and creativity based on individual and group behaviour.

2.9 Lok, P. and Crawford, J. (2004) carried out research on impacts of organisational culture and leadership varieties on work related fulfilment and structural obligations. Statistically they provided insight into effects of leadership method and innovative philosophy on work related fulfilment and obligations.

2.10 Parker, R. and Bradley, L. (2000) established that by adopting a greater emphasis on transformation, flexibility, entrepreneurialism, conclusions, proficiency and output can inspire to advance from outdated bureaucratic values and bring about change in executive transformations in public sector for development of a post-bureaucratic organizational culture.

3. RESEARCH PROBLEM

The businesses and corporate environment are distinguished and steered by numbers. Organisational culture is often viewed as very vague and hard to grasp the concept for reasons that empirically have not been proven to have any influence and role to affect organisational performance. Also, organisational culture cannot be financially quoted hence most managers as well as top management has not been considering as a factor while dealing with profitability and organisational performance (Jones, 2007). Management tends to ignore the role of organisation culture in influencing the trust, ethos and ethics which are required to accomplish performance from employees being non-financial indicators whereas focus on the financial indicators to achieve their goals. Organisations facing challenges for improving their employee behaviour and performance have gone down irrevocably with employees' motivation initiatives. The initiatives to improve employee behaviour has been left to human resources managers to implement, who undermine many times and perceive organisational culture to be of least influence on organisational performance and employees (Cascio, 2006).

Poor organisational and employee performances are generally not due to poor recruitment and selection strategies and processes. These could be due to poor employees' motivation, mismanagement and weak leadership or lack of other employees, well-being initiatives which has a lasting influence on the organisational and employees' performance. It is hence critical for the top management, supervisors and employees to comprehend the nuances of organisational culture and impact it has on the employees' behaviour which in effect leads to poor performance. The Research and Development organisations across the globe have a sound threat philosophy which successfully maintains long term objectives and risk vision.

Most organisations globally have resonating culture which successfully supports the objectives in a long term including vision of the company. Various forces have direct bearing on the organisation culture. Organisations thus have clear vision for managing their culture, regularly monitor it and take requisite steps if any deviation is observed which effects the target achievement. Any organisation has many management tools and processes. However, in case its culture is not affiliated with the goals of the organisation, they will not achieve its objectives.

Major culture at Research and Development establishment, a government organisation, provide adequate opportunity for its employees to contribute and reach their highest potential, have connection with their strategy, goals and purpose, deliver values to customers and finds genuine ways to work, having culture of trust and mutual respect and coexistence is emphasized.

The study is intended to work on the Influence of Organisational Culture on Employees' Behaviour in a Research and Development Organisation.

4. OBJECTIVES

The research is conducted with the objectives as under:

- To assess the organisation culture of Research and Development Establishment, a government organisation.
- To find the influence of employees' behaviour on organisation culture.

- To explore the general performance of the employees.

4.1 Scope of the Research

The research is restricted to providing the following:

- To evaluate the prevailing organisation's culture.
- To discover the influence of employees' behaviour towards organisational culture.
- To understand the causes of performance problems.

4.2 Hypothesis

H1: A substantial relationship exists amongst the organisational culture and employees' behaviour.

4.3 Role of Culture

Culture has a very critical character in any organisation. It specifies the objectives and goals in an organisation, the relation that exists within, qualities such as loyalty, hard work and confidentiality etcetera and the wider context within which the establishment operates. Success of any establishment is connected to an organisation culture in which people are invigorated to work together and share responsibility and resources as needed. Organisation culture exerts numerous influences on persons and processes in organisation, some intense and others more refined. The organisation culture influences employees to communicate in a specific way to others within and outside the establishment, work towards upgrading themselves with training so as to ensure recognition and promotion.

4.4 Research Methodology

This study endeavours to check the type of culture that exists in a Research and Development establishment, a government organisation and the influence of organisation culture on the employees' behaviour. A structured questionnaire has been utilised to gather the requisite information. The Descriptive and Analytical type of methodology was conducted. The study is conducted through primary and secondary data.

4.5 Sampling

Purposive sampling technique was utilised for the gathering of requisite information from the workers of the Research and Development Establishment. A total of 200 e-Questionnaires was disseminated, wherein 152 responses were found usable and completely filled by respondents of the establishment. The respondents belonged to all the categories of employees including middle management level, scientists, technical officers and staff.

4.6 Data Collection

This Empirical research study had primary data collected from 152 middle and lower level employees of organisation through a purposive and simple random method using closed ended, properly designed and self-administered survey questionnaire consisting of 50 questions on employees' demography, organisation culture and behaviour factors. The secondary data are collected using journals, magazines, periodicals and books. E-Questionnaires intended to collect the data consists of three parts, comprising of demographic characteristics of the respondents, the next part contained 8 questions to recognize the kind of organisational culture prevalent in the establishment which influences the employees' behaviour. The last part contained 37 questions on a Likert scale basis reply providing insight into behavioural factors.

4.7 The Type of Organisational Cultures and Instrument Used

The summary for organisational culture measures Entrepreneurial, Bureaucratic, Technocratic and Autocratic types of organisational culture. The methodology used in e-survey for measuring these cultures has eight sets comprising of beliefs (1), Rooms and fixtures (2), Views (3), Governance (4), Summits (5), Importance (6), Statement (7) and Festivities (8). The serial numbers of sets in the instrument are given as figures in the asides. The respondent was to give rank to four testimonials in every question. These ranks were to be given based on their applicability to the organisation as being thought of by the employee. The ranks were from 1 to 4 with most accurate to least accurate. Each testimonial is linked to the cultures being studied. Average sum having least value of all the rank to each testimonial would bring out the type of culture prevalent in the organization.

4.8 Data Analysis Processes

The responses collected using the e-survey was studied with the help of different exploratory and empirical methods. Explorative analysis for factors was used to abstract various aspects for organisational culture of the employees of the establishment. Pearson's correlation and multiple linear regression techniques are utilised for checking the association among the organisational culture and employees' behaviour of the establishment, an ANOVA test to check the significance of survey results. Cronbach's alpha test was utilised to analyse the data of survey questionnaire for its scale reliability.

5. DATA ANALYSIS AND INTERPRETATION

5.1 Percentage Analysis. This analysis helps in for studying demographic data of organisational culture and its impact on workers behaviour, which provides percentage and frequency of the variables for research.

5.2 Interpretation: As above in Table 1, out of 152 respondents, 86.84% of respondents are male whereas 13.16 are female. It clearly shows male employees are more in number than female. When it comes to the age category of the survey respondents, 7.24% are below the age of 30 years, 15.13% are amongst the age group of 30 - 40 years, 28.29% belongs to age group 40-50 years and 49.34% are above 50 years, evidently more senior employees have responded to the survey questionnaire which will have great bearing on the organisational culture. Now, out of 152 respondents, 12.50% have less than 10 years of experience, 40.13% have experience between 10-20 years, 17.11% are of 20-30 years of experience and 30.26% survey respondents are having experience more than 30 years. In the category of the highest education qualification of the respondents, 53.95% have the highest education qualification as Diploma, 19.74% of respondents are Graduate degree holders, 25.00% are post graduate degree holders whereas only 1.32% are Doctorate degree holders.

Hence, most of the respondents are male employees of more than 50 years of age, having beyond 30 years of experience and the highest education qualification as a diploma.

Table 1: Population Data of the Respondents

	Responses	%
Gender		
Male	132	86.84
Female	20	13.16
Total	152	100
Age		
Below 30yrs	11	7.24
30-40yrs	23	15.13
40-50yrs	43	28.29
Above 50 yrs	75	49.34
Total	152	100.00
Work Experience		
Below 10 Years	19	12.50
11-20 years	61	40.13
21-30 years	26	17.11
Above 30 years	46	30.26
Total	152	100
Highest Education Qualification		
Diploma	82	53.95
Graduate Degree	30	19.74
Post Graduate Degree	38	25.00
Doctorate Degree	2	1.32
Total	152	100

6. EMPIRICAL ANALYSIS AND DISCUSSION

6.1 Cronbach's Alpha Test: On conducting Cronbach's Alpha test to understand the trustworthiness of the questionnaire, it was found to be highly reliable with almost 93% in the scale, which is 0.927 for 37 questions in the structured questionnaire which excludes demographic questions and ranking questions for organisational culture.

Table 2: Trustworthiness Statistics Report

Cronbach's α	Cronbach's α for Homogeneous Responses	N
.926	.927	37

6.2 KMO and Bartlett's Test: On conduct of KMO and Bartlett's test, it confirmed that KMO statistics is .802 and it is found to be significant with 0.000. This reflects that the sample is highly adequate having more than 80% for performing the multivariate analysis.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.802
Bartlett's Test of Sphericity	Approx. Chi-Square	5032.450
	df	666
	Sig.	.000

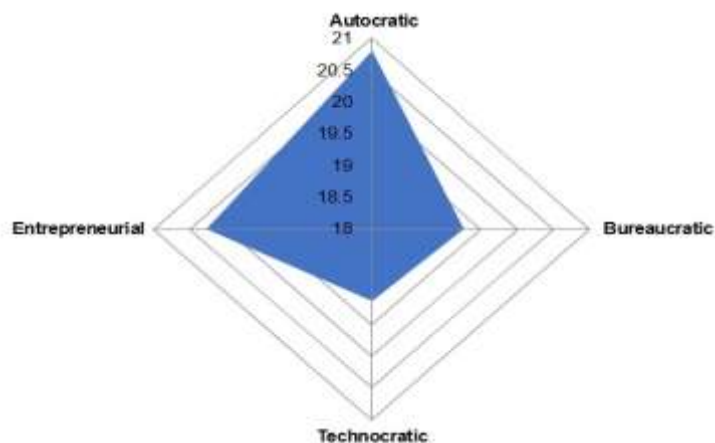
7. MEASUREMENT OF CULTURE

The ranking questions of the survey dealt to measure the culture of the establishment. The respondents were to provide ranks to various testimonials in each set with total eight sets. Analysis of the data collected was conducted and descriptive statistics to measure the culture of the organisation. Four cultures i.e., autocratic, bureaucratic, technocratic and entrepreneurial aids as controlling tools for employee behaviour. In this study, the data was tabulated and the mean value of each type of organisational culture worked out.

Table 4: Descriptive Statistics of Culture Measurement

	<i>Autocratic</i>	<i>Bureaucratic</i>	<i>Technocratic</i>	<i>Entrepreneurial</i>
Mean	20.80921053	19.26315789	19.125	20.27632
Standard Error	0.252684015	0.228985526	0.181084	0.201337
Median	21	19	19	20
Mode	21	20	19	19
Standard Deviation	3.115297765	2.823123164	2.232548	2.482248
Sample Variance	9.705080167	7.970024399	4.984272	6.161555
Kurtosis	2.200607464	1.455301199	0.818965	-0.75133
Skewness	-1.002632791	0.617122524	-0.12275	-0.08708
Range	18	16	14	11
Minimum	9	13	11	14
Maximum	27	29	25	25
Sum	3163	2928	2907	3082
Count	152	152	152	152

Figure 1: Culture of Organisation



7.1 Interpretation: From the above tables, the type of culture in the establishment is related to lowest score amongst all the cultures and increases as the score pattern increases. Technocratic culture has the lowest mean of 19.125 followed very closely by Bureaucratic culture having the mean value at 19.263. This clearly indicates that the establishment has both technocratic and bureaucratic cultures which are more prominent in such government organisations which are research oriented. This was also clearly visible in ranking question where 109 respondents have ranked it first out of the total 152 respondents which is almost 72% of the population (Figure 2). Entrepreneurial culture with 20.27 as mean value follows bureaucratic culture and Autocratic culture with mean value 20.809 is at the last position and hence the least prominent culture in the establishment. After this correlation between variables were taken out. It was revealed that all the cultural have negative correlation with other factors.

Figure 2: Summary of Response on Attention given to Updating Technology

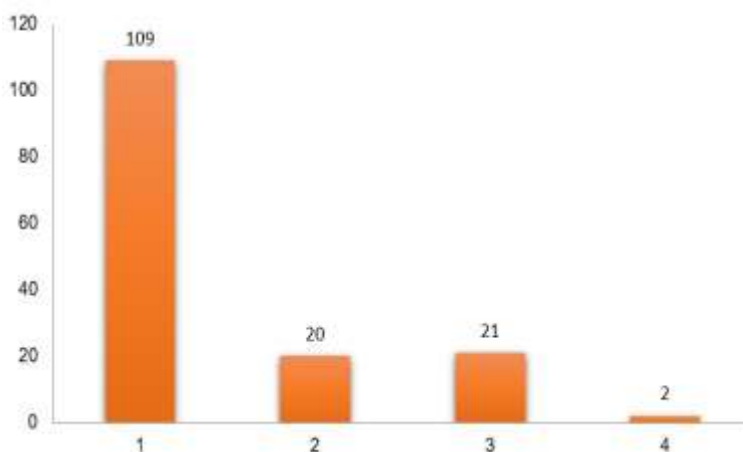


Table 5: Correlation between Various Cultures

Correlations						
			Autocratic	Bureaucratic	Technocratic	Entrepreneurial
Spearman's rho	Autocratic	Correlation Coefficient	1.000	-.353**	-.236**	-.305**
		Sig. (2-tailed)	.	.000	.003	.000
		N	152	152	152	152
	Bureaucratic	Correlation Coefficient	-.353**	1.000	-.290**	-.141
		Sig. (2-tailed)	.000	.	.000	.083
		N	152	152	152	152
	Technocratic	Correlation Coefficient	-.236**	-.290**	1.000	-.084
		Sig. (2-tailed)	.003	.000	.	.301
		N	152	152	152	152
	Entrepreneurial	Correlation Coefficient	-.305**	-.141	-.084	1.000
		Sig. (2-tailed)	.000	.083	.301	.
		N	152	152	152	152

** . Correlation is significant at the 0.01 level (2-tailed).

8. MEASUREMENT OF THE EMPLOYEES' BEHAVIOUR

Employees' behaviour in an organisation is the outcome of various experiences of the individual which are directly linked to organisational culture. There are factors through which insight for behaviour of employees can be gauged. Every individual in an organisation has a strong belief that they can make a positive impact on the organisation and its performance through their way of communication, job satisfaction and other variables which define organisation culture. The figure 3 below provides graphically an insight into respondents thought process in the aspects which play a very vital role in employees' behaviour in an organisation.

Figure 3: Average of Sector-wise Analysis of Respondents



8.1 Principle Component Analysis: As confirmed earlier in the paper through KMO and Bartlett’s test that KMO statistics is .802 and it is found to be significant with 0.000. This reflects that the sample is highly adequate having more than 80% for performing the multivariate analysis. On conducting principle component method analysis, we got seven factors out of 14 variables that explains almost 88% variance (Table 6), which is the collective percentage of the rotation sum of square loading as 87.960%.

Table 6: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.973	49.809	49.809	6.973	49.809	49.809
2	1.450	10.359	60.168	1.450	10.359	60.168
3	1.153	8.233	68.401	1.153	8.233	68.401
4	.938	6.698	75.100	.938	6.698	75.100
5	.731	5.218	80.318	.731	5.218	80.318
6	.559	3.992	84.310	.559	3.992	84.310
7	.511	3.650	87.960	.511	3.650	87.960
8	.362	2.587	90.547			
9	.327	2.335	92.882			
10	.274	1.957	94.839			
11	.238	1.700	96.539			
12	.195	1.395	97.934			
13	.173	1.239	99.173			
14	.116	.827	100.000			

Extraction Method: Principal Component Analysis.

8.2 Interpretation: Principle Component Analysis conducted to summarize the information available in the large data which was collected from respondents in multiple variables. This process provided with smaller sets of summary indices that help in visualizing the complete data set and analyze which will reflect the whole information. Here when KMO and Bartlett’s test confirmed earlier (Table 3) that KMO statistics is .802 and it is found to be significant with 0.000. This reflects that the sample is highly adequate having more than 80% for performing the multivariate analysis. Based on the outcome, the principle component method analysis was conducted to check for factors which are playing a critical and crucial role in summarizing the employees’ behaviour. As above, in Table 6, seven factors out of 14 variables that explains almost 88% variance were found, which has the collective percentage of the rotation sum of square loading as 87.960%. This explains that all these seven factors are those critical factors which describes the employees’ behaviour due to organisational culture to larger extent and have maximum bearing. The seven factors which are extracted from above analysis are Communication, Satisfaction, Training, Career, Establishment, Appraisals and Recognition.

8.3 Testing the Variance of Employees’ Behaviour Across Technocratic and Bureaucratic Culture Levels
To check the variance and relation between various factors of the employees’ behaviour and technocratic & Bureaucratic cultures, correlation and correlation coefficient tests were conducted. Table 7A and 7B provides the degree and strength of the relation between the cultures and various factors.

Table 7A: Correlations

		Bureaucratic	Technocratic	Communication	Satisfaction	Training	Career	Establishment	Appraisals	Recognition
Bureaucratic	Pearson Correlation	1	-.260 ^{**}	-.107	-.090	.051	-.274 ^{**}	-.190 [*]	-.129	-.209 [*]
	Sig. (2-tailed)		.001	.191	.272	.529	.001	.019	.112	.010
	N	152	152	152	152	152	152	152	152	152
Technocratic	Pearson Correlation	-.260 ^{**}	1	.107	.313 ^{**}	.146	.219 ^{**}	.354 ^{**}	.334 ^{**}	.162 [*]
	Sig. (2-tailed)	.001		.188	.000	.073	.007	.000	.000	.047
	N	152	152	152	152	152	152	152	152	152
Communication	Pearson Correlation	-.107	.107	1	.320 ^{**}	.521 ^{**}	.450 ^{**}	.570 ^{**}	.421 ^{**}	.697 ^{**}
	Sig. (2-tailed)	.191	.188		.000	.000	.000	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152
Satisfaction	Pearson Correlation	-.090	.313 ^{**}	.320 ^{**}	1	.316 ^{**}	.227 ^{**}	.441 ^{**}	.334 ^{**}	.202 [*]
	Sig. (2-tailed)	.272	.000	.000		.000	.005	.000	.000	.013
	N	152	152	152	152	152	152	152	152	152
Training	Pearson Correlation	.051	.146	.521 ^{**}	.316 ^{**}	1	.269 ^{**}	.361 ^{**}	.554 ^{**}	.517 ^{**}
	Sig. (2-tailed)	.529	.073	.000	.000		.001	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152
Career	Pearson Correlation	-.274 ^{**}	.219 ^{**}	.450 ^{**}	.227 ^{**}	.269 ^{**}	1	.477 ^{**}	.327 ^{**}	.461 ^{**}
	Sig. (2-tailed)	.001	.007	.000	.005	.001		.000	.000	.000
	N	152	152	152	152	152	152	152	152	152
Establishment	Pearson Correlation	-.190 [*]	.354 ^{**}	.570 ^{**}	.441 ^{**}	.361 ^{**}	.477 ^{**}	1	.539 ^{**}	.447 ^{**}
	Sig. (2-tailed)	.019	.000	.000	.000	.000	.000		.000	.000
	N	152	152	152	152	152	152	152	152	152
Appraisals	Pearson Correlation	-.129	.334 ^{**}	.421 ^{**}	.334 ^{**}	.554 ^{**}	.327 ^{**}	.539 ^{**}	1	.564 ^{**}
	Sig. (2-tailed)	.112	.000	.000	.000	.000	.000	.000		.000
	N	152	152	152	152	152	152	152	152	152
Recognition	Pearson Correlation	-.209 [*]	.162 [*]	.697 ^{**}	.202 [*]	.517 ^{**}	.461 ^{**}	.447 ^{**}	.564 ^{**}	1
	Sig. (2-tailed)	.010	.047	.000	.013	.000	.000	.000	.000	
	N	152	152	152	152	152	152	152	152	152

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 7B: Correlation Coefficient

		Bureaucratic	Technocratic	Communication	Satisfaction	Training	Career	Establishment	Appraisals	Recognition
Bureaucratic	Correlation Coefficient	1.000	-.290 ^{**}	-.146	-.039	.060	-.352 ^{**}	-.296 ^{**}	-.193	-.213 [*]
	Sig. (2-tailed)		.000	.073	.631	.460	.000	.000	.017	.008
	N	152	152	152	152	152	152	152	152	152
Technocratic	Correlation Coefficient	-.290 ^{**}	1.000	.072	.301 ^{**}	.075	.243 ^{**}	.291 ^{**}	.336 ^{**}	.129
	Sig. (2-tailed)	.000		.379	.000	.358	.003	.000	.000	.114
	N	152	152	152	152	152	152	152	152	152
Communication	Correlation Coefficient	-.146	.072	1.000	.379 ^{**}	.589 ^{**}	.433 ^{**}	.603 ^{**}	.382 ^{**}	.683 ^{**}
	Sig. (2-tailed)	.073	.379		.000	.000	.000	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152
Satisfaction	Correlation Coefficient	-.039	.301 ^{**}	.379 ^{**}	1.000	.255 ^{**}	.276 ^{**}	.241 ^{**}	.183 [*]	.228 [*]
	Sig. (2-tailed)	.631	.000	.000		.002	.001	.003	.024	.005
	N	152	152	152	152	152	152	152	152	152
Training	Correlation Coefficient	.060	.075	.589 ^{**}	.255 ^{**}	1.000	.244 ^{**}	.489 ^{**}	.399 ^{**}	.605 ^{**}
	Sig. (2-tailed)	.460	.358	.000	.002		.002	.000	.000	.000
	N	152	152	152	152	152	152	152	152	152
Career	Correlation Coefficient	-.352 ^{**}	.243 ^{**}	.433 ^{**}	.276 ^{**}	.244 ^{**}	1.000	.612 ^{**}	.344 ^{**}	.409 ^{**}
	Sig. (2-tailed)	.000	.003	.000	.001	.002		.000	.000	.000
	N	152	152	152	152	152	152	152	152	152
Establishment	Correlation Coefficient	-.296 ^{**}	.291 ^{**}	.603 ^{**}	.241 ^{**}	.489 ^{**}	.612 ^{**}	1.000	.609 ^{**}	.636 ^{**}
	Sig. (2-tailed)	.000	.000	.000	.003	.000	.000		.000	.000
	N	152	152	152	152	152	152	152	152	152
Appraisals	Correlation Coefficient	-.193	.336 ^{**}	.382 ^{**}	.183	.399 ^{**}	.344 ^{**}	.609 ^{**}	1.000	.530 ^{**}
	Sig. (2-tailed)	.017	.000	.000	.024	.000	.000	.000		.000
	N	152	152	152	152	152	152	152	152	152
Recognition	Correlation Coefficient	-.213 [*]	.129	.683 ^{**}	.228 [*]	.605 ^{**}	.409 ^{**}	.636 ^{**}	.530 ^{**}	1.000
	Sig. (2-tailed)	.008	.114	.000	.005	.000	.000	.000	.000	
	N	152	152	152	152	152	152	152	152	152

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

8.4 Extended Simple Linear Regression Analysis - Technocratic Culture

Table 8A : ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.059	7	22.580	5.469	.000 ^b
	Residual	594.566	144	4.129		
	Total	752.625	151			

- a. Dependent Variable: Technocratic Culture
 b. Predictors: (Constant), Recognition, Satisfaction, Career, Training, Establishment, Appraisals, Communication

Table 8B : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.458 ^a	.210	.172	2.0320	.210	5.469	7	144	.000	1.512

- a. Predictors: (Constant), Recognition, Satisfaction, Career, Training, Establishment, Appraisals, Communication
 b. Dependent Variable: Technocratic Culture

Table 8C : Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.583	2.315		4.139	.000		
	Communication	-.908	.496	-.218	-1.829	.070	.386	2.591
	Satisfaction	.932	.406	.195	2.297	.023	.761	1.315
	Training	-.171	.372	-.045	-.460	.647	.572	1.749
	Career	.280	.285	.088	.982	.328	.690	1.450
	Establishment	.763	.341	.239	2.234	.027	.480	2.084
	Appraisals	1.415	.716	.210	1.977	.050	.485	2.062
	Recognition	.130	.486	.032	.269	.789	.392	2.550

- a. Dependent Variable: Technocratic

8.5 Extended Simple Linear Regression Analysis - Bureaucratic Culture

Table 9A : ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	164.564	7	23.509	3.259	.003 ^b
	Residual	1038.910	144	7.215		
	Total	1203.474	151			

- a. Dependent Variable: Bureaucratic
 b. Predictors: (Constant), Recognition, Satisfaction, Career, Training, Establishment, Appraisals, Communication

Table 9B : Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.370 ^a	.137	.095	2.6860	.137	3.259	7	144	.003	1.576

- a. Predictors: (Constant), Recognition, Satisfaction, Career, Training, Establishment, Appraisals, Communication
 b. Dependent Variable: Bureaucratic

Table 9C : Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	24.269	3.061		7.929	.000		
	Communication	.618	.656	.117	.941	.348	.386	2.591
	Satisfaction	-.330	.536	-.055	-.615	.539	.761	1.315
	Training	1.185	.492	.247	2.411	.017	.572	1.749
	Career	-.853	.376	-.211	-2.267	.025	.690	1.450
	Establishment	-.356	.451	-.088	-.790	.431	.480	2.084
	Appraisals	-.351	.946	-.041	-.371	.711	.485	2.062
	Recognition	-1.283	.642	-.247	-1.998	.048	.392	2.550

a. Dependent Variable: Bureaucratic

8.6 Interpretation: The multiple regression (Extended Simple Linear Regression) analysis test as above was conducted to check the variable that have strong or weak associations to technocratic and bureaucratic cultures. The organisational culture (dependable variable) depends on seven factors of employees' behaviour (independent variable) by 17% as the adjusted R square value is 0.172 and is significant with $p=0.000$. Also, the Durbin Watson statistical value is 1.512 which justifies the interpretation. The value of regression analysis in table 8A and 9A indicates that 21%, the variance of employees' behaviour, is significantly interpreted by behavioural variables and organisational technocratic culture. This is mainly because of the value of Beta which encompasses an explanation for employees' behaviour. The role of the establishment has maximum impact on the employees' behaviour in research and development establishment with beta value ($\beta = 0.239$), Appraisal ($\beta = 0.210$) and employee satisfaction ($\beta = 0.195$), whereas communication is contributing the negative value with ($\beta = -0.218$). This establishes the multiple regression analysis of variables of employee behaviour and organisation culture and confirmed that organisational culture impacts employees' behaviour in the research and development establishment. It was also observed that a progressive relationship exists amongst organisational culture and employees' behaviour. This entails that any negative behaviour will have a adverse influence on organisation performance. Hence, it is important to enhance the employees' behaviour by implementing a strong organisational culture which will improve the effectiveness of the establishment by developing an appropriate organisational culture and boost efficacy by further gratifying the organisational structure. This will enhance the image of the establishment for improved performance.

9. FINDING AND RECOMMENDATIONS

The data analysis elucidated that the culture that exists in the Research and Development Establishment, a Government organisation is a mix of Technocratic and Bureaucratic culture, which is evident from the vision and mission of the establishment where they give importance to technology upgradation due to nature of its work. However, Bureaucratic culture is attributed to the fact that it's a government organisation and hence follows a traditional type of system in day today functioning of the establishment.

The analysis also established the fact that employees' behaviour is the personal perception of individuals based on various factors. The major factors which contribute most to the employees' behaviour are communication, employee satisfaction, training, career, establishment, appraisal and recognition. All these factors have significant association and contribute towards impacting employees' perception and its behaviour towards organisation, which in turn affects the performance of the organisation. Hence, the hypothesis is accepted. It is established that there exists a significant association amongst organisational culture and employees' behaviour which impacts the performance of individual as well of the organisation. This research has been able to identify important elements of employees' behaviour which are impacted by organisational culture. The management, decision architects or strategists of the establishment can make use of these findings for improving the working atmosphere of the establishment, make employees contented which will improve establishment outlook to the outside world.

10. FURTHER RESEARCH AREAS

The conclusion being drawn from this research paper is introductory which gives a perspective towards organisational culture in Research and Development Establishment, a government organisation in India. It provides various insights to employees' behaviour in a government organisation wherein it performs a very important role in managing the perception of an individual in the establishment based on the culture of the establishment. Further research may be conducted in the specified factors of employee for behaviour and other aspects to strengthen the organisational culture for enhancing the image of the establishment.

11. Conclusion

Research and Development Establishment is a premier organisation of India and a world-class research establishment for Engineering Systems. It has created an image of its own by Design and Development of high-performance engineering systems, Robotics and other Specific Industrial Tools and Solutions. The achievements of the establishment are attributed to their successfully managing the performance of organisational culture in accomplishing the anticipated modifications in individual behaviour management. They also understood the internal culture that are attributes and are appropriate for encouraging preferred behaviours for betterment of the establishment. Employees are oriented towards culture that provide framework and encourages values, associations and behaviours that sources performance and results. Hence, the culture developed over the years helped continuously working as a cohesive team, clear directions and hard work. The vision and mission of the establishment focuses on constantly achieving the best in the field of technology.

This research also discovered that the culture that exists in the Research and Development Establishment is a mix of Technocratic and Bureaucratic cultures. The technocratic culture is because of the establishment's role which is based on technology advancement for armed forces of our country and is effectively mentioned in the mission and vision of the establishment. The Bureaucratic culture is largely attributed to the fact that it's a government organisation and hence follows

a traditional style of functioning in the day today businesses of the establishment. The study revealed organisational culture to have a tremendous influence on the behaviour of workers which is the outcome of their individual perception towards the culture of the establishment, depending on various factors. These factors may have a optimistic influence towards the employees' behaviour or have negative impact which is attributed to kind of culture the establishment has. The outcome of this research can be used by management, decision architects or policymakers of the establishment for improving the working atmosphere of the establishment, make employees contended which will improve the establishment's results and outlook to the outside world by enhancing the organisation performance.

12. IMPLICATIONS

The organisational culture relates its effectiveness to employees' behaviour which includes various factors like communication, satisfaction, training, Career, establishment, appraisals and Recognition. The senior management, officers and staff are the employees who belongs to same organisation, hence any change in their behaviour will not only effect individual performance but also the organisation performance. In this study, we found that organisations have to strategies to inculcate certain values and behaviours that will improve their performance and help in maintaining a high standard of organisation image. These can be achieved with employee focused management strategy that values individual development, by providing time and resources for employees' skill base and knowledge which is an important ingredient for improving performance. This will encourage innovations in the establishment and positivity, which will enhance the overall performance of the establishment. There is lot of scope for the establishment to improve the existing technocratic and bureaucratic cultures through effective focused approach for employee engagements and overall participation in day today functioning. Thereby reducing the delays in the projects and improve performance.

13. LIMITATIONS

Connelly (2013) had conveyed that deficiencies and situation of any research work are the limitations under which the work is done. Similarly, for this study the first limitation was that contributor's willingness and commitment to provide input through the questionnaire distributed because of their hectic rosters. The second limitation in this research has been observed was a likely individual unfairness of respondents established because of their long service in the establishment.

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