

Impact of Workplace Culture on Employee Behavior At Reshmi Industries (India) Pvt Ltd, Coimbatore

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Abstract- This study explores the impact of workplace culture on employee behavior at Reshmi Industries, a textile winding manufacturing company. The research examines key cultural factors, including leadership style, communication patterns, organizational values, and employee engagement, to understand their influence on productivity, job satisfaction, and retention. Using qualitative and quantitative methodologies, data was collected through surveys and interviews with employees across various departments. The findings highlight the significance of a positive workplace culture in fostering motivation and efficiency while identifying potential areas for improvement. The study provides recommendations for enhancing workplace culture to optimize employee performance and organizational growth.

Keywords- Workplace Culture, Employee Behavior, Organizational Values, Leadership, Employee Engagement

I. INTRODUCTION

Workplace culture plays a fundamental role in shaping employee behavior, influencing their motivation, job satisfaction, and overall performance. A strong and positive workplace culture fosters a sense of belonging, encourages collaboration, and improves employee well-being. Conversely, a toxic or poorly managed culture can lead to disengagement, low morale, and high turnover rates. Given the increasing importance of employee well-being and organizational success, understanding the impact of workplace culture on employee behavior is essential.

The need for this study arises from the fact that employees are the backbone of any organization, and their behavior significantly impacts productivity and business outcomes. Providing a conducive work environment, clear communication, and fair policies ensures that employees remain motivated and committed. When organizations invest in a positive culture, they create an environment that enhances job satisfaction, reduces workplace stress, and boosts overall efficiency.

II. REVIEW OF LITERATURE

- **Ortberg, K. (2025).** Transforming Workplace Culture at Boeing: The Role of Open Communication and Collaboration. Boeing has acknowledged the need to fix its insular corporate culture to improve employee morale and organizational performance. CEO Kelly Ortberg underscored the significance of building open communication and cross-divisional collaboration as fundamental strategies for cultural transformation. This strategy seeks to enhance employee engagement, productivity, and overall corporate effectiveness.
- **Bresciani et al. (2022)** highlight that organizations that foster a culture of adaptability and continuous learning help employees navigate technological changes, improving performance and innovation.
- **Denison et al. (2020)** further supports that a participative culture, where employees have a voice in decision-making, leads to higher motivation and productivity.
- **Edmondson (2019)** on psychological safety found that workplace cultures encouraging open communication and trust lead to better teamwork and innovation.

III. OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVES

- To analyze the key elements of workplace culture at Reshmi Industries and their impact on employee behavior.

SECONDARY OBJECTIVES

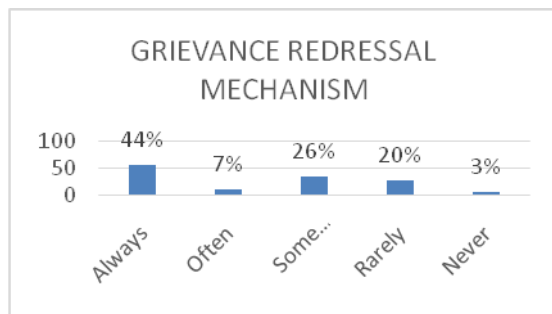
- To identify any negative aspects of workplace culture that may hinder employee performance.
- To recommend strategies for improving workplace culture to enhance employee satisfaction and efficiency.
- To assess how workplace culture influences employee motivation, engagement, and productivity.
- Employees may resist cultural assessments due to fear of change or skepticism about leadership's commitment to improvement.

RESEARCH METHODOLOGY

In this study, a Descriptive research design was adopted. This form of research provides a true and factual description of the characteristics and behavior of a specific population. Population is 190 employees from Reshmi Industries (India) PVT LTD, Coimbatore. Sampling size means the participants included in the study, here 128 employees working in the different companies is the sample size. The sampling technique selected in the project is Stratified Random Sampling, a probability sampling technique where a population is split into separate subgroups (strata) based on common characteristics, and random samples are drawn from each stratum.

IV. DATA ANALYSIS

EFFECTIVENESS OF GRIEVANCE REDRESSAL MECHANISM



From the above table, **43.8%** of employees **always** consider the effectiveness of the grievance redressal mechanism, **7%** of employees consider it **often**, **25.8%** of employees consider it **sometimes**, **20.3%** of employees consider it **rarely**, and **3.1%** of employees **never** consider it.

Test of association between Gender and Years of experience (CHI-SQUARE)

H₀-There is no significant relationship between gender (Male/Female) and Educational Qualification.

H₁ - There is a strong association between gender and Educational Qualification.

OBSERVED FREQUENCY

| GEN DER | Below SSLC/SSLC | + 2 | GRAD U ATION | POST GRADUAT I ON | TOTA L |
|---------|-----------------|-----|--------------|-------------------|--------|
| Male | 4 | 14 | 34 | 32 | 84 |
| Femal e | 6 | 6 | 21 | 11 | 44 |
| Total | 10 | 20 | 55 | 43 | 128 |

EXPECTED FREQUENCY

| GE N DE R | Belo w SSLC /SSLC | +2 | GR AD U ATI ON | POS T GR AD U ATI ON | | POST GRA DUA TI ON | GR AD U ATI ON | POST GRA DUA TI ON |
|-----------|-------------------|--------|----------------|----------------------|-----|--------------------|----------------|--------------------|
| Ma le | 6.5625 | 13.125 | 36.09375 | 28.21875 | 84 | 32 | 34 | 32 |
| Fe ma le | 3.4375 | 6.875 | 18.90625 | 14.78125 | 44 | 11 | 21 | 11 |
| Tot al | 10 | 20 | 55 | 43 | 128 | 43 | 55 | 43 |

$$\text{Formula} = (O - E)^2 / E$$

| GEN DER | Below SSLC/SSLC | +2 | GRAD U ATION | POST GRADU A TION | |
|---------|-----------------|--------|--------------|-------------------|---------------|
| Male | 0.001 | 0.0583 | 0.1218 | 0.5061 | 0.6872 |
| Femal e | 1.9070 | 0.1119 | 0.2313 | 0.9672 | 3.2174 |
| Total | 1.9080 | 0.1702 | 0.3531 | 1.4733 | 3.9036 |

$$\text{Degree of freedom (df)} = (r-1)(c-1)$$

$$(2-1)(4-1) = 1 \times 3 = 3$$

$$\text{Chi Square Value} = \mathbf{3.9036}$$

$$\text{Critical value of the table} = \mathbf{7.815}$$

Because $3.9036 < 7.815$, we are unable to reject the null hypothesis. Gender (Male/Female) and education level (Below SSLC/SSLC, Plus Two, Graduation, Post Graduation) are not significantly associated at the 5% level.

BENEFITS OF WORKPLACE CULTURE (WEIGHTED AVERAGE)

| SATISFACTION LEVEL | WEIGHTED SCORE | WEIGHTED AVERAGE | RANK | RANK |
|-----------------------------|----------------|------------------|------|------|
| Job satisfaction | 572 | 4.46 | 2 | 2 |
| Employee motivation | 546 | 4.26 | 5 | 5 |
| Work-life | 559 | 4.36 | 3 | 3 |
| Team collaboration | 547 | 4.27 | 4 | 4 |
| Career growth opportunities | 583 | 4.55 | 1 | 1 |

$$\text{Weighted average} = \frac{\sum x_i / \sum w_i}{\sum w_i}$$

$$\sum w_i$$

The table presents an analysis of different aspects of workplace satisfaction based on employee responses. The highest-ranked factor is career growth opportunities with a weighted average of 4.55, meaning employees value growth and development the most. Job satisfaction follows closely with a 4.46 rating, indicating that employees generally feel satisfied with their jobs. Work-life balance is also important, ranking third with 4.36, suggesting employees appreciate a balance between work and personal life. Team collaboration is ranked fourth at 4.27, showing that while teamwork is valued, it is not the top priority. Lastly, employee motivation ranks the lowest at 4.26, implying that there may be a need to improve motivation strategies in the company. Overall, employees prioritize career growth and job satisfaction the most, while motivation needs improvement.

Test association between perception rate of benefits in workplace culture (Anova test)

To state the relationship between perception rate of benefits in workplace culture

H0: Null Hypothesis: There is no significant difference in the perception rate of benefits in workplace culture.

H1: Alternative Hypothesis: There is at least one significant difference in the perception rate of benefits in workplace culture.

SUMMARY

| GROUPS | COUNT | SUM | AVERAGE | VARIANCE |
|-----------------------------|-------|-----|---------|----------|
| Job Satisfaction | 5 | 128 | 25.6 | 1221.3 |
| Employee Motivation | 5 | 128 | 25.6 | 634.3 |
| Work-Life Balance | 5 | 128 | 25.6 | 831.3 |
| Team collaboration | 5 | 129 | 25.8 | 607.2 |
| Career Growth Opportunities | 5 | 128 | 25.6 | 1176.3 |

ANOVA CALCULATION

| Source of Variation | SS | df | MS | F | P-value | F crit |
|---------------------|----------|----|--------|---------|-------------|--------|
| Between Groups | 0.16 | 4 | 0.04 | 0.00004 | 0.999999964 | 2.8661 |
| Within Groups | 19805.60 | 20 | 990.28 | - | - | - |
| Total | 19805.76 | 24 | - | - | - | - |

F-value = 0.00004. Because F is less than the F critical value, we do not reject the null hypothesis. The test reveals no significant differences in Job Satisfaction, Employee Motivation, Work-Life Balance, Team Collaboration, and Career Growth Opportunities.

V. SUGGESTIONS

To create a better work environment, it's important to involve employees in decision-making. This can be done by having regular feedback sessions and monthly meetings where employees can share their ideas. When good suggestions are given, they should be recognized and rewarded. Right now, most employees (95.3%) follow strict work schedules, and only a few have flexible options. This can cause stress and burnout, so offering more flexible work hours would help improve work-life balance. Workplace safety should also be improved. Companies can do this by holding safety drills every few months, giving training on emergency situations, and providing safety manuals and first-aid training. Appointing safety officers can also help manage emergencies better. It's also important to have a good system for handling

employee complaints. A transparent and private process should be in place, with trained HR staff to support employees and conduct awareness sessions so everyone knows how to raise concerns. Recognizing and rewarding employee efforts can keep them motivated. This could include bonuses, awards, and letting coworkers recognize each other's good work. To help employees manage stress, companies should encourage them to take leave, offer wellness programs, and make work schedules less tiring. Motivational programs like leadership workshops and chances to grow in their careers also keep employees engaged and happy. Performance feedback should be given regularly and clearly, with proper tools to track progress. Managers should be trained to give helpful feedback. Career development is also important, so companies should offer training, clear promotion paths, and mentorship. Finally, overall employee satisfaction can be improved by asking for their opinions through surveys and taking action based on their feedback. Making these changes will lead to a happier, more productive workplace.

VI. CONCLUSION

In conclusion, Reshmi Industries' research into workplace culture and its influence on employee performance further emphasizes the need to create an effective work climate to boost output and job satisfaction. The report identifies that a robust workplace culture defined by good communication, leadership empowerment, and workers' appreciation helps to propel employees' motivation, commitment, and overall business excellence. The research finds that Reshmi Industries' employees tend to react favorably towards a culture of collaboration, openness, and professional development. Yet, there are some areas like conflict resolution processes, work-life balance, and career advancement opportunities that need improvement to achieve the full potential of employees. These issues can be addressed to enhance efficiency, minimize turnover, and improve job satisfaction. In addition, the study highlights that organizations that invest in cultural development efforts, like leadership education, employee engagement efforts, and solidly institutionalized feedback systems, are likely to have better performance outcomes. If Reshmi Industries adopts the below recommendations, it can build its workplace culture, increase employee well-being, and drive long-term business performance. The findings from the study are anticipated to inform strategic decisions and motivate actions that will lead to a more inclusive, inspirational, and high-performing workplace in Reshmi Industries.

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