



Research Article

INFLUENCE OF ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH REFERENCE TO COCO-COLA

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ARTICLE INFO

Article History:

Received 4th November, 2019

Received in revised form 25th December, 2019

Accepted 23rd January, 2020

Published online 28th February, 2020

Key words:

Culture, Organisation, People, Change.

ABSTRACT

The concept of culture is borrowed from the field of Anthropology. Sociologists, Anthropologists and Behavioural scientists have extensively used the term culture that stands for symbols and values. Culture facilitates a harmonious and balanced cultivation of all the faculties in man - intellect, emotion, intuition, sense and perception. Current study and Research paper based on a Multi-National Company located across South India -The Hindustan Coca-Cola Beverages Private limited which is a 100% subsidiary to the Coca-Cola Company. Since the undertaking chosen as the universe is a beverage process and sales organization. Size of the sample has been worked out to be 628. Out of which, 36 respondents are from the category of Managers followed by 238 respondents hailing from the category of Staff and 354 respondents representing the Workmen category. Various methods are adopted for investigation of the different aspects relating to the sample. Primary and secondary data form the basis for this. The reliability of the schedule has been established through test – retest method. The interval between test-retest was two months.

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INTRODUCTION

Culture is a system of symbols and meanings. It comprises categories or units or rules about relationship and modes of behaviour. The epistemological status of cultural units or things does not depend on their 'observability'. Nor are rules and categories to be inferred directly from behaviour. They exist, as it were, on their own right, independent of their imperfect manifestations in the thought and actions of their bearers. In short, culture is system - centered; it takes people's position vis-a-vis the world, rather than the people's position on how to get along in this world as it is given. We are left between the horns of a conceptual dilemma: on the one hand, of adaptations reductionism which views culture as an autonomous and uniform world of symbols, entirely freed from the constraints of human mind and brain, and on the other, of ethereal/ideational idealism which misses the magic of shared symbols among human beings.

Organizational Culture

The concept of organizational culture is different from sociological concept of culture. Social culture is the mean to an end, the end being the holistic development of one's own personality and one's own society.

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Although, the concept of organizational culture is generally derived from its Anthropological equivalent into, Smircich, the context of an organization is very different from that of the societies with which Anthropologists and Social theorists are typically concerned. Organizations are bounded, purposive and intentionally structured in ways that societies are not, and whereas societies embrace their member's lives, organizations like other institutions are directly concerned with only part of those lives.

Organizational Culture in the Indian Context

Soft and Synergetic work cultures may be conceptualized as the extremes on an continuum of how work is viewed and valued and how Organizational and Para-organizational factors (Socio-cultural) affect these viewing and valuating process. He is of the opinion that majority public sector organizations in India have a soft work culture. In the soft-work culture, 'work' received a lower priority than social-personal obligations. Non-work interest and activities displaced work from its central place in the life space of organizational members. In soft work culture there is low centrality of work, low job affect, low role clarity, lesser hard work, lesser time spent at work, high social and personal obligations, weak work norms, poor relationships, non-contingent reinforcement, low work pressure, indifferent up keep of technology, and bad physical condition.

Review of Literature

This review of the organizational culture literature makes it clear that (1) culture is essential for both successful organizational change and maximizing the value of human capital (2) culture management should become a critical management competency, and (3) while the right culture may be a necessary condition for organizational success, it is by no means a sufficient condition. An important challenge for managers is to determine what the most effective culture is for their organization and, when necessary, how to change the organizational culture effectively. The objective of the review of literature is to analyze the theoretical underpinnings of the present research titled "The Influence of Organizational Culture on Employee Commitment: A Study of Hindustan Coca-Cola Beverages Private Limited (HCCBPL) in South India".

Statement of the problem

Developments in technology change the organizational structure, design, context and even goals and make an organization dynamic. The traditional view that the most important objective of business and industry is to make profit is being increasingly called into question from within as well as outside the world of business. However, such rapid changes in the pursuit of technological changes have neglected the personnel of the organization, resulting in the low morale of the workers and many trade conflicts and disputes.

RESEARCH METHODOLOGY

Organizational culture influences the creativity of the employees besides showing its impact on recruitment and retention. Individuals are likely to be attracted and remain engaged in the Organizations that they perceive to be compatible. Then only high quality output can be expected.

Objectives of the study

The specific objectives of the research are as follows

1. To examine the employees perception on the organization culture
2. To examine the variations among the employees commitment in the organization.
3. To establish the relationship between organizational culture and employee commitment.
4. To ascertain the association between Personal information variables and organizational culture for the employees across the stratum.
5. To find out the association between Personal information variables and employee commitment.

Independent Variable

"Organizational Culture" refers to the perceptions of employees, based on their beliefs and assumptions regarding the Organizational practices within HCCBPL. These organizational practices are observed and judged by the employees in terms of such dimensions as Organizational Philosophy, Policy and Procedure; Communication and Interpersonal Relations; Performance Management System; Training and Development; Leadership; Organizational Support and Service Orientation; Teamwork and Rewards and Recognition.

Dependent Variable

"Employee commitment" is defined as the degree to which employees identify themselves with their organization and want to continue actively participating in it by means of their work performance. The commitment-related behaviours are perceived by employees in terms of affective attachment, perceived costs and internalized normative beliefs of right or wrong acts. Meyer and Allen (1987) proposed a three-component model of employee commitment: Affective commitment, Continuance commitment and normative commitment. Accordingly, the researcher has used these three dimensions to gauge the commitment of the employees of HCCBPL, taken up for the present study.

Sampling

The universe for the present study is a Multi-National Company located across South India -The Hindustan Coca-Cola Beverages Private limited which is a 100% subsidiary to the Coca-Cola Company. Since the undertaking chosen as the universe is a beverage process and sales organization, it is largely manpower intensified and holds 3129 permanent employees in all the three zones i.e., Andhra Pradesh, Tamilnadu, and Karnataka as can be observed from the following.

Category-wise sample size

Category	Total Count	Sampling Count	% to the total
Managers	178	36	20.22
Staff	1189	238	20.01
Workmen	1762	354	20.09
Total	3129	628	20.07

Zone-wise sample size

Zone	Total Count	Sampling Count	% to the total
Andhra Pradesh	1870	374	20
Karnataka	770	156	20.25
Tamilnadu	489	98	20.04
Total	3129	628	20.07

Tools for investigation

Various methods are adopted for investigation of the different aspects relating to the sample. Primary and secondary data form the basis for this. The researcher has personally visited the various locations of the organization spread across South India and administered the schedule meant for the Manager and above cadre whereas questionnaire method was applied for eliciting responses from the Staff and the Workmen cadres. Secondary data were also collected through various documentary sources like files, brochures, books and journals and online data search etc., on Organization culture and employee commitment.

Cronbach's alpha

Cronbach's alpha is a measure of internal consistency that is, how closely related a set of items as a group. Cronbach's alpha can be written as a function of the number of test items and the average inter-correlation among the items. For conceptual purposes, the formula for the standardized Cronbach's alpha is given below.

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Here N is equal to the number of items, c-bar is the average inter-item covariance among the items and v-bar equals the average variance.

Reliability Tests

Dimension Name	Alpha	Cases	Items
Organization Philosophy Policy and Procedure	0.8867	274	13
Communication	0.8644	628	6
Performance Management System	0.8944	150	6
Training and development	0.9365	628	3
Leadership	0.766	150	14
Organization support and service orientation	0.9593	628	12
Team work	0.8518	628	10
Rewards and Recognition	0.9510	150	13
Affective commitment	0.9066	150	6
Continuance commitment	0.9222	628	7
Normative commitment	0.9627	628	9
Overall	0.9785	628	99

The alpha coefficient for the 99 items is 0.9785, suggesting that the items have relatively high internal consistency.

Category wise educational qualification of the respondents

S No	Educational qualification of the respondents	Category	Frequency
1	Engineering	Manager	45
2	Post-Graduation	Manager	44
3	Graduation	Staff/Manager	106
4	C.A	Manager	1
5	Diploma	Workmen/Staff	165
6	I.T.I	Workmen	55
7	Below 10 th	Workmen	212

Working experience of the respondents in relation to different cadres is Managers 0-18 years, Staff 0-26 years followed by workmen 0-25 years.

Data Analysis

Age	Frequency	Percent
Below 20	10	1.6
21-25yrs	89	14.2
26-30yrs	172	27.4
31-35yrs	124	19.7
36-40yrs	103	16.4
Above 40yrs	130	20.7
Total	628	100.0

Department-wise distribution of the respondents

Department	Frequency	Percent
Commercial	142	22.6
Services	56	8.9
Supply Chain	430	68.5
Total	628	100.0

Experience wise distribution of the respondents

Experience	Frequency	Percent
Less than 1 year	184	29.3
1-5 years	119	18.9
5.1-10 years	27	4.3
Above 10 years	298	47.5
Total	628	100.0

Qualification of the respondents

Qualification	Frequency	Percent
Below 10th	212	33.8
ITI	55	8.8
Diploma	165	26.3
Engineering	45	7.2
Graduation	106	16.9
Chartered Accountancy	1	.2
Post-Graduation	44	7.0
Total	628	100.0

Annual income of the respondents

Annual Income	Frequency	Percent
Below 1 lakh	151	24.0
1lakh to 2 lakhs	168	26.8
2lakhs to 3 lakhs	165	26.3
3 lakhs to 4 lakhs	50	8.0
4 lakhs to 5 lakhs	34	5.4
5 lakhs to 10 lakhs	38	6.1
Above 10 lakhs	22	3.5
Total	628	100.0

Factor analysis

Factor scores are composite variables that represent the status of factor dimensions. All the eight dimensions of Organizational culture and the three dimension of employee commitment have been processed separately for inter-correlation and factor analysis to arrive at the cluster of factors.

Descriptive statistics of all the dimensions

Descriptive Statistics	Mean	Std. Deviation
OPPP	1.2119	0.4376
COMMUNICATION	1.0738	0.5919
PMS	0.9989	0.7850
TD	0.8949	0.7628
LD	1.0148	0.7205
OSSO	1.0084	0.5668
TW	1.1646	0.4741
RR	1.0190	0.7272
AC	1.1267	0.5027
CC	1.0339	0.5415
NC	0.9674	0.8128

- Legend: OPPP: Organization’s Philosophy, Policy and Procedure
 PMS : Performance Management System
 TD : Training and Development
 LD : Leadership
 OSSO : Organizational Support and Service Orientation
 TW : Teamwork
 RR : Rewards and Recognition
 AC : Affective Commitment
 CC : Continuance Commitment
 NC : Normative Commitment

Cross correlation of all the dimensions

Correlation Matrix^a

	OPPP	COMM	PMS	TD	LD	OSSO	TW	RR	AC	CC	NC
OPPP	1.000	.397	.390	.405	.548	.537	.536	.309	.468	.266	.326
COMM	.397	1.000	.449	.558	.595	.493	.454	.298	.357	.426	.461
PMS	.390	.449	1.000	.877	.701	.785	.705	.669	.753	.265	.771
TD	.405	.558	.877	1.000	.585	.682	.690	.454	.587	.187	.609
LD	.548	.595	.701	.585	1.000	.843	.779	.753	.716	.700	.856
OSSO	.537	.493	.785	.682	.843	1.000	.694	.743	.752	.596	.830
TW	.536	.454	.705	.690	.779	.694	1.000	.690	.708	.460	.649
RR	.309	.298	.669	.454	.753	.743	.690	1.0	.898	.679	.843
AC	.468	.357	.753	.587	.716	.752	.708	.898	1.000	.584	.758
CC	.266	.426	.265	.187	.700	.596	.460	.679	.584	1.000	.686
NC	.326	.461	.771	.609	.856	.830	.649	.843	.758	.686	1.000
OPPP	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
COMM	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
PMS	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
TD	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
LD	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
OSSO	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
TW	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
RR	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
AC	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
CC	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
NC	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

^a. Determinant = 1.274E-06

To sum up, all the factors correlate fairly well and none of the correlation coefficients is particularly large. Therefore no need to consider eliminating any questions at this stage. KMO and Bartlett’s test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.809
Bartlett's Test of Sphericity	Approx. Chi-Square	8449.304
	df	55
	Sig.	.000

Here, for the present contents of the Schedule/Questionnaire, the value obtained is greater than 0.8, therefore, it can be said that the range of items is good.

Dimension wise communalities

Communalities	Initial	Extraction
OPPP	1.000	.419
COMM	1.000	.437
PMS	1.000	.827
TD	1.000	.862
LD	1.000	.859
OSSO	1.000	.833
TW	1.000	.729
RR	1.000	.872
AC	1.000	.786
CC	1.000	.811
NC	1.000	.858

Extraction Method: Principal Component Analysis.

Another way to look at these communalities is in terms of the roportion of variance explained by the underlying factors.

Factor-wise variation explained

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.116	64.687	64.687	7.116	64.687	64.687
2	1.179	10.722	75.409	1.179	10.722	75.409
3	.904	8.215	83.624			
4	.709	6.441	90.065			
5	.343	3.122	93.187			
6	.295	2.684	95.872			
7	.178	1.620	97.492			
8	.125	1.141	98.633			
9	7.538E-02	.685	99.318			
10	4.205E-02	.382	99.700			
11	3.298E-02	.300	100.000			

Extraction Method: Principal Component Analysis.

From the data mentioned above, it is observed that out of the total 11 components, only two factors have an Eigen value greater than 1.

Multiple regression analysis on each and every dimension of Organization culture with Employee commitment

Predictor	Co-ef	SE Co-ef	T	P
Constant	0.077417	0.005973	12.96	0.000
OPPP	0.081873	0.004702	17.41	0.000
Communication	0.109543	0.003690	29.69	0.000
PMS	0.066964	0.005714	11.72	0.000
T & D	0.119047	0.005675	20.98	0.000
LD	0.161459	0.004847	33.31	0.000
OSSO	0.129478	0.006382	20.29	0.000
TW	0.051512	0.006447	7.99	0.000
R & R	0.220005	0.004225	52.08	0.000

R-Sq = 99.4 per cent

From the above analysis, it is evident that all the eight dimensions of Organizational Culture at HCCBPL have emerged as the significant predictors of Employee Commitment in the organization.

The following Tabulations present the overall opinion of the respondents on the eight dimensions of the existing

Organizational Culture at Hindustan Coco-Cola Beverages Private Limited (South India) followed by the three dimensions of Employee Commitment. The pictorial representations relevant to these aspects are also provided.

Overall opinion of the respondents on the dimension – Communication

No	Statements related to communication	Strongly agree	Agree	Neither agree nor Disagree	Disagree	Strongly disagree
16	I'm communicated the issues that are important to me	28	66.7	0.5	4.8	
20	I 'm communicated regularly the performance of the company	21.3	57.2	10.5	11	
23	In my opinion, open forum in my organization is an effective communication channel between management and employees.	20.1	63.9	10	6.1	
24	Issues raised and discussed in open forums are usually followed up and management initiates necessary action.	34.1	53.2	7.2	5.6	
25	Information about happenings in my organization flows more through formal communication channels than through grapevine.	29.3	54.6	10	6.1	
57	I am very much contended with the communication policy of my organization	37.1	42.4	20.5		

Overall opinion of the respondents on the dimension – Performance Management System

No	Statements related to Performance Management System	Strongly agree	Agree	Neither agree nor Disagree	Disagree	Strongly disagree
17	I'm well informed about the performance and results of my work	19.7	53.8	15.3	5.6	5.6
28	I am given the guidance to constantly improve my performance.	29.5	62.7	1.8	0.5	5.6
30	Assessment Centers are very much helpful in improving my talent	61.3	18.7	20		
41	I am answerable for results and not for how I have achieved them.	27.6	70.7	2		
80	My performance on the job is evaluated fairly by my Manager / superior	38	60		2	
93	When I work, my superior gives guidance on performance improvement	26.6	66.9	1	5.6	

Overall opinion of the respondents on the dimension – Leadership

S.No	Statements related to Leadership	Strongly agree	Agree	Neither agree nor Disagree	Disagree	Strongly disagree
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Influence of Organisational Culture on Employee Performance with Reference to Coco-Cola

40	My reporting superior consults me when standards of job performance are decided	14.5	64.6	10.5	10.4
50	My organization supports and encourages employees to seek out new and innovate ways of doing a job	23.6	48.2	17.8	10.4
51	When behavior change is required for employees in this organization. Management guides them	19.9	68.8	1	10.4
52	Management generally understands the problems we face in our jobs	14	69.6	11.1	5.3
54	The management of my organization is very much cautious in fixing the priorities	18.6	60	16.1	5.3
55	The top management of my organization takes the decisions which are conducive for the betterment of the stake holders	43.6	23.9	27.2	5.3
56	My company provides right leadership at the right time	44.9	28.7	21.2	5.3
58	The leadership style in my organization inspires employees to perform their best.	48.6	38.9	7.8	4.8
61	Often we are clearly told the reasons why we should follow a particular work direction	40.9	48.2	6.1	4.8
64	Whenever important decisions are to be made the tendency of our superiors is to pass the responsibilities to others	27.3	54	18.7	
81	My superior provides guidance to constantly improve my performance.	32.6	56.1	05	10.8
82	My superior generally understands the problems those I face in my job	26.3	49.4	13.5	10.8
83	In my unit/department grievances are usually resolved by immediate superior	25	63.7	1	10.4
94	I have confidence in the decisions made by my superior.	30.1	45.5	14	10.4

Overall opinion of the respondents on the dimension – Organizational Support and Service Orientation

S.No	Statements related to Organization support and service orientation	Strongly agree	Agree	Neither agree nor Disagree	Disagree	Strongly disagree
18	I'm well informed about the hospitalization policies of HCCB (e.g. Insurance Coverage, emergency contact, reimbursement & cash less process etc.)	19.9	69.3	5.3	5.6	
35	Employee welfare services fringe benefits and social security measures motivates me very much for higher productivity	16.7	71.2	6.5	5.6	
44	I think that in terms of Customer Satisfaction,	6.5	81.4	7.3	4.8	

45	we surpass competition I believe that in case of any personal emergency the company will take care of my family	20.9	66.6	2.2	10.4
48	In my opinion, HCCB is committed to corporate social responsibility	19.4	68.5	11.6	0.5
59	Management generally understands the problems we face in our jobs.	14.2	63.2	22.1	0.5
72	My Unit / Department takes corrective action when unsafe conditions are brought to notice	19.1	53.2	22.1	5.6
74	My Unit / Department is responsive to customer needs	19.1	69.3	6.1	5.6
75	I have enough flexibility in my job to do what is necessary to provide good service to my customers.	21.3	59.4	18	1.3
98	I am provided with required infrastructure facilities for working effectively	24	63.5	6.8	5.6
101	I am provided with adequate tools and equipment to support and grow our business	25	63.4	6.1	5.6
102	I am provided with uniform and safety equipment for performing the required work	31.2	57.2	11.6	

Overall opinion of the respondents on the dimension – Teamwork

S.No	Statements related to team work	Strongly agree	Agree	Neither agree nor Disagree	Disagree	Strongly disagree
53	Employees in our organization do not have any fixed impression about one another	27.2	59.4	1.1	12.3	
62	When we face difficulties in work no body in our group bothers to extend help to us	27.5	59.7	11.6	1.1	
65	Many times one department purposely slows down work to inconvenience some other department	35.7	53.5	9.7	1.1	
69	In my Unit / Department, equal opportunity is provided to all the employees.	33.3	40.4	25.8	0.5	
70	In my Unit / Department, how people are treated is not influenced by hierarchy levels/grades	33	65.3	1.3	0.5	
71	In my Unit / Department, my workload is manageable and I have a healthy work-life balance	30.3	55.4	13.9	0.5	
77	People in my department are encouraged to come up with innovative solutions to work-related problems.	45.7	41.2	10.5	2.5	
78	Employees are given freedom to express their views to the superiors openly	39.3	33.8	26.4	0.5	

79	and frankly Most of the times I am allowed to express my views in team meetings openly	29.6	53.7	16.2	0.5
96	There is good collaboration between my function and other functionaries	41.1	36.3	22.6	

Overall opinion of the respondents on the dimension – Rewards and Recognition

S.No	Statements related to rewards and recognition	Strongly agree	Agree	Neither agree nor Disagree	Disagree	Strongly disagree
27	The organization does a good job of promoting the employees of merit	39.3	42	8	10.7	
63	The favorites of superiors always get some extra facilities and concessions irrespective of their work performances	32.5	46.7	16.9	2.7	1.3
66	Even if I achieve extraordinary work performance my superiors never appreciate my efforts	13.9	58.4	19.7	6.7	1.3
67	My boss acknowledges and appreciates when I put forth a better idea than the one suggested by him	19.6	58.4	13.9	8.1	
68	In my Unit / Department, I get the recognition that I deserve.	22.9	57.3	14.2	5.6	
95	My superior gives me recognition for a job well done.	32.5	53.8	3.3	4.8	5.6
103	Company Employee Benefits and Services (Transport, Canteen, Insurance, Travel, Mobile, Daily allowance etc) fits my needs	18.5	68.6	2.5	4.8	5.6
104	In my organization, people who perform better will be paid more.	29.5	53.7	4.5	12.4	
105	I am a member of the provident fund scheme and the benefits under EPF act have been explained to me.	26.3	61.3	6.8	5.6	
106	I get Performance Bonus and the rules, regulations and the eligibility criteria to get same were explained to me well in advance	43.2	46	0.5	10.4	
107	My salary is at par with other employees in the same department	36	46.7	4.9	4.8	7.6
108	I am being paid as per the Consumer Price Index	44.6	49.8	5.6		
109	My annual increment is satisfactory.	27.4	57.2	10.4	3	2.1

Overall opinion of the respondents on the dimension – Continuance Commitment

S.No	Statements related to commitment: Continuance commitment	Strongly agree	Agree	Neither agree nor Disagree	Disagree	Strongly disagree
32	Managers in my organization believes that employee behavior can be changed and they can be developed at any stage of their career	38.7	49.7	11.6		

43	My confidence to take up more responsibilities has increased after attending different training programs.	15	72.1	12.9		
47	We are committed to high standards of Quality and Execution	19.1	75.2	0.5	5.3	
85	I feel that there is nothing wrong in continuing in this organization if I am dissatisfied in respect of my career	12.9	77.4	2.9	6.8	
86	Things were better in the days when people stayed with one organization for most of their careers	17	72.5	8.4	2.1	
89	I am proud of my organization and I enjoy talking about my organization with the people outside it	14.8	67.4	11	6.8	
90	Shifting from one organization to another does not seem un-ethical to me.	21.5	59.4	12.3	6.8	

Major findings

- It turns out that HCCBPL adheres to a healthy and acceptable organizational philosophy of its own and the procedure it employs to implement the same is also to the satisfaction of its employees.
- Age does not play a significant role while delivering their opinion on the factors Organization culture and Employee commitment.
- However, the organization should plug in any loopholes and other shortcomings with regard to its training and development activities.
- From the study, it may be asserted that communication at HCCBPL is prompt, according to the procedure and to the satisfaction of its employees as can be observed from the majority affirmative opinion of 84.64 per cent respondents of the total sample.
- It may be concluded that the ambience at HCCBPL is conducive to team work as it fosters a sense of unity among the employees.
- HCCBPL considers its employees an asset and provides them with ample opportunities for individual and career growth. By understanding their responsibilities, the employees also perform their duties with commitment. Briefly, the favorable working atmosphere at HCCBPL binds the employees to the organization as can be observed from the majority affirmative perception of the respondents.
- There is a difference in the opinion of the respondents on Affective commitment, Continuance Commitment.
- The study has found that there is no significant difference in the opinions of the male and female respondents on the factors Organizational Culture and Employee Commitment

CONCLUSION

The success of any organization ultimately hinges on the hard work and vigorous commitment of its employees. Naturally,

the term "employee commitment" enjoys an increasing vogue in organizational settings. The concept of Organizational Culture (OC) in management theory and practice has been widely acknowledged as a meaning base that guides commitment of employees at all levels in organizations. This means that OC manifests itself through its cultural dimensions that gradually convey a sense of purpose to employees. The employees absorb the vital aspects of organizational life and start developing beliefs and assumptions about their organization's culture. It may be inferred from the analysis that HCCBPL contributes to the development of its employees by conducting effective training programs.

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How to cite this article:

Dr. Shaik Shamshuddin *et al* (2020) 'Influence of Organisational Culture on Employee Performance with Reference to Coco-Cola', *International Journal of Current Advanced Research*, 09(02), pp. 21281-21287.
DOI: <http://dx.doi.org/10.24327/ijcar.2020.21287.4178>
