

Influencers Of Organizational Culture In Hcl Technologies

Dr. Subramaniam Seshan Iyer¹,
Ms. Sanjana Hedao²

¹Associate Professor, Datta Meghe Institute of
Management Studies, Nagpur.

²Student, Datta Meghe Institute of Management
Studies, Nagpur

Abstract

Organisational culture refers to the shared values, beliefs, attitudes, norms, and behaviors that exist within an organisation. It encompasses the way people within the organization interact, communicate, and work together. Here are some key points about organizational culture.

1. Values and Vision: Organizational culture is influenced by the core values and vision of the organization. These values reflect what the organization deems important and guide the behavior and decision-making of its members.
2. Norms and Working Language: Organizational culture establishes the norms, or accepted behaviors, within the organization. It includes the working language, communication styles, and unwritten rules that shape how people interact and collaborate.
3. Systems and Processes: Culture is also reflected in the systems, processes, and structures of an organization. It encompasses the way tasks are assigned, decisions are made, and work is organized.
4. Symbols and Artifacts: Symbols and artifacts, such as logos, slogans, office layout, and physical environment, contribute to the expression and reinforcement of organizational culture. These visible elements often represent and communicate the values and identity of the organization.

5. **Beliefs and Habits:** Organizational culture is shaped by the collective beliefs and assumptions held by its members. These beliefs influence how individuals perceive and interpret situations, make judgments, and behave within the organization.
6. **Socialization and Learning:** Organizational culture is transmitted to new members through socialization processes. New employees learn about the values, norms, and expected behaviors through formal orientation programs, informal interactions, and observation of their peers and superiors.
7. **Impact on Interactions:** Organizational culture influences how people and groups interact within the organization. It affects communication patterns, collaboration, teamwork, decision-making processes, and the overall working environment.

External Interactions: Organizational culture also extends to interactions with clients, customers, suppliers, and other external stakeholders. It shapes the organization's reputation, customer service approach, and external relationships.

Understanding and managing organizational culture is important as it can have a significant impact on employee morale, productivity, engagement, and ultimately, the organization's success. Organizations may strive to cultivate a positive and inclusive culture that aligns with their values and supports their strategic objectives.

Key words – Organisational culture, impact, beliefs, habits, influencers.

STATEMENT OF THE PROBLEM – Studying the effectiveness of organizational culture measures within a company like HCL Technologies is a valuable research endeavor. Assessing the level of employee satisfaction with cultural measures can provide insights into how well the organization's culture aligns with employee expectations and needs. Such studies can help identify areas of strength and areas that may require improvement.

NEED FOR STUDY – The study aims to delve into the impact of organizational culture on the success and performance of HCL Technologies. By focusing on various aspects such as decision making, problem solving, communication, and leadership, the study can provide valuable insights into the key factors that contribute to the company's achievements.

SCOPE OF THE STUDY - The scope of the study "Influencers of Organizational Culture in HCL Technologies" encompasses several key areas related to understanding and analyzing the factors that shape and influence the organizational culture within HCL Technologies. Here are the main aspects to be explored.

1. Leadership: Investigate how leadership practices and behaviors impact the organizational culture at HCL Technologies. This includes studying the leadership style, values, and actions of leaders within the organization and how they influence the cultural norms and behaviors of employees.
2. Organizational Structure: Examine how the organizational structure of HCL Technologies contributes to the formation and maintenance of its culture. Explore how elements such as hierarchy, communication channels, decision-making processes, and teamwork dynamics shape the cultural aspects of the organization.
3. Policies and Practices: Analyze the impact of organizational policies and practices on the formation and reinforcement of the organizational culture at HCL Technologies. This includes exploring areas such as employee development programs, performance management systems, reward and recognition strategies, and diversity and inclusion initiatives.
4. Employee Engagement: Investigate the relationship between organizational culture and employee engagement within HCL Technologies. Explore how the cultural aspects of the organization, such as values alignment, opportunities for growth, and meaningful work, influence employee satisfaction, commitment, and motivation.
5. Impact on Job Satisfaction and Productivity: Assess

how the organizational culture at HCL Technologies influences employees' job satisfaction and productivity. Examine the link between cultural factors, such as collaboration, autonomy, communication, and innovation, and their impact on individual and team performance.

6. **Strategies for Managing Organizational Culture:** Evaluate the effectiveness of the strategies implemented by HCL Technologies to manage and maintain its organizational culture. This involves examining initiatives, programs, and interventions aimed at shaping the desired culture, as well as the outcomes and employee perceptions of these efforts.³

By exploring these dimensions, the study aims to provide insights into the influencers of organizational culture within HCL Technologies, their impact on employees and performance, and the effectiveness of cultural management strategies.

Literature Review

Flamholtz and Randle (2011) - Organizational Culture as an Asset: Effective organizational culture is seen as an asset that positively influences organizational performance. It fosters an innovative business environment, sustains employee-focused leadership, promotes sound interpersonal relationships, and encourages ethical decision-making. Additionally, it leads to low employee turnover and high employee satisfaction, which are indicators of a positive culture.

Organizational Culture Lemons, Nancy (1996) - Organizational Culture as a Dynamic Tool: Organizational culture is recognized as a dynamic and forceful aspect of organizations. It plays a role in entrepreneurship transitions and can serve as an instrument for changing the culture of an era.

Organizational Culture as a dynamic tool Tiemann and Marie Kathryn (1998) - culture and Values:

Organizational culture is described as lots of assumptions which are shared amongst employees about appropriate human activity and human relationships status in the organization. It influences employees' perceptions of employment and is a determinant of organizational life. Culture is often analyzed at different levels, such as artifacts, beliefs, values, and basic underlying assumptions.

Gruber and Hans George (2000) study the different aspects of organizational culture that influence the sharing of explicit and tacit knowledge.

Culture and Values Schein (1992) - It's important to note that organizational culture can vary across different organizations and industries. These definitions and perspectives provide insights into the multifaceted nature of organizational culture and its impact on organizational dynamics.

According to Azhar (2003) Organizational culture is shaped with the assistance of certain assumptions, values, and beliefs shared by its members. Values are ideals desired by the organization, while beliefs are assumptions about reality based on experience.

Robbins (1986) - Organizational culture is viewed as a uniform perception of an organization with common characteristics. It differentiates one organization from another and integrates individuals and groups within the organization.

Organizational culture is also defined by Rousseau (2000) - Norms and Shared Goals: Organizational culture is characterized by shared norms and values that guide behavior and establish common goals. These norms and values form the basis for standard norms and guidelines within the organization.

Objectives – The four objectives you listed focus on exploring the influence of various factors on organizational culture within HCL Technologies.

1. To examine how stress impacts the organizational culture at HCL Technologies. It involves investigating the relationship between stress levels experienced by employees and the cultural aspects of the organization. This could include exploring how stress affects communication patterns, decision-making processes, teamwork, and overall employee well-being within the organizational culture.
2. To assess the impact of organizational commitment on the development and maintenance of the organizational culture.
3. To focus on examining the influence of job satisfaction on the organizational culture at HCL Technologies. It involves investigating how satisfied employees are with their jobs and how it relates to the cultural aspects of the organization. The objective is to understand the impact of job satisfaction on the cultural dynamics, employee engagement, and overall organizational climate.
4. To understand the significant influence of job involvement on the organizational culture at HCL Technologies. It involves exploring the level of employee engagement and involvement in their work and how it relates to the cultural aspects of the organization. The objective is to assess the impact of job involvement on the development and reinforcement of the organizational culture.

Research Design

The research design you mentioned is descriptive, which involves collecting data to describe and analyze the current state of a phenomenon. In this case, the objective is to understand the influence of various factors on organizational culture in HCL Technologies.

To conduct the study, you plan to survey a fraction of the population, which in this case is the employees of HCL Technologies. The sample size for your study is planned to be 60 respondents. This sample size can provide insights into the attitudes, perceptions, and experiences of a representative portion of the population.

The sampling technique you mentioned is percentage sampling. Percentage sampling is a non-probability sampling method where participants are selected for the research based on a specific percentage or proportion of the population. It allows for a systematic approach to selecting participants, ensuring that the sample represents different groups or categories within the population based on their proportions.

Using percentage sampling, you can select participants from different departments, job roles, or hierarchical levels within HCL Technologies to ensure a diverse representation in your sample.

However, it's important to note that non-probability sampling techniques like percentage sampling may introduce sampling bias, as the sample may not fully represent the entire population. Therefore, the findings should be interpreted with caution and may not be generalizable to the entire population of HCL Technologies.

Limitations of the Study

1. Main limitation to the study was the time available to conduct the study.
2. The major limitation of study is that it is restricted only to Nagpur city.
3. Sample size is limited to 60 people only. The sample size may not adequately represent the whole market.
4. The study is limited to the influence of organizational culture in HCL Tech. Pvt. Ltd

Data Analysis & Interpretation

1. Gender of the respondent

Table No. 4.1

Respondent option	No of responses	Percentage
Male	45	75%
Female	15	25%
Total	60	100%

The above responses indicates respondents comprised of 75% male and 25% female. It can be concluded that 75% males are involved in the research.

2. Age of the respondent

Table No. 4.2

Respondent option	No of responses	Percentage
20-30	16	27%
30-40	24	40%
Above 40	20	33%
Total	60	100%

The above table indicates that the respondents are of age 20 - 30 are 27%, 30-40 are 40% and above 40 age respondent are 33%. Majority of the respondent were aged in the range of 30-40 years - 40%.

3. Educational Qualification

Table No. 4.3

Respondent option	No of responses	Percentage
10 th	10	17%
12 th	15	25%
UG	20	33%

PG	15	25%
Total	60	100%

The above table indicates that responses received are from 10th - 17%, 12th – 25% and UG are 33% and PG respondent are 25%. Majority of respondents were Undergraduates.

4. Monthly salary of the respondent

Table No. 4.4

Respondent option	No. of responses	Percentage
10000 to 20000	10	17%
20000 to 30000	15	25%
30000 to 40000	25	41%
Above 40000	10	17%
Total	60	100%

For the above indicates that respondents salary 10000 to 20000 are 17%, respondentssalary 20000 to 30000 are 25%, respondents salary 30000 to 40000 are 41% and respondent salary above 40000 are 17%.

5. Work experience of the respondent

Table No. 4.5

Respondent option	No of responses	Percentage
Less Than 1 yr	12	20%
1 to 5 yr	18	30%
5 to 10 yr	14	23%

Above 10 yr	16	27%
Total	60	100%

The received responses indicates work experience of respondents Less than one year are 20, 1-5years are 30%, 5-10years are 23%, and above 10years are 27%. Most of the respondents work experience was 1-5years around 30%.

6. Organizational Culture

Table No. 4.6

Respondent option	No of responses	Percentage
Strongly Agree	40	67%
Agree	12	20%
Neutral	6	10%
Disagree	2	3%
Total	60	100%

The responses received indicates that 67% strongly agree, 20% agree 10% were neutral and 3% disagree. Around 67% of respondents strongly agree in my organization respond to every suggestion and new ideas given by employees.

7. Will easily adapt to a new technological change

Table No. 4.7

Respondent option	No of responses	Percentage
Strongly Agree	39	67%
Agree	11	20%
Neutral	9	10%

Disagree	1	3%
Total	60	100%

From the above indicates Of the respondents 65% are Strongly agree, 18% of the respondents are agree , 15% of the respondents neutral and 2% of the respondents disagree in organization gives respond to every suggestion and new ideas given by employees. Majority 65% of respondents are strongly agree in my organization respond to every suggestion and new ideas given by employees.

8. My relationship with my superior is good.

Table No. 4.8

Respondent option	No of responses	Percentage
Strongly Agree	20	34%
Agree	18	30%
Neutral	12	20%
Disagree	5	8%
Strongly Disagree	5	8%
Total	60	100%

The responses received indicates that 34% strongly agree, 30% agree, 20% are neutral, 8% disagree, and 8% strongly disagree on the relationship with superior. Around 34% of respondents are agree in my relationship with superior is good.

9. The employees are empowered to make their own decision in the assigned work

Table No. 4.9

Respondent option	No of responses	Percentage
Strongly Agree	22	37%
Agree	18	30%
Neutral	15	25%
Disagree	3	5%
Strongly Disagree	2	3%
Total	60	100%

The responses received indicates that 37% Strongly agree, 30% agree, 25% were neutral, 5% disagree , and 3% of the respondents strongly disagree in the organization with respect to empowering in taking decision on important matters. 37% of respondents stated that they are empowered to make their own decision for assigned work.

10. Communication Channel very open among employees

Table No. 4.10

Respondent option	No of responses	Percentage
Strongly Agree	27	38%
Agree	20	29%
Neutral	18	26%
Disagree	2	3%
Strongly Disagree	3	4%
Total	60	100%

Organizations response to suggestions and new ideas –

- 38% of the respondents strongly agree that the organization gives positive response to suggestions and new ideas.
- 29% of the respondents agree with the statement
- 26% of the respondents remain neutral on the matter.
- 3% disagree with the organization's response to suggestions and new ideas.
- 4% of the respondents strongly disagree with the organization's response.

It can be interpreted that 38% of the respondents strongly agree that the organization gives positive response to suggestions and new ideas.

11. Organization helps me to develop some personal skill towards working.

Table No. 4.11

Respondent option	No of responses	Percentage
Strongly Agree	20	33%
Agree	22	37%
Neutral	15	25%
Disagree	2	3%
Strongly Disagree	1	2%
Total	60	100%

The response received indicates that 33% of the respondents Strongly agree, 37% Of the respondent agree, 25% Of the respondents were neutral, 3% of the respondents disagree , and 2% of the respondents strongly disagree in organization gives respond to every suggestion and new ideas given by employees. It can be interpreted that 37% of respondents agreed that the organization helps me to develop some personal skills towards working.

12. Opinion about the organizational factors with respect to employees behavioral aspects

Table No. 4.12

S.No	Factors	Weighted score
1	My organization gives respond to every suggestion and new ideas given by employees.	1.32
2	I will easily adopt to a new technological change	2.99
3	My relationship with my superior is good	2.016
4	My relationship with my subordinate	2.28
5	All employees are empowered to make their own decision for assigned	2.19
6	Communication channels are very open among employees	2.16
7	The problems and complaints of employees are effectively handled	2.34
8	Employees have a good interpersonal relationship with colleagues	1.39
9	I feel comfortable and gain knowledge while working with my team	2.40
10	The incentives and rewards system is satisfactory	2.28
11	The rules and policies adopted by the management are well defined	2.65
12	Your organization provides environment friendly facilities	2.65
13	I like to work under the organization culture	1.45
14	Organization helps me to develop some personal skills towards working	3.17
15	There are scope to gain many experience while worthy with organization	1.89
16	I have the ability to manage my own work	2.89
17	I always posses a sense of five attitude while undergoing my work	2.03
18	I am highly involved to do my work with high patience	

Regression Analysis

Null Hypothesis (H₀): There is no significant relationship between organization culture and employees behavior.

Alternative Hypothesis (H₁): There is a significant relationship between organization culture and employees behavior.

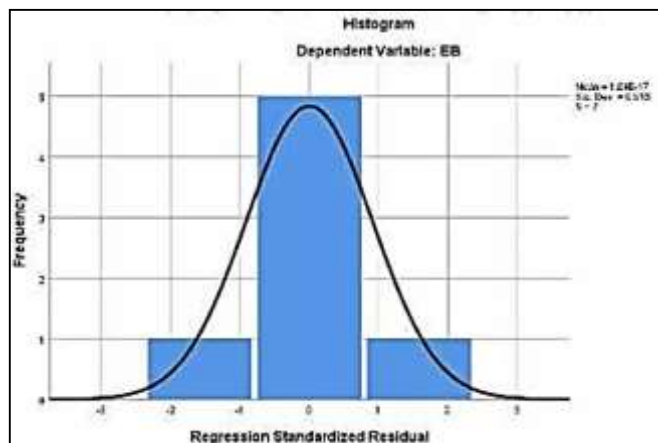
Table No. 4.13

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.857	1	.857	2.143	.203 ^b
	Residual	2.000	5	.400		
	Total	2.857	6			
a. Dependent Variable: EB						
b. Predictors: (Constant), OC						

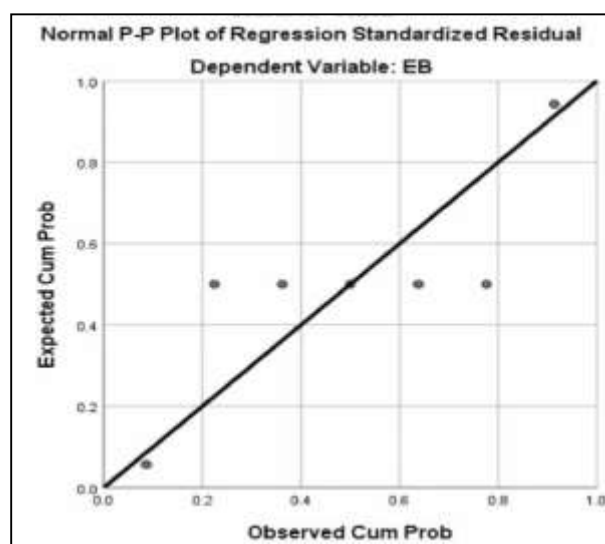
Table No. 4.14

Regression					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	-1.149E-17	1.291		
	OC	1.000	.683	.548	.203
a. Dependent Variable: EB					

Graph No. 4.12.1



Graph No. 4.12.2



Interpretation: Hence, the above table p value higher than 0.01, H1 is accepted.

Conclusion

Overall, changing organizational culture is a complex and challenging endeavor. It requires a comprehensive and sustained effort, involving leadership, employees and the underlying systems of the organization. With a thoughtful and strategic approach, cultural transformation is possible, but it requires time, patience and a commitment to long term change.

In conclusion, organizational culture and communication effectiveness are intertwined. By nurturing a positive communication culture, organizations can enhance information flow, collaboration, and decision making processes, leading to improve overall performance.

The conclusion of this study is that HCL Technologies' organizational culture is heavily influenced by multiple factors such as leadership, communication, and reward systems. Additionally, the culture is shaped by employees who are highly engaged in the organization's mission and values. With the right strategies in place, businesses can create an environment where people are motivated to perform at their best.

Reference

❖ Books:

- Organizational Culture and Leadership, by Edgar Schein (2004)
- The Culture Code: The Secrets of Highly Successful Groups, by Daniel Coyle (2018)

❖ Website Portal:

- https://en.wikipedia.org/wiki/Organizational_culture
- <https://www.geektonight.com/functions-of-organisational-culture/>
- [https://www.indeed.com/career-advice/career-development/why-organizational-culture-isimportant#:~:text=Organizational%20culture%20helps%2](https://www.indeed.com/career-advice/career-development/why-organizational-culture-is-important#:~:text=Organizational%20culture%20helps%2)

[Oimprove%20workflows,mor
e%20motivated%20to%20finish%20projects.](#)

- <https://www.hcltech.com/>
- <https://en.wikipedia.org/wiki/HCLTech>