



WORKPLACE CULTURE FOR EMPLOYEE WORK BEHAVIOUR

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Abstract: The main objective of this study is to analyze the workforce culture for employee work Behaviour. This study is based on a quantitative research approach. Information relating to the workplace culture for employee work behavior is gathered, examined, and tabulated using a variety of statistical techniques. In this study, secondary data were used to examine the Demographic information of respondents. The data analysis results showed that three kinds of workplace cultures supportive culture, innovative culture, and bureaucratic culture significantly influence employees' work behavior. Management must create harmonious relationships to support each employee's success in their employment. This study found positive significant relationship between employees' work behavior and their job satisfaction is negatively impacted by bureaucratic work cultures.

Keywords: Supportive culture, innovative culture, bureaucratic culture

I. INTRODUCTION

The enduring collection of principles, values, and beliefs that form the foundation of an organization's behavior is known as its culture. The work culture has an impact on how employees conduct themselves because they act in a way that mirrors their experiences. The unique relationship between workplace culture, employee satisfaction, and work behavior in small and medium-sized businesses is established by this research. 376 respondents completed a structured survey, which was used to gather the data. Regression analysis was used to evaluate the direct relationship, confirmatory factor analysis was used to assess the model's significance with validity, and the Preacher and Hayes Process Macro approach was used to assess the mediation effect. According to this research, workplace culture had a significant impact on employees' job satisfaction as well as their work habits, with no moderating effect on these factors. The study's findings advise managers to foster a friendly work environment in order to boost employee happiness and productive behavior. This research also offers support for the social exchange theory's reciprocity approach to understanding workers' work behaviors in SMEs.

Small and medium-sized businesses (SMEs) make a significant contribution to a country's economy through manufacturing, job creation, exports, and GDP growth (Bista, 2019). In Nepal, SMEs contributed 22% of GDP as of the Fiscal year 2018/19, and 275,433 new SMEs were registered, which accounted for 60% of all employment creation. But due to forces at play on a global, regional, and national level, the business environment is continuously evolving and presents enormous challenges. The failure rate of SMEs is significant worldwide, not just in Nepal; 22% of SMEs fail within a year of registration and 66% fail within six years (Spinelli & Adams, 2016). The growth of businesses is hampered by a number of internal and external factors, including inadequate institutional development, expensive capital costs, a lack of expert experience and qualifications, poor people management, outdated technology, and competition. The only method to mitigate other weaknesses and overcome obstacles may be through effective people management.

The research has shown that positive organizational psychology creates dramatic benefits not only for the employers but also for the employees and the bottom line (Seppälä & Cameron, 2015), justifying people management as a key tool to succeed or fail the business organizations. Organizational leaders do believe that the fierce competition in the market creates threats to the business. As a consequence, work culture, as a predictor of employees' satisfaction, is the focus of research because it affects employees' attitudes; in a Gallup survey, 90% of employees said they were just satisfied and only 40% said they were very satisfied (Libraries, 2020). In order to satisfy employees and guide their behavior for the benefit of a business enterprise, this study work will examine the importance of developing a suitable workplace culture.

Workplace atmosphere has a significant impact on how employees behave. For an employee to perform at his highest level, he needs to feel at ease at work. Urge your staff to collaborate with one another rather than alone. People who work alone frequently feel overworked and frustrated, which leads them to criticize coworkers and supervisors. Allow individuals to lend a hand to one another. Promote productive dialogue at work. Interaction between workers is essential for the sharing of experiences and the development of creative solutions. In a positive workplace environment, half the issues disappear. Individuals enjoy going to work and hardly ever gripe or nag about trivial things. Disputes and miscommunication prevent resolution. You don't feel like entering your workplace where the team members don't get along. Every employee needs rest because they cannot work continuously. It is ineffective to be overly strict with workers. You won't get any attention from anyone. Encourage staff members to socialize with members of other divisions as well. People solve half of their issues simply by talking things out among themselves. Employers must have faith in their managers. Take an open stance. Don't put them under needless constraints. Offer them the freedom to make their own choices. Let them be responsible for their work. By doing so, employees begin to take their employment seriously and refrain from engaging in toxic office politics. Employees should be encouraged not to make light of one another. Every employee should be handled equally. Never make someone feel inferior because they use public transit or are poor. It's hardly significant. It is extremely challenging to work in a setting where people are constantly criticizing one another and saying inappropriate things. Employees who are women should be respected. Avoid attempting to abuse them or rule

them. Rules and regulations should be the same for every employee. How do you address the issue of your executive's tardiness, considering the Vice President or General Manager also arrives late to work? There is completely no need to grant any special liberties to people representing top management. If you do so, please do not blame others for not adhering to codes of conduct. Be logical to your team members. Do not compel them to attend office on their birthdays or other special days. It is fine if they take leave for genuine reasons. Do not get involved too much in their lives. Smaller gatherings and events also contribute to a positive workplace atmosphere and a sense of loyalty among employees. When there is nothing novel or exciting to do, such occurrences occur. The work must be difficult. Employees who work hard and honestly deserve appreciation. Hard effort must be acknowledged. Competition is important, but it shouldn't put workers under undue pressure. Dispute resolution must take place in privacy. The company should make its employees feel secure. There are many issues why workplace cultures aren't developed.

STATEMENT OF PROBLEM:

Production and employee satisfaction can be impacted by issues at work. A firm can attain its full potential with a solid work environment, a supportive leadership team, and a balanced company culture, but many businesses must first overcome typical obstacles. Understanding typical concerns at work can aid managers or staff in spotting related problems and tackling them one at a time. Any disagreements or concerns that hinder teamwork in a workplace or cause production to lag are considered problems at work. Personal issues, equipment issues, and disputes with the corporate culture can all be challenges. These problems might give a company a chance to examine some of its biggest weaknesses and devote funds to enhance areas like workplace diversity, corporate culture, or benefits.

The Work atmosphere has a significant impact on employee behavior. An employee must be at ease at work in order to perform at his or her best. Encourage your workers to collaborate rather than work alone. Individuals who work alone are often overburdened and frustrated, and they frequently criticize coworkers and supervisors. Allow individuals to assist one another. Encourage efficient workplace communication. Employees should be able to interact with one another in order to share their experiences and find creative answers. In a positive work environment, half of the issues disappear. People enjoy going to work and rarely complain or crib about minor issues. Conflicts and misunderstandings do not result in a remedy. Trust me; you do not feel like stepping into your company where team members do not gel with each other. No employee can labor for long periods of time without taking breaks. Being too strict with workers is counterproductive. Nobody will care to pay attention to you. Influence and convince employees to interact and relate with people from other areas. Individuals solve half of their issues simply by talking amongst themselves. Managers must trust in their workers.

Adopt an open mindset. Do not place needless constraints on them. Allow them to make their own choices. Allow them to assume charge of their jobs. Employees who are treated in this manner begin to

take their employment seriously and avoid nasty office politics. Encourage employees to refrain from making light of their coworkers. Every employee should be regarded as such. Never humiliate anyone simply because he or she is poor or uses public transit to get to work. It makes little difference. Working in an atmosphere where people criticize each other and make lewd remarks is extremely difficult. Female employees should be handled with dignity. Not attempt to control or exploit them. Every employee should be subject to the same rules and laws. How can you chastise your boss when the Vice President or General Manager is also late? There is no need to give any special privileges to people representing top management.

Please do not blame others for failing to follow codes of behavior if you do so. Be rational in your interactions with team members. Do not make them come to work on their birthdays or other important days. It is completely okay if they take leave for genuine causes. Don't meddle too much in their affairs. Small events and get-togethers also contribute to a positive work culture and make employees feel connected to the company. Why do workers disparage their employers? Why do people consider changing employment every six months? Why do people constantly gripe about their jobs?

Some major problems are highlighted below too:

- Those with poor results at work are around underperforming employees who are required to take up the slack because their work is subpar and falls short of expectations.
- Their work is not receptive to guidance.

OBJECTIVES OF THE STUDY:

There are various objectives of this study and they are highlighted below:

- To establish definite departmental goals and describe each team's goals so that members have something concrete to strive for.
- To align with the goals of the organization.
- To encourage inclusivity and diversity.
- To create a Strict Zero Tolerance Policy, prioritize, respect, and allow for lightheartedness.
- To establish a program for employee recognition.
- To acknowledge and apply your staff members' feedback.

RESEARCH METHODOLOGY

To achieve its objectives, this study is based on a quantitative research approach. Information relating to the workplace culture for employee work behavior is gathered, examined, and tabulated using a variety of statistical techniques. The study concentrated on earlier, research on development and developing nations. In this study, secondary data were used to examine the Demographic information of respondents.

Theoretical Review

According to Social Exchange Theory (SET), interactions between sociological and psychological factors have an impact on each individual's work behavior and level of employee satisfaction. According to SET, for a positive work experience, contentment, and positive work behavior, employees demand cordial, friendly, and professional relationships among organizational members, such as managers, supervisors, and employees. The most important paradigm for comprehending how employees behave in the workplace is SET (Cropanzano & Mitchell, 2005). Employee commitment is impacted by the social exchange relationships in the workplace as

a result of the work culture. The elements of social and economic exchange have a favorable impact on commitment (Ozmen, 2019). Consequently, management ought to prioritize the cultivation of a positive workplace culture, alongside providing competitive financial incentives, to foster exemplary work behavior among employees. The significance of preserving work culture to guide employees' behavior is increased by this circumstance.

LITERATURE REVIEW

Based on the size of the investment capital as up to Rs. 0.2 million, up to Rs. 50 million, Rs. 50 - Rs. 150 million, and more than Rs. 150 million including land and building, respectively, the Industrial Policy of Nepal 2010 has classified Nepali industries into four categories: Micro Enterprises, Small Industries, Medium Industries, and Large Industries (Industrial Policy, 2010). SMEs' involvement in their company regularly, with few plans and policies, constitutes their business. While SMEs predominate in Nepal, they receive less favorable treatment from government institutions. They must independently handle finances, technology, the market, and people, with people management posing the greatest challenge. Workplace culture is accountable for ensuring that employees behave positively toward organizational goals (MSG, 2020). Employee work behavior (WB) is the extent of an employee's response to a specific work circumstance, policy, and working pattern regularly at the workplace (MSG, 2020). Each employee should act responsibly for the benefit of the company, organization, and clients, and presumably for their own sake as well. Positive employee behavior always respects the organizational value system, working patterns, and decisions made by the organization. It also advocates for the organization's products and services (spreading good word of mouth) and helps to keep a good working environment. Positive workers consistently make an effort to please their customers through creative and helpful behavior. In contrast, unfavorable employees disobey organizational directives, resist changes, shout down coworkers, criticize managers and superiors, spread rumors, and even conduct themselves in an unprofessional manner around customers. Workplace culture is crucial for an organization's growth because it influences employees' behaviour for the better. Work commitment is the promise or assurance of attachment that an employee feels towards the long-term professional partnership, acting as a stand-in for work behavior. When employees feel truly connected to the company, they are more motivated to achieve organizational goals (Buchanan, 1974). Employee emotional ties to, identification with, and engagement with the company and its objectives. Work commitment is the psychological state of an employee that defines ongoing involvement and engagement with job responsibilities as well as membership for a non-terminating professional relationship with the working organization; not only under favorable circumstances but also in unfavorable circumstances affecting the organization (Meyer & Allen, 1997). According to Dessler (1999), dedicated workers typically have higher attendance rates as well as longer job tenures than less committed workers. Employees who are committed are more ready to put forth their best effort and complete loyalty to keep organizational systems and solve problems. Value congruence between a person and an organization leads to commitment (Tabane, Bosch, & Roodt, 2013). It is the behavioural outcome of an employee's strong acceptance of and commitment to the organizational principles, objectives, and working relationships. Good human resource management techniques lead to organizational dedication (Mathieu & Zajac, 1990). A person

experiences psychological attachment to organizational objectives, working methods, and work relationships when their values are congruent. According to Gautam (2017), strategic human resource management can help to keep workers committed by implementing the best human resource practices. The dedication of employees shapes a specific collection of behaviours at the individual, group, team, and organizational levels. It insists on exhibiting corporate citizenship behavior and favorably promoting the company's offerings and culture. Numerous studies have demonstrated that dedication significantly affects pro-social behavior, absenteeism, and turnover intention (O'Reilly & Chatman, 1986; Angle & Perry, 1981). (Poznanski & Blin, 1997). Therefore, managers must make a pledge to ensure organization-person value congruency by upholding the best work culture in order to ensure positive behaviour and employee commitment to organizational success. Work culture is a subset of corporate culture that is made up of a common understanding of beliefs, values, norms, and operating philosophies (Wallach, 1983). It has been founded with extensive knowledge, practices, and longevity. Every company has a different work culture, which makes it difficult to change (Robbins & Judge, 2013). Work culture (WC) is a micro-analysis of organizational culture at the workplace that looks at how much support, consideration, and a positive work atmosphere are present. Toilet aids in luring and keeping capable and devoted workers for the company (Sidekicker, 2020). WC provides a friendly work environment to foster career advancement, professional relationships, and job satisfaction. Generally speaking, workplace culture (WC) is a synthesis of an organization's values, traditions, beliefs, leadership traits, communication patterns, employee involvement, behaviors, and attitudes that are frequently displayed at workstations as self-understood working principles. Generally speaking, WC does not need to be in written form because workplace norms, values, and procedures are known to all employees and are followed without thinking as a matter of course. Researchers have focused on the relationship between culture, employee satisfaction, commitment, and success (Kalemci, Kalemci-Tuzun, & Ozkan-Canbolat, 2019; Zakayo, 2018; Dessler, 1999; Fiorita, Bozeman, Young, & Meurs, 2007). Organizational culture was the focus of study attention in previous decades due to its impact on organizational processes (Rashid, Sambasivan, & Johari, 2003). It establishes a baseline for each person associated with the organization's work attitudes, norms, and beliefs. Employee interactions with coworkers, superiors, subordinates, customers, and other stakeholders are just a few examples of how organizational culture impacts the organization and the behavior of people. According to Ravasi and Schultz (2006), culture is a means for internal sense-making about what is required of them and what they should do. The most important results of organizational culture, which has impacted organizational success through employees' performance, are job satisfaction and organizational commitment (Lok & Crawford, 2004). Organizational culture has an impact on important employee views in addition to having an impact at the organizational level, according to Cameron and Quinn's (2011) research. According to Hershcovis et al. (2007), situational workplace variables like injustice, interpersonal conflict, situational constraints, and ineffective leadership as determinants of workplace culture contribute to workers' aggression or negative work behavior. The most important factor in determining an employee's dedication to their work and job happiness is organizational politics as a part of the workplace culture (Miller, Rutherford, & Kolodinsky, 2008; Samwel, 2018). Person-job fit initiation procedures are a key component of workplace culture and have a significant impact on workers' commitment and happiness (Kristof-Brown, Zimmerman, & Johnson, 2005; Verquer,

Beehr, & Wagner, 2003). Workplace culture influences employee relations, which affects workers' commitment and productivity (Samwel, 2018), which may result in organizational sustainability and success. The management of employees with fair labor practices, equitable benefit sharing, and unbiased development opportunities is one of the difficulties SMEs face, and it negatively affects employees' dedication and the sustainability of the employee-employer relationship. Understanding an organization's culture is crucial for removing any obstacles that may arise as a result of rapid organizational change (Isa, Ugheoke, & Noor, 2016). Based on societal patterns that affect employees' motivation and morale (Zakayo, 2018). In accordance with fixed or limited cultural dimensions, management establishes a fixed pattern of working principles to encourage employees to adopt new behaviors, ensure that policy changes are based on research, offer robust assessments for systematic risk management, and ensure the system of job completion and reporting. In addition to an employee's unique characteristics, the setting they work in, the stress they experience due to the demands of their jobs, the relationships they have at work, and any conflicts between their personal and professional lives all contribute to how they behave at work. Positive employee attitudes lead to increased safety, better customer service, and higher business organization success (Libraries, 2020; Harter, Schmidt, & Hayes, 2002).

RESULTS

Restaurants, Travel and Trips, Retail Trading Stores, Bakery Producers, and Cold Storage are the categories under which Kathmandu-based businesses fall. 10 employees were chosen as the population, but a purposive sampling technique was used to select the sample to determine whether most of the employees could comprehend the construct and demonstrate an interest in taking part in the research. Where necessary, the questionnaire was translated verbally for the respondents to better comprehend it.

Purposeful contact was made with a total of 435 respondents (to ensure they understood how the constructs could maintain diversity in terms of responsibility and functional area) in order to gather information, but only 376 (86.43 percent of respondents) returned usable responses from

39 organizations. Responses came from a range of hierarchical demographic categories, including officers, assistant managers, and managers.

Table 1

Demographic information of respondents

Categorical variables	Assistant	Officer	A.Manager	Manager	Total	Percentage	
Gender	Male	78	97	39	11	225	59.84
Owner	Female	85	44	18	4	151	40.159
Structure	Joint Ownership	60	46	16	4	126	33.51
	Single Ownership	103	95	41	11	250	66.489
Total	163	141	57	15	376	100	

Only 15 of the 39 sample companies had manager and assistant manager positions available, as shown in Table 1's demographic profile of respondents (in a few senior managers and managers). Male respondents comprised 59.84 percent of the total, while female respondents comprised

40.159 percent. Of the respondents, 33.51 percent came from groups with joint ownership (either partnerships or joint stock companies), while 66.489 percent did not. The vast bulk of respondents came from businesses with one owner.

CONCLUSION

The data analysis results showed that three kinds of workplace cultures supportive culture, innovative culture, and bureaucratic culture significantly influence employees' work behavior, which is consistent with Messner's findings (2013). According to Messner (2013), this result emphasizes the importance of establishing a positive workplace culture. As the findings indicated, an organization's supportive atmosphere influences. In contrast to an innovative and bureaucratic culture, employees' work behavior is more important, so management must create harmonious relationships to support each employee's success in their employment. The findings show that employees want assistance from their managers, leaders, and coworkers in carrying out their duties. Supportive workplace cultures improve employee's feelings of belonging, which tends to urge them to be more positive in their responsibility, customers, and organization, depending on the degree of positive or negative influence. Close supervision, stringent rules and regulations, strict command, and discipline are all aspects of bureaucratic culture that tend to use force or coercion as well as an unfavorable incentive to steer the behavior of employees in the right direction. As a consequence, the researchers discovered a positive significant relationship between employees' work behavior and their job satisfaction is negatively impacted by bureaucratic work cultures. Bureaucratic work cultures, which are the second most important predictor of workplace behavior, may have an impact through coercion, particularly on employees who are less committed, less focused, and have little to no self-determination. Regarding the innovative work environment, SMEs are anticipated to have job autonomy for better customer service, the development of new products within budgetary constraints, and better customer relations because innovation increases job

satisfaction. Results looked at the impact of employee job happiness on predicting workers' work behaviors, including attitudes and behaviors with customers and coworkers that are also consistent with findings. Organizations should concentrate their efforts on creating and enhancing a unique workplace atmosphere that is marked by support among employees. In order to influence employee's behavior in a way that is beneficial to the success of the company, this study promotes the need for developing and enhancing special supportive relationships with employees. This research may be important to all SMEs dealing with issues like high employee turnover, inappropriate behavior, or even stagnant performance. The results of this study can serve as guidelines for SME owners regarding the best ways to treat employees at work and maximize their happiness while channeling their positive energy into productive work habits. More importantly, this research emphasizes the necessity of creating and preserving a positive workplace culture. The social exchange theory which contends that workers should act like how they believe their management to be acting also needs to be defined, according to this study. Simply put, a supportive work environment is necessary for workers to behave well at work.

The main subjects of this research are the overall level of work culture, employee happiness, and employee work behavior in SMEs in Kathmandu. Future researchers can divide SMEs into different areas because they may support various work cultures. Researchers can conduct further studies on opportunity exploration, idea generation, idea championing, and idea realization within innovation culture in connection to job satisfaction and work behavior. Additionally, future researchers can expand their scope by dividing the employee's job behavior into smaller units

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