

Employee's Adaptation to Rules and Responsibilities: The Effect of Organizational Culture

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Abstract: - The researchers conducted a study to determine the impact of organizational culture on employees' various roles and behaviours. This study will provide information regarding the beneficial effects that is linked to the role emergence and role enactment that led to the betterment of the Organization. This study will help improve the development of the Organization and advancement of management approach and administration. Although the three groups, organizational culture, role emergence, and role enactment, have no significant differences in shared values, their impact on employees says otherwise. According to the data analysis, organizational culture has an impact or has a significant impact on employees in terms of their roles and behaviours. These analyses demonstrate both practical and theoretical implications in the context of an organization.

Key Words: — *Organizational Culture, Employees, Behaviour.*

I. INTRODUCTION

Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Think of it as the collection of traits that make your company what it is. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional organization culture brings out qualities that can hinder even the most successful organizations.

Organizational culture has received ample attention both in the popular and scholarly press as an important factor predicting organizational effectiveness by inducing employees to behave effectively.

The assertion that culture leads to behavior, however, has received only limited empirical support. The purpose of this dissertation is to explicate the impact of organizational culture on employees' roles and subsequent role behaviors.

Data from different organizations were collected to test the proposed relationships. The empirical results provide support for most of the proposed relationships between culture and employee roles, thereby validating the role of culture in establishing what is expected and valued at work.

Company culture which is often called as organizational culture is defined as the shared values, attitudes and practices that characterize an organization. It's the personality of your company and it plays a large part in your employees' overall satisfaction. The framework of this study basically identifies the different culture types in an organization which directly influence the people or the members' understanding and manner of executing their job as well as their behavior and interactions. There are four major identified types of culture namely, clan culture which primary focuses on mentorship and teamwork, the adhocracy culture that emphasizes risk-taking and innovation, the market culture that makes competition and growth in the spotlight, and lastly, the hierarchy culture which gives great importance to structure and stability of the Organization. These organizational cultures have impacts to the role emergence and role enactment of individuals in an organization which results to specific level of effectivity and

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efficiency in his/her job and contribution to the group or company he/she belong.

II. METHOD AND PROCEDURES

2.1 Research Design

The researchers utilized a quantitative design to gather data on the effects of various organizational cultures on employee role emergence and role enactment. In general, quantitative design is founded on scientific principles. Thus, the researchers employed deductive reasoning, in which the researcher developed the study's purpose, collected data to address the problem, and then analyzed the findings. The researchers then came to conclusions to complete the study.

The researchers utilized the Descriptive Method kind of quantitative design. The information was gathered in the first semester of 2021. The research effort was meant to reduce the possibility of common technique bias produced by data collection from a single source. Responses were gathered specifically from students participating in the Masters of Engineering Management program at Nueva Ecija University of Science and Technology.

The data were collected electronically by emailing Google forms to the respondents, which included the survey instructions as well as the necessary information for the researchers. To access the form, the respondents used their own user names and passwords that were only known to them. This was employed by the researchers to ensure the secrecy of the survey collection process. Furthermore, it was previously mentioned to the respondents that their particular comments would be kept anonymous and used solely for research purposes.

2.2 Locale Of The Study

Due to the poll's online nature, researchers conducted the research from throughout the country. Respondents came from the provinces of Aurora, Cabanatuan, Pampanga, and Tarlac.

It was determined that respondents should be presented with Google forms to complete at their convenience, whether at home or in another convenient location. The researchers chose the location for deployment since it will give the data necessary to finish the study

2.3 Samples And Sampling Procedure

The researchers used non-probability sampling to generalize the sample's findings to the general population. Non-

probability sampling was chosen by the researchers because it is a sampling procedure that involves the non-random selection of a sample within respondents.

This type of research will also provide the researchers with an initial understanding of a small population that is the researchers' target. The researchers will use convenience sampling in particular. Individuals who are more accessible are included in the convenience sample. In this regard, the samples were gathered from available respondents.

2.4 Respondents Of The Study

The researchers analyzed at students enrolled in Nueva Ecija University of Science and Technology's Master of Engineering Management program. Because their course deals with organizational culture, the respondents were chosen. Furthermore, the students are members of various organizations or businesses, so they have extensive knowledge of the subject. Furthermore, the students are from various locations, demonstrating a variety of cultural backgrounds.

2.5 Research Instrument

A questionnaire was used in gathering the data. The questioner is a Likert scale question type of survey. The questionnaires were given electronically via google forms which the respondents can access using their emails. The questionnaire has three parts. The first part is all about the personal information of the respondents. The second part consisted items that determined the impact of organizational culture on role emergence. The last part consisted of questions regarding the impact of organizational culture to role enactment.

2.6 Data Gathering Procedure

The questionnaires were personally delivered to the respondents by the researchers. Students are given the questionnaire with the understanding that they will provide a sample to the researcher.

The researchers conferred and discussed the study's significance as well as the instructions in the questionnaire's introduction. To prevent respondents from rushing through the forms, they were given until the end of the day to complete them. After each completed questionnaire, the researchers automatically collected data using Google Forms.

The results of the questionnaire were tallied and tabulated after it was completed. For the researchers, these data served as the foundation for analysis and interpretation.

2.7 Data Analysis

The researchers analyzed the data collected from the respondents in order to obtain usable and useful information. The researchers organized and separated all of the questionnaires so that they could be entered into Excel. To obtain accurate and complete data, the researchers used Microsoft Excel. To make the results easier to understand, the researchers used a table. The researchers used the T-test to calculate the results.

To determine the impact of organizational culture on role emergence and effective implementation, the researchers used a Likert scale. A five-point Likert scale was used, with each point corresponding to a Likert item.

Point	Scale	Verbal Interpretation
5	4.2 – 5	Strongly Agree
4	3.4 – 4.19	Agree
3	2.6 – 3.9	Neither Agree nor Disagree
2	1.8 – 2.59	Disagree
1	1.0 – 1.79	Strongly Disagree

III. RESULTS AND DISCUSSION

The study's goal was to investigate the relationship between organizational culture and program evaluation practice from the perspective of organizational culture on role emergence and role implementation.

The related research questions were:

- Is there a relationship between company culture and employee performance and efficiency?
- Is there an effect on employee efficiency and effectiveness between role emergence and role effective implementation?
- Is there a connection between corporate culture and the implementation and formation of roles?

The results are compiled from surveys from each Organization. The survey covered organizational culture and practices, with 40 questions for 1 person.

The survey results are presented on Likert scale is considered an interval scale. The mean is very significant. From 1- strongly disagree (SD); 2- disagree (D); 3-unsure (U); 4-agree (A); 5-

strongly agree (SA) with 2 scales indicating NEI — Not Enough Information and N/A — Not applicable.

In the first statement, the mean is 3.90. Hence, it means that the majority of participants are agree as to whether they are engaging to their perspective role in the Organization.

Table.1. Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	SD
ITEM1	40	2	6	3.90	0.955
ITEM2	40	2	5	4.10	0.632
ITEM3	40	1	7	4.05	0.986
ITEM4	40	1	5	3.93	1.095
ITEM5	40	1	5	3.85	0.921
ITEM6	40	1	7	4.10	1.128
ITEM7	40	1	5	3.93	0.888
ITEM8	40	3	5	4.13	0.607
ITEM9	40	1	5	3.70	1.137
ITEM10	40	1	5	3.70	1.091
ITEM11	40	1	6	3.80	1.043
ITEM12	40	1	5	3.85	1.001
ITEM13	40	1	5	3.98	0.891
ITEM14	40	1	7	4.07	1.269
ITEM15	40	1	5	3.72	1.037
ITEM16	40	1	7	3.95	1.061
ITEM17	40	1	5	3.52	1.109
ITEM18	40	1	5	3.72	1.154
ITEM19	40	1	7	4.13	1.017
ITEM20	40	1	7	3.70	1.305
ITEM21	40	1	7	3.90	1.057
ITEM22	40	1	6	3.52	1.012
ITEM23	40	1	5	3.72	1.012
ITEM24	40	1	7	4.02	1.025
ITEM25	40	1	5	3.80	1.018
ITEM26	40	1	5	3.97	0.832
ITEM27	40	1	5	3.90	0.871
ITEM28	40	1	5	3.77	1.050
ITEM29	40	1	5	4.08	0.944
ITEM30	40	2	5	4.10	0.709
ITEM31	40	1	7	4.20	1.043
ITEM32	40	1	7	4.35	0.921
ITEM33	40	1	5	4.10	1.105
ITEM34	40	1	7	3.75	1.149
ITEM35	40	1	7	3.53	1.710
ITEM36	40	1	7	3.60	1.516
ITEM37	40	1	6	3.85	0.893
ITEM38	40	1	6	3.82	0.903
ITEM39	40	2	5	4.00	0.679

ITEM40	40	1	5	4.22	0.920
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Descriptive statistics were developed for the survey data, aggregated per Organization, and clustered into organizational categories per service area. All the survey data were usable and none had to be discarded.

The key findings of the Study Include:

- The Organizational culture definitely affect and have a role on the employee's productivity on the workplace as the coordination between peoples work help achieve the Organization's Mission and Goals.

Table.2. Showing the survey results with the following questions concludes a mean of 4.10 and 4.05 which falls on the scale of 3.4 – 4.19 that interprets the Respondents Agreement.

Item	Min.	Max.	Mean	SD
2. Our reporting structure helps achieve the Organization's goals.	2	5	4.10	0.632
3. My work is well coordinated with other people's work here.	1	7	4.05	0.986

- The effect between the role emergence and role enactment and the employee are supported by the workers encouragement for the development of their role and advancement of their jobs.
- Table.3. Showing the survey results with the following questions concludes a mean of 4.07 and 3.95 which falls on the scale of 3.4 – 4.19 that interprets the Respondents Agreement.
- The organizational culture and role enactment and role emergence both act as a considerable element and influence the employees working on their task as shown in that there is openness to improving work methods and roles at their own Organization.

Table.4. Showing the survey results with the question concludes a mean 3.93 which falls on the scale of 3.4 – 4.19 that interprets the Respondents Agreement.

The researchers were guided by two major questions: the differences between the perceptions about behavioral norms and shared values in role emergence and role enactment; and the impacts of these differences on the organizational commitment. The results of this study indicate that there are three major findings. First, there were no significant differences

between the three groups in their perceptions about behavioral norms and shared values. Second, reported favorably about the behavioral norms and unfavorably about the shared values that are accepted, practiced, and promoted at their workplace. Finally, reported an overall strong commitment to their Organization.

Differences between behavioural norms and shared values will be discussed based on results of their perceptions of these norms and values. Impact of the differences on the organizational commitment will be discussed based on their motivation to perform, intent to stay with the Organization, and value Agreement with the Organization.

IV. CONCLUSION

The researchers conducted study to determine the influence of organizational culture on the different employee's roles and behaviors. Although the three groups, organizational culture, role emergence and role enactment have no significant difference from each other in terms of shared values, it says otherwise in terms of its impact on employees. From the conducted analysis of the data, it shows that organizational culture has an impact or it greatly affects the employees in terms of their roles and behaviors. These analysis shows both practical and theoretical implications in an organization.

Specifically, the analysis showed that organizational culture in terms of leader's behaviors affects that role of its employees such that the leaders imply the mood or the culture of the workplace. The outcome will then affect the effectiveness and efficiency of the employees.

Item	Min.	Max.	Mean	SD
14. The Organization searches among its employees to fill open jobs.	1	7	4.07	1.269
16. We develop people from within to fill more advanced jobs.	1	7	3.95	1.061

Item	Min.	Max.	Mean	SD
4. There is openness to improving work methods at this Organization.	1	5	3.93	1.095

Theoretically, according to a book published by Wayne (1997), a large body of literature has suggested that an employee's

behavior is important and that it is being affected by the different roles and social interactions in an organization. This theory was then supported by the findings in the conducted research that culture greatly affects the employees in the way they do their job.

Finally, the researchers concluded that culture is important in an organization's success such that it affects the employee's roles and behaviors. The culture within an organization affects the productivity of all the employees.

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