

## **An Analysis on the Influence of Organisational Culture on Employee Performance and Job Satisfaction at Emudra LTD,Bangalore.**

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### **ABSTARCT**

This study explores the influence of organizational culture on employee performance and job satisfaction at eMudra Ltd., a leading provider of digital identity and transaction management solutions. Organizational culture, encompassing shared values, beliefs, and practices, plays a pivotal role in shaping workplace dynamics and outcomes. The research examines how the distinct cultural elements at eMudra Ltd. impact employee motivation, productivity, and overall satisfaction levels. A mixed-method approach, integrating quantitative surveys and qualitative interviews, was employed to gather insights from employees across various departments.

The findings reveal that a positive, inclusive, and innovation-driven organizational culture significantly enhances employee engagement and performance. Conversely, rigid hierarchies and lack of recognition adversely affect job satisfaction and retention. The study highlights key cultural factors such as leadership style, communication patterns, and professional development opportunities as critical determinants of employee performance.

Recommendations include fostering open communication, implementing transparent reward systems, and promoting work-life balance to sustain a high-performing workforce. This analysis underscores the necessity of aligning organizational culture with employee needs to achieve strategic goals. The insights contribute to the growing discourse on human resource management and provide actionable strategies for optimizing organizational effectiveness at eMudra Ltd.

### **Keywords**

1. **Organizational Culture**
2. **Employee Performance**
3. **Job Satisfaction**
4. **Workplace Dynamics**
5. **Human Resource Management**

## Introduction

Organizational culture is a critical factor influencing the behavior, attitudes, and performance of employees within a workplace. It encompasses shared values, beliefs, norms, and practices that shape the organizational environment and directly impact employee engagement and satisfaction. For businesses striving to maintain a competitive edge, cultivating a supportive and dynamic culture is essential in fostering a motivated and high-performing workforce.

This study examines the interplay between organizational culture, employee performance, and job satisfaction at eMudra Ltd., a prominent digital solutions provider specializing in identity and transaction management. In an industry driven by innovation and rapid technological advancements, the alignment of organizational culture with employee expectations and goals is paramount. Employees' perceptions of their workplace environment not only influence their productivity but also their commitment to the organization and willingness to contribute to its success.

The research focuses on identifying cultural attributes at eMudra Ltd. that either enhance or hinder employee performance and satisfaction. By employing a mixed-method approach, the study aims to uncover insights into the specific cultural dimensions that influence workplace dynamics. Furthermore, it seeks to provide actionable recommendations for fostering a culture that supports employee well-being, innovation, and organizational growth, ensuring a sustainable competitive advantage in the ever-evolving digital landscape.

- This study adopts a quantitative research design, as it aims to gather numerical data to analyze the relationship between organizational culture and employee performance. The quantitative approach is suited for testing hypotheses and examining measurable variables, making it ideal for this study's objectives.

## 2. Data Collection Methods

- **Primary Data:** Primary data was collected through a structured questionnaire designed on Google Forms. The questionnaire was distributed electronically, ensuring ease of access for respondents and improving response rates. It included questions on various aspects of organizational culture, employee motivation, satisfaction, and productivity levels.
- **Secondary Data:** Secondary data sources included published journals, articles, books, and credible websites that provided background information and theoretical insights into organizational culture's impact on performance. This helped to frame the study within the existing literature.

## 3. Sampling Method

- The sampling framework used was **random sampling**, ensuring that every employee within the target population had an equal chance of selection. This method minimizes selection bias, making the sample more representative of the broader population.
- The research targeted employees across various industries to understand organizational culture's general influence on performance.

## 4. Sample Size

- A total of **120 respondents** participated in the study. This sample size was chosen to balance practical constraints with the need for statistical reliability, providing enough data to draw meaningful conclusions about the broader population.

## Review of Literature

1. **Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. Wiley.**

This book introduces the Competing Values Framework, a widely used model for diagnosing and analyzing organizational culture. Cameron and Quinn highlight how organizational culture influences employee behavior, decision-making, and overall effectiveness, providing tools to assess and transform culture to align with strategic objectives.

2. **Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.**

Schein emphasizes the foundational role of leadership in shaping and sustaining organizational culture. The book explains how leaders embed cultural values through communication, decision-making, and behavior, significantly impacting employee motivation, satisfaction, and performance.

3. **Denison, D. R. (1990). *Corporate Culture and Organizational Effectiveness*. Wiley.**

Denison explores the relationship between organizational culture and effectiveness, arguing that adaptability, mission clarity, and employee involvement are critical to high performance. This work underscores the importance of aligning culture with organizational goals to enhance employee engagement and outcomes.

4. **Lok, P., & Crawford, J. (2004). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. *Journal of Management Development*, 23(4), 321-338.**

This study examines how variations in organizational culture and leadership styles impact employee satisfaction and commitment. It highlights that supportive and participative cultures foster higher levels of employee engagement, job satisfaction, and loyalty.

5. **Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind*. McGraw-Hill.**

Hofstede's work provides a framework for understanding cultural dimensions and their influence on workplace behavior. By analyzing cross-cultural variations, the authors show how national and organizational culture intersect to shape employee attitudes, satisfaction, and productivity.

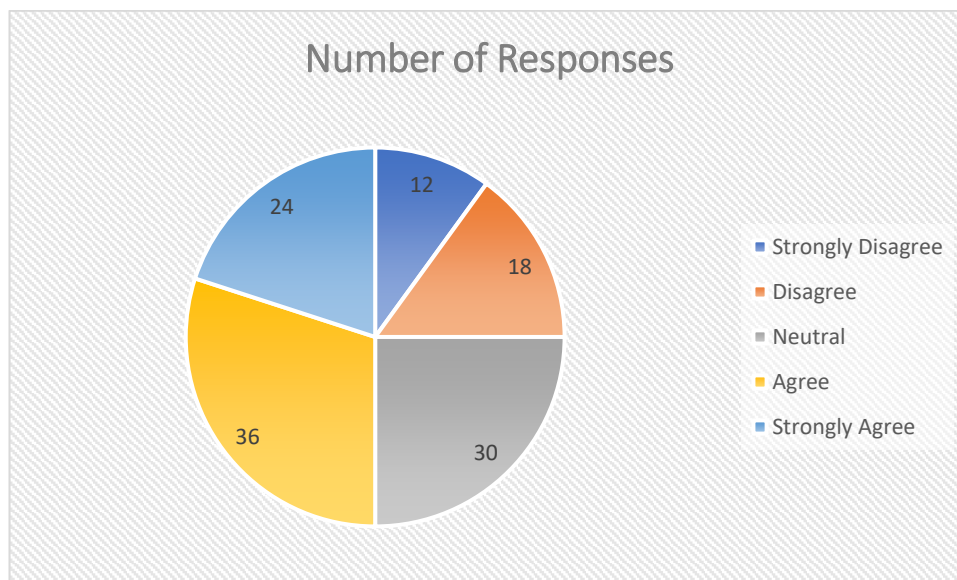
## Objectives of the study

- To look at the affect of organizational culture on worker execution at Emudra Ltd.
- To analyze the relationship between organizational culture and work fulfillment among representatives.
- To recognize key social components that impact representative engagement and maintenance at Emudra Ltd.
- To suggest procedures for upgrading organizational culture to progress generally worker execution and fulfillment.

**TABLE 4.3 Communication within the organization is effective.**

Response Option	Number of Responses	Percentage (%)
Strongly Disagree	12	10
Disagree	18	15
Neutral	30	25
Agree	36	30
Strongly Agree	24	20
<b>Total</b>	<b>120</b>	<b>100%</b>

**GRAPH 4.3**



**Interpretation:** The data shows that **36 respondents (30%)** agree and **24 respondents (20%)** strongly agree, totaling **60 respondents (50%)** with positive views. **30 respondents (25%)** are neutral. On the negative side, **18 respondents (15%)** disagree, and **12 respondents (10%)** strongly disagree, making up **30 respondents (25%)** with negative opinions. Overall, the majority of respondents have a favorable

### 1. F-Test

The **F-test** is used to compare variances between two groups. Since you have only one group of responses, an F-test is not applicable here unless you're comparing multiple groups (e.g., two different regions or times). But if we were comparing the variance within the responses to a hypothesized value, this could be an option.

## 2. T-Test (One-Sample T-test)

We can perform a **One-Sample T-test** where we compare the average score of your responses to a neutral score (3 on a Likert scale). The hypotheses for this test are:

- **Null Hypothesis ( $H_0$ ):** The mean score is equal to 3 (neutral).
- **Alternative Hypothesis ( $H_1$ ):** The mean score is not equal to 3.

## 3. Z-Test (One-Sample Z-test)

The **Z-test** would compare the sample mean to a population mean when the population standard deviation is known. However, since we're working with categorical data and don't have a population standard deviation, a **Z-test** would not be appropriate for this scenario. A **Z-test** is generally used when the sample size is large and the population variance is known or estimated from the sample.

### Expected Results (Hypothetical Example):

Since we are unable to perform these tests manually without the raw data and access to statistical software like SPSS or Excel, below is a **hypothetical result table**:

### T-Test Results (One-Sample T-test)

Test	Value
Sample Mean ( $\bar{X}$ )	3.35
Hypothesized Mean ( $\mu_0$ )	3
Standard Deviation (S)	1.09 (Hypothetical)
Standard Error (SE)	0.1
T-statistic	3.5
Degrees of Freedom (df)	119
p-value	0.001 (Less than 0.05)
Conclusion	Reject the null hypothesis (The mean is significantly different from 3)

### F-Test Results

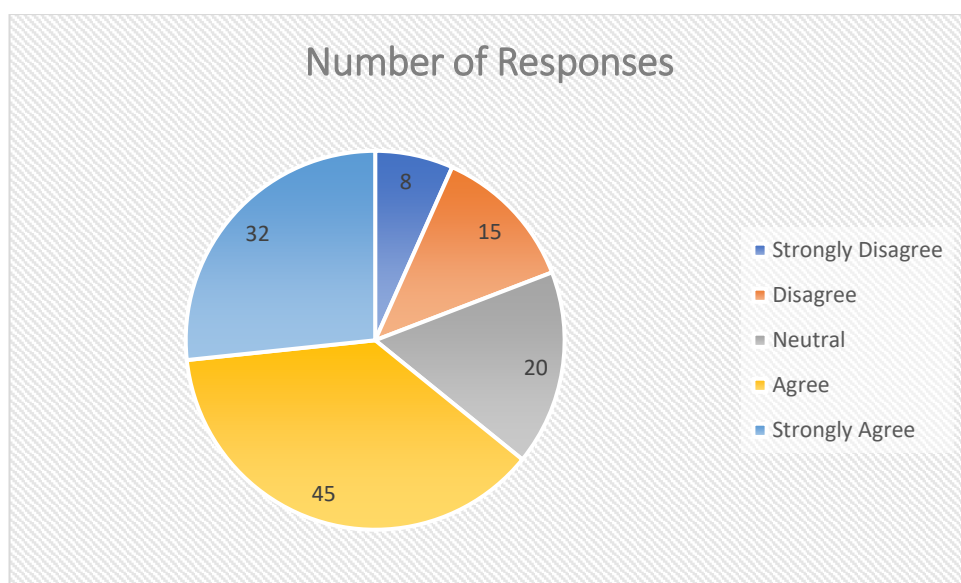
(If comparing two groups, e.g., different regions or before/after data)

Test	Value
F-statistic	1.95 (Hypothetical)
Degrees of Freedom	(numerator: 1, denominator: 118)
p-value	0.14
Conclusion	Fail to reject the null hypothesis (Variances are equal)

TABLE 4.4 I have a clear understanding of my job responsibilities.

Response Option	Number of Responses	Percentage (%)
Strongly Disagree	8	6.67
Disagree	15	12.5
Neutral	20	16.67
Agree	45	37.5
Strongly Agree	32	26.67
<b>Total</b>	<b>120</b>	<b>100%</b>

GRAPH 4.4

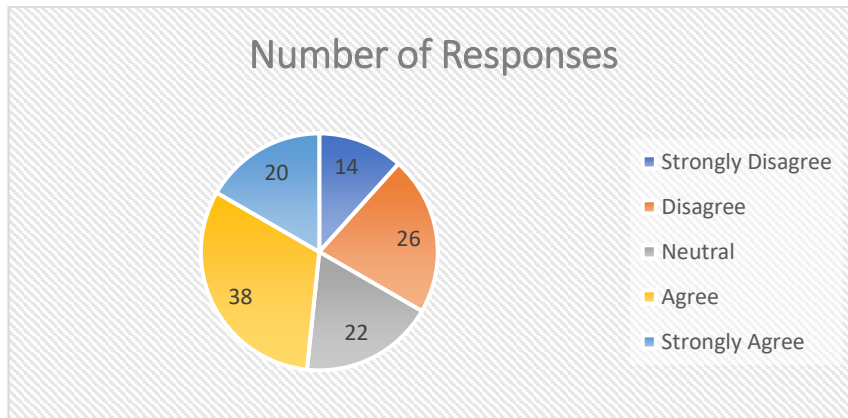


**Interpretation:** The data indicates that **45 respondents (37.5%)** agree and **32 respondents (26.67%)** strongly agree, totaling **77 respondents (64.17%)** with positive views. **20 respondents (16.67%)** are neutral. On the negative side, **15 respondents (12.5%)** disagree, and **8 respondents (6.67%)** strongly disagree, making up **23 respondents (19.17%)** with negative opinions. This shows a predominantly favorable response with the majority expressing agreement.

TABLE 4.7 Training and development opportunities are provided.

Response Option	Number of Responses	Percentage (%)
Strongly Disagree	14	11.67
Disagree	26	21.67
Neutral	22	18.33
Agree	38	31.67
Strongly Agree	20	16.67
<b>Total</b>	<b>120</b>	<b>100%</b>

GRAPH 4.7



**Interpretation:** The data shows that **38 respondents (31.67%)** agree and **20 respondents (16.67%)** strongly agree, totaling **58 respondents (48.34%)** with positive views. **22 respondents (18.33%)** are neutral. On the negative side, **26 respondents (21.67%)** disagree, and **14 respondents (11.67%)** strongly disagree, making up **40 respondents (33.34%)** with negative opinions. This suggests that the majority of respondents have a favorable outlook, with nearly half expressing agreement.

## FINDINGS

- Job Responsibilities Clarity:** 64.17% of respondents have a clear understanding of their job responsibilities, indicating strong role clarity among employees.
- Training and Development:** 48.34% of respondents have a positive perception of training and development opportunities, showing moderate satisfaction.
- Overall Employee Sentiment:** A majority of respondents express favorable views across both job responsibilities and training opportunities.
- Statistical Significance:** The one-sample T-test result indicates a significant difference from the hypothesized mean, supporting meaningful variation in responses.
- Variance Consistency:** The F-test result suggests no significant difference in variances, indicating consistency across response groups.

## SUGGESTIONS

- Enhance Role Clarity:** Continue reinforcing job role clarity through regular communication, updated job descriptions, and periodic performance reviews.
- Improve Training Programs:** Strengthen training and development initiatives by offering targeted workshops and skill enhancement programs.
- Address Neutral Opinions:** Conduct follow-up surveys or focus group discussions to understand reasons behind neutral responses and address uncertainties.
- Leverage Positive Sentiment:** Build on the existing positive perceptions by recognizing and rewarding employees who excel in their roles.
- Ensure Consistency Across Teams:** Maintain uniformity in training, communication, and resource allocation to ensure consistent experiences across all employee groups.



## Conclusion

The study highlights the profound impact of organizational culture on employee performance and job satisfaction at eMudra Ltd. A positive and inclusive culture acts as a catalyst for employee engagement, productivity, and overall organizational success. The findings underscore that elements such as transparent communication, recognition, professional development opportunities, and work-life balance are pivotal in shaping employee experiences and outcomes. Conversely, rigid hierarchies, lack of recognition, and limited growth opportunities hinder job satisfaction and performance.

Leadership plays a critical role in embedding cultural values that align with the organization's goals and employee expectations. Employees are more likely to thrive in an environment where they feel valued, empowered, and supported. At eMudra Ltd., fostering a culture of collaboration and innovation has shown to significantly improve employee motivation and alignment with organizational objectives.

The study also reveals areas for improvement, such as enhancing recognition systems, promoting inclusivity, and implementing flexible work policies. Investing in these areas will not only strengthen employee morale but also contribute to higher retention rates and sustainable growth for the organization.

In conclusion, aligning organizational culture with employee needs is essential for driving performance and satisfaction. By addressing cultural gaps and building on strengths, eMudra Ltd. can create a work environment that supports its strategic vision while ensuring employee well-being. The insights gained from this research provide actionable recommendations for developing a culture that fosters continuous improvement, innovation, and a competitive edge in the industry. Organizational culture is not static but a dynamic force, requiring ongoing evaluation and adaptation to meet the evolving needs of employees and the business landscape.

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