
ORGANIZATIONAL BEHAVIOR IN INDIAN AND MULTINATIONAL RETAIL COMPANIES: A COMPARATIVE STUDY

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ABSTRACT

In addition, we conducted an investigation into four essential facets of the culture of the firm. Analysis of both Indian and foreign multinational organizations has shown that both types of companies have a robust organizational culture in all dimensions of culture. These findings apply to both types of multinational corporations. It was anticipated that transnational firms would perform better in terms of the organizational culture of their respective organizations compared to national organizations. The outcomes of the studies, in the vast majority of instances, offered evidence that lent support to the idea. Companies that operate on a worldwide scale have been able to achieve generally positive results with regard to the organizational cultures they have fostered. This study is having a major impact on our understanding of the features of organizational culture in both Indian and foreign multinational firms, as well as the areas of development that can be made to enrich the culture in both kinds of businesses. Additionally, this study is shedding light on the ways in which the culture may be enhanced in both kinds of businesses.

Keywords: Organizational Behavior, Companies, Comparative

INTRODUCTION

In the same way that many different civilizations have evolved their own distinctive cultures throughout the course of time, many different organisations have also established their own distinctive cultures. According to the definition offered by Weick (1979), organisational culture is the means by which the underlying presumptions of how a company is conducted and the values that it supports while it is working towards attaining its goals are communicated to the workforce of the organisation. This occurs in order for the organisation to be successful in reaching its goals. This takes place so that the organisation may be effective in accomplishing the goals it has set for itself. This is done in order to increase the likelihood of the company reaching the objectives it has established for itself.

When it comes to their own professional endeavours, the individuals who comprise an organisation have a strong preference for thinking and interpreting things in a manner that is consistent with that of their colleagues. This is because they believe that doing so will help them advance more quickly in their chosen fields. The knowledge base of an organisation is transmitted to its employees through the organization's culture. When it comes to understanding information, behaviours, and expectations when working for a certain organisation, this knowledge base serves as a roadmap for the workers to follow so that they may do it correctly. A copy of this

knowledge base is sent to each new employee as part of the onboarding procedure for new employees. According to Hofstede (2005), organisational culture may be seen as "the collective programming of the mind that distinguishes the members of one group or organisation from those of another." To put it another way, one definition of organisational culture is "the way in which people think alike." According to Barney (1986), the culture of an organisation is a complete collection of the values, beliefs, assumptions, and symbols that contribute to the formation of the technique by which an organisation does its business. In other words, an organization's culture is the manner by which it conducts its business. According to this interpretation, the culture of an organisation is analogous to a complicated collection. To put it another way, the culture of an organisation serves as the primary motivating factor behind how it goes about its day-to-day business.

Culture may also be viewed of in a larger sense as a collection of basic ideas about how the world is and ought to be. These views can be categorised as either positive or negative. This approach to thinking about culture encompasses a wider scope. This conception of culture accounts for a more extensive range of observed occurrences. A group of individuals are joined by the assumptions they regard to be true, which in turn contribute to the construction of the group's perspectives, ideas, and feelings, as well as, to some extent, their overt acts. People that fall into this group all have a few core assumptions in common on the way the world works. the culture of an organisation is a reflection of the individuals' comprehensions of the actions and situations that take place inside the organisation. In other words, the culture of an organisation is a mirror of the people who work there. one definition of organisational culture is a system of shared meaning and values that are maintained by members of an organisation. Robbins argues that this is an accurate description of organisational culture. This concept of organisational culture is only one of many conceivable interpretations of the term. An additional definition of organisational culture is "the way things are done around here," which is also frequently referred to simply as "the way things are done around here." By utilising this approach, the company hopes to set itself apart from other companies that are active in the same sector as it is.

The culture of an organisation has been referred to as "the glue that holds the organisation together", and "isn't just one aspect of the game - it is the game" (both comments attributed to the same authors). Both of these descriptions have been attributed to the same writers. The same authors are responsible for both of these interpretations of the character. Both of these descriptions may be found in Goffee and Jones, albeit in different places. It is possible for culture to be a major factor in determining whether or not the implementation of a manufacturing strategy is successful; it is possible for culture to play a significant role in determining the success of mergers and acquisitions; it is possible for culture to facilitate links between the adoption of new technology and the growth of an organisation.

Researchers have proven strong correlations between the "fit" of workers and the prevalent organisational culture, in addition to a range of important outcomes on a more local level such as job commitment and turnover. These connections have been shown to have a significant impact on a variety of important outcomes, which has been uncovered via research. The idea of culture has been researched by a large number of experts specialising in a variety of academic subjects and utilising a broad spectrum of methodological techniques. As a direct result of this, there is not a single definition of culture that is accepted by all individuals. Having said that, one author has presented the following explanation of what culture is and how it operates: To give an example, "culture" might be defined as "patterned ways of thinking, feeling, and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups including their embodiments in artefacts; the essential core of culture consists of traditional ideas." Culture is characterised by recurrent patterns of

thought and emotion. To phrase it another way, it claims that the culture is the method in which the individuals who compose the society act or experience things.

The ways in which the individuals who live in a society think and the methods in which they interact with the outside world are both significant aspects that contribute to the formation of that society's culture. The specific historical ideas that were selected to serve as the foundation upon which the culture of the civilization is established were selected in order to fill this purpose. This foundation serves as the basis for the culture of the civilization. There is a well-known old saying that goes something like this: "Just as good fruits cannot be grown in soil, regardless of how fertile it is, unless it has been cultivated, so the mind that has not been educated can never produce good fruits." This explains why good fruits cannot be grown in soil. This adage draws its meaning from the observation that fertile soil cannot nurture the growth of delicious fruits. (A Roman Philosopher who was active about the middle of the first century AD and who lived around the middle of the first century) some individuals view organisational culture as the observable behavioural norms in human contact; other people view it as the predominating values of a corporation; and yet other people view it as a consistent perspective across an organisation. Some people have the opinion that organisational culture is something that remains the same throughout an entire organisation. A further method of defining corporate culture is to say that it is the collection of values that is most frequently held inside a company. This is just one of the many ways that corporate culture can be defined. It is generally agreed upon that one of the most well-known and commonly acknowledged definitions of organisational culture is the notion that individuals working for the same company have to have values and perspectives that are comparable to those of one another. the culture of an organisation may be defined as "the philosophies and values that are shared by the members of the organisation as well as the behavioural patterns that members of the organisation use to translate these into practical actions." In other words, culture is "the philosophies and values that are shared by the members of the organisation as well as the behaviours that members of the organisation use to translate these into practical actions." This is a condensed version of the material that was discussed in the reference that was cited earlier in the sentence.

presented yet another idea of organisational culture, which is now widely utilised throughout the entirety of the sector as a whole. definition of the term, culture is defined as "a coherent set of assumptions and fundamental values that distinguish one group or organisation from another and that orient the decisions that it makes." In other words, culture is "a coherent set of assumptions and fundamental values that orient the decisions that it makes." According to Schein (1989), the term "organisational culture" can be defined as "a pattern of basic assumptions -- invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration -- that has worked well enough to be considered valid and, as a result, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" was the one who came up with this definition. If a company does not have the right culture, it will have a difficult time maintaining the level of success it has attained over a prolonged period of time. This is especially true if the success was reached relatively recently. A company's culture is the source from which it derives its vital, life-giving energy, as well as its sense of direction and purpose in connection to the wider world. This culture is best understood as a shared set of norms, values, and beliefs. They get the oxygen that is necessary for them to continue living as a species from this source, hence it is essential for them to continue existing. When addressing the idea of organisational culture, some of the terms that are used include ethics, values, beliefs, attitudes, norms, ethos, climate, environment, and culture. Other terms that are used are ethos, climate, environment, and climate. Culture, climate, and environment are three more phrases that are frequently encountered and utilised. The concept of "ethics" relates to normative features, which are also frequently

referred to as the characteristics that are considered as desirable by a certain culture. Norms, values, beliefs, and attitudes are all hopelessly linked with one another in a manner that is both close and distant at the same time.

This is because of the nature of the relationship between them. Beliefs and values mutually affect one another to produce attitudes, which in turn lead to the formation of norms. Norms are then used to guide behaviour. The "beliefs multiplied by values equation" is a method that may be used to compute attitudes. This approach is known by its full name, the "beliefs multiplied by values equation." For the same group of reasons, one can think that the notions of numerous levels are ideas that are associated with various civilizations. Typically, the values of a group may be found at the first level, which acts as the nerve hub for the organisation. You may search for values in that location since they are what give a community its own distinct identity and you can find them there. This ambiance that exists throughout the whole of the ensemble is excellently captured by this description. The definition of "ethos" that can be found in the Random House Dictionary is "the fundamental character or spirit of a culture.... dominant assumptions of people or period." The guiding values by which a business conducts its day-to-day operations are referred to as its "ethos." It has been suggested that the fundamental principles of a company, such as its basic values and beliefs, may be divided up into seven distinct pillars.

ORGANIZATION

In the following part of the study we are going to investigate a few definitions that have been offered by a range of authors. According to Money and Reiley's definition of "Organisation," the word "Organisation" refers to "the form that every human association takes in order to work towards a common goal." According to Puffier and Sherwood's definition of "organisation," this term refers to "the pattern of ways in which large numbers of people have intimate face to face contact with all others, are engaged in a variety of tasks, and relate themselves to each other in the conscious, systematic establishment and accomplishment of mutually agreed purposes." Organisational hierarchy, or simply "hierarchy," refers to the order in which people are classified inside an organisation and is considered to be one of the most important parts of any business. It is possible to differentiate between the various people and determine who will be in a position of power and who will be in a position of submission as a direct result of this. It is an unwritten law in every organisation that subordinates are not permitted to disobey the orders given to them by their superiors. However, this rule is rarely enforced. According to this rule, it is unacceptable for subordinates to act in a manner that is contrary to the instructions given to them by their superiors.

OBJEACTIVES

1. To study the impact of Organizational Commitment on Organizational Culture
2. To study the impact of Leadership Behaviour Style on Organizational culture .

RESEARCH METHODOLOGY

The process of conducting research is one that is both methodical and scientific in nature. It comprises looking for information that is related to a problem in the hopes of identifying a solution to that problem. When it comes to actually carrying out the study, the research design is a very important component to take into consideration. This emphasizes that the researcher, before to beginning the research project, should offer a clear description of

the approach that will be utilized for the study. Before moving on to the next phase in their investigation, the researcher needs to finish this step first. A additional explanation may be provided by stating that one interpretation of it is the selection of a methodology to utilize when carrying out scientific research.

This chapter provides specific information on the research strategy, which aims to investigate the influence that organizational commitment, job satisfaction, and human resource strategies have on the behavior of organizational citizens. You may find more information similar to what is presented in this chapter in. This part of the thesis, which has a with the title "Research Architecture and Methods to Be Used," elucidates and explores both the research architecture as well as the methods that will be utilized in the project.

In order to accomplish the goals of this inquiry, a research strategy that combines exploratory and descriptive elements was utilized. This research design includes the research methodology of sample design, deciding the procedure for data collection, data collection tool, i.e. preparing measurement instruments and scientifically testing their reliability and validity, as well as data analysis, testing of hypotheses, and discussion on the findings. Additionally, this research design includes preparing measurement instruments and conducting scientific testing of their reliability and validity. In addition, the design of this research covers the process of constructing measuring equipment and evaluating the validity and reliability of such instruments.

The primary purpose of this study is to analyze the link between workers working in the retail industry in India and their levels of job satisfaction, organizational commitment, human resource practices, and organizational citizenship behaviors. The research was commissioned by a company that is based in India. The majority of those who took part in this survey are engaged in the retail sector of the nation.

PROPOSED RESEARCH MODEL

The review of the relevant literature lays the groundwork for the research study model that demonstrates the relation and direction of the association between the constructs of organizational commitment, job satisfaction, and human resources practices and organisational citizenship behavior (OCB) and its underlying variables. This model was developed in order to answer the question, "What is the relationship between the constructs of organizational commitment, job satisfaction, and organisational citizenship behavior?" The outcomes of the research study support the recommendation that this model be used.

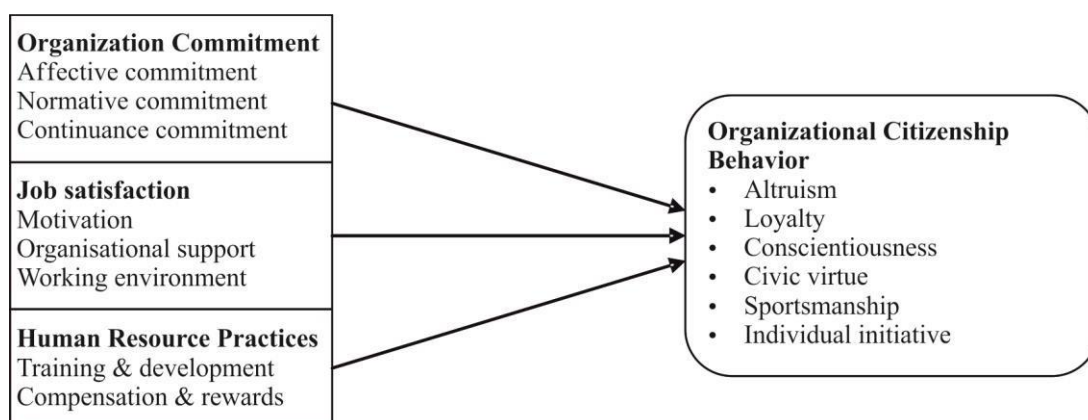


Figure 1: Research Conceptualization and Planning Framework

DATA ANALYSIS

This not only includes the interpretation of the findings but also the argument that is based on the analytical observations that were made. This is because this is a comprehensive discussion. In this section of the research, the first thing that is covered is an explanation of the demographic profile of the respondents who completed all of the survey questions. After this, an illustration of one of the outcomes for the expanding research design will be presented. Among these outcomes are things like organizational commitment (OC), job satisfaction (JS), human resource practices (HRP), and organizational citizenship behavior (OCB). With the aid of the Social Sciences Statistical Package version 20, which was utilized, both the descriptive and inferential analyses of the acquired data were successfully completed. This provides a synopsis of the attributes of each building so that the genuineness and dependability of the factors may be evaluated.

This is then split down even further into five important areas, each of which is described in more depth below for your convenience. An inquiry into the demographic profile of respondents who are engaged in the retail industry in India is the topic of discussion for the first sub-section of this study, which is dedicated to addressing this research. The second section provides an analysis of the current state of events concerning the organizational citizenship behavior of retail store staff in the setting of the Indian retail industry. This analysis is presented within the framework of the Indian retail business. The reliability of the construct is the focus of the study's third and last phase, which is an inquiry of the construct's dependability. In the following section, we are going to make use of factor analysis in an effort to acquire a more in-depth knowledge of the way in which the components are placed together. Within the context of the retail industry, the fifth subsection conducts an investigation into the possible connections that may be made between factors such as job happiness, organizational commitment, and human resource practices, on the one hand, and features such as organizational citizenship conduct, on the other.

This portion also contains a consideration of the impact that job satisfaction, organizational commitment, and human resource practices have in influencing the behavior of workers working in retail outlets in terms of their organizational citizenship. This portion also includes an analysis of the disparities in organizational citizenship behavior among retail workers based on their demographic profile, which includes factors such as gender, age, and years of experience in the workforce. The next section will either present the research model or the outcomes of the study, depending on which one you choose in the previous question. The material that was covered in depth throughout the rest of the is condensed into a nutshell in the concluding section.

PERSONALITY DESCRIPTION OF THE RESPONDENTS

Table 1: Demographic Profile of the Respondents (n*=400)

| Variable | Group | Frequency | % |
|----------------|--------|-----------|------|
| Gender | Male | 321 | 79.9 |
| | Female | 79 | 20.1 |
| Age (in Years) | >20 | 72 | 18.0 |
| | 20-30 | 260 | 65.0 |

| | | | |
|--------------------------------|---------|-----|------|
| | 30-40 | 60 | 15.0 |
| | 40-50 | 8 | 2.0 |
| Duration of Service (in Years) | (>1) | 136 | 34.0 |
| | (1-5) | 188 | 47.0 |
| | (6-10) | 40 | 10.0 |
| | (11-15) | 28 | 7.0 |
| | (<15) | 8 | 2.0 |

Source: Primary data collected from the field, 2018

*n represents the total number of respondents.

The profiles of the respondents are broken down into a number of different demographic groups and presented in Table.1 below. The number of female respondents made up just twenty percent of the total number of respondents (n=80), while the number of male respondents made up eighty percent of the respondents (n=320), resulting in a significant gender gap among the respondents. According to the gender distribution of the persons who are included in the sample population, the retail industry is dominated by male employees on a scale that is considerably bigger than that of female workers. This is the case because male workers make up a far larger proportion of the sample population. It's probable that this is because retail workers typically put in long shifts, which might explain why this has happened. As a consequence of these extended working hours, many women struggle to strike a balance between their personal and professional lives that is both satisfying and fulfilling. In the past, it was found that the age range of respondents ranging from 20 to 30 years old (n = 260), which made up 65 percent of the overall population, was the most prevalent. This is in line with the fact that a significant number of young people enter the workforce through floor level retail employment due to the fact that the qualifying condition for these occupations is very low.

As a result, this is consistent with the fact that a large number of young people enter the workforce through floor level retail employment. This is due to the fact that the minimum age required for employment at floor level in retail is just 16 years old. This is owing to the fact that the minimum age requirement for these jobs might be as low as 16 years of age in some cases. As a direct result of this, young people are being attracted to the retail business as a result of the numerous simple entry choice possibilities that are currently accessible. A additional convincing point is that a considerable number of employees are employed in the retail industry at lower level cadre occupations, which are reserved entirely for workers in this age group. These employment are exclusive to people in this age range.

Only prospective workers who are between the ages of 18 and 24 will be considered for these opportunities. In addition, there are fewer workers reported across a variety of age categories compared to what was previously believed to be working in the industry. After the age group of 30-40 years (15%, n=60) and the age group of 40-50 years (2%, n=8) comes the age group of less than 20 years (18%, n=72). This age group is significant since the majority of respondents in this age group are still in the process of completing their schooling, whereas the

legal minimum age to begin working is 18 years old. The next age group is those less than 20 years old, which accounts for 2% (n=8) of the total. The age bracket comprising those who were between 40 and 50 years old had the fewest number of individuals. Following the group that had served for less than one year was the group that had served for one to five years (ten percent, n=40), which was followed by the group that had served for six to ten years (seven percent, n=28), and lastly the group that had served for 11 to 15 years (seven percent, n=28). The length of service provided by the participants was quantified using years as the unit of measurement. Those individuals who have a contract life of more than 15 years make up the smallest percentage of the total population in this group (2%, n=8). These particular people are covered under a contract that is valid for more than 15 years. This is consistent with the fact that floor level retail staff are typically younger individuals who have not completed more than an elementary level of education and have only just recently started working. In this business, there is only a very limited number of experienced persons accessible, and the great majority of those people are exclusively engaged in higher-level roles. This makes it difficult to find qualified candidates for lower-level jobs.

To Analyse the Organisational Citizenship Actions of Staff from Various Retail Store Brands

A null hypothesis and an alternative hypothesis, both of which are described in the following paragraphs, have been developed as a result of the examination of the link between the responses from the retail outlets and their OCB. This analysis can be found in the following paragraphs.

According to the hypothesis, the OCB of employees working for a variety of various retail brands is not considerably different from one another. This is the conclusion that can be formed after looking at all of the evidence. The on-the-clock behaviors of workers who are employed by various retail businesses are easily distinguishable from one another despite the fact that they are in the same industry.

Table: 2: Descriptives

| Retail Stores | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------|---------------|-----------|---------|---------------|--------------------|
| Valid | Pantloon | 84 | 21.0 | 21.0 | 21.0 |
| | Big Bazaar | 82 | 20.5 | 20.5 | 41.5 |
| | Relience | 79 | 19.8 | 19.8 | 61.3 |
| | Shopperstop | 75 | 18.8 | 18.8 | 80.0 |
| | Vishal retail | 80 | 20.0 | 20.0 | 100.0 |
| | Total | 400 | 100.0 | 100.0 | |

Any person who has an interest in the topic at hand may see this phenomenon unfold. On the basis of this, it would appear to imply that the OCB scores of the individuals who work for the various retail firms are not considerably different from one another when compared to one another. This is the conclusion that can be drawn

from the information presented here. The fact that the probability value of the F statistic is more than 0.05 ($p = 0.938$) suggests that there is not a significant difference between the OCB of the workers working for the various retail brands. Because of this, we have come to the conclusion that the null hypothesis, which states that the workers of the various retail enterprises do not significantly vary from one another, should be accepted. This came about as a consequence of the fact that we have come to the conclusion that the null hypothesis should be accepted.

There is no distinction in the OCB of workers who work in the various retail shops; hence, there is no differentiation in the employees who work in the various stores that are done in the subsequent analysis (hypothesis testing).

CONCLUSION

The findings of a number of studies indicate that over the course of the next five years, the retail business in India may see growth of between 15 and 20 percent. The sturdy foundations of India's macroeconomic circumstances, as well as the youthful population of the nation, which is seeing a rise in disposable wages and expanding urbanization, serve as the foundation for these forecasts. These estimations are also founded on the rock-solid foundations that are provided by the state of China's economy at the present moment. In this regard, having simple access to the internet is one of the most significant things, as it is one of the most critical elements in the process of finding a vast untapped market that is waiting to be found. Even in the most remote parts of the world, it is now possible for people to access the internet in a reliable manner.

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