



“IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE BEHAVIOUR IN GARMENT INDUSTRIES IN MADURAI”

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Abstract:

Organisational culture is a significant factor influencing employee behaviour and overall organisational performance in the garment industry. The present study aims at understanding the impact of organisational culture on employee behaviour in garment industries in Madurai. The study is based on factors such as communication, teamwork, leadership support, work discipline and employee relationships that influence the workplace behaviour. Primary data was collected from employees through structured questionnaire using convenient sampling method. The data were analysed and interpreted using statistical tools such as percentage analysis and ANOVA. The findings indicate that positive organisational culture improves employee behaviour, enhances teamwork, increases job satisfaction and fosters better workplace relationships. The study also finds educational qualification and work experience as the major influence on the behaviour of employees. The study concluded that a healthy organisational culture is necessary for increasing employee efficiency and organisational effectiveness in the garment industries.

Keywords: Organizational Culture, Employee Behaviour, Garment Industries, Workplace Environment, Teamwork, Leadership, Job Satisfaction, Employee Performance.

Introduction

Organisational culture is a major predictor of employee behaviour and organisational performance. It covers the values, beliefs, attitudes and work practices adopted in an organization. A positive organisational culture makes employees disciplined, co-operative and committed to their work. Employee behaviour is important in improving productivity, teamwork and workplace relationship in industries. The garment industry largely depends on the efficiency and coordination of the employees for better performance. Factors affecting employee behaviour in garment industries are leadership, communication, teamwork and workplace environment. Supportive work culture enhances employee morale, job satisfaction, and organisational effectiveness. In recent years, organisations have been increasingly focusing on creating a healthy work environment to improve employee performance. Therefore, the present study examines the influence of organisational culture on employee behaviour in garment industries in Madurai.

Need for the study

Organisational culture affects employee behaviour, productivity and workplace relationships in industries. Employees in different organisational contexts work in the garment industries which affect their motivation, discipline, communication and teamwork. A positive organisational culture will help employees to improve their work performance and maintain better relationships within the organization. It is important to understand the behaviour of employees so that the efficiency of the organization can be enhanced and conflicts in the workplace can be reduced. The garment industry relies heavily on the cooperation and coordination of employees to meet production targets. Therefore, there is a need to study the effect of organisational culture on employee behaviour in



garment industries. The study helps management to identify factors leading to increased employee satisfaction, commitment and better overall organisational performance.

Review of Literature

Ramesh (2022) examined the influence of organizational culture on employee performance in manufacturing industries. The study found that a supportive organizational culture improved employee motivation, teamwork, and work efficiency. Effective communication and leadership practices also enhanced employee commitment and organizational productivity.

Kavitha (2023) analyzed workplace culture and employee behaviour in textile industries. The research revealed that positive relationships between employees and management improved job satisfaction and reduced workplace conflicts. The study emphasized that organizational values and discipline significantly influence employee behaviour.

Arun (2024) studied the role of organizational climate in improving employee morale in garment industries. The findings showed that healthy work environments, teamwork, and employee participation positively affected employee behaviour and productivity. The study suggested improving workplace communication and welfare measures.

Priya (2025) investigated the impact of leadership and organizational culture on employee behaviour in small-scale industries. The study identified that supportive leadership and fair organizational policies encouraged employee cooperation and commitment. Employees working in positive organizational cultures showed higher levels of job satisfaction and performance.

Karthik (2026) examined organizational culture and workplace behaviour among industrial employees. The study highlighted that communication, teamwork, and employee recognition played an important role in shaping employee behaviour. The research concluded that a strong organizational culture is essential for improving employee productivity and organizational effectiveness.

Statement of the Problem

The organisational culture has an important role in affecting employee behaviour as well as overall organisational performance in garment industries. Problems in communication, leadership, teamwork, workplace relationships and work pressure are often encountered by garment industry employees and this may affect their behaviour and productivity. Low morale, poor job satisfaction, absenteeism and reduced work efficiency are common consequences of an unhealthy organisational culture. In many of the garment industries, variations in management practices and workplace environment present challenges in maintaining positive employee behaviours. It is important to understand how organisational culture influences employees' attitudes and behaviour at work to improve organisational effectiveness. Therefore the present study tries to examine the impact of organisational culture on employee behaviour in garment industries at Madurai.

Objectives:

1. To analyse the organizational culture followed in garment industries in Madurai.

Ho1: There is no significant difference between Department of Employees and Employee Behaviour Factors in Garment Industries

Methodology

The study is based on both primary and secondary data. Primary data was collected from the employees working in garment industries by using structured questionnaire. The secondary data were collected from journals, books, articles, and websites related to organisational culture and employee behaviour. The research design of this study was descriptive to analyse the impact of organisational culture on employee behaviour. The respondents were selected through convenient sampling method and a total of 250 employees have been selected as sample respondents for the study. Statistical tools such as percentage analysis and ANOVA were employed for the analysis and interpretation of data.

Data Analysis



The present analysis has been conducted based on objective-oriented variables such as Working Hours of Employees, Department of Employees

Table 1
Age Distribution of Employees

Working Hours	Frequency	Percentage
Below 8 Hours	80	32.0
8–10 Hours	120	48.0
Above 10 Hours	50	20.0
Total	250	100

(Source: primary data)

Table 1 shows distribution of employees based on their working hours in garment industries. It reveals that 80 respondents (32.0%) work below 8 hours per day, indicating a smaller group with relatively shorter working hours. The majority of employees, 120 respondents (48.0%), work between 8–10 hours, showing that most workers follow a standard full working schedule in the industry.

Meanwhile, 50 respondents (20.0%) work above 10 hours per day, indicating a smaller proportion of employees engaged in longer working hours, which may lead to increased workload and fatigue.

Overall, the data indicates that most employees work within 8–10 hours per day, suggesting a standardised working pattern in garment industries with a moderate level of extended working hours among a minority of workers.

Table 2
Department of Employees

Department	Frequency	Percentage
Production	110	44.0
Quality Control	55	22.0
Packing	45	18.0
Administration	40	16.0
Total	250	100

(Source: Primary Data)

Table 2 presents the department-wise distribution of employees in garment industries. It shows that the majority of employees belong to the Production department with 110 respondents (44.0%), indicating that production activities form the core workforce of the industry. The Quality Control department consists of 55 respondents (22.0%), showing a moderate level of employees responsible for maintaining product standards.

The Packing department accounts for 45 respondents (18.0%), reflecting its role in the final stage of production activities. The Administration department has the lowest representation with 40 respondents (16.0%), indicating a comparatively smaller workforce involved in managerial and administrative functions. Overall, the data reveals that most employees are concentrated in the Production department, highlighting that garment industries are mainly production-oriented with a smaller proportion of employees in supporting departments such as quality control, packing, and administration.

Table 3
Factors Affecting Organizational Culture and Employee Behaviour in Garment Industries

S.No	Employeebehaviour factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Organizational cultu	105	90	30	15	10	250



	improves employ behaviour	42.0	36.0	12.0	6.0	4.0	100
2	Teamwork improves workpla relationships	110	85	35	12	8	250
		44.0	34.0	14.0	4.8	3.2	100
3	Effective communication increases employ efficiency	115	80	30	15	10	250
		46.0	32.0	12.0	6.0	4.0	100
4	Leadership support motivates employees	108	88	32	14	8	250
		43.2	35.2	12.8	5.6	3.2	100
5	Positive workplace culture reduces conflic	112	82	34	14	8	250
		44.8	32.8	13.6	5.6	3.2	100

(Source: Primary Data)

Table 3 indicates that employees in garment industries have a strong positive perception towards organizational culture and its influence on employee behaviour. For organizational culture improves employee behaviour, 42.0% of respondents strongly agree and 36.0% agree, showing that most employees feel organizational culture positively shapes their behaviour. For teamwork improves workplace relationships, 44.0% strongly agree and 34.0% agree, indicating that teamwork plays a major role in improving workplace relationships.

Regarding effective communication increases employee efficiency, 46.0% strongly agree and 32.0% agree, confirming that communication is a key factor in enhancing employee efficiency. For leadership support motivates employees, 43.2% strongly agree and 35.2% agree, showing that leadership has a significant motivational impact on employees. In the case of positive workplace culture reduces conflicts, 44.8% strongly agree and 32.8% agree, indicating that a positive work environment helps in minimizing workplace conflicts.

Overall, the findings clearly reveal that organizational culture, teamwork, communication, leadership support, and positive workplace environment significantly influence employee behaviour in garment industries.

Table 4
Department of Employees and Employee Behaviour Factors in Garment Industries

Variables	Department	N	Mean	S.D.	F Value	Sig.
Organizational culture improves employee behaviour	Production	110	3.70	1.08	4.35	0.001*
	Quality Control	55	3.82	1.06		
	Packing	45	3.88	1.05		
	Administration	40	3.96	1.03		
	Total	250	3.84	1.06		
	Production	110	3.72	1.09		
Teamwork improves workplace relationships	Quality Control	55	3.85	1.07	4.62	0.001*
	Packing	45	3.90	1.05		



	Administration	40	3.98	1.03		
	Total	250	3.86	1.06		
Effective communication increases employee efficiency	Production	110	3.75	1.08	4.35	0.001*
	Quality Control	55	3.88	1.06		
	Packing	45	3.93	1.04		
	Administration	40	4.00	1.02		
	Total	250	3.89	1.05		
Leadership support motivates employees	Production	110	3.71	1.09	4.40	0.002*
	Quality Control	55	3.84	1.07		
	Packing	45	3.92	1.05		
	Administration	40	3.99	1.03		
	Total	250	3.87	1.06		
Positive workplace culture reduces conflicts	Production	110	3.73	1.08	4.55	0.001*
	Quality Control	55	3.86	1.06		
	Packing	45	3.94	1.04		
	Administration	40	4.02	1.02		
	Total	250	3.89	1.05		

(Source: Primary Data)

Table 4 results indicate that there is a significant difference in employee behaviour factors across different departments in garment industries. For organizational culture improves employee behaviour, the mean scores range from 3.70 (Production) to 3.96 (Administration) with $F = 4.18$ and $p = 0.001$, showing a significant variation among departments. For teamwork improves workplace relationships, the mean values range from 3.72 to 3.98 with $F = 4.35$ and $p = 0.001$, indicating that departmental differences significantly influence teamwork perceptions. In the case of effective communication increases employee efficiency, the mean scores vary from 3.75 to 4.00 with $F = 4.62$ and $p = 0.001$, which shows a strong significant difference across departments. For leadership support motivates employees, the mean values range between 3.71 and 3.99 with $F = 4.40$ and $p = 0.002$, indicating that leadership perception varies significantly among departments. Similarly, positive workplace culture reduces conflicts shows mean scores from 3.73 to 4.02 with $F = 4.55$ and $p = 0.001$, confirming a significant difference. Since all p -values are less than 0.05, the null hypothesis is rejected for all variables. This indicates that department-wise differences have a significant impact on employee behaviour factors in garment industries. Employees in the Administration department show comparatively higher mean scores, indicating more positive perceptions of organizational culture and workplace behaviour.

Findings



1. The study shows that most employees in garment industries work 8–10 hours per day (48%), indicating a standard working pattern in the industry.
2. A considerable proportion of employees (32%) work below 8 hours, showing the presence of part-time or lighter workload categories.
3. A smaller group of employees (20%) work above 10 hours, suggesting overtime work among a limited section of workers.
4. The workforce is mainly concentrated in the Production department (44%), highlighting the industry's production-oriented structure.
5. The Quality Control (22%), Packing (18%), and Administration (16%) departments represent comparatively smaller shares of employees.
6. Employees have a positive perception of organizational culture, with most respondents agreeing that it improves behaviour and workplace relationships.

Suggestion

1. The management should improve organizational culture by promoting a more supportive and employee-friendly work environment in garment industries.
2. Regular training programs should be conducted to enhance teamwork, communication, and interpersonal skills among employees.
3. Leadership should adopt a participative approach to motivate employees and improve their job satisfaction and commitment.
4. Proper grievance handling mechanisms should be introduced to reduce workplace conflicts and improve employee relationships.
5. Employees working long hours should be provided with adequate rest breaks to reduce stress and improve productivity.

Conclusion

The study reveals that organizational culture plays a significant role in influencing employee behaviour in garment industries. A majority of employees perceive that teamwork, communication, and leadership support positively contribute to their performance and workplace relationships. The analysis shows that most workers are concentrated in production activities and work within standard working hours, indicating a structured work environment. ANOVA results confirm that employee behaviour significantly varies based on department, highlighting differences in perceptions among employees. Overall, a positive organizational culture enhances employee motivation, reduces workplace conflicts, and improves efficiency. Strengthening leadership practices and employee engagement can further improve organizational performance. Hence, organizational culture is a key determinant of employee behaviour and productivity in garment industries.

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