

## Efforts of Creating and Maintaining Organizational Culture in Organised Real Estate industry – An Empirical Study

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### Abstract

Diversity and social issues had a dramatic effect on the study and application of management and organizational behaviour. Diversity must be recognised and nurtured as the organizations great asset and the ability to attract and work with diverse talent must be seen as a critical competitive advantage. Diversity training programs get the participants directly involved at work place. Ethics involve moral issues and choices and deals with right and wrong behaviour. The real estate sector is one the most globally recognized sector. “India’s real estate sector is expected to touch as US\$ 1 trillion marker size by 2030, accounting for 18-20% of India’s GDP.” In India, the real estate sector is the second-highest employment generator, after the agriculture sector. Researcher conducted a study with an objective - To evaluate Efforts of Creating And Maintaining Organizational Culture in Organised Real Estate Industry at Bangalore. The researcher completes the evaluation by applying statistical tools like Frequency distribution Cronbach’s Alpha, one-way ANOVA to arrive at a meaningful interpretation. employee Diversity and Culture is evaluated among all demographic groups. Researcher concludes for sustenance of prevailing practices in Real Estate industry.

**Key words:** *Organizational behaviour, Employee diversity, organisational culture, Real estate,*

### Introduction

The real estate sector is one the most globally recognized sectors. It comprises of four sub-sectors – housing, retail, hospitality, and commercial. The growth of this sector is well complemented by the growth in the corporate environment and the demand for office space as well as urban and semi-urban accommodation. The construction industry ranks among the 14 major sectors in terms, of direct, indirect and induced effects in all sectors of the economy. As noted in a recent report on needed strategic initiatives to succeed in the new global economy, “Diversity must be recognised and nurtured as the organizations great asset and the ability to attract and work with diverse talent must be seen as a critical competitive advantage”. In other words the contemporary environmental context of diversity is no longer simply a take on or afterthought in the study of organizational behaviour; it plays a central role in today’s environmental context. a major reason for the emergence of diversity as an important reality is changing demographics. Older workers, women, minorities, and those with more education are now entering the workforce. The composition of today’s and tomorrow’s workforce is and will be much different from that of the past. For example, USA Today calculates of Diversity Index (based on population racial and ethnic probabilities) that shows now about 1 out of 2 people randomly selected in the United States are racially or ethnically different, up from 1 out 3 in 1980.

## Review of Literature

An attempt is depleted to bring to the fore extensive literature on at work place, immeasurable research practices by academicians of different branches of specializations, contributing to the concept of accomplishing organizational effectiveness. The rundown incorporates the studies from global view and others from national perspective.

**Kamran Khan, Zartashia Kynat Javaid (2023)**, The present study explores how diversity management impact employee performance behaviours and identified the mediating role of gender, religion, education and age diversity between the relationship of diversity management and employee performance. To carry out this research, cross sectional design was employed. Data was collected with simple random sampling technique from 350 employees working in the diverse cultures in textile organization of Pakistan. Quantitative data was analysed on SMARTPLS software by employing structural equation modelling technique. The results of the presents study indicate that workforce diversity management has significant direct relation with employee performance and various diversity characteristics mediate this relation. It helps to understand the diverse culture and provide guidelines for management of workforce diversity. Limitations and future recommendation are discussed.

**Mansoor, S., Tran, P .A. and Ali, M. (2021)**, “Employee outcomes of supporting and valuing diversity: mediating role of diversity climate” Diversity Management is gaining attention in the organisations. This study aims to theorize and test a model linking efforts to support diversity and organizational value of diversity with job satisfaction and organizational identification and to propose that these relationships are mediate dby an organisation’s diversity climate. Employee survey was used to collect data from employees at an Australian manufacturing organization. Structural equation modelling in AMOS was performed for the proposed model, controlling for age and gender. The mediating role of diversity climate in the relation of organizational value of diversity and outcomes (job satisfaction and organizational identification) is significant. The authors discuss theoretical, research and practical contributions.

**Lee, E., Li, J. Y., & Sunny Tsai, W. H. (2021)**. Based on a sample of 633 racial minority employees in the United Stated, the current study examined the effectiveness of diversity oriented leadership on internal communication and key employee outcomes. Using the normative model of internal communication and organizational justice theory, this study advances the theoretical links among leadership, commination, and organizational justice theory, this study advances the theoretical links among leadership, communication and organizational justice, and their resulting effects on employee outcomes. The survey results showed that diversity oriented leadership enhances symmetrical internal communication and racial minority employees’ perceived fairness of the organization, thereby increasing employee engagement and advocative behaviours. Theoretical implications for public relations and internal communication are discussed.

**Seyedeh Fatemeh, Ghasempour Ganji, Fariborz Rahimnia etal; (2021)**. The article aimed to analyse the direct and indirect impact of diversity management on innovation behaviour through employee engagement and affective commitment the sample used in this tidy came from a survey of 225 respondents who were employees of one of the prestigious universities in Mashhad. The data was gathered using the questionnaire and analysed by structural equation

modelling with Warp PLS 5. This research verified the direct effect of diversity management on employee innovative behaviour. Moreover, results show that diversity management predicts employees' affective commitment and employee engagement. The impact of affective commitment and employee engagement on employees' innovative behaviour was confirmed, too. The results show that diversity management, affective commitment, and employee engagement predict each phase of idea generation, idea promotion, and idea implementation. Based on this study, we recommend that human resource practices should institutionalize effective diversity management like training, employment, progression and promotion. Furthermore, the high level of employee engagement and affective commitment could be considered by universities to increase innovative behaviour. The current research addresses a gap in the current literature in the diversity management and innovative behaviour context by employing different theoretical bases, including Social Exchange Theory and Institutional theory.

**Makudza, F., Muchongew, N., & Dangaiso, P., (2020).** The purpose of this study was to examine the differential effect of workforce diversity on employee productivity and its subsequent impact on customer experience. Research design, data and methodology: A once-off cross sectional research design was used in this study where the Zimbabwean civil service was targeted. Randomization was used to collect 324 validated responses. The study focused on both primary (age and gender) and secondary (education and political affiliation) dimensions of workforce diversity. Results: The results were confirmatory that work force diversity is a significant predictor for employee productivity ( $\beta= 0.668, P<0.05$ ), the same time employee productivity hold explanation to customer experience by 37%. Results also revealed that gender diversity, educational diversity and political diversity were significant determinants of work force diversity ( $P<0.05$ ). However, the study established that age diversity was not a significant factor enhancing employee productivity ( $P<0.05$ ). Conclusion: The study concluded that workforce diversity is a powerful tool in enhancing both customer experience and employee productivity. As such, the latter can be augmented through shrewd workforce diversity practices as championed by management. To that end, the study recommends the development of a workforce diversity practices as championed by management. To that end, the study recommends the development of a workforce diversity framework which promotes inclusivity.

### Research Gap

While employee diversity has been widely studied in sectors like IT and finance, the organised real estate industry especially in Bangalore, a key urban growth center — remains underexplored. There is a clear gap in understanding the extent and impact of diversity across multiple dimensions in this sector, as well as the effectiveness of diversity policies from both employer and employee perspectives. This study aims to bridge this gap by providing empirical insights into diversity practices in Bangalore's organised real estate firms.

### Objectives of the Study:

#### Primary Objective:

- To evaluate the efforts of creating and maintaining organisational culture in Organised Real Estate Industry at Bangalore

#### Secondary Objective:

- To assess Leadership Commitment and Strategic Focus in Organised Real Estate Industry at Bangalore.

- To assess Employee Orientation and Training in Organised Real Estate Industry at Bangalore.
- To assess Communication and Reinforcement Mechanisms in Organised Real Estate Industry at Bangalore.
- To assess Recognition, Rewards, and Accountability in Organised Real Estate Industry at Bangalore.
- To assess Sustainability and Adaptability of Culture in Organised Real Estate Industry at Bangalore.

### **Primary Hypothesis**

H<sub>0</sub>: creating and maintaining organisational culture has no significant role in the organized Real Estate Industry at Bangalore.

### **Secondary Hypothesis**

H<sub>0</sub>: Leadership Commitment and Strategic Focus has no significant role in the organized Real Estate Industry at Bangalore.

H<sub>0</sub>: Employee Orientation and Training has no significant role in the organized Real Estate Industry at Bangalore.

H<sub>0</sub>: Communication and Reinforcement Mechanisms has no significant role in the organized Real Estate Industry at Bangalore.

H<sub>0</sub>: Recognition, Rewards, and Accountability has no significant role in the organized Real Estate Industry at Bangalore.

H<sub>0</sub>: Sustainability and Adaptability of Culture has no significant role in the organized Real Estate Industry at Bangalore.

### **SAMPLING**

The process of sampling is one of the crucial stages in the research process, it can be compared to the stage of planning in any operation, any error creeping in this stage will have its impact on the whole of the study. The researcher applies this body of knowledge appropriately to ensure the process of research in scientific direction.

#### **Sample Universe**

Encompasses all Male and Female respondents from organized Real Estate Industry at Bangalore.

#### **Sampling Framework**

sample from select organized Real Estate firms during the period of conduct of the research.

#### **Sample Characteristics**

Those that are reflect in the sample respondents, all employees irrespective of their Gender, falling under the age group of 25- > 55 years, with specified educational qualifications, working in Real Estate firms. These are Male and Female respondents from select Real Estate firms.

#### **Sample Unit**

A respondent who finds a place will be a male or female respondent working in Real Estate firms at Bangalore is the sample unit. In the age group 25->55 years, with any occupational title or hierarchical position, and with presupposed income level.

#### **Sampling Technique**

Stratified sampling is employed for the purpose since it is more appropriate as the sample respondents are distributed at different levels in the organisation.

#### **Sample size**

The sample size calculated is 485 for the study. The sample size is in proportion to the size of the industry.

## DATA COLLECTION

The data collected for the present study comprises of both primary and secondary sources.

### Primary data

Data Collected from respondents through questionnaire. The respondents were interviewed and asked to fill the questionnaire. The first part deals respondents profile in terms of their age, sex, designation, educational background and income. The second part of the questionnaire contains the questions concern to with concepts of Employee Diversity in Real Estate firms at Bangalore.

### Secondary Data

In order to fulfill the objectives of the study, secondary data were collected. The secondary data pertaining to Real Estate industry in Bangalore and from various government publications and records. The secondary data has been collected from various magazines, journals, daily newspapers, survey reports and reference books etc.

## STATISTICAL PROCESSING

In the first stage the data collected through questionnaire is classified alongside 1 to 5 ratings, individual weightages awarded by respondents for each element of the model in the questionnaire are tabulated on these five points of the scale against classification of demographic profile, like age, sex, education, designation, income. Further, the weightages are extended a statistical treatment to arrive at meaningful inferences.

## STATISTICAL TOOLS APPLIED

**Scale reliability test (Cronbach's Alpha)** is used to describe the profile of the respondents and their behavior in the various stages of firm services.

**ANOVA test:** Analysis of variance (ANOVA) is a statistical technique that is used to check if the means of two or more groups are significantly different from each other. ANOVA checks the impact of one or more factors by comparing the means of different samples.

## LIMITATIONS OF THE STUDY

In a study of this magnitude though, meticulous care has been taken in each and every aspect of study. Certain limitations are likely to be there in the study.

1. Some respondents were not aware of certain concepts and procedures.
2. A few respondents were hesitant to give exact details.
3. There might be a sense of bias crept in answers given by the respondents.
4. Time bound limitations are inevitable and uncontrollable.
5. Financial disposal at the end of researcher also influences the research.

## Data Analysis and Interpretations

**Scale Reliability Test for Employee Diversity in Organised Real Estate Industry at Hyderabad and Bangalore.**

Scale Reliability Test	
Cronbach's Alpha	N of Items
.845	25

The table indicates a Cronbach's Alpha coefficient of 0.845 based on 25 items, demonstrating high internal consistency reliability. Generally, Cronbach's Alpha values ranging from 0.70 to 0.95 are considered highly acceptable, suggesting that the instrument utilized to measure the construct under investigation is reliable and internally coherent. This high reliability underscores that the items within the scale consistently reflect the underlying concept or dimension intended to be measured.

<b>Frequency distribution – Age wise</b>				
<b>years</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
25-35	257	53.0	53.0	53.0
36-45	136	28.0	28.0	81.0
46-55	61	12.6	12.6	93.6
More than 55	31	6.4	6.4	100.0
Total	485	100.0	100.0	

The provided frequency distribution reveals a clear snapshot of participants' age groups. The largest segment of respondents falls within the age range of 25-35 years, accounting for more than half of the total at 53% (257 out of 485 respondents). The next significant age category is 36-45 years, comprising 28% (136 respondents), indicating that a substantial portion of respondents are relatively young professionals or mid-career individuals. Fewer respondents fall into the older age categories, with 46-55 years representing 12.6% (61 respondents) and those above 55 years constituting the smallest group, at only 6.4% (31 respondents). Overall, the data clearly highlight that the majority of respondents in the study are younger, potentially reflecting generational insights relevant to the organizational context under study.

<b>Frequency distribution – Gender wise</b>				
	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	353	72.8	72.8	72.8
Female	132	27.2	27.2	100.0
Total	485	100.0	100.0	

The frequency distribution based on gender clearly shows that the study sample predominantly consists of males, comprising 72.8% (353 respondents) of the total 485 participants. Female respondents constitute a smaller proportion, representing 27.2% (132 respondents). This gender distribution highlights a notable imbalance in participation, suggesting the context or industry under study might typically have greater male representation. Understanding this distribution helps provide deeper insights into potential gender-related dynamics or implications within the research context.

<b>Frequency distribution – Education wise</b>				
	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
PUC/Diploma	64	13.2	13.2	13.2
UG/Engineering	278	57.3	57.3	70.5
PG(MBA/M.Tech.)	143	29.5	29.5	100.0
Total	485	100.0	100.0	

The data provided on educational qualifications clearly shows that a majority of respondents hold undergraduate degrees in engineering or related disciplines, making up 57.3% (278 respondents) of the total 485 participants. A notable proportion also holds postgraduate qualifications, such as MBA or M.Tech., comprising nearly one-third at 29.5% (143 respondents). Meanwhile, those with diploma-level education represent a smaller segment, accounting for 13.2% (64 respondents). This educational distribution suggests that respondents

generally possess higher-level academic backgrounds, indicating a knowledgeable participant group with a strong professional orientation, likely influencing their perspectives within the study context.

<b>Frequency distribution – Experience wise</b>				
<b>years</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
0-5	85	17.5	17.5	17.5
5-10	237	48.9	48.9	66.4
10-15	118	24.3	24.3	90.7
More than 15	45	9.3	9.3	100.0
Total	485	100.0	100.0	

The experience distribution clearly indicates that nearly half of the respondents, about 48.9% (237 individuals), have between 5 and 10 years of professional experience. Additionally, about a quarter, or 24.3% (118 respondents), have between 10 and 15 years of experience, while those with fewer than 5 years comprise 17.5% (85 respondents). The smallest group, representing 9.3% (45 respondents), possesses more than 15 years of experience. This distribution suggests that the respondent group is predominantly mid-level professionals, likely bringing valuable insights based on significant practical exposure to the organizational contexts under investigation.

<b>Frequency distribution – Designation wise</b>				
<b>Designation</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Executive	205	42.3	42.3	42.3
Engineer	164	33.8	33.8	76.1
Manger	71	14.6	14.6	90.7
Others	45	9.3	9.3	100.0
Total	485	100.0	100.0	

The frequency distribution based on designation clearly shows that the largest group among respondents is executives, comprising 42.3% (205 respondents). Engineers constitute the second largest segment, representing 33.8% (164 respondents). Managers account for a smaller proportion, about 14.6% (71 respondents), and a minor percentage, 9.3% (45 respondents), belong to other designations. This indicates that the respondent pool predominantly includes individuals in executive and technical roles, suggesting strong representation from operational and managerial perspectives, which can significantly contribute to comprehensive insights within the research context.

<b>Frequency distribution – Income wise</b>				
<b>Income PM</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
25,000 to 50,000	126	26.0	26.0	26.0
50,001 to 75,000	186	38.4	38.4	64.3
75001 to 1,00,000	71	14.6	14.6	79.0
More than 1,00,000	102	21.0	21.0	100.0
Total	485	100.0	100.0	

The income-wise frequency distribution highlights that the largest group of respondents earn between 50,001 to 75,000, comprising about 38.4% (186 respondents). The next significant income group includes those earning between 25,000 to 50,000, making up 26.0% (126 respondents). Notably, respondents with incomes above 1,00,000 constitute a sizeable proportion at 21.0% (102 respondents), indicating a substantial representation of higher-

income professionals. The smallest group, representing 14.6% (71 respondents), falls within the 75,001 to 1,00,000 income bracket. This distribution suggests diverse economic backgrounds among participants, with a significant number positioned in mid-to-high-income levels, reflecting their professional standing and likely influencing their views and perceptions in the study.

<b>One-way ANOVA test for Leadership Commitment and Strategic Focus</b>						
		Sum of Squares	df	Mean Square	F	Sig.
Leadership plays an active role in shaping and sustaining the organizational culture.	Between Groups	.385	3	.128	2.045	.107
	Within Groups	30.221	481	.063		
	Total	30.606	484			
Organizational culture is treated as a strategic priority by top management	Between Groups	.974	3	.325	1.267	.285
	Within Groups	123.224	481	.256		
	Total	124.198	484			
Cultural values are integrated into the organization's mission and vision.	Between Groups	.583	3	.194	1.407	.240
	Within Groups	66.436	481	.138		
	Total	67.019	484			
Managers consistently reinforce the desired culture through their actions	Between Groups	.280	3	.093	.355	.786
	Within Groups	126.372	481	.263		
	Total	126.652	484			
Organizational decisions are guided by shared values and principles.	Between Groups	.210	3	.070	.249	.862
	Within Groups	135.138	481	.281		
	Total	135.348	484			

The One-way ANOVA analysis provided insights into how effectively leadership commitment and strategic focus differ across distinct groups concerning organizational cultural practices. The significance values (p-values) for all measured factors exceeded the threshold of 0.05. This implies there is no statistically significant difference among the various groups in terms of leadership's role in shaping culture, prioritizing culture strategically, integrating cultural values into organizational vision, managerial reinforcement of culture, and guiding decisions through shared values.

**Hypothesis:** Based on the results, the formulated hypothesis would suggest that leadership commitment and strategic focus practices do not significantly vary across different groups within the studied organizations. Specifically, leadership actions, strategic prioritization, cultural integration into the vision, managerial reinforcement practices, and decision-making aligned with cultural values are consistent and homogenous across these groups.

<b>One-way ANOVA test for Employee Orientation and Training</b>						
		Sum of Squares	df	Mean Square	F	Sig.
New employees are effectively oriented to the organization's culture and values.	Between Groups	.926	3	.309	2.324	.074
	Within Groups	63.890	481	.133		
	Total	64.816	484			
There are regular training programs focused on reinforcing cultural values	Between Groups	.177	3	.059	.328	.805
	Within Groups	86.627	481	.180		
	Total	86.804	484			
	Between Groups	1.539	3	.513	.902	.440
	Within Groups	273.677	481	.569		

Employees are educated about acceptable behaviours and ethical standards	Total	275.216	484			
Culture-building initiatives are part of employee development plans.	Between Groups	1.363	3	.454	1.638	.180
	Within Groups	133.412	481	.277		
	Total	134.775	484			
Team-building activities are used to reinforce organizational values.	Between Groups	.706	3	.235	.496	.685
	Within Groups	228.028	481	.474		
	Total	228.734	484			

The One-way ANOVA results from Table-3 indicate no significant statistical differences among the groups on various factors related to employee orientation and training. Specifically, all significance values (p-values) exceed the commonly accepted threshold of 0.05. For instance, effective orientation to organizational culture has a p-value of 0.074, regular training programs have a p-value of 0.805, educating employees on ethical standards records a p-value of 0.440, culture-building initiatives in employee development have a p-value of 0.180, and team-building activities have a p-value of 0.685. These figures imply consistency across all groups regarding employee orientation and training strategies.

**Hypothesis:** Based on these outcomes, the hypothesis supported by this analysis is that employee orientation and training programs aimed at reinforcing organizational culture, ethical standards, and teamwork do not vary significantly between the different groups. Essentially, employee-related strategies are uniformly applied and perceived consistently across all segments within the organization.

One-way ANOVA test for Communication and Reinforcement Mechanisms						
		Sum of Squares	df	Mean Square	F	Sig.
The organization regularly communicates its cultural values to employees.	Between Groups	.439	3	.146	.563	.640
	Within Groups	124.852	481	.260		
	Total	125.291	484			
Success stories that reflect company values are shared within the organization.	Between Groups	.856	3	.285	.316	.814
	Within Groups	434.270	481	.903		
	Total	435.126	484			
Feedback from employees is used to adapt and improve cultural practices.	Between Groups	.632	3	.211	.608	.610
	Within Groups	166.680	481	.347		
	Total	167.311	484			
Internal communication channels support the transmission of cultural norms.	Between Groups	.152	3	.051	.212	.888
	Within Groups	114.846	481	.239		
	Total	114.998	484			
Visual displays (posters, slogans, digital media) reinforce organizational culture.	Between Groups	.678	3	.226	1.552	.200
	Within Groups	70.031	481	.146		
	Total	70.709	484			

The results presented in Table-4 from the One-way ANOVA analysis indicate no statistically significant differences between groups concerning the organization's communication and cultural reinforcement practices. Specifically, the p-values exceeded 0.05 across all measured items: regular communication of cultural values ( $p = 0.640$ ), sharing of success stories ( $p = 0.814$ ), utilization of employee feedback ( $p = 0.610$ ), effectiveness of internal communication channels ( $p = 0.888$ ), and reinforcement through visual displays ( $p = 0.200$ ). This suggests a

consistent approach in communicating and reinforcing organizational culture throughout all groups involved.

**Hypothesis:** Given the presented analysis, the hypothesis supported by these data is that there are no significant differences among different organizational groups regarding communication strategies and mechanisms used for cultural reinforcement. The hypothesis essentially argues that cultural values, feedback mechanisms, internal communications, and visual reinforcement practices are consistently implemented and perceived uniformly across all studied groups.

One-way ANOVA test for Recognition, Rewards, and Accountability						
		Sum of Squares	df	Mean Square	F	Sig.
Employees are recognized for behavior that reflects the company's values.	Between Groups	.591	3	.197	.520	.669
	Within Groups	182.119	481	.379		
	Total	182.709	484			
The performance appraisal system considers alignment with cultural values.	Between Groups	.129	3	.043	.172	.916
	Within Groups	120.065	481	.250		
	Total	120.194	484			
Unethical or culturally inappropriate behavior is addressed promptly.	Between Groups	1.452	3	.484	1.754	.155
	Within Groups	132.684	481	.276		
	Total	134.136	484			
Promotions and career advancement reflect both performance and cultural fit.	Between Groups	.509	3	.170	1.184	.315
	Within Groups	68.893	481	.143		
	Total	69.402	484			
Cultural integrity is maintained even under performance pressure.	Between Groups	.099	3	.033	.137	.938
	Within Groups	115.893	481	.241		
	Total	115.992	484			

The data presented in Table-5 suggest that the organization's approach toward employee recognition, rewards, and accountability, particularly in terms of aligning these practices with cultural values, appears consistent across all groups analyzed. Each tested aspect—including employee recognition aligned with organizational values ( $F=0.520$ ;  $p=0.669$ ), performance appraisal linked to cultural alignment ( $F=0.172$ ;  $p=0.916$ ), addressing unethical behaviors ( $F=1.754$ ;  $p=0.155$ ), promotions reflecting cultural fit ( $F=1.184$ ;  $p=0.315$ ), and maintaining cultural integrity under pressure ( $F=0.137$ ;  $p=0.938$ )—demonstrated no significant differences among groups, indicating that these practices are applied uniformly throughout the organization.

**Hypothesis:** Based on these observations, the study hypothesized that the organization's practices regarding recognition, rewards, and accountability are uniformly perceived and consistently applied across different employee groups. Essentially, it proposed that employees across diverse segments within the organization experience similar standards and practices related to recognition, ethical accountability, and cultural integrity.

One-way ANOVA test for Sustainability and Adaptability of Culture						
		Sum of Squares	df	Mean Square	F	Sig.
The organization regularly reviews and updates its cultural practices.	Between Groups	.171	3	.057	.211	.889
	Within Groups	129.862	481	.270		
	Total	130.033	484			

Leaders encourage cultural evolution in response to industry changes.	Between Groups	1.538	3	.513	1.319	.267
	Within Groups	186.989	481	.389		
	Total	188.528	484			
The organization balances tradition with innovation in its cultural approach.	Between Groups	.291	3	.097	.386	.763
	Within Groups	120.835	481	.251		
	Total	121.126	484			
Employees at all levels are involved in maintaining a strong organizational culture.	Between Groups	.113	3	.038	.315	.815
	Within Groups	57.631	481	.120		
	Total	57.744	484			
The organization successfully maintains its culture during periods of change	Between Groups	.918	3	.306	1.019	.384
	Within Groups	144.476	481	.300		
	Total	145.394	484			

The data shown in Table-6 reveal a consistent and uniform approach across the organization toward sustaining and adapting its culture. Specifically, all examined areas, such as reviewing cultural practices regularly ( $F=0.211$ ,  $p=0.889$ ), leadership encouraging cultural evolution ( $F=1.319$ ,  $p=0.267$ ), balancing traditional and innovative cultural practices ( $F=0.386$ ,  $p=0.763$ ), involving employees at all levels ( $F=0.315$ ,  $p=0.815$ ), and maintaining culture during periods of change ( $F=1.019$ ,  $p=0.384$ ), demonstrated no statistically significant variations between groups. This indicates a cohesive organizational strategy toward cultural sustainability and adaptability.

**Hypothesis:** Given these outcomes, the supported hypothesis is that the organization's sustainability and adaptability strategies concerning its cultural practices do not significantly vary between different groups. This suggests the presence of uniformly perceived cultural strategies across the organization,

### Findings:

- Indicates an absence of significant differences between groups on the tested dimensions of leadership commitment and strategic focus. Specifically, none of the items measuring leadership's involvement in organizational culture, strategic prioritization by management, integration of cultural values, managerial actions, or culturally aligned decision-making showed statistical significance.
- Consistent non-significant differences for all items measured. Specifically, communication of cultural values ( $F = 0.563$ ,  $p = 0.640$ ), sharing organizational success stories ( $F = 0.316$ ,  $p = 0.814$ ), adaptation of practices through employee feedback ( $F = 0.608$ ,  $p = 0.610$ ), internal communication channels for cultural norms ( $F = 0.212$ ,  $p = 0.888$ ), and visual reinforcement methods ( $F = 1.552$ ,  $p = 0.200$ ) were found to be uniformly perceived among different groups.
- All measured items displayed no statistically significant differences between groups. For instance, recognition of employees reflecting company values showed a significance of  $p=0.669$ , clearly above the 0.05 threshold. Similar non-significant trends were seen in the cultural alignment of performance appraisals ( $p=0.916$ ), promptness in addressing unethical behavior ( $p=0.155$ ), promotions aligned with cultural values ( $p=0.315$ ), and maintenance of cultural integrity even under pressure ( $p=0.938$ ).
- Reflect consistency across the organization. Specifically, the statistical analysis confirmed uniform perceptions and applications of cultural sustainability and adaptability measures. For example, the regular review and update of cultural practices showed a significance level of  $p=0.889$ , clearly above the significant threshold, demonstrating consistent approaches across groups. Similarly, no substantial

differences were noted in leadership-driven cultural evolution ( $p=0.267$ ), the balance between tradition and innovation ( $p=0.763$ ), comprehensive employee involvement ( $p=0.815$ ), and cultural resilience during organizational changes ( $p=0.384$ ).

- Lack of significant variance among different groups. Specifically, the analysis indicated that new employee orientation programs ( $F = 2.324$ ,  $p = 0.074$ ), regular cultural training programs ( $F = 0.328$ ,  $p = 0.805$ ), ethical and behavioral education ( $F = 0.902$ ,  $p = 0.440$ ), culture-building initiatives ( $F = 1.638$ ,  $p = 0.180$ ), and team-building activities ( $F = 0.496$ ,  $p = 0.685$ ) were perceived similarly across all groups studied.

### Suggestions:

- It would be beneficial for future research to explore deeper qualitative or contextual factors that contribute to this uniformity across groups. Researchers might consider expanding the study to include diverse organizations or contexts, where variations could emerge more distinctly.
- Future research could benefit from exploring in-depth qualitative perspectives of employees to better understand their views on these uniform practices. Investigating whether this consistency leads to universally positive employee experiences or if it masks underlying dissatisfaction or areas for improvement would be insightful.
- Benefit from exploring qualitative insights into employee perceptions and experiences related to these communication and reinforcement mechanisms. It would also be useful to identify which communication channels or methods employees find most effective, thereby providing more precise guidance for organizational practices. Further research might also involve comparative analysis with different organizations or industries to see whether similar consistency patterns exist elsewhere.
- Explore qualitative assessments to further investigate employee experiences and satisfaction related to these consistent practices. Understanding whether the uniformity is perceived positively or whether subtle nuances or discrepancies exist at the experiential level could provide additional insights. It might also be beneficial to investigate how effectively these consistent practices translate into employee motivation, loyalty, and overall organizational effectiveness.
- Beneficial for future research to explore deeper qualitative insights from employee perspectives. Qualitative methods could uncover how employees perceive the effectiveness of these consistently applied practices and whether they see room for improvement or adaptation. Additionally, investigating comparative organizational contexts could further validate if such uniformity positively correlates with organizational resilience and adaptability.

### Conclusions:

- Leadership commitment and strategic focus regarding organizational culture practices are perceived similarly across all studied groups. This consistency underscores a robust organizational culture strategy and highlights the effectiveness of leadership in uniformly communicating and reinforcing cultural priorities.
- Strong consistency in employee orientation and training practices across the studied groups, as evidenced by all significance levels surpassing 0.05. The consistent application of practices such as effective cultural orientation, regular training sessions,

ethical education, culture-building initiatives, and team-building activities illustrates organizational coherence and uniform strategic implementation.

- Demonstrates a uniform and consistent organizational approach toward communication and reinforcement mechanisms of cultural practices, with no significant differences observed between groups (all p-values > 0.05). The organization's methods—ranging from cultural value communication and sharing success stories to employee feedback integration, internal channels, and visual reinforcements—are consistently perceived and executed, potentially leading to enhanced alignment and coherence across different organizational segments.
- Strong organizational consistency in applying recognition, reward, and accountability mechanisms aligned with cultural values, with no significant differences observed across groups. This consistency is likely beneficial, as it indicates fairness and uniformity, potentially contributing positively to employee trust, motivation, and organizational cohesion.
- A cohesive and uniform organizational strategy in maintaining and adapting its culture. The absence of significant differences among employee groups reflects a collective and unified approach, potentially strengthening organizational effectiveness and cultural stability during periods of change.

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