



A STUDY ON THE INFLUENCE OF ORGANIZATIONAL VALUES IN THE EMPLOYEE LIFE CYCLE

Yuvashree G¹, Dr. Beulah Viji Christina M²

Student¹, Professor²

Department of Master of Business Administration¹²

Panimalar Engineering College¹²

Ponnamallee, Chennai.

ABSTRACT: This study explores the influence of organizational values across various stages of the employee life cycle such as recruitment, onboarding, training & development, retention and separation focusing on performance, engagement, leadership, and value reflection. The study adopts a descriptive research design and uses a structured questionnaire to collect primary data from 152 employees. The data were analyzed using statistical tools such as the Mann-Whitney U test, Kruskal-Wallis H test, Correlation analysis and Chi Square test with the help of SPSS. The findings emphasize the importance of leadership in consistently reinforcing the values. The study suggests that organizations should continuously integrate core values at each stage of the employee life cycle to improve both employee outcomes and organizational success.

Keywords: Organizational values, Employee Life Cycle, Employee Engagement, Leadership, Value Integration.

1. INTRODUCTION

The fundamental concepts and principles that govern an organization's culture, actions, and employee relationships are known as organizational values. These values define the ethical framework within which employees operate and influence their behavior, engagement, and overall workplace experiences. These values are not merely statements on a wall but are the invisible threads that connect leadership vision, employee engagement, customer relationships, and operational efficiency. The employee lifecycle which encompasses hiring, onboarding, training and development, performance management, retention, and termination should all be characterized by these principles since they are essential in determining the employee experience. Integrating organizational values into the employee lifecycle from recruitment to separation is crucial for building long-term commitment, trust, and alignment between the business and its workforce.

Values impact important activities at every level, from recruiting value-aligned people to encouraging participation during onboarding, guiding in training & development, and promoting equity in performance management. A strong value-based culture also aids in retention efforts, and long-term organizational integrity is reinforced by respectful and moral separation procedures. At each stage, organizational values play a crucial role in shaping employee perceptions and experiences. In a rapidly evolving business landscape marked by digital transformation, remote work culture, and diverse workforces, the significance of organizational values has become more pronounced than ever. As businesses strive to create workplaces

that are ethical, inclusive, and high-performing, assessing the role of values throughout the employee journey is essential.

2.NEED FOR THE STUDY

The need for the study is to examine how organizational values influence employees throughout their entire lifecycle within the organization. Organizational values play an important role in shaping work culture and influencing employee behaviour and attitudes. These values impact how employees interact with each other, how they approach their work, and how they align themselves with organizational goals. By understanding how values affect employees from recruitment to separation, organizations can create a positive environment that supports both individual and organizational growth.

3.OBJECTIVES OF THE STUDY

1. To assess the organizational values that has an impact on overall employee performance.
2. To know the impact of organizational values on employee engagement during various phases of employee life cycle.
3. To study the role of leadership in promoting organizational values across the employee life cycle.
4. To identify areas where organizational values are effectively reflected at various stages of the employee life cycle.

4.HYPOTHESES

H₀₁: There is no significant relationship between organizational values and employee performance-related factors like continuous learning, innovation, and collaboration.

H₀₂: The influence of organizational values in motivating employees to go above & beyond their roles are equally distributed across response categories.

H₀₃: There is no significant difference between mean ranks of categories of Gender with respect to employee perception of leadership in promoting organizational values.

H₀₄: There is no significant difference between mean ranks of categories of Department with respect to perception of organizational values during various stages of the employee life cycle.

5.REVIEW OF LITERATURE

Dr. Ashwini Kshirsagar and Ms. Shraddha Parkar (2024)

The study has been undertaken to examine the employee life cycle, focusing on recruitment, onboarding, performance management, development, training, and offboarding. The result emphasizes the importance of effective management and provides practical insights for optimizing employee performance and engagement.

Dr. Desh Deepak Agarwal (2023)

The study has been undertaken to explore the relationship between organizational culture, employee performance, and job satisfaction. The study examines how values, norms, communication patterns, and leadership styles impact employee performance and satisfaction. The result shows that positive cultures foster engagement, motivation, and commitment, while negative cultures can lead to disengagement and decreased job satisfaction.

6.RESEARCH METHODOLOGY

This study adopts a descriptive research design to examine the influence of organizational values in the employee life cycle. A total of 152 responses were gathered using convenience sampling. The research employs quantitative techniques for data collection, and due to the non-normal distribution of responses, suitable non-parametric statistical methods were used for the analysis.

7.DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic profile of respondents

Categories	Sub categories	No. of. Respondents	Percentage (%)
Age	20-30	47	31
	31-40	45	30
	41-50	39	26
	Above 50	21	13
Gender	Male	101	66
	Female	51	34
Department	HR & Finance	23	15
	Global sourcing & Sustainability	35	23
	Sales & Customer Operations	30	20
	IT	20	13
	Engineering & Product Development	44	29
Experience	Less than 1 year	21	14
	1-5 years	48	31
	6-10 years	49	32
	More than 10 years	34	23
Total	All categories	152	100

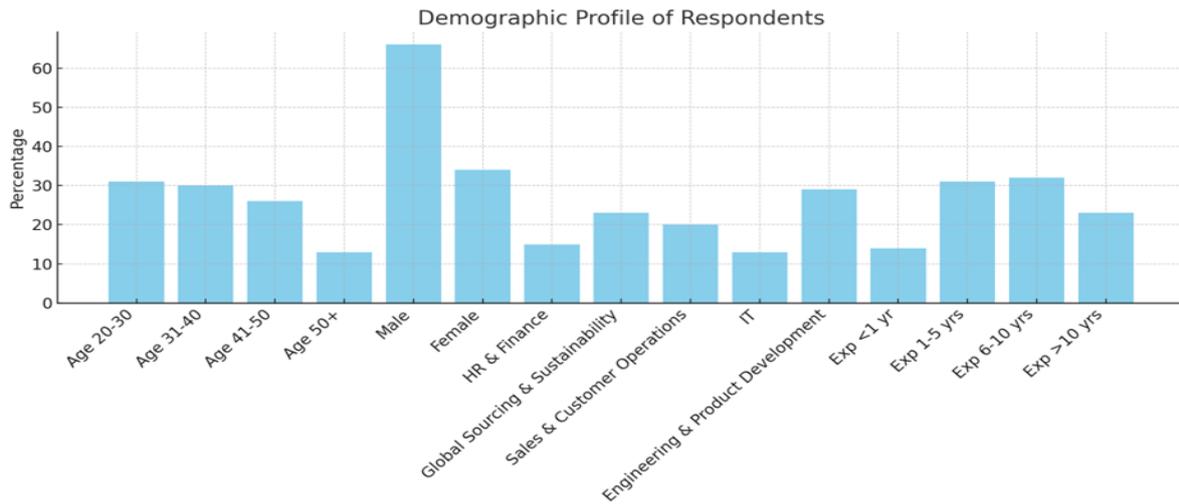
FINDINGS

The majority of respondents 66% are male, while 34% are female. With respect to age, 31% of respondents are between 20–30 years, 30% fall within 31–40 years, 26% are aged 41–50, and 13% are above 50 years. Department-wise, 29% of the respondents belong to Engineering & Product Development, 23% to Global Sourcing & Sustainability, 20% to Sales & Customer Operations, 15% to HR & Finance, and 13% to IT. In terms of experience, 14% of the respondents have less than 1 year of experience, 31% have 1–5 years, 32% have 6–10 years, and 23% possess over 10 years of experience.

INFERENCE

- It is inferred that 66% of the respondents are Male.
- It is inferred that 31% of the respondents are between the age of 20-30 years.
- It is inferred that 29% of the respondents are in the Engineering & Product Development department.
- It is inferred that 32% of the respondents have experience of 6-10 years.

Figure 1: Demographic profile of respondents



WEIGHTED AVERAGE:

Table 2: Values of the organization

Values	R1	R2	R3	R4	R5	Total	Rank
Creativity	30	22	33	32	35	28	4
Respect	60	38	22	20	12	38	1
Collaboration	18	29	47	36	22	29	3
Accountability	21	48	22	42	19	31	2
Continuous Learning	24	15	28	21	64	25	5

FINDINGS

It is found that Respect is ranked 1st, Accountability is ranked 2nd, Collaboration is ranked 3rd, Creativity is ranked 4th and Continuous Learning is ranked 5th by the employees in keeping them self-motivated and engaged at their work.

INFERENCE

It is inferred that Respect plays a major role in keeping employees motivated and engaged.

CORRELATION:

Null Hypothesis (H₀): There is no significant relationship between organizational values and employee performance-related factors like continuous learning, innovation, and collaboration.

Alternative Hypothesis (H₁): There is a significant relationship between organizational values and employee performance-related factors like continuous learning, innovation, and collaboration.

	Org Values Impact Performance	Continuous Learning	Innovation And Creativity	Collaboration
Org Values Impact Performance	1.000	.979**	.962**	.989**
Sig. (2-Tailed)		.000	.000	.000
N	152	152	152	152
Continuous Learning	.979**	1.000	.943**	.970**
Sig. (2-Tailed)	.000		.000	.000

N	152	152	152	152
Innovation And Creativity	.962**	.943**	1.000	.972**
Sig. (2-Tailed)	.000	.000		.000
N	152	152	152	152
Collaboration	.989**	.970**	.972**	1.000
Sig. (2-Tailed)	.000	.000	.000	
N	152	152	152	152
**. Correlation is significant at the 0.01 level (2-tailed).				

FINDINGS

The Spearman Correlation Coefficient values show strong relationships between variables: Organizational Values Impact and Continuous Learning: 0.979, Organizational Values Impact and Innovation & Creativity: 0.962, Organizational Values Impact and Collaboration: 0.989, Continuous Learning and Innovation & Creativity: 0.943, Continuous Learning and Collaboration: 0.970, Innovation & Creativity and Collaboration: 0.972. All the values are significant at the 0.01 level ($p = 0.000$), indicating strong positive relationships.

INFERENCE

Since the p-values are < 0.01 and the correlation coefficients are strong, H_0 is rejected at the 1% level of significance. Hence, there is a significant relationship between organizational values and employee performance-related factors like continuous learning, innovation, and collaboration.

CHI-SQUARE TEST FOR GOODNESS OF FIT:

Null Hypothesis (H_0): The influence of organizational values in motivating employees to go above & beyond their roles are equally distributed across response categories.

Alternative Hypothesis (H_1): The influence of organizational values in motivating employees to go above & beyond their roles are not equally distributed across categories.

ORG_VALUES_MOTIVATES_EMPLOYEES

	Observed N	Expected N	Residual
Strongly Disagree	8	30.4	-22.4
Disagree	15	30.4	-15.4
Neutral	32	30.4	1.6
Agree	53	30.4	22.6
Strongly Agree	44	30.4	13.6
Total	152		

Test Statistics

	ORG_VALUES_MOTIVATES _EMPLOYEES
Chi-Square	47.276 ^a
df	4
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 30.4.

INFERENCE

Since the p-value is less than 0.05, we reject the null hypothesis. Hence, the influence of organizational values in motivating employees to go above & beyond their roles are not equally distributed across categories.

MANN- WHITNEY U- TEST:

Null Hypothesis (H₀): There is no significant difference between mean ranks of categories of Gender with respect to employee perception of leadership in promoting organizational values.

Alternative Hypothesis (H₁): There is a significant difference between mean ranks of categories of Gender with respect to employee perception of leadership in promoting organizational values.

Ranks

	Gender	N	Mean Rank	Sum of Ranks
Leaders Communication	Male	101	72.09	7281.00
	Female	51	85.24	4347.00
	Total	152		
Leaders Encouragement	Male	101	72.42	7314.50
	Female	51	84.58	4313.50
	Total	152		
Leaders Accessibility	Male	101	72.93	7366.00
	Female	51	83.57	4262.00
	Total	152		
Leaders Prioritization	Male	101	72.16	7288.00
	Female	51	85.10	4340.00
	Total	152		

Test Statistics^a

	Leaders Communication	Leaders Encouragement	Leaders Accessibility	Leaders Prioritization
Mann-Whitney U	2130.000	2163.500	2215.000	2137.000
Wilcoxon W	7281.000	7314.500	7366.000	7288.000
Z	-1.825	-1.684	-1.476	-1.781
Asymp. Sig. (2-tailed)	.068	.092	.140	.075

a. Grouping Variable: GENDER

INFERENCE

Since the p value is greater than 0.05, null hypothesis is accepted. Hence, there is no significant difference between mean ranks of categories of Gender with respect to employee perception of leadership in promoting organizational values.

KRUSKAL-WALLIS H TEST:

Null Hypothesis (H₀): There is no significant difference between mean ranks of categories of Department with respect to perception of organizational values during various stages of the employee life cycle.

Alternative Hypothesis (H₁): There is a significant difference between mean ranks of categories of Department with respect to perception of organizational values during various stages of the employee life cycle.

Particulars	HR & Finance	Global Sourcing & Sustainability	Sales & Customer Operations	IT	Engineering & Product Development	Chi-Square Value	P-Value
Recruitment	83.83	77.60	86.97	86.15	58.91	11.984	0.017
Onboarding	84.33	78.99	87.50	87.40	59.27	11.025	0.026
Training	82.76	77.53	87.58	87.40	59.90	10.646	0.031
Retention	84.33	78.36	85.65	86.08	60.41	9.699	0.046
Separation	83.72	78.53	85.20	85.78	60.97	9.020	0.061

INFERENCE

Since the p-value is less than 0.05 for Recruitment, Onboarding, Training, and Retention stages, we reject the null hypothesis for these stages. This indicates that there is a significant difference among departments in their perception of how organizational values are reflected during these stages. However, for the Separation stage, the p-value is greater than 0.05 (0.061), so we accept the null hypothesis, there is no significant difference in departmental perception regarding values during the separation stage.

8.SUMMARY OF FINDINGS

- It is inferred that 66% of the respondents are Male.
- It is inferred that 31% of the respondents are between the age of 20-30 years.
- It is inferred that 29% of the respondents are in the Engineering & Product Development department.
- It is inferred that 32% of the respondents have experience of 6-10 years.
- It is inferred that Respect plays a major role in keeping employees motivated and engaged.
- The p-values are < 0.01 and the correlation coefficients are strong, H₀ is rejected at the 1% level of significance. Hence, there is a significant relationship between organizational values and employee performance-related factors like continuous learning, innovation, and collaboration.
- The p-value is less than 0.05, we reject the null hypothesis. Hence, the influence of organizational values in motivating employees to go above & beyond their roles are not equally distributed across categories.
- The p value is greater than 0.05, null hypothesis is accepted. Hence, there is no significant difference between mean ranks of categories of Gender with respect to employee perception of leadership in promoting organizational values.
- The p-value is less than 0.05 for Recruitment, Onboarding, Training, and Retention stages, we reject the null hypothesis for these stages. This indicates that there is a significant difference among departments in their perception of how organizational values are reflected during these stages. However, for the Separation stage, the p-value is greater than 0.05 (0.061), so we accept the null hypothesis, there is no significant difference in departmental perception regarding values during the separation stage.

9.SUGGESTIONS

- It is suggested to strengthen the communication of values during the separation process by conducting respectful and consistent exit interviews, offering feedback opportunities, and reinforcing the organizational culture until the final stage of the employee life cycle.
- Encourage inclusive leadership practices across all levels to ensure a consistent and fair work environment for all employees.
- Conduct periodic value-alignment surveys to gather employee feedback on how well values are practiced at different stages and use those insights for continuous improvement.
- Internal communication strategies such as newsletters, digital boards, or “value of the month” campaigns can help reinforce values regularly and keep them top-of-mind for all employees.

10.CONCLUSION

The study reveals that organizational values significantly influence employee engagement, performance, and workplace culture. When values are clearly communicated and integrated into key stages like onboarding, training, and performance evaluations, employees report higher motivation, satisfaction, and commitment. Leadership was identified as an important factor in reinforcing these values. Overall, embedding organizational values throughout the employee life cycle contributes to a more engaged and effective workforce.

11.SCOPE FOR FURTHER RESEARCH

This study provides useful insights into the role of organizational values across the employee life cycle. Future research can explore this topic in different industries and cultural settings to improve generalizability. Using qualitative methods like interviews or case studies may offer deeper insights into how employees perceive and act on values.

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