

## REVIEW OF EMPIRICAL STUDIES ON RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN DIFFERENT SECTORS

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### ABSTRACT

*Organisational culture is holistic and historically determined as the one which manifests in the form of values and norms. Research on Organisational culture strives to measure, how employees perceive the environment of organisation - Is it the company culture that motivates employees to stay in the current job? or is it the job environment that improves the productivity of employees? or Is prioritizing well-being of women employees motivates them to remain in job? or Is it the encouragement from superiors and team members that motivates employees to perform their job better.*

**KEYWORDS:** Organisational Culture, Employees, Leadership Style, Values, Rituals.

### Introduction

Organisational Culture developed over many years is deep rooted in the organisation for which employees are highly committed. Internal and external forces interfere in maintaining organisational culture which includes leadership style, change in working environment, rituals, norms, values etc.

### Objectives of the Study

- To understand the concept of organisational culture
- To know various dimensions of organisational culture in different sectors
- To identify the avenues for conducting research

### Conceptual Framework of Organisational Culture

Through this study we realise that organisational culture is a vast study like an ocean which includes both intrinsic dimension and extrinsic dimensions. Intrinsic dimensions include Rituals, Values Norms and beliefs whereas extrinsic dimensions include organisational style, structure, communication patterns and reward systems. Teamwork, organisational environment, organisational climate, employee engagement among others are components of organisational culture which plays a crucial role in sustainability of the organisation in long run. Hence reviews are conducted on organisational culture and employee performance in various sectors and thereby understand the dimensions adopted.

### Literature Reviews

**Anozie Obinna Paschal ; Dr. Ismail Nizam** in their conceptual study “**Effects of Organisational Culture on Employee Performance : Case of Singapore Telecommunication**” was carried out with an objective to measure how culture affects employee performance , how culture can be utilized to maximize employees performance and the expectations employees have towards Organisational performance .The questionnaires were randomly distributed to 150 respondents and descriptive statistics, Correlation and Regression Analysis were used for the purpose of conducting the study. It was found in the study that organisational culture such as rituals and values have significant impact on employees performance and symbol as Organisational practice has no significant impact on

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employees performance. But the researchers through the personal interaction with the employees realized that various other cultural factors too play a major role in enhancing the performance of employees in the organization.

**Lesley Wilcoxon & Bruce Millett** in their study entitled “**Management of Organisational Culture**” was carried out with an objective to discuss the most significant issues relating to management of an organisations culture. In this study researchers have also made an attempt to understand if organization is really a subset of loosely bound group identities. In this study it was observed that the perspective adopted will determine the focus of cultural change. It was suggested that several strategies need to be adopted in organisations in order to manipulate an organisation in terms of its overall culture and the subcultures. This conceptual study on the basis of various reviews have tried to prove that Culture Management is based on understanding of Tacit and Explicit aspects that make up existing culture

**Alharbi Mohammad Awadh & Alyahya, Mohammed Saad** in their study “**Impact of Organisational Culture on Employee Performance**” focused on identifying and measuring strong relationship between performance and Organisational culture. Literature reviews on related subject matter was adopted to assess the culture of an organisation. Certain parameters of culture have been identified through the reviews and proved that norms and values of organization were based on employee relationship. Through the reviews researchers have opined that it is possible to increase the level of performance by designing effective strategies. Hence this study suggests that strong culture of any organization based on leaders and managers help in improving level of performance.

**Dr Sami Mohamed Al Haderi and Dr.Faiz Bin Ahmed** in their empirical study entitled “**The Negative Effect of Organization culture could slow the usage or the adoption for the Technology**” aims to test the factors that influence the acceptance of success of technology. The survey was conducted for 357 respondents and descriptive statistics were used to analyse the same. 35 items were developed under 6 dimensions in order to measure organisational culture. The dimensions identified by the researchers include Individualism/Collectivism, power distance, masculinity -femininity, uncertainty avoidance, time perception. This study has provided empirical evidence on how positive effect on usage of technology which encourages employees and managers to use the technology. The study has also provided empirical evidence on negative effect of organisational culture on accepting technology which would slow the usage or adoption of technology.

**Soheila Zamini, Samira Zamini, Leila Barzegary** in their study entitled “**The relationship between organisational culture and job burnout among the professors and employees in the university of Tabriz**” investigated the linkage between organisational culture and Job burn out among the employees. Hofstede’s Organisational Culture questionnaire was used for conducting the survey. 209 employees were surveyed using stratified Random Sampling method. T test analysis showed that there is significant relationship existing between Organisational culture and to Burn out among employees. It was suggested through the findings of the survey that there is a need to change organisational culture into participative culture as it gives maximises job satisfaction and minimizes job burn-out level. The researchers in this study also recommended that university needs to focus their attention to social status of their employees.

**Fathima Shujat** in her study entitled “**Impact of Organisational culture on Job satisfaction: A case of Software Industry Karachi**” tried to analyse the impact of organisation culture on employees job satisfaction. Primary data was gathered with the help of questionnaire from 200 employees of software Industry. Statistical tools like Descriptive Analysis, Co relation and Regression analysis were used to analyse the study. Model was developed by the researchers to measure the impact of Organisational Culture and job Satisfaction on variables like Flexi timing, Reward, Employee Turnover and Pay . Hence it is understood that organisational culture influences both positively and negatively on variables. Therefore it is suggested that strong organisational culture is highly helpful to new employees to acquire competitive advantage and accept organisational culture. This study was basically conducted by the researchers to prove that if Organisational culture is positive, employees will have job satisfaction which helps in bringing down employees retention rate.

**Lydia wairimu Wambugu** in her case study entitled “**Effects of Organisational Culture on Employee Performance Wartsila –Kipevu Li Power Plant**” is conducted with an objective to explain and empirically test the effect of organisational culture elements namely organisational values, organisational climate, leadership style and processes to the employees performance analyses the

impact of organisational culture on employee performance . Methodology adopted for conducting this study is survey method. 63 staff from different levels were surveyed. Inorder to determine whether organisational culture affects employee performance this study was analysed using descriptive statistics.

**Mohammad Jasim Uddin, Rumana Huq Luva & Saad Md. Maroof Hossian** in their study on **“Impact of Organisational Culture on Employee Performance and Productivity: A case Study of Telecommunication Sector in Bangladesh”** tried to conduct a significant reviews which justifies that satisfaction and Positive attitude can be achieved by maintaining Positive Organisational Culture. These 2 variables (Satisfaction and Positive attitude) play a crucial role in creating positive vibe among the employees. Through another review it is also realized that Creativity and Innovation also plays a major role in churning employees level of performance. Hence organization Culture plays an important role in enhancing employee performance and improving the productivity level of the employees. About 34 % of the employees were interviewed which included the employees from top level, middle level and low level.

### Conclusion

Through reviews conducted in various sectors to understand the relationship between organizational culture and employee performance, it is very well understood that positive culture leads to increased productivity thereby helps in achieving organizational objectives. The need is felt to conduct study in certain sectors like ITES sectors like BPO, KPO, LPO, Call centres as we observe that majority of the graduates and postgraduates consider ITES sector as an entry point while starting their career.

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