

A STUDY OF ORGANIZATIONAL CULTURE ON EMPLOYEES PERFORMANCE IN MANUFACTURING COMPANY

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Abstract

Organizational development has certain factors that improve sustainability on the basis of effectiveness. The improvement in productivity leads to employee commitment as norms, values and objectives help in improving the culture of an organization. The system of organization was based upon effective establishment of culture that keeps the learning environment strong. The performance of employees improves by establishing a strong culture of an organization. The employee performance would be considered as backbone organization as it leads to its development effectively. The main objective of this study is to analyze the effectiveness of organizational culture on employees performance of manufacturing companies in Chengalpattu district, Tamilnadu. 276 employees are considered as a sample size for the study. Descriptive statistics and t-test are used to describe the sample, to show which factors highly influenced organisaitonal culture and measure the linear association between the dependent and independent variables. It is observed that the male, perceive more performance towards job, career, innovation and team. However, the females are experiencing a higher amount of performance on organization aspects.

Keywords: Organizational Culture, Employees Performance, Manufacturing companies

Introduction

The purpose and objective of organization culture are both employee satisfaction and organization productivity. As organization culture represents an independent variable, which is affecting many other variables either positively or negatively in a firm. Therefore, organizational culture influences some specific variables such as productivity, absenteeism, turnover, organization citizenship and job satisfaction.

If the culture of an organization is flexible it will provide such a working environment to employees in which they may work easily and independently without feeling any burden. Every organization wants employee commitment because it is very important for organizational effectiveness. If the employees understand the organizational culture properly so that there may be improvement in their performance the reason is that the employee's performance is the base of an organization. Organizational outcomes and success is derived by the individual contribution in the organization at all levels. If every individual performs according to the expected standards then organizational performance will be enhanced. It is for this reason that job performance is considered an extremely important criterion that translates into organizational outcomes and success; making it the backbone of every organization.

Organizational culture is considered as the nature of an organization since it decides the aspects of how an organization should have functioned. It also stresses the significance of developing adequate systems to encourage employees to strive together in accomplishing a shared goal (Weerarathna & Geeganage, 2014). To understand employees' behaviour within an organization, one of the best instruments to consider is organizational culture. It is commonly referred to as a compelling power that

dominates the working life of every employee; just like a string that ties the whole organization altogether (Omoregbe & Umemezia, 2017).

The different attributes of culture have been arranged on the basis of norms and attitudes which help in differentiating one firm from another. (Forehand and von Gilmer, 1964) The process of thinking helps in establishing one member from another on the basis of cognitive thinking (Hofstede, 1980). The success guidance is based upon different values and norms that makes culture effective (Schein, 1990). The set of beliefs, behaviours, norms and values helps in making culture most effective (Kotter and Heskett, 1992). The knowledge of culture has been gained through understanding and beliefs on the basis of large groups.

The main idea of culture comes from sharing in learning processes that have been based upon systematic allocation of resources. (Titiev, 1959) The cognitive systems of humans that help in improving thinking and decision making were based upon organization culture. (Pettigrew 1979) The multifaceted set of beliefs, assumptions and values helps in presenting different levels of culture by conducting business in an effective manner. The normative glue based upon organization culture helps in holding overall management effectiveness. (Tichy 1982). The concept of effective organization culture helps in improving business decisions. The survival of culture in an organization lies upon national and foreign culture differentiation in culture management. (Schein, 1990) The culture of organization has been affected by attitudes, norms and beliefs that lead to strong communication between employees. Now a day's organization culture has generally been interrelated to management. (Kotter and Heskett, 1992). The two essential factors that lead to effective culture management include structural stability and integration of superior standards of organization culture. (Schein, 1995) Certain characteristics of organization culture have been established in which a set of norms, values and beliefs helps in perfect association between them. (Hodgetts and Luthans, 2003) At different levels of organization culture, different backgrounds, ethics and racial differences impact upon performance. The similar organization culture with different backgrounds has a common set of values and beliefs to be affected by organization systems. (Robbins & Sanghi, 2007).

Research Methodology

The main objective of this study is to analyse the effectiveness of organisational culture on employees performance of manufacturing companies in Chengalpattu district, Tamilnadu. To know the various reviews that have been gone through by the researchers and also made personal interaction along with employees opinion also been collected. Based on the information, it considers the determinants namely job, career, innovation, team and organisation. The research schedule is framed on a five-point scale where 5 stands for strongly agree, 4 stands for agree, 3 for neutral, 2 for disagree, and 1 stands for strongly disagree. The manufacturing company employees are chosen from areas of Chengalpattu District, Tamilnadu. A Total of 300 employees were approached. Finally, 276 employees are considered as a sample size for the study. Descriptive statistics and t-test are used to describe the sample, to show which factors highly influenced organisational culture and measure the linear association between the dependent and independent variables.

Analysis and Interpretation

Table 1 Opinion towards organizational culture

Statements	Mean	S.D
Able to react and adapt quickly	4.78	1.61
Activities and task given are efficiently carried	4.96	1.58
Competitive capacity of organizations can be increased	4.57	1.58
Challenging task given are carried out without much stress	4.15	1.74

Source: Primary data computed

Table 1 shows the respondent's opinion towards the organizational culture of the manufacturing company. Organizational culture has been measured with the four statements. Respondents are asked to rate their opinion for each statement. Mean and standard deviation values are calculated for each statement. The mean values ranged from 4.96 to 4.75. It is noted that the respondents are highly rated that the activities and tasks given are efficiently carried out (4.96) followed by the ability to react and adapt quickly (4.78), Competitive capacity of organizations can be increased (4.57). But, they are low rated and the challenging tasks given are carried out without much stress. It is found that the manufacturing companies' employees' activities and tasks given are efficiently carried in due to time in their organization. But the employees are doing the most challenging task with much stress.

Table No.2 Employees performance based on the gender

Employees performance	Descriptive Statistics			t-value	P-value
	Gender	Mean	S.D		
Job	Male	20.49	3.53	5.042	0.025**
	Female	19.40	4.11		
Career	Male	24.28	5.01	1.445	0.230(NS)
	Female	23.47	5.22		
Innovation	Male	18.61	4.85	2.552	0.111(NS)
	Female	17.56	5.28		
Team	Male	20.54	4.13	2.552	0.111(NS)
	Female	20.41	4.46		
Organization	Male	22.52	5.67	0.485	0.487(NS)
	Female	23.05	6.29		

Source: Primary data computed; * *Significant at five percent level; (NS) Non-significant

Table 2 shows the respondent's views on employee's performance dimension based on their gender. Here, the respondents are classified according to gender, namely male and Female. On the basis of these two groups, the mean and standard deviation values are calculated with respect to employee's performance dimensions. While observing the mean value, those who are male, they perceive more performance towards job, career, innovation and team. However, the females are experiencing a higher amount of performance on organization aspects.

Ho: The respondent's opinions do not differ towards employee's performance dimension across gender

In order to examine the above stated hypothesis, t-test is employed. From the t-test result, it is identified that jobs are significantly varied based on gender. The other dimensions career, innovation, team and organization are not significantly varied due to gender of the employees. Hence the stated hypothesis is accepted. In the case of jobs, the employees who are all in male are perceived to have a better job from the organization than female among the groups.

Table No 3 Organizational Culture based on gender

Gender	Organizational Culture		t-test result	
	Mean	S.D	t-value	p- value
Male	13.97	4.14	1.232	0.268
Female	14.58	3.91		

Source: Primary data computed(NS) Non-significant

Table 3 portrays the employee's opinion towards their organizational culture with the manufacturing company based on gender. Mean and standard deviation value are calculated for an

employee's organizational culture on the basis of gender. The calculated mean value is between 14.58 to 13.97. It is observed that the employees who are all female, experience a better level of organizational culture with the manufacturing company, than male gender of the employees.

Ho: There is no difference of opinion toward employee's organizational culture based on gender.

To test the above stated hypothesis, t-test is applied. From the result, the calculated t-value is 1.232 and P-value is 0.268. Here, the P-value is non-significant. Hence, the stated hypothesis was accepted. It shows that there is no difference of opinion on an employee's organizational culture based on gender.

Conclusion

The job performance of an organization has a strong impact on a strong organization culture as it leads to enhanced productivity. The norms and values of organization based upon different cultures influence workforce management. In an organization strong culture enables effective and efficient management of workforce employees. The net profit in an organization helps in enhancing performance of employees. The common path for making perfect use of resources in the same cultural association helps in positive development of organization. On the basis of particular conditions organizational culture is helpful in improving and providing a competitive edge. The employee commitment and group efficiency helps in improving performance based upon organization sustainability. The nature and power of organization culture influence sustainability and effectiveness of organization. Employees should be instructed on how to support the customers and how to be responsive to answer customer queries. Additionally, organizations under study should engage in efforts for strengthening the organizational culture and better work ethics in the company.

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