



An Analysis of Employee Perception towards Organizational Culture

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Abstract

Organizational culture, also known as corporate culture, is a strategic intangible scheme that incorporates basic assumptions and values which define the behaviour, operation, and activities of an organization. In other words, it's the general attitude, mood, and motivation, or lack thereof, of the people in the company.

Organizational culture represents a company's common beliefs and concepts that create the social and psychological environment of an organization. In the contemporary business environment, the company culture often contributes to its success, as it is unique and it cannot be transferred to competitors. It can also contribute to its failure. Based on corporate culture, members know how they should perform their jobs, behave, and dress. Furthermore, culture dictates the freedom of participation in the managerial decision-making. A strong culture has a strong influence on organizational members and creates committed employees by instilling clear cultural values and beliefs. A weak culture can breed apathy, resentment, and unproductive workers.

According to Torben Rick, Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization.

Porter, Lawler & Hackman (1975) identify organization culture as: "A set of customs and typical patterns of ways of doing things. The force, pervasiveness and nature of such model, beliefs and values vary considerably from organization to organization. Yet it is assumed that an organization that has any history at all has developed some sort of culture and that this will have a vital impact on the degree of success of any effort to improve or alter the organization."

I. INTRODUCTION

A common platform where individuals work in unison to earn profits as well as a livelihood for themselves is called an organization. A place

where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization.

The culture decides the way employees interact at their workplace. A healthy culture encourages the employees to stay motivated and loyal towards the management. The culture of the workplace also goes a long way in promoting healthy competition at the workplace. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform.

Every organization must have set guidelines for the employees to work accordingly. The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace. Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines. No two organizations can have the same work culture. It is the culture of an organization which makes it distinct from others.

The work culture goes a long way in creating the brand image of the organization. The work culture gives an identity to the organization. In other words, an organization is known by its culture. The organization culture brings all the employees on a common platform. The employees must be treated equally and no one should feel neglected or left out at the workplace. It is essential for the employees to adjust well in the organization culture for them to deliver their level best. The work culture unites the employees who are otherwise from different back grounds, families and have varied attitudes and mentalities. The culture gives the employees a sense of unity at the workplace.



II. LITERATURE SURVEY

Alharbi, M. A., et al. (2015) This was designed to examine the impact of organizational culture and its impact on employee performance and job satisfaction, using Niger Delta University as a case study. The objectives of the study were to evaluate how organizational culture influences employee performance and job satisfaction and the relationship between organizational culture, employee performance and job satisfaction in order to proffer possible solutions that will help organizations build a culture that will have a positive impact on the performance and satisfaction of their employees. The data for the research was obtained from respondents who were mainly staffs of Niger Delta University. A total of 120 questionnaires were distributed but only 100 were retrieved from the respondents. The data was analysed using simple percentage, tables and chi square was used in testing the hypotheses formulated to guide the research. From the findings, it was observed that majority of the respondents agree that organizational culture does have an impact on performance and satisfaction levels of employees. It was also discovered that the type of organizational culture practiced in an organization can also determine the level of employee performance and job satisfaction. An organization that practices either a clan or support culture tends to experience high performance and satisfaction levels; this type of culture encourages employees to be innovative and also supports socialization and teamwork.

Alfred Stephen (2016) Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. The rules and traditions of the culture have a great importance in any organization and have a great impact and significant impact on the employee and the organization at large. Culture in any organization is defined by shared beliefs and values among all members of that organization. These shared beliefs, values, morals, symbols and behaviour guide employees in decision making at unconscious levels. The importance of corporate culture is emphasized by Peters and Waterman (1999, p.808), who state that, "Without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies or organizations".

Ritchie (2016), organizational culture affects such outcomes as productivity, performance, commitment, self-confidence, satisfaction and

ethical behaviour. Similarly, more recent writers have stated that organizational culture impacts on any organization, its employee performance and job satisfaction and ultimately its financial performance. Furthermore, it has also been noted that organizational culture helps management to find out the suitable strategies and policies which can drive employees to contribute themselves and lead to organizational performance. With the ever-changing technology and fast paced business arena, organizations today are grappling to find new and innovative ways of improving performance with the minimal addition of cost. Many organizations have now turned to explore the sociological aspect of the business in order to improve profitability. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any organization.

McEwan (2016) postulates that as a concept, culture is inseparable from the notion of human society. Cowling and James (1994) support McEwan in the postulation that an organization cannot be separated from the culture of society. To try and change the prevailing culture within an organization, one has to take cognizance of the relevant societal culture. Robbins (2001, p.518), on the other hand, argues that a company's organization culture does not pop out of thin air and, once it is established, it does not fade away. An organization's current customs, traditions, and general way of doing things are largely due to what it has done before and the degree of success it has had with these endeavours. Robbins further emphasizes that the founders of an organization have a major impact on that organization's early culture.

Robbins (2016) quotes the story of the Ford Motor Company. When Henry Ford II was the chairman, he continuously reminded his executives, when they got too arrogant, that, it's my name on that building. The message was clear: It was Henry Ford II that ran the company. Robbins believes that culture is learned by employees who listen to other employees or managers who relate stories about how earlier managers, or even founders of companies, treated their customers, or how they handled tricky situations that arise in the company. Stories such as these circulate through many organizations, consequently transmitting the culture from year to year.

Dimitrios, B. (2017) employee performance is important; this is so because an organization's success is dependent upon the employee's creativity, innovation and commitment. Every employee performs different jobs or tasks in an organization depending upon the nature of the



organization. These jobs or tasks are performed by the employees properly so they can give their best output at the job. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so.

Furnham and Gunter (2017), states that organizational culture functions as the internal integration and coordination between firm's operations and its employees. Internal integration has to do with the societal interaction of new members with the existing ones, creating boundaries of the organization feelings of identity among personal and commitment to the organization. A strong organizational culture supports adaptation and develops employee performance by motivating employees towards a shared goal and objective, and finally shaping and channelling employees' behaviour to that specific direction. Although, there are certain parameters that are taken into consideration to understand the impact of organizational culture on employee performance, which includes: employee participation, innovation and risk-taking, reward systems, openness to communication, customer service orientation.

Schiender and Snyder (2017) An organizational culture that supports these factors motivates the employees to put more effort in their jobs, which helps increases their performance level. Some theoretical model asserts that the effective human resource system of an organization based on supporting values creates a positive impact on employee attitude and behaviour, which facilitates their performance.

Locke (2018) The type of organizational culture created in an organization determines the impact it can have on employee performance. It can have either a negative or a positive impact. For instance, an organizational culture was employees are considered an integral part of the growth process of the organization fosters employee performance. This is so because the employees align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. As their efforts are in turn appreciated by the management and suitable rewards are given, they perform effectively and efficiently. In such organizational culture, the employees are committed to achieving their goals and thus it has a positive effect on the overall performance of the organization. Organizational culture to a large extent determines the performance of employees. Therefore, it is in the interest of organizations to

eliminate negative factors that slow down employee performance in order to foster a positive work place environment or a positive organizational culture.

Fakhar, S., et al (2018) Research shows that organizational culture influences productivity, effectiveness, performance, and job satisfaction. Organizational culture has been identified as an important aspect of organizational behaviour and it is useful in elucidating how organizations function. Organizational psychologist, Edgar Schein (1996), suggested: A culture is a set of basic tacit assumptions about how the world is and ought to be that a group of people share and that determines their perceptions, thoughts, feelings, and to some degree, their overt behaviour. Scholars of organizational behaviour have studied and identified some relationship between organizational culture and employee performance.

Silverthorne (2018), employees are likely to assess elements of job satisfaction, especially intrinsic elements and more precisely when the work place or organizational culture is harmonious and supportive. In researching various types of organizational culture, he found out that involvement in an organization that had a bureaucratic culture resulted in the lowest levels of job satisfaction and organizational commitment, on the other hand those who practiced innovative cultures and supportive culture had high level of employee satisfaction. It is easy to imagine that an organization with culture of harmony, respect, trust and productivity, lends itself to an environment hospitable to job satisfaction. Furthermore, other researchers on the relationship between organizational culture and job satisfaction suggests that a productive working environment promotes the construction of a specific organizational culture and the experience of employees' job satisfaction studies have also shown that employees' feeling of job satisfaction has also been studied in parallel with a specific dimension of organizational culture. Studies have shown that organizations which are flexible and adopt the participative management type, with emphasis on communication and employees' reward, the employee is more likely to be satisfied.

Sommer et al. (2018) for instance found that job commitment of employees from Korea was positively correlated with positions held, tenure and age, indicating that older employees, who have higher positions and for a long time reported higher levels of job satisfaction. According to Hebb (2007), a change in the organizational culture affects the job satisfaction; this is so because job satisfaction is related to organizational culture. The organizational culture determines the how the work place



environment will look like, therefore and organizational culture that encourages and environment where employees are highly motivated and are supported tends to enjoy a high satisfaction level of employees, because the employees feel relevant and are also rewarded for a job well done. Also, a culture that encourages communication and relationship between the employee and the employer fosters a positive impact on the job satisfaction of the employee. Organizational culture is an important antecedent of job satisfaction and plays a crucial role in employees' job satisfaction.

Fatima, R., et al. (2019). Organizational culture is the norms and values shared by members of an organization that controls the way they interact with one another and stakeholders outside the organization. The study reveals that organizational culture fosters performance and satisfaction of employees. In other words, it has an impact on employee performance and job satisfaction. Further, it was discovered that the organizational culture determines if the level of employee performance and job satisfaction either increases or decreases. All these affects how the employee will perform and how much satisfaction is derived from his/her job. Finally, the study also reveals that an organizational culture that encourages the employees to be innovative, a good reward (motivation) system, sees the employee as part of the organization and includes him/her in the decision-making process tends to experience increased performance and satisfaction level of employees which will in turn lead to high productivity of the organization

Shamaila, G., & Azam, F (2019). The issue of organizational culture cannot be over emphasized in every organization. It has been observed that organizational culture is important in any organization; this is so because organizational culture is powerful and helps organization achieve higher productivity. Even in advanced countries and in most computerized organizations, organizational culture cannot be over looked because it plays a significant role in the organization. It determines kind of working environment and how employees interact and all these affects performance, satisfaction and even productivity of the organization itself. It is therefore important that every organization should develop a culture that will be well understood by its employees, because if employees are well acquainted with the organization's culture, they know how to adjust their own values to fit into the culture of the organization thereby performing their duties properly and get satisfied at the end of the day for a job well done. Therefore, every organization should

be encouraged to build a culture that incorporates the employees in every activity of the organization so as to enjoy improved performance, satisfaction and high productivity.

Pirzada, S., et al. (2019). Every individual has different culture and beliefs that he works with and when he joins an organization that has a completely different culture and beliefs from his own, he should be allowed to internalize himself first with the organization's culture and values to know whether he can cope with them or not. It is the ability of the employee to cope with the organizations culture that will determine how he will perform on his job. In cases where an organizational culture must be changed, employees must first of all be notified and made to learn the modification of the old culture as this will affect their performance. Organizations should also develop a culture that encourages employees to be innovative and creative and also see the employees as humans and not logs in machines.

Lakmini Jayatilake (2020) Syntheses of existing literature provide a framework for a broader understanding of the current state of the organizational culture. This literature review synthesized the relevant literature pertaining to the role of organizational culture on business performance in a perspective of the corporate group. The literature review comprised various published sources on the role of organizational culture, such as journals, periodicals, seminal books, and other published materials. The review focused on the conceptualization, measurement and examines various dimensions of organizational culture on corporate performance. After analysis of a wide range of renowned literature, it was found that organizational culture has a strong impact on the organizational performance. Empirical evidences further showed that lack of cultural integration between member companies was a primary cause of failure in corporate groups. Therefore, it is ascertained that cultural enhancing would result performance enhancement. Business managers are recommended to establish an effective organizational culture in order to enhance corporate performance. Therefore, how an effective organizational culture is established to enhance the corporate performance can be recognized as a needed research scope. Moreover, this paper highlighted the prevailing theoretical and empirical gaps in the area of organizational culture towards corporate performance, and hence the findings may be useful for future similar studies.

Ngozi Evangeline Nneji (2021) Organizational culture is an essential component of



an organization that has evoked various studies to determine and establish its" relationship with organizational performance and sustainability. It has always been considered to have deep impact and importance on the variety of organizational process, employees and its performance and an important element to unify various company cultures in the corporate group structure. The purpose of this review article is to establish the relationship between organizational culture and organizational performance. The objective is to determine the influence of organizational culture on organizational performance focusing on Schein's theory of organizational culture, Denison organizational culture model and theory of organizational excellence by Thomas Peters and Robert Waterman. Research shows that if employee is committed and have the same norms and value as the organizations, it could increase performance towards achieving the overall organization goals. The review includes syntheses of the relevant literature relating to the role of organizational culture in enhancing performance and productivity in the organization. The review concludes that organizations employees have clear spelt out work ethics, are like-minded and hold similar beliefs and values, guided by values of consistency, adaptability and effective communication system, gives employees a sense of identity which increases their commitment to work and ultimately leads to better performance.

Xanthopoulou, Panagiota, Alexandros Sahinidis, and ZorzetaBakaki (2022) Examining several examples over time, the so-called "case for a strong culture" presents significant weaknesses. The present study, based on the Competing Values Model, examines the effects of a culture's strength on the organisational performance in the public sector. A sample of 92 departments of Greek public organisations was examined, of which a total of 424 people responded to an online questionnaire. The participating organisations and their departments range in size, in terms of the number of their staff, from 15 to 54 members, and come from different segments of the public administration. The results showed that there is no relationship between culture's strength and an organisation's performance and that strong cultures do not have a significant impact on organisational performance in the public sector. The main objective of this research is to enrich the existing knowledge on the relationship between culture and performance, especially in the area of the public sector, since existing studies mainly focus on culture comparisons between large companies using mainly small samples. This study highlights the importance of culture given the

chronic problems of Greek public administration to create public value and to be innovative and effective. The results are also of particular importance for the post-pandemic period indicating the need for major changes and reforms in public administration.

III. SUGGESTIONS

Certain organizations follow a culture where all the employees irrespective of their designations have to step into the office on time. Such a culture encourages the employees to be punctual which eventually benefits them in the long run. It is the culture of the organization which makes the individuals a successful professional.

Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired time frame as per the set guidelines. Implementation of policies is never a problem in organizations where people follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work. The work culture promotes healthy relationship amongst the employees. No one treats work as a burden and moulds himself according to the culture.

It is the culture of the organization which extracts the best out of each team member. In a culture where management is very particular about the reporting system, the employees however busy they are would send their reports by end of the day. No one has to force anyone to work. The culture develops a habit in the individuals which makes them successful at the workplace.

IV. CONCLUSION

In general, asses the organizational culture is used to identify barriers and leverage points to enhance performance, assess commitment to company vision, mission, and values, gain insight into employees' engagement, determine alignment of talent with business goals, measure effectiveness of organizational/leadership changes, prioritize issues and focus resources, establish baseline to measure progress and etc.

So, every organization has to be very careful while making the culture and transferring it to their employees. After transferring the culture, it also has to be very careful to maintain it. The employees are maintaining good culture in the organization. So, its performance has maintained as best.

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