



## A study on the Impact of Organization Culture on Employees Productivity at Sandfits Foundries (P) Limited, Coimbatore

### KEYWORDS

Organizational Culture, Work Environment, employee productivity

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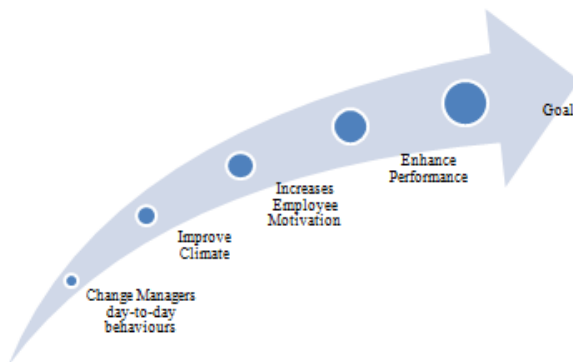
**ABSTRACT** The study tells about the Organizational Culture prevailing in Sanfits Foundries (P) Limited and its impact on the productivity of employees. Organizations success in a better way depends on the employees productivity. Culture of an organization is felt by the employees in various activities they are involved like role clarity, communication within an organization, physical work environment, recognition, rewards etc., All such factors were considered for this research. The primary aim of this paper is to examine the impact of organizational culture on employee performance and productivity. By using descriptive research design primary data was collected from 162 employees with the help of a structured questionnaire. Responses were collected in a five point likert scale questionnaire. Reliability was ensured using Cronbach's Alpha test. The collected data were analyzed using Mean Value analysis and Weighted Average. A basic facility like drinking water was given the highest ranking by the respondents.

### Introduction

Organization Culture is not a goal unto itself. It is a key link in a company's ability to maintain and improve performance. Organizational Culture has a great impact on employees' behavior. An open and friendly climate in an organization makes employees feel more comfortable than a formal one. Organizational culture is cultivated from the members in the society which means other employees. It is a totality of customs, tradition, shared values and beliefs that develops from within an organization and guides the behavior of employees. The Attitude of Employees is very much essential for the success of it. The perception they develop towards the existing culture leads to the betterment in productivity which in turn helps the organization in attaining success. A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective; and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies (Daft, 2010)

### Goal Chain for Golden Organizations

Chart No:1



Attaining the Goal of an Organization does requires various changes starting from the day-to-day activities of a manager. When the manager changes his approach it leads to improvement in the climate of the Organization.

This when applied helps in achieving the goal of the organization. The uniform perception, common characteristics, and customs forms Organization Culture. This plays a vital role in attracting and retain employees in an organization. Hence the productivity levels could increase or decrease according to the changes made in the Climate of the Organization.

### Review of Literature

There has been significant research in the literature to explore the impact of organizational culture on employee performance and productivity. According to Collis and Montgomery, (1995) Organizational performance is a positive output of Employee performance.

Fakharshahzad, ZahidIqbal, Muhammad Gulzar(2013) says that the culture of organization has the significant positive impact on employees job performance. Employee participation is an important factor for achieving the goals of an organization. Dr.J.Sathyapriya, C.Kirithiga (May 2015) tells a well and good Organization culture makes the employees to feel that they are working in a good organization.

Salman Habib, Saira Aslam (2014) says that organizational culture has its impact on satisfaction of job, commitment of employee and finally retaining him. Results indicated that nature of organization significantly effects on Job Satisfaction and turnover. Hence this research proves that organizational culture is an essential element which greatly influences the overall productivity of any organization.

### Objectives of the Study

- To study the impact of organizational climate on the performance of employees considering few factors such as clarity of job, organizational commitment, physical work environment, recognition and reward.
- To find the most influencing element of OC on employee productivity.

### Research Methodology

This research employed a five point Likert scale question-

naire considering factors like Organization Communication, Role Clarity, Work environment Rewards and Recognition. This study was conducted among the employees of Sandfits Foundries Private Limited, Coimbatore. It gives the description about the state of affairs as it exists at present hence a descriptive design of research was adopted. A 5-point Likert scale questionnaire was used to measure all items. A pilot study was conducted and validated using Cronbach's Alpha. Statistical tools like Mean Value Analysis and weighted average was applied.

**Data Analysis and Inference**

**Means Values Analysis**

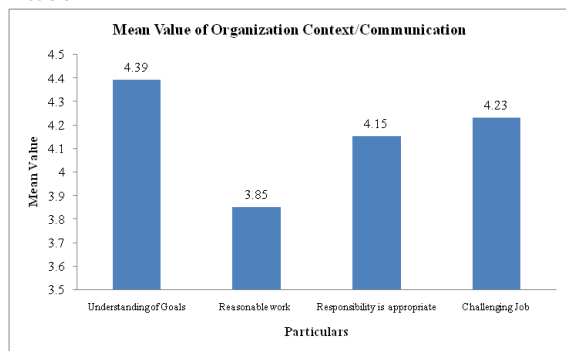
**Table 1- Means Values Analysis for factor Organization Context/Communication**

Particulars	Mean	S.D
Powers to take important decisions relating to job	4.03	0.859
Instructed about the flow of authority	4.34	0.749
Regular feedback from Superiors	4.22	0.926
Employees job performance is important to the success of the organization	4.51	0.689
Employees contribution is noted and recognized by the Management	4.17	0.867
People in the work unit enjoy working with their co-worker	4.38	0.714
Employees ideas are considered before decision making	3.93	1.161

**Inference**

The above table shows that the respondents perception in using organization communication. Among the above seven statements employees job performance is important to the success of the organization has the highest mean score of 4.51, followed by people in work unit enjoy working with co-worker with a mean score of 4.38. The least mean score is given to the ideas considers by the superior before decision making.

**Chart 2: Mean Value of Organization Context/Communication**



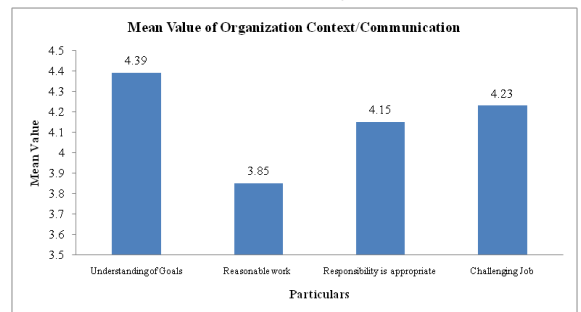
**Table 2 – Mean Value of Job Factors/ Role Clarity/ Control/ Demand**

Particulars	Mean	S.D
Understanding of the goals and objectives of the company	4.39	0.828
The amount of work expected to do is reasonable	3.85	1.047
The level of work responsibility given is appropriate	4.15	0.941
Job is more challenging and exciting	4.23	0.853

**Inference**

The above table shows the respondents perception towards Job Factors/ Role Clarity/ Control/ Demand. Among the four statements understanding of the goals and objectives of the company has the highest mean score of 4.39 and the amount of work expected to do is reasonable has the lowest mean score of 3.85.

**Chart 3: Job Factors/ Role Clarity/ Control/ Demand**



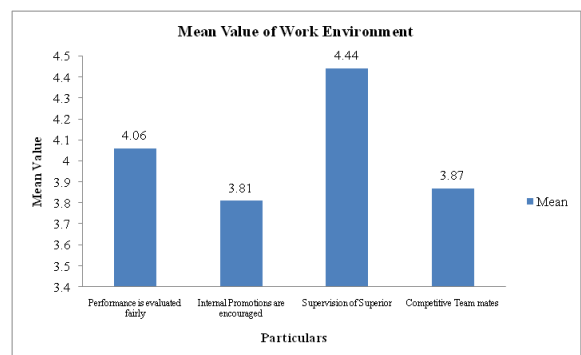
**Table 3 – Mean Value of Physical / Work Environment**

Particulars	Mean	S.D
Overall infrastructure of the organization is satisfying	4.01	.834
Sufficient resources are provided	4.28	.823
Concern is shown on health and safety at workplace	4.12	.915
Workplace is Comfortable	3.71	1.183
Informations are shared equally	4.27	.890
Sufficient encouragement is provided by the teammates at work	4.25	.765

**Inference**

The above table shows the respondents perception in using Physical / Work Environment. Among the six statements sufficient resource are provided to job has obtained a highest mean score of 4.28 and Comfortable work place has the lowest mean score 3.71.

**Chart 4: Physical / Work Environment**



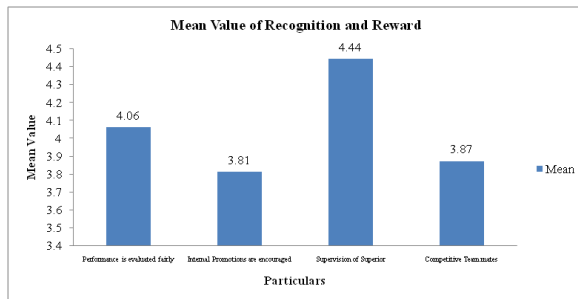
**Table 4- Mean Value of Recognition and Reward**

Particulars	Mean	S.D
Performance is evaluated fairly	4.06	0.976
Internal Promotions are encouraged	3.81	1.172
Supervision of Superior	4.44	0.827
Competitive Team mates	3.87	1.087

**Inference**

The above table shows the respondents perception in using Recognition and Reward. Among the four statements regular supervision is success of organization has obtained a highest mean score of 4.44 and promote from before employees externally has the lowest mean score 3.81.

**Chart 5: Recognition and Reward**



**Weighted Average Method**

Rank	Weight	Ventilation		Hygiene		Work – Space		Drinking Water		Protection Against Heat / Cold	
		X1	WX1	X2	WX2	X3	WX3	X4	WX4	X5	WX5
1	5	72	360	44	220	56	280	61	305	35	175
2	4	22	88	56	224	47	188	42	168	26	104
3	3	34	102	37	111	30	90	32	96	30	90
4	2	18	36	20	40	14	28	16	32	42	84
5	1	16	16	5	5	15	15	11	11	29	29
Total		162	602	162	600	162	601	162	612	162	482
CW		3.72		3.7		3.71		3.78		2.98	
RANK		2		4		3		1		5	

**Inference**

Form the above table it can be inferred that the respondents had given Rank 1 for drinking water, Rank 2 for ventilation, Rank 3 for work space, Rank 4 for hygiene and Rank 5 for protection against heat/cold.

**Findings**

It is identified that majority of the respondents understand that their job performance is important for the success of the organization based on the mean value analysis (mean score 4.51). Employees clearly understand the goals and objectives of the company based on the mean value analysis (mean score 4.39).

It is also found that sufficient resource are provided to do the job from mean value analysis (mean score 4.28) and employees had regular supervision from superior on work with the mean score of 4.44.

Weighted Average indicated that employees ranked high

on Drinking water facility, followed by Ventilation, Work-space, hygiene and finally protection against heat.

**Recommendations**

Role clarity about the position can be provided to the employees. Counselling through internal people to the non-performing employees may help in finding out the reason for their non- performance. Training based on productivity can be done for non- performing employees, which will help them to identify their problem areas and deficiencies. Organization can also focus on Non –Financial motivators which may help in retaining potential employees.

**Conclusion**

The overall study reveals that the Organization has a strong positive culture prevailing within the organization. From this study we understand that the culture in the organization includes various elements which is responsible for the productivity of both the employee and the organization.

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