



## REVIEWS ON ORGANISATIONAL CULTURE STUDIES

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**ABSTRACT**

This paper deals with the reviews on studies of Organisational culture. Organisational culture is necessary for the management to identify the norms and values of the organization of the employees. It should be needed that culture of the organization should be developed in a way to improve the style of employee's performance and continuous develop the quality awareness. Here are the some of the reviews on the studies of organisational culture.

**KEYWORDS :** Organisational Culture

Organizational culture has been received extraordinary attention ever since the concept was proposed by American scholars in 1980's. By contrast with the management practice in Japanese companies, the concept of organizational culture was proposed and related theories were developed. The academia and managerial practitioners have reached the consensus that organizational culture is the core competency for an organization. It will impact effectiveness or performance of the individuals, the groups and the whole organization. Proper understanding of organizational culture should leads towards improvement of employee's performance. As per organizational development is concerned, employees performance consider as a back bone for the industry. So organization's wants to get the loyalty of their employees towards organization. The complete knowledge and awareness of organizational culture should help to improve the ability to examine the behaviour of organization which assists to manage and lead (Brooks, 2006). Pettigrew (1979) was used the term "organizational culture" first time in the academic literature for his study in the journal of "Administrative Science Quarterly". It is necessary for the management to identify the norms and values of the organization of the employees. It should be needed that culture of the organization should be developed in a way to improve the style of employee's performance and continuous develop the quality awareness.

**DEFINITION**

Organizational culture is the set of important assumptions-often unstated-that members of an organization share in common. There are two major assumptions in common; beliefs and values. Beliefs are assumptions about reality and are derived and reinforced by experience. Values are assumptions about ideals that are desirable and worth striving for. When beliefs and values are shared in an organization, they create a corporate culture (Azhar, 2003).

Robbins (1986) defines organizational culture as a relatively uniform perception held of the organization, it has common characteristics, it is descriptive, it can distinguish one organization from another and it integrates individuals, groups and organization systems variables. Organizational culture refers to a set of some commonly experienced stable characteristics of an organization which constitutes the uniqueness of that organization and differentiates it from others.

Organizational culture has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational values are beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines, or expectations that prescribe appropriate kinds

of behavior by employees in particular situations and control the behavior of organizational members towards one another (Black & Richard, 2003).

**REVIEW OF LITERATURE**

Mba Okechukwu Agwu (2014) in their findings states that "there is a significant relationship between organizational culture and increased employees' commitment and employees' productivity."

Mariama Zakari, Kofi Poku Wilberforce Owusu-Ansah (2013) has stated that "Organisational culture was overall found to be positively related to organisational performance, with most of the culture variables showing strong to moderate positive relationship with the organisational performance items. Mission is a culture trait that has exhibited a very strong tenacity in its ability to impact on performance".

A.O. Olanipekun I.O. Aje J.O. Abiola-Falemu (2013) has suggested that "Organizational culture has been affirmed to influence the performance explicitly; the financial performance is solely influenced by reward culture. Both stability and reward cultures influence business process re-engineering, employee and customer satisfaction and value creation. The competitiveness is influenced by stability, innovation, social responsibility and competitiveness cultures. Competitiveness and stability culture influence the value creation".

Muya James Ng'ang'a, Wesonga Justus Nyongesa (2012) projected organisational culture as that there are "three factors that seem to greatly contribute to the building up of a strong culture are; a founder or an influential leader who established desirable values, a sincere and dedicated commitment to operate the business of the institution according to these desirable values and a genuine concern for the well-being of the institution's stakeholders, there is no doubt that the type of culture prevailing in an institution has a great bearing on its performance. This calls for the development and perpetuation of a strong culture in an institution that supports high performance."

Xiaoxia Zhang and Bing Li (2013) in their finding shows that the "empirical study of organizational culture that explores the relationship between organizational culture and employee satisfaction under the specific situation".

Fakhar Shahzad, Rana Adeel Luqman, Ayesha Rashid Khan, Lalarukh Shabbir (2012) in their study shows that "Organizational culture has a positive impact on the employee's job performance and every individual in the organization has different culture and he/she first try to adjust him with the norms and values of the organization. The adoption of culture of the organization is helpful for the employees to done their work efficiently and effetyly."

Dr. Daniel I. Prajogo in his study states that the “unique roles of the four cultural dimensions in predicting different types of performance as predicted and therefore supports the importance of understanding the dimensionality of organisational culture as organisational resource in contingent (as opposed to universal) to different competitive performance. From managerial perspectives, it helps firms identify the specific cultural dimensions they need to develop in relation to their competitive dimensions, hence, preventing them from simply mimicking other firms' values or behaviours (no matter how successful they are) without clearly understanding the strategic context of the values.”

Alharbi Mohammad Awadh, Alyahya, Mohammed Saad (2013) revealed that the “job performance of organization has a strong impact of strong organization culture as it leads to enhance productivity. The norms and values of organization based upon different cultures influence on work force management. In an organization strong culture enables to effective and efficient management of work force employees. The net profit in an organization helps in enhancing performance of employees. The common path for making perfect use of resources in same cultural association helps in positive development of organization. On basis of particular conditions organizational culture is helpful in improving and providing competitive edge. The employee commitment and group efficiency helps in improving performance based upon organization sustainability. The nature and power of organization culture influence upon sustainability and effective of organization.”

M. A. O. Aluko (2003) in his study focused on that the “relationship between culture and organizational performance were examined across three ethno-geographical locations in Nigeria and it showed that there is a significant relationship between culture, on the one hand, and organizational performance on the other. In addition, if all things remain equal, organizations that are performing to the satisfaction of the owners, employees and customers will be found in culture suitable for their operations. Hence, the results of this study showed clearly that all things do not remain equal and it was found that variables such as organizational context, organizational culture, nature of the economy and polity, the availability of the needed equipments and the adequacy of public utilities most especially electricity all have significant impact on organizational performance. Then the exogenous variables such as the nature of the economy and polity and the inadequacy of electricity have more impact on organizational performance than endogenous variables such as size, organizational culture, organizational structure and technology. Thus it is clear from the empirical evidence generated in this study that organizational performance is a multi-faceted and multidimensional criterion.”

M. Shakil Ahmad (2012) stated that the “adaptability and mission has significant positive values in correlation and all the variables must be positive to get better results from PM Practices. Traditionally organizational culture and design of human resource management practices such as performance management have been studied independently for organizational success. The results of this study indicate that they are strongly associated with each other and should be complementary”.

Njugi Anne Wanjiku, Nickson Lumwagi Agusioma (2014) in the study shows that “organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability. At World Vision Kenya there is a concoction of cultures ranging from competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. Of the four cultures, employees prefer an integration of consensual and entrepreneurial or competitive and entrepreneurial cultures. This owes to the fact that employees seek work environment that maximizes on their ability to be innovative, creative, and independent of macro-management, cohesion with fellow

colleagues among others.”

Nadaraj Naicker (2008) stated that “preferred culture as indicated by the respondents is an achievement culture. There is also a strong preference for support culture and it infers that the employees of this company value trust and open communication. The present culture can be attributed to the company's strong vision and values programme that has helped to articulate the vision and mission of the company”

O. Manetje and N. Martins (2009) in their study show that “employees are more affectively committed to the organisation when the existing achievement and role cultures are perceived to be dominant. Affective commitment is also high when the existing power culture is perceived as least dominant and it indicate that affective commitment is high when respondents perceive the preferred support culture as dominant and the preferred power culture as least dominant. The correlation analysis indicates no relationship between affective commitment and the preferred power culture. It appears that normative commitment is high when the employees perceive the existing role and support cultures to be least dominant. It is also evident that normative commitment is high when the employees perceive the existing power culture as dominant and also it indicate that normative commitment is high when the preferred achievement culture is dominant and the preferred role culture is least dominant. The correlation analysis indicates significant relationships between all the discussed cultures and normative commitment. Furthermore, the empirical research indicates that when the preferred role culture is least dominant, continuance commitment is low. It also appears that when the existing role culture is dominant, continuance commitment is high. The results of the correlation analysis do not support these relationships but show significant relationships with existing role culture and preferred support culture. It thus appears that overall continuance commitment has the least impact on the culture of the organisation.” Orla O'Donnell, Richard Boyle (2008) suggests that “Culture is an aspect of general management training in some organisations. In other organisations, it is deemed appropriate to learn from leaders and managers about the prevalent cultural norms and assumptions. But, it is important to track cultural change (through culture mapping exercises or culture awareness programmes) in terms of assessing whether the culture has become misaligned in terms of sub-group cultures' practices, or whether there are issues or challenges to be addressed which could undermine the cultural ethos and underlying assumptions of the organisation. There is much that remains to be done to address the evident gap between the impact of cultural issues and the approaches adopted by managers, which are quite rudimentary in many public sector organisations. The organisations in this study provide useful examples of how organisations can effectively manage organisational culture as an integral part of both corporate strategies and organisational change measures to enhance performance and innovation. This study contributes to the awareness and understanding of culture management in public sector organisations.”

Pirzada Sami Ullah Sabri, Muhammad Ilyas, Zahra Amjad (2011) revealed that “organizational culture takes two forms i.e. organizational culture related to managers and organizational culture related to employees. The effect of these both kinds of culture is positive and significant on job satisfaction of teachers of higher education institutes and universities of Lahore.”

Ken W. Parry, Sarah B. Proctor-Thomson (2003) conceived in their study that “public sector appears to be no less 'effective' than the private sector in New Zealand, at least according to the perceptions of the many managers who work in those two sectors. Also, there appears to be no less individual or team leadership in the public sector than in the private sector. There appears, however, to be less manifestation of transformational organisational culture in the public sector in New Zealand, even though transformational organizational culture should have a positive impact on

organisational effectiveness, and appears in this case to have a modest impact on organisational effectiveness.”

Lisa Bradley and Rachel Parker stated that “Organisational members perceive that the culture of Queensland public sector organisations is predominantly represented by the Internal Process model. The Rational Goal model of culture is also quite strong. The Human Relations model and Open Systems model are present to a much lesser extent. This pattern of culture is similar across the Queensland Public sector in general. It is a little different to Victoria, which has a weaker emphasis on the Internal Process model. Ideally, employees have a preference for much more of the Human Relations culture, and much less of the Internal Process model. Acting in the public interest was identified as the most important strategic objective, followed by meeting the competing demands of stakeholders, and setting professional and industry standards. Meeting commercial criteria was seen as the least important objective. Employees in the Queensland public sector reported that they were relatively satisfied with their jobs”

## CONCLUSION

Thus, to conclude that the studies on organisational culture will give exposure and information about the study and its findings by the various authors in their respective research work which helps the people in knowing various dimensions in the concerned field of study

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