



Original Research Paper **Management**

Impact of Organizational Culture on Employee Performance

Bhumika Raval | Asst.Prof. Management, Chaudhari Technical Institute Gandhinagar, (Phd Scholar)

Dipika Sharma | Asst.Prof. Management, Chaudhari Technical Institute Gandhinagar

ABSTRACT This paper attempts to investigate the relationships between organization cultures and to explore what drives employee performance. The culture of the organization defined as the common perception of its employees about the various aspect of its internal working environment. This study proposes a conceptual framework to understand the effect of organizational culture on employee satisfaction. This research was conducted in Claris Otsuka Private Limited, which is a well known pharmaceutical company situated in Ahmadabad, Gujarat. Data was collected through questionnaire consisting of 20 questions from the employees of different departments of Claris. Results indicated that nature of organization significantly effects on Job Satisfaction and employee performance. So the findings of research proved that organizational culture is important element which highly influences the employee performance and, job satisfaction.

KEYWORDS | Organizational Culture, Employee Performance, Employee satisfaction

Introduction:
 Organization is a group of people which works in a systematic way with mutual cooperation and coordination in order to accomplish a common objective and meaning of the word "culture" is way of living life with routine traditions, customs and activities including people's attitude, traits and behavioral patterns combined to govern them as well as it also includes the way individuals interact with others. Culture is the philosophical ideologies of management, beliefs and policies of an organization form its culture of an organization. "Organizational culture keeps on changing as it is necessary for survival". However, it has been observed that in some cases the employees might find themselves in difficulties whenever there is a cultural change. The culture of an organization instead of giving the employees a sense of direction might become a burden for them. The main problem which usually employees face is adjustment with the prevailing culture. Organizational culture is often developed through the beliefs and values patronized by the founders, leaders and managers who lead the employees working in various departments time to time.

There are various Components of Organizational Culture like supervision, management of reward, communication, trust, control, problem management; decision making, risk taking, innovation and change, conflict, informal group etc. can be used in studying the organizational culture. Organizational culture has much influence on organizational performance by impacting the psychological states of individual employees, working groups and even the whole organization.

The culture of an organization is formed as a result of different factors such as the influences of national culture, previous events in the organization, the different personalities and the socialization individual members experienced as a result of past educational and work settings (Mahler, 1997). The assumptions are the shared mental models, the broad world-views or theories in use that people rely on to guide their thoughts, perceptions and behaviors, for example, employees assume that the company's integrity to employee's compensation administration is one of the keys to the company's success. Organization's beliefs represent the individual's perceptions of reality. Organizations differ in their cultural content in terms of the relative ordering of beliefs, assumptions and values For instance, some organization gives importance

to their recruitment and selection, training and development programs, compensation administration and even, performance management. Also, some gives importance to career development, goal setting and pay-for-performance, all with the intent of maximizing employee performance and customer service. This will help to create a culture of high performance across the organization.

Socialization process of the organization makes Organization Culture enduring. This Process familiarizes 'fresher' with various characteristics of culture and forces him to adjust to it, continues throughout one's entire career in the organization. Socialization process has three stages pre arrival, encounter and acculturation.

Hypotheses:
H₁ :Organization culture has an impact on employee satisfaction .

H₂ :Organization culture has an impact on employee Performance.

- Objectives:**
1. To discuss prevailing practices at work place and their impact on employees performance
 2. To identify the relation between organization culture and employee satisfaction

Research methodology:

Population :	Employees of Claris Otsuka Private Limited
Sample size:	100 is the sample size.
Type of Research	Quantitative Research
Type of sampling	Probability sampling Simple random Sampling
Data Collection Method:	Survey Method
Type of Data	Primary and Secondary.
Primary Data	Structured Questionnaire.
Secondary Data:	Magazines, Documentary, Books, Records, Reports, Journals and Internet etc.
Research Design	Descriptive design
Type of Scales	Nominal scale and Ordinal scale

Data Analysis: Table - 1

Sr. No	Particulars	Age Group	Age Wise Respondents Response On The Bases Of Agreement And Disagreement					Total
			Strongly Agree	Agree	No Response	Disagree	Strongly Disagree	
1.	Availability of challenging assignment	25-35	19	9	0	0	0	
		36-46	21	11	0	0	0	
		47-57	23	15	0	0	0	
		Total	65	35	0	0	0	100
2.	Professional learning and growth opportunity	25-35	13	21	0	0	0	
		36-46	11	19	0	0	0	
		47-57	9	17	0	0	0	
		Total	33	57	9	1	0	100
3	Able to reach full potential	25-35	10	31	0	0	0	
		36-46	10	21	0	0	0	
		47-57	11	10	0	0	0	
		Total	31	62	5	1	1	100
4.	Trustworthy culture	25-35	13	6	0	0	0	
		36-46	17	12	0	0	0	
		47-57	25	27	0	0	0	
		Total	55	45	0	0	0	100
5	Work Stress	25-35	0	13	2	9	3	
		36-46	1	17	1	13	4	
		47-57	1	15	2	11	8	
		Total	2	45	5	33	15	100
6	Work security	25-35	21	18	2	0	0	
		36-46	27	14	2	0	0	
		47-57	9	6	1	0	0	
		Total	57	38	5	0	0	100
7	Effective and motivational Leadership	25-35	21	12	1	0	0	
		36-46	21	12	1	0	0	
		47-57	20	11	1	0	0	
		Total	62	35	3	0	0	100
8	Strong Sense of discipline and supervision	25-35	13	11	2	0	0	
		36-46	17	15	1	2	0	
		47-57	15	23	0	1	0	
		Total	45	49	3	3	0	100
9	Employee welfare activities	25-35	12	15	4	2	3	
		36-46	12	13	2	3	2	
		47-57	16	10	3	1	2	
		Total	40	38	9	6	7	100
10	Employee Safety	25-35	9	18	3	1	0	
		36-46	11	35	1	0	0	
		47-57	7	12	2	1	0	
		Total	27	65	6	2	0	100

(Prepared By researcher)

Interpretation: Table 1 age wise respondent's frequency analysis shows that 65 out of 100 respondents strongly agree that **"Availability of challenging assignment"** has a positive impact on employee performance and 62 and 57 out of 100 strongly believe that **"Effective and motivational Leadership"** and **"Work security"** have positive impact on employee performance which supports alternative hypotheses.

Conclusion:

The goal of the study was to find out the organizational culture or climate to motivate and increase the organizational effectiveness. This paper demonstrated that there are various attributes that positively impact on organizational culture. The working environment and employee performance variables motivate the employee performance through workplace behavior, worker productivity, work commitment, job level, job status, promotion, employee training and employee rewards. These factors help employees feel more comfortable with the organization. The frame work shows the positive relationship between the working environment and employee perfor

mance both variables to develop and increase the employee performance and organizational effectiveness.

Here, it is concluded that **Trustworthy culture, Work security, Employee welfare activities,** have positive impact on Employee satisfaction and different parameters like **Availability of challenging assignment, Strong Sense of discipline and supervision, and Professional learning and growth opportunity** have positive impact on Employee performance of **Claris Otsuka Private Limited.**

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