

## An Impact of Organizational Culture on Employee's Productivity

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### ABSTRACT

Organization culture is a set of values that defines what the organization stands for, how it works and what things or activities it considers important. The primary aim of this paper is to analyze the impact of organizational culture on employee satisfaction with respective to Pearl Beverages Limited, Guntur. Percentage score analysis has been applied to meet the primary aim of this study. The paper argues that organizational culture significantly influences employee satisfaction and performance.

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### Introduction

Organizational culture has many meanings and definitions. For purposes of this essay, organizational culture is understood as a stable system of beliefs and assumptions that exist and persist overtime within an agency.

In essence, organizational culture can be viewed as the personality of the agency. In 1938 Chester Barnard argued that "informal organization" and its "personality" harmonizes work within an organization. If members internalize common values and meanings of the organization and its mission, they will intuitively pursue organizational interests. Culture, in other words, can be a strong source of motivation and behavioral control towards Collective ends.

Organizational culture consists of premises that members share and hold in common. It implies structural stability and is embedded throughout the organization's language, customs, traditions, ritual and policies. You can tell an organization's culture by looking at what people wear, what time they come to work, what they brag about, even by how office space is distributed. Therefore study of culture may focus on deciphering artifacts such as organizational taboos, jargon, metaphors, humor, gossip, and any concepts that underlie the informal relationships between operators, managers, executives and their clients. An organizational culture is a product of both the organization's internal and external environment for public agencies. Internally, bureaucrats develop and shape norms and basic assumptions that persist overtime and affect the relationships between executives, managers, supervisors and workers. Organizational culture permits the daily functioning of the organization. Culture often times manifests itself in the form of standard operating procedures that members follow, even though there are no written or codified agreed upon rules stating the procedures. Externally, organizational culture is shaped by the political environment, which often controls the level of funding, the people employed in the agency (such as the appointment of top officials) and the overall mission of

the agency. Ultimately, the external political environment controls the agency's creation, status and demise. The higher one is in the organization's hierarchy, the more concern they have with the influence of the external organizational culture. Likewise, the lower one travels in the organizational hierarchy, the further one is removed from external, or political, culture.

Organizational culture in a public organization is composed of the truths and realities, including assumptions, beliefs, ideologies and values that are constructed by the bureaucrats and followed by its members who have been socialized into that particular culture. Culture is passed on to the new generations of group members via the socialization process. This is similar to

The way people would think about how their nation's distinct culture or heritage is passed from generation to generation. The culture of an organization is a collection of the shared assumptions and beliefs that are typically arrived at implicitly and subconsciously, as members of the agency work together and learn how to confront challenges to their agency's mission and survival. It is the accumulated learning of a group that shares a common language enabling transmission of the culture to others. Over time, these assumptions and beliefs "thicken" and slowly come into existence as a culture which ultimately goes unquestioned, and influences behavior of the organization's members. It thus becomes so central to the agency that it is often taken for granted and is rarely spoken or written explicitly.

One of the ways to discover or uncover an organization's culture is to observe how the assumptions and beliefs are transmitted to new members. They typically learn the organization's culture by a member's jargon, such as stories and myths that are told repeatedly as well as via nonverbal signals and symbols. The holistic composite of these interwoven, socially constructed assumptions and beliefs are the organization's culture.

**Objectives**

The primary objective of this paper is to find out impact of organizational culture on employee’s satisfaction in Pearl Beverages Limited, Guntur. The other objectives are like

- To find out opinion regarding Communication
- To find out opinion regarding Red Tapism
- To find out opinion regarding change management
- To find out opinion regarding interpersonal skills
- To find out opinion regarding expression of suggestions
- To find out opinion regarding encouragement of supervisor

**RESEARCH METHODOLOGY**

Data collection is the significant task for any research. Data can be collected in two ways.

They are:

- Primary data
- Secondary data.

**Primary data:**

The necessary primary data has been collected through well-structured questionnaire and personal observation

**Secondary data:**

The sources of secondary data collection are like journals, articles, and some websites.

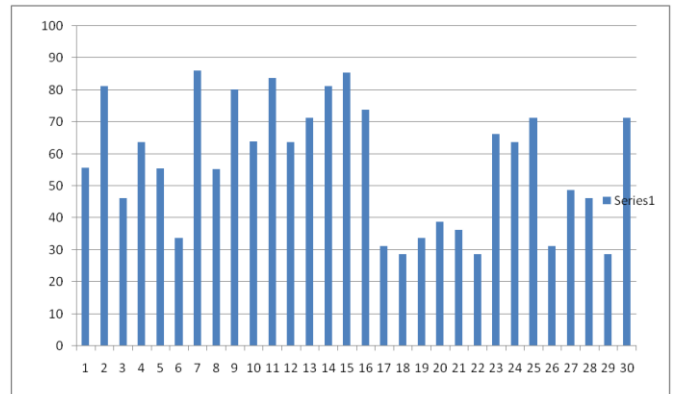
**Sample size and sampling method**

The sample size for the proposed topic has been restricted to 100of the total employees. All the sample respondents who work in different departments have been intervened by using stratified sampling methods.

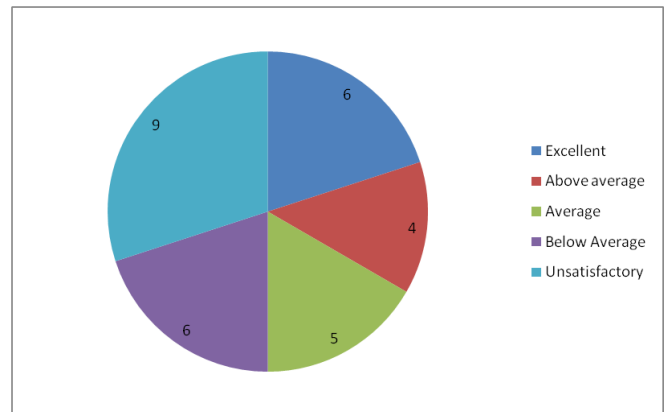
**Data Analysis**

To measure the impact of organizational culture 30 items questionnaire was administrated to the selected respondents. The scoring was analyzed on five point scale and score was simplified in percentage as per the formula of Rao (1991) i.e. Percentage score=Mean score - 1x 25 Five categories of

graduation were Strongly Agree, Tend to agree, and Hard to Decide, Tend to disagree, and Strongly Disagree



**Fig-1 Item wise percentage score and categories of gradation (CAG) in Pearl Beverages Limited, Guntur.**



**Fig- 2. Categories of gradation (CAG) wise total number of items.**

**DATA ANALYSIS AND INTERPRETATION**

**Table 1. Item wise Mean score(MS), Percentage score(%) and categories of gradation (CAG) in Pearl Beverages Limited, Guntur.**

S.NO	STATEMENTS	MS	%	CAG
1	Communication between departments is very open	4.42	85.5	EXC
2	Communication channels are very open here among employees	3.95	73.75	A.A
3	Management actively solicits input from employees before major decisions are made.	2.25	31.25	U.S
4	I can trust our management and believe what it says	2.15	28.75	U.S
5	Management seeks input from employees on major decisions	2.35	33.75	U.S
6	Most projects designed to make things better in this organization have been successful	2.55	38.75	U.S
7	The number of changes that we go through here is "about right	2.45	36.25	U.S
8	This organization is very supportive of change	2.15	28.75	U.S
9	It is "easy" to get things done here	3.65	66.25	AVG
10	Most management changes make my job easier	3.55	63.75	AVG
11	Most people in this organization are encouraged to make suggestions for improvement	3.85	71.25	A.A
12	Changes suggested by employees are usually implemented	2.25	31.25	U.S
13	Employees agree with the Company's goals	2.95	48.75	B.A
14	The department is free from "red tape	2.85	46.25	B.A
15	The department values its people	2.15	28.75	U.S
16	My immediate supervisor respects me as an individual	3.85	71.25	A.A
17	My supervisor is open to constructive criticism	2.85	46.25	B.A
18	The department deals fairly with everyone--it doesn't play favorites	3.55	63.75	AVG
19	My immediate supervisor encourages my suggestions for improvement	3.22	55.5	B.A
20	My immediate supervisor has effective interpersonal skills	2.35	33.75	U.S
21	People trust one another in this company	4.44	86	EXC
22	Most managers here have effective interpersonal skills	3.21	55.25	B.A
23	People work well together in this company	4.21	80.25	EXC
24	The department is well respected for dealing fairly with employees	3.56	64	AVG
25	The current management team is highly respected	4.35	83.75	EXC
26	Everyone knows the goals of the department	3.55	63.75	AVG
27	Employees are encouraged to take initiative and make decisions on their own	3.85	71.25	A.A
28	Employee problems and complaints are effectively handled	4.25	81.25	EXC
29	The department is open to suggestions	3.25	56.25	B.A
30	I understand the goals and purpose for the continuous improvement project	4.35	83.75	EXC

**Table 2. Percentage wise total number of items & item numbers.**

S.No.	Statement	Percentage (Range)	Item No	Total No. of Item
1	Excellent	80 and above	1,21,23,25,28,30	6
2	Above average	70 and above	1,21,23,25,28,30	4
3	Average	60and above	9,10,18,24,26	5
4	Below Average	45 and above	13,14,17,19,22,29	6
5	Unsatisfactory	below 45	3,4,5,6,7,8,12,15,20,	9

### Analysis

From the above table 2 and figure 2 it is observed that, employees satisfied with item no: 1,21,23,25,28,30 are excellent, with item no 1,21,23,25,28,30 are above average, with item no 9,10,18,24,26, are average, with item no 13,14,17,19,22,29 are below average, with item no 3,4,5,6,7,8,12,15,20, are unsatisfactory,

### Conclusion

Organizational culture has greater impact on employee's performance. Employee's satisfaction regarding organizational culture reflects the productivity of the firm, so both organizational culture and productivity of the employee are inter-dependent with each other. In this research, employees are expressed unsatisfactory with some of the statements. They are doing well with some of the statements. Organization must improve those statements which have unsatisfactory expression because employees are the internal customers of the organization, they should be satisfied to increase wealth of the organization.

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