Managing Organization Culture And Its Impact On Employee Performance

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Abstract

Each employee in an organisation has an inclination which assists and makes them stand apart from the crowd. No human beings behave in a similar way. In the same manner, organizations have primary values, goals, mission and vision which help them create an identity of their own Quinn, R.E. and McGrath, M.R., (1985). This research paper was taken up to analyse the impact of organizational culture and its impact on employee performance in Bengaluru City. This study intended to evaluate the learned helplessness in the employees and its impact on employee performance and job satisfaction.

Design/Methodology/Approach- A Conceptual model is proposed and is tested by using structural Equation modelling.

Findings – The results prove that a suitable model found to be a perfect fit for measuring the Organisation Culture attributes, Learned Helplessness Attributes there by measure the satisfaction level of the employees which results in to enhance the Organisation Culture, there by enhance the level of satisfaction among the employees.

Practical Implications- The efforts, perception, appreciation and confidence has significant positive influence over learned helplessness. The factors like rewards and recognition, skill and fate and future has significant negative influence over the learned helplessness. Lastly, attitude show no significant influence over the learned helplessness.

Keywords: Organization Culture, Employee Performance, Learned Helplessness, Job Satisfaction

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1. Introduction

A commonplace wherein people perform in unison to earn earnings similarly to a livelihood for themselves is known as an organisation and a place in which employees understand the dream of creating it massive is called an organisation. Each business organisation has its unique fashion of running which often contributes to its way of existence. James, L.R., James, L.A., & Ashe, D.K. (1990) The ideals, ideologies, mind and values of an organisation form its way of life. The manners of cultures of the administrative centre controls the manner employees behave among themselves in addition to with humans out of doors the corporation. Eli Sopow, (2007), Florian Kunzeet. Al. (2010) Farrell, D., & Rusbult, C. E. (1981)

The culture comes to a choice the manner employees interact at their place of work. A wholesome subculture encourages the employees to live encouraged and permanently manage the activities. Hofstede, G., Neuijen, B., Ohayv, D. D., & Sanders, G. (1990)

The culture of the place of business is important in promoting wholesome competition on the work place. Each organisation should frame a set of norms for the employees to perform to their efficiency. Fekete H.,& E. (2011), Francois Fortier (2010), Georgia Pashiardis (2008) The

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culture of an organization represents fine predefined pointers which guide the personnel and deliver them a feel of direction at the place of job. Each person is apparent approximately his roles and responsibilities within the company and apprehend how to perform the obligations earlier of the deadlines House R. J., Hanges P. J., Javidan M., Dorfman P., Gupta V. (2004) No organization may additionally have the same way of life. It's a long way the culture styles of an organization which makes it first-rate from others. The way of life is going a prolonged way in growing the identity of the business enterprise. The lifestyle offers identity to the enterprise. In different words, an enterprise is notion with the aid of way of the usage of its lifestyle. Alvesson, M. (1990), Gregory A. Aarons and Angelina C. Sawitzky (2006), Gurpreet Randhawa and Kuldeep Kaur (2012), Hakan Ozceliket.et. Al. (2008), Hamilton, R. T. and Shergill, G. S. (1992), Han, J.K., Kim, N., & Srivasta, R.K. (1998), Hatch, M.J. and Schultz, M. (1997)

The corporation's tradition brings all of the employees on a common platform. The personnel have to be treated in addition and no individual need to experience overlooked or neglected at the place of job Dutton, J.E., Dukerich J.M. and Harquail, C.V. (1994), Den Hartog, D.N., House, R.J., & other Globe country investigators. (1999).

The organisational culture prevalent in the organisation make the employees unite with their various attitudes and mentalities. The culture offers the personnel a sense of brotherly love at the workplace. Hang-Yue Ngo et. Al. (2009), Hang-yue Ngo, Raymon Loi (2008)

Organisations take a look at a way of lifestyles in which all the employees step into the place of work on time. This encourages the employees to be productive which, in turn, in the long run benefits them in the end. It's miles the culture of the commercial agency business enterprise which makes the people achievement oriented. Hofstede (2006), Ebtesham.M, Masood.T, Ahmad.S (2011)

2. Conceptual Framework

According to Azhar (2003) values are the assumptions that have been forwarded through the usage of way of the usage of the leaders of the financial corporation employer and brought into hobby to be beliefs which might be favoured via manner of using all of the people of an organisation business commercial enterprise agency employer. Beliefs however are the assumptions approximately the truth and created via experience. Robbins (1986), Nammi,A.Z. and Maryam ZarraNezhad, 2009, Ninsiima, K.J. (2003) Nongo.D & Ikyanyon.D (2012), Ogbonna, E. & Harris, L. (2000), Ojo Olu (2010), Olukayodeet. Al. (2005), Panda et al. (2007)

However, defines organizational way of lifestyles as a uniform belief of an corporation agency which has not unusual tendencies. Organizational manner of existence, ordinary with the writer is a few factor descriptive and effectively it could distinguish one particular enterprise corporation industrial corporation enterprise commercial enterprise organization commercial enterprise agency from each particular. It can also integrate humans and businesses of corporation commercial enterprise employer company systems. Patrick F. Mckayet. Al. (2007), Peterson, Maier & Seligman (1993), Pettigrew (1990), Philipa O. Idogho (2006) Patterson M., Payne R. and West M. (1996), Peters, Tom, and Robert Waterman. (1982), Pettigrew, A. (1979), Richard M. Burton et. Al., (2004)

Learned Helplessness (LH) has been a subject of research since hobby for the motive that 1960's. Over the a long time LH has been prolonged to a massive fashion of IT domains which includes melancholy, tension, antique age troubles, fitness troubles, and hundreds of others. LH is an individual trait, a reaction to conditions of uncontrollability because of the perception and/or mastering that responses and consequences are independent. The large interest in the LH version stems in aspect, from the software program application of the principle to account for depression in people. The LH phenomena has been studied in phrases of attributional patterns or explanatory styles, proper right here tries have been made to test the results of LH at the life, artwork popular easy overall performance, motivation and achievement of the people Peterson, Maier & Seligman (1993), Rousseau (2000), Sachdev (2007), Saeed, M., &Hassan, M. (2000), Saffold, G.S. (1998), Saraswathi S (2010), Saxena and Tiwari (2009), Schein, (1992), Schulte et. Al., (2006), Scott G. Isaksen (2007). Comer (2004) based on one's beyond recollections, one does no longer have any

manage over reinforcement Smith, R.D. (2001), Scott G. Isaksen and Goran Ekvall (2010), SrivastAvinash Kumar (2006), Stain Antonsen (2009), Stipek, (1988) based on one's evaluations like failures or have an effect on with the useful beneficial useful resource of others, one doesn't advantage any obligations speedy. This is given to do in particular with the concern detail. Uncontrollable sports reliably see disruptions of feelings, aggression, body form and problems-fixing duties. Wortman and Brehm, (1975), Roth, (1980), SebestianSalicru (2005), Sonny et. Al., (2004), Srimannarayana M (2007), Sunil J. Ramlall (2008), Susan Carol Littell (2007).

3. Design/Methodology

For the study, data were collected from employees in selected IT sector in Bengaluru City, Karnataka. The different dimensions of learned helplessness like Perception, efforts, attitude, confidence appreciation fate and future Skills, rewards and recognition were taken into consideration. A Conceptual model is proposed and is tested by using structural Equation modelling.

4. Results

Model to overcome learned Helplessness among employees and to measure the level of Satisfaction of the employees with respect to the organisational Culture prevailing in the Organisation.

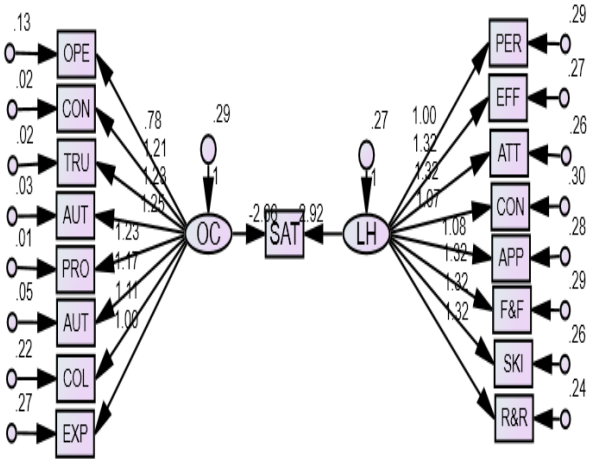

Figure 4.1 Result (Default model) Minimum was achieved
Chi-square = 16040.917
Degrees of freedom = 105
Probability level = .000

Table 4. 1 Scalar Estimates (Group number 1 - Default model)Maximum Likelihood Estimates Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Satisfied With Culture	<---	EFFORTS	-.732	.028	-26.226	***	
Satisfied With Culture	<---	ATTITUDE	.429	.028	15.291	***	
Satisfied With Culture	<---	CONFIDENCE	.354	.031	11.518	***	
Satisfied With Culture	<---	APPRECIATION	.414	.031	13.371	***	
Satisfied With Culture	<---	FATEFUTURE	-.039	.028	-1.402	.161	
Satisfied With Culture	<---	SKILLS	-.143	.028	-5.123	***	
Satisfied With Culture	<---	TRUST	1.189	.035	34.023	***	
Satisfied With Culture	<---	AUTHENTICITY	-.587	.034	-17.267	***	
Satisfied With Culture	<---	PROACTION	-.484	.035	-13.706	***	
Satisfied With Culture	<---	AUTONOMY	-.100	.035	-2.815	.005	
Satisfied With Culture	<---	COLLABORATION	.054	.031	1.726	.084	
Satisfied With Culture	<---	PERCEPTION	-.135	.032	-4.208	***	
Satisfied With Culture	<---	CONFRONT	-.230	.036	-6.452	***	
Satisfied With Culture	<---	EXPERIMENTATION	-.117	.032	-3.670	***	
Satisfied With Culture	<---	REWARDS	.206	.028	7.278	***	

Analysis of Movement Structure (AMOS) graphically exhibits the relationship variables of Organisation Culture and learned Helplessness prevailing in an organisation influencing to determine the satisfaction level of employees with reference to Organisation Culture. The Researcher has combined Organisation Culture matrices with Learned Helplessness matrices to determine the Satisfaction Level.

The Researcher tested the hypothetical relationship between Organisation Culture to Perception, Efforts, Attitude, Confidence, Appreciation, Fate & Future, Skills and finally Rewards & Recognition.

4.2. Regression Estimation for measuring the influence of variables to deter

Table 4.2 Regression Estimation for measuring the influence of variables to deter Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
EFFORTS	.732	.053	13.838	***	
ATTITUDE	.722	.052	13.838	***	
CONFIDENCE	.602	.044	13.838	***	
APPRECIATION	.595	.043	13.838	***	
FATEFUTURE	.752	.054	13.838	***	
SKILLS	.727	.053	13.838	***	
TRUST	.466	.034	13.838	***	
AUTHENTICITY	.493	.036	13.838	***	
PROACTION	.456	.033	13.838	***	
AUTONOMY	.453	.033	13.838	***	
COLLABORATION	.581	.042	13.838	***	
PERCEPTION	.553	.040	13.838	***	
CONFRONT	.450	.033	13.838	***	
EXPERIMENTATION	.565	.041	13.838	***	
REWARDS	.708	.051	13.838	***	

The various multiple regression models and actions which are estimated simultaneously as per the Path Analysis. The undeviating

modelling, indirect effects and multifaceted relationship are possible in multiple regressions. According to the path analysis where in structural equation modelling can happen and it is the relationship within the experimental variables are taken into consideration. The casual relations of different variables will arise due to the Structural relations.

The parameter estimate divided by an estimate of its standard error will be the critical ratio. If the population value is zero, which means that the appropriate distributional assumptions are taken into consideration.

4.3. Model Fit Summary - CMIN

Table 4.3 Model Fit Summary CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	31	16040.917	105	.000	152.771
Saturated model	136	.000	0		
Independence model	16	16076.047	120	.000	133.967

According to the model fit summary, the regression weights are required to be equal to each other count as a single parameter and not two parameters. If the P value is less than the 0.05 , that is considered to be the model is fit. Hence, in the above case the P value is less than 0.05, the above model fits perfectly in the selected population.

4.4. RMSEA

Table 4.4 RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.629	.621	.638	.000
Independence model	.589	.582	.597	.000

The value of RMSEA is 0.05 to the 90% confidence level and 10% degree of freedom. Hence it is considered to be a very good fit model. As RMSEA value is lesser than 0.05, which indicates that the model is fit. Hence, it infers that this model is significantly fit for measuring the Organisation Culture and the extent to which the employees are satisfied with the same

5. Discussion

A suitable model found to be a perfect fit for measuring the Organisation Culture attributes, Learned Helplessness Attributes there by measure the satisfaction level of the employees has been suggested, which may be of use to enhance the Organisation Culture, there by enhance the level of satisfaction among the employees. Each organisation, especially in IT industry, is unique and hence considerations of size, longevity in the field of expertise, services offered, and area of operations in terms of client locations should be considered in terms of Organisation Culture, since the employees are the ones who create culture. In providing a congenial Organisation Culture, though the employees are the ones responsible for creating the same, it is the responsibility of the Management to provide such a platform so that the employees may feel at home rather than having fear factor in them while voicing their opinion to the management, since the opinion of the employees for the development of the organisation is very important. The opinion of the employees should be given due importance. The welfare measures as due to the employees are to be provided to them so as to create a viable and working environment for the employees to work without any prejudice. Trust building efforts should also be made on part of the employees as well as the management to improve the credibility by giving both the parties a satisfactory staying the organisation, giving a feeling of belongingness and ownership to the employees. All the employees of the organisations should be made aware of the Rules and regulations as well as their Roles and responsibilities, without which a sense of accountability cannot be brought in among the employees.

Scope for future Research

The study of this nature shall help the policy makers to implement rigorous norms with respect to employees working condition, so that the concept of Learned Helplessness playing a very important role in employees. The series of study could be undertaken with the support of the government as employees are important for any organization to achieve the organizational goals.

6. Conclusion

The Organisation Culture prevailing in any

organisation should be checked frequently so the same should not get diluted thereby leading to growth of Learned Helplessness among the employees, which in turn will lead to less productivity of the employees and ultimately affecting the performance of the organisations. It is, therefore, the responsibility of each organisation, through its Management, to ensure that a congenial and working atmosphere and environment is created and provided to the employees so that the employees can have the feeling of ownership and have the sense of accountability towards the betterment of the organisation in which they are working.

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