

## **AN ORGANISATIONAL CULTURE'S EFFECT ON WORKER SATISFACTION AND PRODUCTIVITY**

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### **Abstract**

An organization's overall well-being and functionality are impacted by the attitudes and behaviours that its personnel adopt. This phenomenon is known as organisational culture. The term "worker satisfaction" describes how employees feel about their working conditions, relationships with coworkers, pay, and prospects for advancement. Within a variety of organisational contexts, this study looks into how organisational culture affects worker productivity and job satisfaction. The study uses a sample of fifty people and analyses organisational culture dimensions and key performance indicators (KPIs) in detail to look at how they relate to each other. According to descriptive statistics, there is moderate to significant heterogeneity in the sample, with certain cultural traits being more prevalent than others.

**Keywords:** Organizational culture, Workplace environment, Employee satisfaction, Job

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### **1. INTRODUCTION**

The arrangement of standards, values, convictions, and behaviors that individuals from a general public offer is alluded to as its culture. Organizational culture is characterized as "an assortment of values, convictions and standards shared by its individuals and reflected in organizational practices and objectives" by Hofstede et al. (1990). This definition is important on the grounds that it makes the course of choice more straightforward and speeds up the chance to share imaginative ability, test thoughts, and go ahead with reasonable plans of action. This article's primary goals are to examine the various organisational cultures as well as the connection between organisational performance and culture. The importance of culture in organisational life and its beneficial effects on the performance of the organisation have

been established. The "shared values, morals held by employees within an organisation or the organisation unit" is another definition of organisation culture. Since it has developed through the organisational culture in a variety of ways to influence employees' attitudes and behaviours. The opinions and traits of the people who work for the organisation determine its culture. Every organisation is unique from the others. An organization's growth and performance will be high when its organisational culture is strong. Organisational culture is heavily influenced by a number of variables, including performance and the type of culture the organisation adheres to, such as adhocracy or clan.

The arrangement of guidelines, perspectives, and convictions that oversee how employees ought to behave in a workplace is known as the association culture. The way in to the achievement and development of an association is the status quo truly finished in an enterprise. Employee satisfaction and organizational efficiency are the objectives and motivations behind organizational culture. Since organizational culture is a free factor, it adversely affects a large number of different factors inside an organization. Therefore, certain specific variables including job bliss, association citizenship, turnover, efficiency, and truancy are impacted by organizational culture.

### **1.1. Definition of organizational culture**

The Cambridge Word reference characterizes culture as the lifestyle, especially the normal practices and convictions, of a particular gathering at a particular timeframe. Needle (2004) characterizes organizational culture as the communications and behaviors of individuals inside an association. Various investigations have laid out an association between different organizational behaviors and the culture inside the organization. The association between an organization's culture and employee work performance, decision-making, and productivity has been acknowledged (Sheridan, 1992). According to Luthans (1998), organisational culture has frequently been seen inside the organisation and has not always received the attention it deserves. The organization's culture is emphasised to highlight all of its significant elements.

### **1.2. Worker Satisfaction and Productivity in one paragraph**

The degree of fulfilment and pleasure that employees feel in their roles and in the workplace is referred to as worker satisfaction. It includes a range of elements, including opportunity for professional and personal development, connections at work, work-life balance, and job engagement. Employee satisfaction is positively correlated with improved levels of dedication, drive, and excitement towards work, which boosts job performance and overall productivity. Contrarily, productivity describes how well and efficiently workers use available

resources to meet the aims and objectives of the company. It is a measurement of the output produced in relation to the input, indicating the degree to which workers add to the organization's total prosperity and profitability. There is a relationship between worker satisfaction and productivity because contented workers are more likely to be engaged, driven, and devoted, which raises productivity levels and helps the company meet its goals and benchmarks.

## **2. LITERATURE REVIEW**

Meanings of organizational culture fluctuate. Every intellectual and analyst has their own translation of this expression. Organizational culture has been characterized by researchers from various fields, including social science, human studies, organizational behavior, business correspondence, and the board sciences. As indicated by the Cambridge Word reference, culture is the lifestyle, especially the normal convictions and practices, of a specific gathering during a specific time. Organizational culture is characterized by Robbins (2000) as a mutual perspective held by workers that separates one organization from another. It is depicted by a scientist as an employee's mentality or teamwork inside an association (Needle, 2004).

Magee (2002) asserts that there is a fundamental relationship between employee performance and the organisational culture. Performance is therefore influenced by organisational culture. The company will be greatly encouraged to enhance its long-term performance by comprehending the organisation of the cultural sustainability (Hellriegel & Slocum, 2007). Numerous theoretical frameworks confirm that organisations that establish an efficient human resource system by endorsing values may be able to positively impact people's attitudes and behaviours. As such, it will accelerate the organization's performance.

Organizational culture and worker performance are emphatically and measurably essentially associated (Salehipour and Ah mand, 2018). As per a new report named "Culture and Employee Performance," worker performance isn't measurably essentially influenced by culture, however character and devotion are fundamentally affected (Sahertian, Setiawan, and Sunnaryo, 2019). As per Nwakoby, Okoye, and Anugwu (2019), creative culture — a basic part of organizational culture — noteworthy affects worker performance. Mohammed and Mohsin (2020) did one more review that exhibits the viability of organizational culture and how it helps with addressing the executives needs. Besides, organizational culture influences information the executives and administrative viability in various associations (Rashid and Receptacle Yeop, 2020).

A group of people who live in the same area and exhibit comparable attitudes and behaviours create culture itself. Individuals that are part of a certain culture are distinguished from others by common conventions, history, religion, values, and artefacts. As a result, there are many national cultures and even more subcultures that offer particular structures and modes of behaviour. However, in contemporary societies, a group of people's living and working environment, whether material or intangible, is referred to as their culture (Gjuraj, 2013). Within the field of organisational analysis, culture refers to the ways in which employees affect and interact with one another as well as with the particular institution, organisation, or service they are employed by. Because of this, modern businesses and organisations are viewed as social groups, and as such, their purpose should be researched and supported. Understanding the unique culture of an organisation is essential to describing and analysing organisational phenomena.

As per Tharp (2009), there are a couple of qualities that all meanings of organizational culture share for all intents and purpose. They're, first of all, about sharing, which recommends that organizational culture must be framed inside gatherings, regardless of how small. Second, it is accepted that organizational culture is a social development that is impacted by the topography, history, working circumstances, and specific occasions of every association and its kin. Finally, a ton of definitions recommend that organizational culture has different levels and aspects, as well as various mental and representative layers.

Schein (2004) has identified three distinct locations that are likely to exhibit an organisational culture: Observable artefacts: These are the distinct attitudes, beliefs, and behaviours of an organisation. Examples include its physical location and architecture, its products and technologies, its mission statement and values, individual employee styles (like dress codes), its language and jargon, its customs and traditions, and even the sense of humour, taboos, or unique rituals and ceremonies among its staff. 2) Adopted values: These may or may not be mirrored in an employee's real behaviour, but they are upheld by the organization's superiors. The leadership of an organisation needs to be highly influential in order for workers to accept these principles. Members of the organisation can understand signals, issues, and events that direct behaviour thanks to these values. 3) Fundamental underlying presumptions: These are personal interpretative frameworks that serve as the foundation for group decision-making. As a group develops over time, its members come up with ways to deal with issues and impart them to new members. If an organization's leaders are successful in instilling its plans and beliefs in their workforce, those beliefs may become so embedded and taken for granted that workers act in specific ways without realising it while feeling safe and like they belong.

### **3. RESEARCH METHODOLOGY**

#### **3.1. Population and Sampling**

The population of the study consists of every employee of Tata Consultancy Services Limited (TCS). At the time the research was done, it employed 500 people in total. The working population, or sampling frame, consisted of all TCS employees in Mumbai City. The company employs fifty people in Mumbai, where it provides its services. All 50 Tata Consultancy Services Limited employees in Mumbai City participated in the survey.

#### **3.2. Data Collection Sources**

Optional information were assembled from various sites, books, and articles. Articles from different distributions and digital books were removed utilizing devices like Google Researcher, Emerald, etc. The calculated framework expected to proceed with the examination was created involving auxiliary information as writing. By utilizing a by and by directed poll review, essential information were assembled. The snapshot of way to deal with the responders was helpful.

#### **3.3. Research Instrument**

A systematic questionnaire intended to evaluate several aspects of job satisfaction and organisational culture was used to gather data for this study. The questionnaire covered topics including business vision, values, leadership style, and job satisfaction levels. It was composed of multiple-choice and Likert scale items. Clear instructions on how to answer each question were given to the participants to guarantee the data's accuracy and dependability. Key performance indicators (KPIs) pertaining to worker productivity, including production, efficiency, and job completion rates, were also gathered from the business's internal documentation and performance assessment platforms. Three months were allotted to the data gathering process in order to guarantee a representative sample size and coverage of the organization's various departments.

#### **3.4. Ethical Considerations**

The whole exploration process was directed with careful adherence to moral standards. All members were made mindful of the review's objective preceding information assortment, and accentuation was put on their deliberate contribution. Each member gave their educated assent, ensuring that they knew about the objectives of the concentrate as well as their freedoms to security and secrecy. No private identifiers were remembered for the last investigation of the member information, which was kept hidden and utilized exclusively for

research. Also, the exploration was completed sticking to the moral standards and methods laid out by the Institutional Survey Board (IRB) to ensure the protecting of the government assistance and freedoms of the members. To safeguard the uprightness and authority of the review discoveries, all potential irreconcilable circumstances were announced and dealt with appropriately.

#### 4. DATA ANALYSIS

##### 4.1.Objective 1

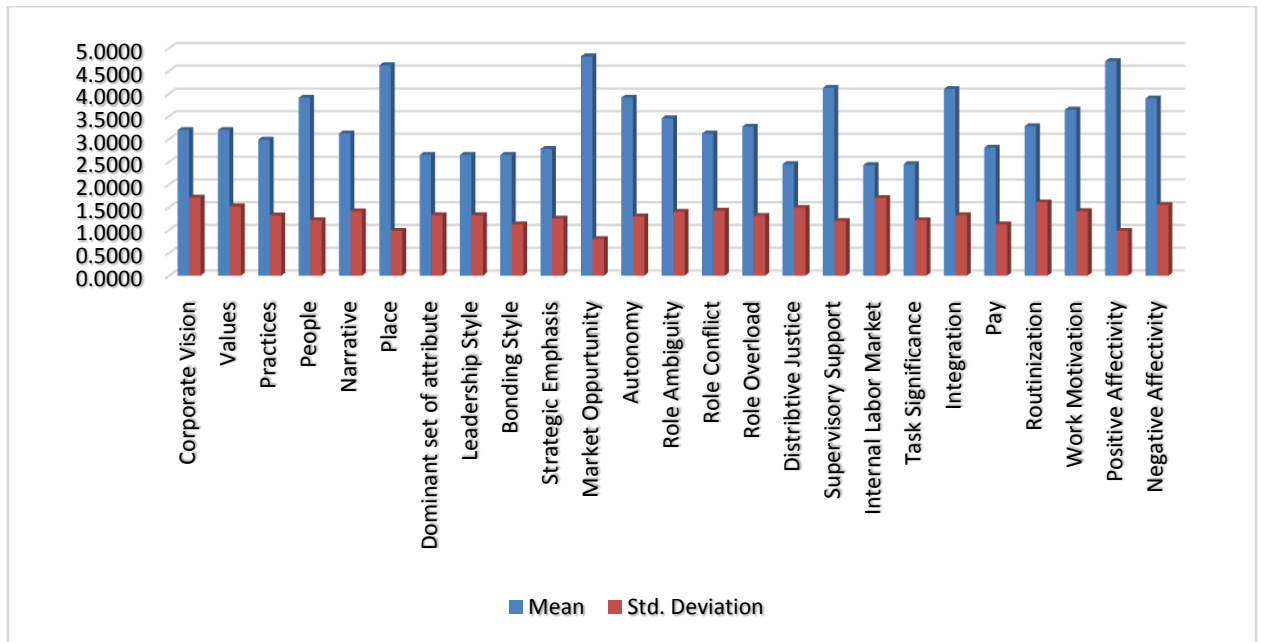
**To investigate and analyze the extent to which different cultural types impact job satisfaction within diverse organizational settings.**

##### ➤ Descriptive Statistics of Variables

The descriptive data for a number of organisational culture and job satisfaction-related characteristics are shown in Table 1. The information gathered from a sample of fifty people sheds light on the central tendencies and distribution of the variables. Corporate Vision, Values, Story, and Leadership Style are among the measures with means between 2.65 and 4.62 and standard deviations typically between 1 and 1.7, indicating moderate to significant heterogeneity within the sample. However, some variables, including positive affectivity and market opportunity, show higher means, suggesting a bigger presence of these qualities. Conversely, variables with comparatively lower means, such as Internal Labour Market and Distributive Justice, indicate fewer prominent occurrences. Different degrees of dispersion are suggested by standard deviations across variables, which may indicate different degrees of homogeneity or heterogeneity in the data.

**Table 1: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Corporate Vision	50	1.00	5.00	3.2001	1.71542
Values	50	1.00	5.00	3.2001	1.52165
Practices	50	1.00	5.00	2.9901	1.32154
People	50	1.00	5.00	3.9124	1.21548
Narrative	50	1.00	5.00	3.1256	1.41257
Place	50	1.00	5.00	4.6251	0.98541
Dominant set of attribute	50	1.00	5.00	2.6532	1.32654
Leadership Style	50	1.00	5.00	2.6547	1.32654



**Figure 1: Descriptive Statistics**

**Table 2: Correlation between Job Satisfaction and Organization Culture Components**

		Job Satisfaction	Culture Components
Job Satisfaction	Pearson Correlation	1	0.701
	Sig. (2-tailed)		0.000
	N	50	50
Culture Component's	Pearson Correlation	0.701	1
	Sig. (2-tailed)	0.000	
	N	50	50

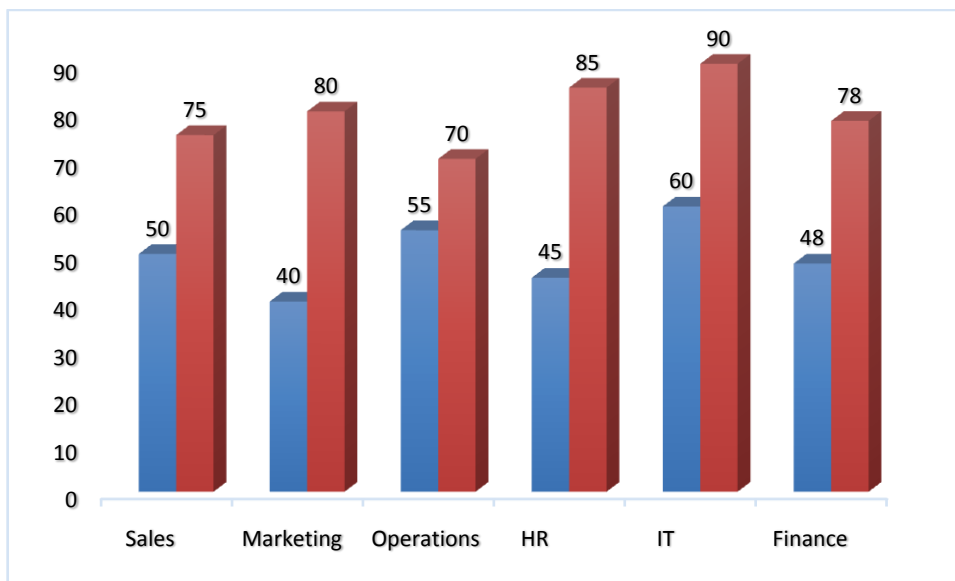
Based on a sample of fifty people, Table 2 shows the findings of a Pearson correlation analysis evaluating the relationship between elements of culture and job satisfaction. The results of the analysis show that there is a significant positive association ( $r = 0.701$ ,  $p < 0.001$ ) between the cultural elements under investigation and job satisfaction. This implies that cultural kinds and the degree of job satisfaction felt within the organisations are significantly correlated. Additionally, there is a substantial association between various aspects of organisational culture, as seen by the positive and significant correlation ( $r = 0.701$ ,  $p < 0.001$ ) between the culture components itself.

## 4.2.Objective 2

To measure the productivity levels of employees through key performance indicators (KPIs) such as output, efficiency, and task completion rates, and to examine how these metrics are influenced by different dimensions of the organizational culture.

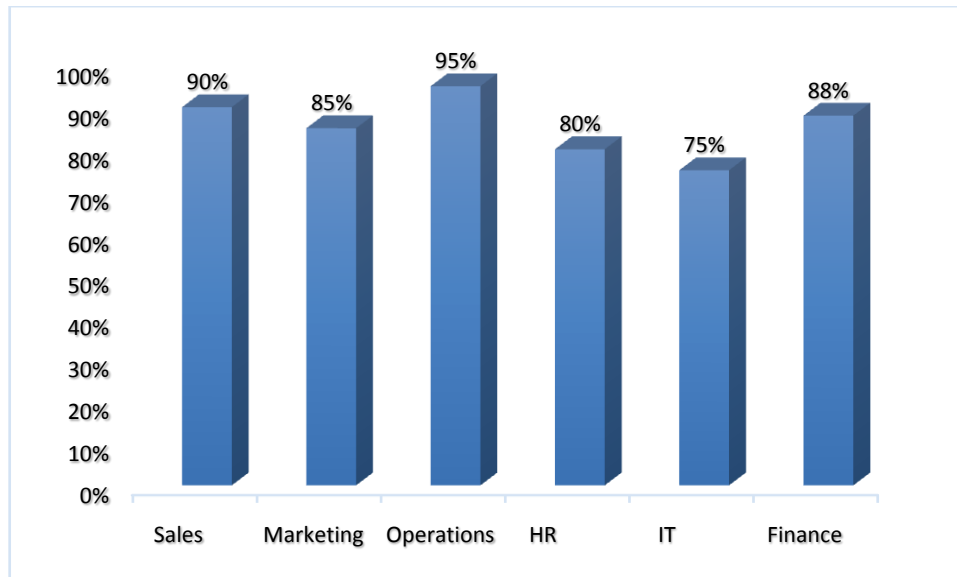
**Table 3: Employee Productivity and Organizational Culture Analysis.**

Department	Output	Efficiency	Task Completion Rate
Sales	50	75	90
Marketing	40	80	85
Operations	55	70	95
HR	45	85	80
IT	60	90	75
Finance	48	78	88



**Figure 2: Output and Efficiency Score of different Employees of different Departments**





**Figure 3: Task Efficiency Rate of different Employees of different Departments**

A detailed summary of organisational culture measurements and key performance indicators (KPIs) for the company's various departments can be found in Table 3. The Operations department is noteworthy for its extraordinary job completion rate of 95% and its greatest production of 55 units, both of which point to a strong emphasis on efficient project execution and effective task management. With a score of 90, the IT department exhibits the maximum efficiency, indicating efficient resource utilisation and streamlined operational procedures. The marketing and HR departments perform fairly consistently, with a small variation in efficiency and task completion rates, whereas the sales department exhibits a balanced performance across all measures. The Finance department has demonstrated a modest level of performance in all areas, indicating room for development in creating a more dynamic organisational culture. This might have a good effect on overall productivity and employee satisfaction in all departments.

## 5. CONCLUSION

It is clear from this study that organisational culture has a big influence on worker productivity and job satisfaction in the company under examination. The significant positive relationship that has been shown between job satisfaction and a number of cultural factors emphasizes the critical role that factors like company vision, values, and leadership style have in determining how satisfied people are overall. In addition, the disparities in productivity measures that have been noted amongst departments highlight how important it is to cultivate a supportive and dynamic organisational culture in order to maximize worker production.

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