

Influence of organizational culture and performance management

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ABSTRACT: *The main aim of this study is to analyze influence of organizational culture and performance management. The management should adopt rules and regulations to support employee and improve their performance towards the organizations. These articles examined influences of organizational culture and performance management of the companies in Chennai. The organizational culture and performance management is the powerful tool also it brings tremendous effect on the morale, performance and job satisfaction of the employee in any organization. The culture and performance play an important role in the organization and it is associate ideas, values, beliefs and the behavior of its employees. An effective organizational culture encourages the employee as a cooperative attitude towards their work, which is most essential for the organization to achieving its goal and objectives that also benefit to the employee.*

Key Words: *Organizational culture, performance, recruitment, Selection*

1. INTRODUCTION

The organizational culture influences the way people interact and it represents the collective values, beliefs and principles of organizational members and it is a product of factors such as history, product, market, technology, strategy, type of employees, management style, and national culture; Organizational culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, environment, beliefs and habits. Organizational culture affects the way of people and groups interact with each other and with the stakeholders. In the public sector, the effects of performance management systems have differed from positive to negative, they implemented play an important role to the success of performance management.

For employee performance management the company can use software and spreadsheet for record employee details, it may deliver a significant return on investment through direct and indirect benefits. The real purpose of performance management is to transform the human resources into performance and motivating the human resource. Organizations build strong people to manage effectively and develop the organization.

2. LITERATURE REVIEW

Dr. Sunday I. Efangaws, Mrs. Caroline O. Ifejiagwa (2014), they concluded that organizational culture is a, "strong culture" it leads to increased performance. Organizational culture has various types of character which influence organizational performance.

Ul Mujeeb Ehtesham, Tahir Masood Muhammad, Shakil Ahmad Muhammad (2011) they stated that organizational performance management system create career paths for employees as well as grouping of people who are working in the company for long run in the organization. They suggested firms implement management practices it will encourage job security and internal career development for maintain organizational culture within the organization.

Olu Ojo,(2008) according to this culture and performance have mutual relationship it encourage employee participation, commitment, team work, self - development and improvement it will attract and motivate highly skillful individual. Strong organizational culture helps to building high performance company, employee-friendly is essential for personal work satisfaction in employee, and it generates high moral as well as positive perception by others.

M. Shakil Ahmad (2012) according to this organizational culture has been an important aspect of a firm and it affect employee's behaviour, motivation and values. Organizational performance management system creates career paths for employees as well as groupings of people. They suggest firm implement management practices that will encourage job security and internal career development for maintain organizational culture within the organization and forming a strong organizational culture.

Amber Qureshi, Mubashir Hassan (2013), they stated that rapid development of organizations performance appraisal is an important tool which is necessary to provide performance to the company. Performance appraisal in the organization helps the employee to know his strengths and weaknesses and improve his weaknesses. The appraisal system provides a developmental process to the employees.

Wojciech Głód, Martyna Wronka-Pośpiech (2015) they concluded that the culture oriented towards generating knowledge to customers, competitors of the industry expressed through management innovations and a better understanding of the market situation. This article examines the relationship between organisational culture and management innovations.

Motilewa, B. Deborah, Agboola, G. Mayowa, Adeniji, C. Grace, (2015) they examined that organization's culture is help to the success of an organization it must be an alignment between organization's culture, its structure, goals and processes occur as a result of internal or external pressure on the organization.

3. ORGANIZATIONAL CULTURE

Organizational culture leads to increased organizational performance and personality of the organization. Human resource management practices have been affected organizational culture, and in turn lead to firm performance. It includes an organization's expectations, experiences, values, workings, interactions with the outsiders and future expectation, culture is attitudes, beliefs and customs.

PERFORMANCE MANAGEMENT

Performance management is a whole work system that starts with job and ends when an employee leaves from the organization. Performance management makes interaction opportunity with an employee into a learning occasion. Many organizations have been able to develop effective performance management system it helps to create smooth relationship with the employee and increase productivity of the organization. Performance management can focus performance of an organization, department, employee, or even the processes to build a product or service, and other areas.

4. OBJECTIVES OF THE STUDY

- a. To examine the organizational culture.
- b. To find out the Influence of organizational culture and performance management.

5. HYPOTHESIS

H0: There is no significant relationship between organizational culture and performance management.

H1: There is a significant relationship between organizational culture and performance management.

6. METHODOLOGY

A well-structured questionnaire used to collect primary data, secondary data has been collected from magazines, articles and internet etc., One sample statistics, one sample test, one way ANOVA applied for this study.

ANALYSIS AND RESULTS:-

Table 1: Demographic profile of the respondents

Variable	Frequency	Percentage
Age		
21-30	17	34
31-50	29	58
Above 50	4	8
Total	50	100
Educational Qualification		
Graduate	27	54
Post graduate	14	28
Other	9	18
Total	50	100

Work experience		
Less than 3 years	17	34
3-5 years	23	46
5-10 years	7	14
Above 10 years	3	6
Total	50	100
Annual Income		
Less than 300000	17	34
Rs.30000 to Rs.500000	29	58
Above 500000	4	8
Total	50	100
Marital status		
Married	33	66
Single	17	34
Total	50	100

Source: Primary Data

Interpretation

Table 1 shows demographic profile of the sample respondents 34% of the respondents are 21- 30 age group, 58% of the respondents are 31-50 age group, 8% of the respondents are above 50 age group, under educational qualification wise distribution 54% of the respondents are graduate, 28% of the respondents are post graduate and only 18% of the respondents are other category, based on work experience 34% of the respondents are less than 3 years experience 46% of the respondents are 3-5 years experience, 14% of the respondents are 5-10 years experience and 6% of the respondents are above 10 years experience. It is observed that majority of the respondents are 3-5 years experience. Based on annual income 34% of the respondents is less than 3 lakhs income group 58% of the respondents are 3-5 lakhs income group, 8% of the respondents are above 5 lakhs income group. It is observed that majority of the respondents are 3-5 lakhs income group. Based on marital status 66% of the respondents are married, 34% of the respondents are unmarried. It is observed that majority of the respondents are married.

Table 2: Respondents based influence of organizational culture and performance management.

S.N	Particulars	SA		A		N		DA		SDA	
		No	%	No	%	No	%	No	%	No	%
1	Company use Delegation of responsibility for organizing work.	13	26	21	42	12	24	3	6	1	2
2	Incentives based upon quality of work.	2	4	7	14	3	6	23	46	15	30
3	Employees easily shift from one role to another.	4	8	2	4	7	14	15	30	22	44
4	Does your company follow performance appraisal for evaluating performance of employee.	17	34	19	38	5	10	5	10	4	8
5	Organizational productivity depends on the employee performance.	23	46	21	42	2	4	3	6	1	2

Source: Primary Data

Interpretation

The table 2 shows influence of organizational culture and performance management, according to this study most of the companies are using delegation of responsibility for organizing work, 26% of respondents are strongly agree, 42% of respondents are agree. Based on this study most of the companies are not give

proper incentives to their employee based on their work, 46% of the respondents are dis agree and 30% of the respondents are strongly dis agree their company give proper incentives based on their work. 44% of the respondents are strongly dis agree employees easily shift from one role to another. It is observed that most of the company employees are not able to shift from one role to another. 34% of the respondents are strongly agreed and 38% of the respondents are agreeing their company follow performance appraisal for evaluating performance of employee. It is observe that majority of the company follows performance appraisal for evaluating performance of their employees. Organizational productivity depends on the employee performance 46% of the respondents are strongly agreed, 42% of the respondents are agreeing. It is observed that majority of the respondents are agree Organizational productivity depends on the employee performance s One way ANOVA applied for this study.

ANOVA						
	1	2	3	4	5	Total
N	5	5	5	5	5	25
ΣX	50	50	50	50	50	250
Mean	10	10	10	10	10	10
ΣX ²	764	816	778	716	984	4058
Std.Dev.	8.124	8.8882	8.3367	7.3485	11	8.0571
Result						
Source	SS	df	MS			
Between-treatments	0	4	0	F = 0		
Within-treatments	1558	20	77.9			
Total	1558	24				

F value is 0, P value is 1. The result is not significant at p<.05. Company use delegation of responsibility for organizing work Std. dev is 8.124, Incentives based upon quality of work Std. dev is 8.8882, employees easily shift from one role to another Std. dev is 8.3367, Company follow performance appraisal for evaluating performance of employee Std. dev is 7.3485. Organizational productivity depends on the employee performance Std. dev is 11

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
company use Delegation of responsibility for organizing work	5	10.00	8.124	3.633
Incentives based upon quality of work	5	10.00	8.888	3.975
Employees easily shift from one role to another	5	10.00	8.337	3.728

Does your company follows performance appraisal for evaluating performance of employees	5	10.00	7.348	3.286
Organizational productivity depends on the employee performance	5	10.00	11.000	4.919

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Company use Delegation of responsibility for organizing work	2.752	4	.051	10.000	-.09	20.09
Incentives based upon quality of work	2.516	4	.066	10.000	-1.04	21.04
Employees easily shift from one role to another	2.682	4	.055	10.000	-.35	20.35
Does your company follows performance appraisal for evaluating the performance of employees	3.043	4	.038	10.000	.88	19.12
Organizational productivity depends on the employee performance	2.033	4	.112	10.000	-3.66	23.66

Test value of company use delegation of responsibility for organizing work is 2.752 for incentives based upon quality of work is 2.516 and employees easily shift from one role to another is 2.682 and does your company follows performance appraisal for evaluating performance of employee is 3.043 and the value of organizational productivity depends on the employee performance is 2.033.

7. FINDINGS

According to this study most of the companies are using delegation of responsibility for smooth relationship with employee. Majority of the companies are not give proper incentives based on their quality of work, most of the company employees are not able to shift from one role to another and most of the company follows performance appraisal for evaluating performance of employees. Most of the respondents are agree organizational productivity depends on the employee performance. It is observed that performance management systems that affect the company productivity. Managers learn about these factors and find out solution for the success of performance management system. Performance management system has led to other benefits. Performance management reports should be helpful to the company to give appropriate training and development programme for the below average workers. So it will help to improve the productivity in the long run also it will helpful for the organization to achieve its objectives.

8. CONCLUSION

There is a significant relationship between organizational culture and performance management of the company. During the personal interview with the respondents they told strong organizational culture leads to increased performance. Organizational culture includes various types of character. In fact organization culture and performance can increase the employee morale and increase the productivity of the company.

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