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## “WORK CULTURE AND ITS EFFECT ON EMPLOYEES’ PERFORMANCE”

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### Abstract

Work culture has the potential to enhance employees’ performance. Employee’s performance is a serious workplace issue and an expensive occurrence for both employers and employees seemingly unpredictable in nature. The objective of the present study is to examine the work culture prevalent in an automobile sector, to study its impact on the employees’ performance and to know the inter-personal relationships between employee and the employer as well as about the working environment.

Employees are more than the most important asset for an organization, they play pivotal role in current operational performance and future competitive advantage. Employees spend major part of their life in the organization within which they work. The quality and quantity of work generated by employees are influenced by the work culture and environment while poor environmental conditions can cause inefficient worker productivity as well as reduce their job satisfaction. The work will attempt to describe some elements of the work culture that can impact on employee performance like lighting, noise, colour, and unsuitable furniture. Investigations support that various factors in the work culture are responsible for the enhancement of employee’s performance. The purpose of this work is to identify the elements, which can affect the performance level of employees in an automobile sector in India. This work is expected to show that work culture have great impact on the performance level of employees.

Keywords: work culture, employee, performance

### INTRODUCTION

#### Work Culture

Work culture is often made out to be the way people work in a given environment - the way they perceive their jobs, the way they do their jobs and, their expectations from their jobs. While these are not entirely untrue, what one often overlooks is the reason for these behavioural attitudes. Culture is an important factor in determining a person's or persons' behaviour and attitudes. It is culture that makes people what they are and how they are.

When employers interview prospective employees for a job, they often consider if they would be a good ‘cultural fit’ for their organization. The ‘culture’ they refer to here is the workplace culture.

Every business or organization is built on a foundation of its core values. It’s what makes your business unique—a sum total of traditions, beliefs, interactions, attitudes, how your organization is managed, hierarchy, and behaviours among your employees.

It is the work culture that eventually determines how employees interact with each other, and how they affect the ambience of the workplace. Work culture is a concept that, as a whole, deals with the elements that make up an organization. It is a study of how the interactions among employees at your workplace affect the way the organization functions. Work culture refers to the environment you create for your employees and how it determines their performance at work, work satisfaction, relationships and progression; it is the environment that surrounds you at work all the time. In short, it is the character and personality that set the overall vibe for your organization.

Work culture is the environment within which employment decisions are made and the environment within which employees work on a day-to-day basis. Simply put, it is the description and explanation of how people behave in organizations. Work culture refers to the 'organizational or corporate culture which shapes collective will and work methods'. The cultures and the prevalent value systems of organizations can be broadly classified as 'work culture'. Unlike business culture and organizational culture, which are inter-circle in nature, work culture is intra-circle in nature. That is to say, it is the way a company deals with its employees and all the policies of the employers as well as the work ways of employees make up a company's work culture. It encompasses the values, needs, motivations, and other determinants of behaviour of the people working as a group in a corporate society. These are behaviour-determining factors that may be considered from an individual perspective, yet, they are usually viewed from the group, ethnic, or national perspective and find expression as aspects of the respective culture.

The basic unit of human behaviour in the workplace is the individual employee. When the employee goes to work for an organization, an agreement takes place. The employee agrees to provide certain knowledge, skills, energy, and abilities in return for salaries, wages, benefits, and other rewards. As a result of this exchange, both employee and organizational needs are met. The needs of individuals and the methods used by organizations may change some through the years, but the same general contract continues.

These set the tone of the work groups' interactions and become the "rules" for how members are to behave and get their work done. Work culture does not develop accidentally. Rather, it emerges as a response to dealing with the particular opportunities and problems that confront the group. For example, if a task requires close integration among members, over time they might develop an explicit strategy for sequencing and co-coordinating member inputs.

### **Defining Culture**

Culture is defined as "the arts, customs, and institutions of a nation, people, or group". Culture includes, for example, family patterns, customs, social classes, religions, political systems, clothing, music, food, literature, and laws. Culture is the character and personality of your organization. It's what makes your business unique and is the sum of its values, traditions, beliefs, interactions, behaviour's, and attitudes. Culture can be used in a variety of ways ranging from a very narrow context in connection with subjects such as art and music, to a very broad context concerning the total psychological and social behavior determinants (or patterns) of groups (or individuals). It is the foundation on the basis of which groups differ.

Various scholars, anthropologists, sociologists, and organizational theorists have offered somewhat different definitions of culture and so a single definition of culture acceptable to all is difficult to arrive at. Even so, a shared set of values, behaviour and thought that guides perceptions and shapes behaviour can suffice as a working definition. In other words, it is that behaviour which results when a group arrives at a set of rules (generally unspoken and unwritten) for- working together. Language, words, objects, symbols and gestures are the means through which culture is communicated and interpreted.

Taylor, an anthropologist, was one of the first scholars to define culture in 1871, as 'that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society'.

### **Impacts of Culture in the Workplace**

The short answer is everything. A multitude of factors play a role in developing workplace culture, including:

## **Sample and Sampling Methods**

The sample size for the particular research is 36 employees. These employees are chosen as sample out of the 40 employees.

The sampling method used for the current study is random sampling method.

The way your leaders communicate and interact with employees, what they communicate and emphasize, their vision for the future, what they celebrate and recognize, what they expect, the stories they tell, how they make decisions, the extent to which they are trusted, and the beliefs and perceptions they reinforce.

### ❖ **Management**

How your organization is managed—its systems, procedures, structure, hierarchy, controls, and goals. The degree to which managers empower employees to make decisions, support and interact with them, and act consistently.

### ❖ **Workplace Practices**

Practices related to recruiting, selection, on boarding, compensation and benefits, rewards and recognition, training and development, advancement/promotion, performance management, wellness, and work/life balance (paid time off, leave, etc.), as well as workplace traditions.

### **Policies and Philosophies**

Employment policies including, but not limited to, attendance, dress code, code of conduct, and scheduling, in addition to organizational philosophies such as hiring, compensation, pay for performance, and internal transfer and promotion.

### ❖ **People**

The people you hire — their personalities, beliefs, values, diverse skills and experiences, and everyday behaviors. The types of interactions that occur between employees (collaborative versus confrontational, supportive versus non-supportive, social versus task-oriented, etc.).

### ❖ **Mission, Vision, and Values**

Clarity of mission, vision, and values and whether they honestly reflect the beliefs and philosophies of your organization, how inspiring they are to your employees, and the extent to which the mission, vision, and values are stable, widely communicated, and continuously emphasized.

### ❖ **Work Environment**

Objects, artefacts, and other physical signs in your workplace. These include what people place on their desks, what the organization hangs on its walls, how it allocates space and offices, what those offices look like (colour, furniture, etc.), and how common areas are used.

### ❖ **Communications**

The manner in which communication occurs in your workplace. Importantly, the degree, type, and frequency of interaction and communication between leaders and employees, and managers and employees, including the extent of transparency in sharing information and making decisions.

Work culture is an integral aspect of 'culture'. It cannot and should not be taken in isolation from culture because it is culture that makes up work culture. Therefore, in order to explain the mechanisms of work culture, the focus of this chapter - it becomes imperative to explain culture first and foremost in order to establish a framework for defining work culture. The following sub-title makes an earnest attempt to define

culture and all the tangible and intangible facets associated with it. The vital relationship between culture and work culture is then examined

## Importance of Work Culture

The importance of a healthy work culture should not be underestimated. Workplace culture is something that is extremely important to all organizations, irrespective of what type of industry they fall under. It determines how toxic or pleasant the environment at your workplace is, or rather, can be under pressure. This means that if you want to attract the best staff for your team, you need to invest in creating a good and healthy workplace culture.

Work culture has a direct influence on how your employee fits into your organization, as well as the organization's ability to attract and retain employees because it shapes the environment they work in. A good work culture offers everyone an opportunity to initiate change and grow on a more professional and sometimes, work cultures are allowed to form normally and naturally, which can lead to a number of problems like hiring employees who do not fit into the work culture itself, tolerating management styles that threaten employee engagement and retention or not communicating and creating a clear vision to your employees. For these reasons, it is important to take a step back to evaluate and define your work culture—not only as it is in the present, but also as you want it to be in the future. Although work culture is something hard to define, assessment tools and surveys at work can help in gauging where the current culture stands personal aspect. It also leads to better productivity levels among employees. Examining and monitoring workplace behaviour, meetings, interactions and interviews can help in understanding the environment at work better. The most important part is to take a step towards shaping and defining the work culture of the organization.

Culture is as important as your business strategy because it either strengthens or undermines your objectives. Positive culture is significant, especially because:

- It attracts talent. Job candidates evaluate your organization and its climate. A strong, positive, clearly defined and well-communicated culture attracts talent that fits.
- It drives engagement and retention. Culture impacts how employees interact with their work and your organization.
- It impacts happiness and satisfaction. Research shows that employee happiness and satisfaction are linked to strong workplace culture (Source: Deloitte).
- It affects performance. Organizations with stronger cultures outperform their competitors financially and are generally more successful.

## Objectives of the study

- To know about the working culture prevailing in the organization.
- To know the inter-personal relationship between employees and employer.
- To know the impact of work environment on employee's performance.

## Sample and Sampling Methods

The sample size for the particular research is 36 employees. These employees are chosen as sample out of the 40 employees.

The sampling method used for the current study is random sampling method.

## Tool of data collection

Google forms were used as a tool of data collection.

## 1. Google Forms

Google Forms is a web-based app used to create forms for data collection purposes. Data gathered using the form is typically stored in a spreadsheet. Although there are other online survey apps, Google Forms is an excellent free option. Create polls, surveys, quizzes, and event registration sheets using Google Forms. This method of data collection is quite popular. It is being adopted by private individuals, research workers, private and public organizations and even by governments. In this method a questionnaire prepared online is sent (usually by mail or through other social media apps) to the persons concerned with a request to answer the questions. A questionnaire sent online consists of a number of questions typed in a definite order on a form or set of forms.

## FINDINGS

- 77.2% of the respondents agree, 22.2% strongly agree and 5.6% are neutral that the offices and workplaces are well designed.
- 5.6% of respondents are neutral, 58.3% agree, and 36.1% strongly agree that the policies and the organisation structure in the organisation have been clearly defined.
- 8.3% of respondents are neutral, 69.4% agree, 22.2% strongly agree that the furniture is suitable and comfortable at the workplace.
- 16.7% of the respondents strongly disagree, 77.8% Disagree, and 5.6% are neutral that there is lack of ventilation in the organisation.
- 61.1% of the respondent strongly disagree, 30.6% disagree, and 8.3% are neutral that there are not enough light in the organisation.
- 11.1% of the respondents are neutral, 69.4% agree and 19.4% strongly agree that the level of cleanliness is good in the organisation.
- 5.6% of respondents strongly disagree, 30.6% disagree, 63.9% are neutral that the working hour is too long of the organisation.
- 13.9% of the respondent strongly disagree, 66.7% disagree, and 19.4% are neutral that there are insufficient safety measures in case of emergencies.
- 47.2% of the respondents strongly disagree, 50% disagree and 2.8% are neutral that excessive noise is experienced in the organisation or not.
- 30.6% of the respondents agree, 69.4% strongly agree that a friendly atmosphere prevails among the people in the organisation.
- 75% of the respondent agree, 25% strongly agree that their co-workers and supervisors have good relationships and friendly with each other.
- 16.7% of the respondents are neutral, 69.4% agree, 13.9% strongly agree that they get support of their supervisors all the time.
- 5.6% of the respondents are neutral, 75% agree, and 19.4% strongly agree that trusting and friendly relations are highly valued in the organisation.
- 2.8% of the respondents are neutral, 61.1% agree, 36.1% strongly agree that there is a team spirit in the organisation.
- 2.8% of the respondents are neutral, 27.8% agree, and 69.4% strongly agree that there is a good team culture in the assembly.
- 83.3% of the respondents agree and 16.7% strongly agree that there is an effective communication in the organisation.
- 47.2% of the respondents are neutral, 44.4% agree, and 8.3% strongly agree that communication is used as the effective way of getting relevant feedback and critical information for corrective action.
- 2.8% of the respondents disagree, 50% are neutral, 38.9% agree, and 8.3% strongly agree that employees are involved in decision making.
- 11.1% of the respondents are neutral, 80.6% agree and 8.3% strongly agree that people know their boundary and they respect the decisions once taken jointly by a senior and junior colleague on delegation.
- 2.8% of the respondents are neutral, 88.9% agree and 8.3% strongly agree that the decisions are made in the organisation by keeping in mind the good of the employees and the society.
- 13.9% of the respondents are neutral, 80.6% agree, and 5.6% strongly agree that all are comfortable with the recruitment agreement with their employers.

- 50% of the respondents strongly disagree, 38.9% disagree and 11.1% are neutral that they have rigid chains of command in the organisation.
- 44.4% of the respondents are neutral, 50% agree and 5.6% strongly agree that their work is such that they can balance their work and family.
- 8.3% of the respondents disagree, 33.3% are neutral, 50% agree and 8.3% strongly agree that coaching or on the job training is available to the employees to enhance their performance
- 5.6% of the respondents are neutral, 88.9% agree and 5.6% strongly agree that all the employees have the skills to perform their responsibilities.
- 33.3% of the respondents are neutral, 58.3% agree and 8.3% strongly agree that they like the employee performance appraisal system of the organisation.
- 5.6% of the respondents disagree, 41.7% are neutral, 47.2% agree and 5.6% strongly agree that they always get feedback on their performance.
- 41.7% of the respondents are neutral, 50% agree and 8.3% strongly agree that the level of salary is good in the organisation.
- 41.7% of the respondents are neutral, 50% agree and 8.3% strongly agree that their performances match with their pay.
- 13.9% of the respondents are neutral, 77.8% agree and 8.3% strongly agree that the organisation cares for the financial stability of its employees.
- 2.8% of the respondents disagree, 38.9% are neutral, 50% agree and 8.3% strongly agree that employees are involved in goal setting.
- 19.4% of the respondents are neutral, 41.7% agree and 38.9% strongly agree that there are career development opportunities in the organisation.

## SUGGESTION

- The main goal of this study was to know the various factors of work culture and its effects on employee's performance.
- In the study, conducted on "The survey of work culture and its effect on employee's performance", it was found that the employees are not much satisfied with the working hours of the organisations. Thus the company may update their work hour policy for the betterment of the employees as well as the organisation
- For the current generation and the coming generation, having friendly relations with the employees as well as the employer is an important factor and in this organisation there is a feeling of belongingness and friendly atmosphere. This practice should be adopted by all the organisation.
- Employees should be involved more often in decision making as it will increase their efficiency and effectiveness.
- From the above conducted survey it was found that few employees are not getting feedback on their performance although majority of the respondents agree that they are getting feedback on their performance. Thus the organisation needs to provide feedback to all level of employees in the organisation equally.

## CONCLUSION

For any organisation, employees are very important assets. One of the reasons of recognition of industry is employees. Many employees spend most of the time on generating activities in the workshop. Thus the work culture and working environment plays a very important role if the organisation would like to maintain better productivity.

There are four factors of work culture which has impact on employee productivity that are: lighting, noise, temperature and furniture. An adequate lighting system, noise, furniture, as well as temperature can impact employees both physically and psychologically, and some health problems that may occur are headaches, as a result of poor lighting system and undesirable noise, respiratory problems as a consequence of poor air quality, fatigue as a result of inappropriate furniture, and so forth. In the long term, these problems will impact the financial well-being of the organization. In addition, in order to maintain employee's productivity, administrative office managers should organize the work culture based- on ergonomically sound workshop in which all of the environmental aspects can be appropriate for employee.

As a result evaluation of employee performance basically depends on the factors like performance appraisals, compensation, employee recognition, employee motivation, training and development, job

security, flexible time system, organizational structure, employee satisfaction etc. this paper concentrates on the basic factor or the roots of all above traits and that is the work culture.

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