

Organizational Culture and Employee Performance in the Workplace with Reference to Private University, Haryana

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Abstract

When discussing the deeply ingrained patterns of ideas, ideals, and other symbolic systems that have an effect on the behavior of an organization, the word "culture" is frequently used. Generation these inclinations are passed along from generation to generation. Members of various groups are able to differentiate themselves from one another due to the mental training that they receive as a collective. This encompasses the customs, beliefs, and values that are generally recognized. The primary objectives of this research is to investigate the many organizational cultures that exist and to analyze the link that exists between organizational performance and culture. According to the findings of the study, hierarchy cultures are more prevalent at public universities, whereas clan cultures are more prevalent at private educational institutions. The findings indicate that institutions who get public funding are bureaucratic, hierarchical organizations which adhere to a predetermined set of norms and have a stable leadership structure which places an emphasis on effectiveness. In contrast, privately supported institutions have evolved into employee-friendly places of employment that place a premium on employee development and win the trust of their staff members via mentorship and participation. According to the findings of a recent study, the administrations of private universities need to construct an organizational culture in a manner that is grounded on realism. In order to realize the vision, it is the responsibility of the followers and the leaders to think, act, and behave in a manner that is consistent with the fulfillment of their commitments to the cause.

Keywords: *Organizational Culture, Employee Performance, Workplace and Private University.*

Introduction

A group of social standards, values, beliefs, and behaviors are referred to as a "culture" in this context. This is how the term is often defined. (Hofstede et al., 1990) defined organizational culture as "a collection of values, beliefs, and norms shared by its members and reflected in organizational practices and goals." An organization's culture, according to this definition, is "a collection of values, beliefs, and norms shared by its members." The usefulness of this strategy is demonstrated by the speed with which creative talent, testing, and risk-takers are chosen. The major objectives of this article are to examine the many corporate cultures that exist and the relationship that exists between culture and organizational success.

Organisational Culture

The social link lists that were developed in the late 1940s are credited with being the ones who initially brought the concept of organizational culture to light. It currently serves as a particularly useful place for conversations regarding how to define the social structure, and it has been doing so for some time. The word "organizational culture" is frequently used interchangeably with the phrases "situational determinants" or "environmental determinates," both of which relate to factors that have an impact on the patterns of behavior that individuals exhibit. There have been times when the phrases "organizational culture" and "organizational environment" have been used interchangeably. These two concepts cannot be confused with one another in any way. According to Forehand and Gilmer, "Culture is comprised of a set of characteristics that serve to distinguish an organization from others of its kind." These characteristics have an influence on the actions taken by members of the organization and are rather stable over the course of time.

As a consequence of this, organizational culture is a feature of the internal environment that has an influence on the actions and behaviors of the members of the company and is typically stable over the course of time. The relevance of a certain set of organizational characteristics may be used to characterize the culture of an organization. Even while it may be difficult to have as many different cultures represented in the workplace as there are employees, the fact that this makes people's actions even more relevant for assessing the climate in general and the stability of the working environment makes this a reality. This is the case despite the fact that it could be difficult to recruit staff members from the wide variety of cultural backgrounds that already exist. It is essential to investigate the setting from the vantage point of the entire construction. In spite of the fact that there could be significant cultural variances within departments, these variations will, to some extent, be mirrored in the culture that the organization as a whole represents.

It is essential for institutions of higher education to have advantageous internal organizational circumstances, in particular with regard to the culture of the organization. This is the case in order to raise the level of satisfaction that is experienced by employees and lecturers. If there is a healthy organizational culture, in which core values, norms, and beliefs are developed jointly by members of the organization to achieve organizational goals, it will be possible to provide suitable aspects of work for organizational members, including employees and lecturers. This is because a healthy organizational culture is one in which it is possible to provide suitable aspects of work for organizational members. This is owing to the fact that it will be feasible as a result of a culture of support inside the firm. Therefore, job satisfaction for lecturers working at tertiary institutions will be attainable if organizational cultures are constructed, developed, and expanded in ways that clearly support the availability of activities that are in line with the expectations, requirements, and interests of staff and lecturers. This is only feasible if organizational cultures are established, maintained, and enhanced in a manner that plainly promotes the accessibility of tasks that are in line with the anticipations, requirements, and interests of workers and lecturers. Higher education institutions must presently overcome a variety of challenges in order to improve their knowledge transfer, community service, and organizational performance (Pucciarelli & Kaplan, 2016; Lesley, 2018; Kaenlein & Haenlein, 2016). This is according to a number of recent studies (Pucciarelli & Kaplan, 2016; Lesley, 2018; Kaenlein & Haenlein, 2016).

Literature Review

Khan, Masrek, and Nadzar (2017) devised an alternative method for measuring the question's significance, and it focused mostly on aspects of a person's capacity for effective communication. The study for this report was carried out by academic librarians based in Pakistan. Self-evaluation is more important than enthusiasm in determining whether or not one would be happy in their line of employment, according to one survey. It is possible to apply the ideas or recommendations presented in this research to improve the employment of librarians, which would ultimately result in an efficient service and enhanced customer service from the user's point of view. Because of this premise, a new research industry for happiness in the workplace has emerged. Vijayabanu (2017) and the other individuals. As a direct consequence of this, the firm as well as the employee may look forward to a prosperous corporate culture. A more cheerful working atmosphere has a direct influence on the morale of employees, which in turn leads to an increase in productivity. The purpose of this study was to investigate the connections that exist between many characteristics of organizations, such as remarkable workers, participation conflicts, member freedom, member efficiency, support for the organizations, and job commitments. This was the purpose of the inquiry that was being carried out now. The data for this material, which was acquired from the experiences of one hundred employees at a private firm that processed sugar, was contributed by those employees. In order to conduct an analysis of the data, a structured analytic model was developed with the assistance of Smart-PLS. There was a high link between each of the five traits of independence that employees possess and their level of job engagement, with the exception of member efficiency. This model scored 67.2 percent on the R2 scale, which indicates that it is a good model. This highlights how six different factors that are not directly connected to employee engagement at work can have an effect on it. In addition, the shortcomings of this approach as well as the potential avenues for additional investigation have been investigated. Anandhalli (2018) It is necessary to provide a relaxing atmosphere in the library in order to increase productivity and provide new library services, both of which are to the end users' advantage. The goal of this research is to determine the elements that have an impact on the degree of work satisfaction experienced by librarians. Some of these factors include contact, the culture of the company, support from leadership, financial compensation, incentives for professional advancement, and opportunities for advancement. Questionnaires were distributed to library professionals

working in each of the 81 colleges located in either the Yadgir or Gulbarga district of the Karnataka region. The purpose of these questionnaires was to collect data.

The Relationship Between Organizational Culture and Commitment

The basic beliefs of the organization, as well as the values, practices, and core beliefs that are created and implemented as a means of working toward the organization's goals, are all understood by all members of the group. Eldridge and Crombie (1974) defined culture as a particular set of rules, principles, practices, and behaviors that explain how individuals and social groups respond to the meaning conveyed in transactional speech (Furnham, 2006). A specific set of rules, values, beliefs, and behaviors is referred to as a culture, and it illustrates how people and groups interact to respond to the meaning conveyed in transactional discourse. A unique collection of rules, principles, attitudes, and practices that characterize how people interact in communities to respond to meaning can be referred to as a culture. Cultures can be quite basic or extremely complicated. The relationship between dedication and an organization's culture has been studied by researchers like Chin et al. (2002), Smith and Rupp (2002), Chatman (1988), and Denison (1990), among others. The studies (Canessa and Riolo, 2003; Yanti and Dahlan, 2017; Polychroniou & Trivellas, 2018) suggest that a strong organizational culture would promote cooperation among group members and help them match their own goals with those of the group. Additionally, such a culture would assist group members in balancing individual goals with communal goals. Researchers Yanti and Dahlan (2017) and Polychroniou and Trivellas (2018) concluded that a strong organizational culture would increase the likelihood of collaboration among group members. This shows that a positive corporate culture may be able to motivate employees to fight for the achievement of the organization's objectives. The results of Lok and Crawford's (2004) study also show how an organization's organizational culture affects the level of commitment demonstrated by its employees. To put it another way, a company's culture directly affects the level of loyalty shown by its employees.

In a certain set of circumstances, a number of factors influence work satisfaction.

Mullins (2005) asserts that a number of variables, including those relating to specific persons as well as those connected to social, cultural, organizational, and environmental issues, can have an impact on a person's level of work satisfaction. More precise information is present in certain components than others. An individual's personality, degree of education and experience, level of intelligence and skill, age, marital status, and career inclination are just a few of their early traits. Additional examples of personal characteristics include education and professional experience. Second, social components include things like interpersonal relationships, group dynamics and norms, communication opportunities, and unofficial networks that may exist. The fundamental attitudes, values, and ideas that individuals have are included in the third group of factors, which is cultural. The kind and size of the firm, its formal structure, employee rules and procedures, employee relationships, the nature of the task, work-related technologies, management strategies, and working conditions are all examples of organizational elements. The task's complexity, workplace technology, management procedures, and working circumstances are other examples. The effects brought on by governments, society, technology, and economics make up the fifth group of environmental components. The impacts were combined to create this category. However, in other situations, this may not always be the case. In some of these other circumstances, the interaction of these different variables may have an impact on a person's level of job satisfaction, but in other situations, this may not be the case. The actual work, the pay or salary, promotions, work partners, working conditions, difficulties, the nature of the work, and communication are some of the significant characteristics of a job that may be used as measuring indicators, according to Mullins (2005), each of these studies represents a legitimate examination into the subject of achieving happiness in one's work. The nature of the profession, issues at work, remuneration or income, and working conditions are further possible influences. Other important elements that affect a worker's degree of job satisfaction may be summed up via a variety of lenses, and these elements include the nature of the work done, the workplace, and the effectiveness of the communication channels.

Significant correlation exists between organizational culture and instructors' job satisfaction at private universities.

In 2009, McShane and Von Glinow sought the advice of Schein, a consultant who stated that the culture of a business is comprised of three essential components. The first type is artifacts, which include physical structures, organizational jargon, myths and legends, rites and rituals, and rites and rituals. Rituals and mythologies are also included in this group. There is a possibility that physical buildings can likewise be considered artifacts. Second, values that are held in common, such as

actively-held beliefs and evaluations of what kinds of acts are proper and what kinds are not. The third factor is what I'll refer to as "shared presumptions," which can be broken down into three categories: ideal mental models, unintended earlier impressions or ideas, and shared presumptions. Ideal mental models are the most prevalent kind of mental model, followed by unintentional earlier impressions or ideas. This leads one to believe that the company's shared beliefs, ideals, and practices must, at the very least, be a component of the culture of the organization. It would appear from this that there is a direct connection between certain features of community culture and business culture.

According to the above description, organizational culture is a pattern of behavior that contains assumptions, norms, values, beliefs, and ways of acting that individuals of the organization believe, feel, and agree upon. It is easy to deduce from this definition that organizational culture is a pattern of conduct that incorporates values. Indicators such as freedom of action innovation, organizational stability assurance, respect for others, results-orientedness, attention to detail, team orientation, and aggression are used to evaluate this style of behavior. On the basis of this description, the hypothesis for this research project is that there is a substantial linear correlation between organizational culture and lecturers' job happiness as well as their confidence in working at private colleges.

Objectives of the Study

1. To compare the prevalent cultures in Haryana's government and private institutions and to study the dominating culture type utilizing OCAI.
2. To determine if the favored culture of a few colleges differs significantly from the culture that is now prevalent.

Hypothesis of the Study

H01: Is There A Significant Difference Between The Culture That Is Prevalent And The Culture That Selected Universities Prefer?

H02: Comparing the prevalent cultures in Haryana's private institutions using OCAI to see whether there is any one dominating culture type.

Materials and Method

This study looks into the cultures that are most common among university faculty members as well as those that are most prominent in Haryana's educational institutions. In this study, private institutions in Haryana are examined to determine the predominant cultural orientation there.

b. Sample Selection and Respondents:

A deliberate sample was used to choose three institutions for this study, of which two were private. The Northcap University, originally known as ITM University, and Amity University both call Gurgaon their home in the years 1996 and 2010, respectively. Academicians (assistant professors, teaching associates, and research researchers) from the aforementioned universities answered the questionnaire.

The questionnaire was initially distributed to 90 academics, receiving a total of 64 replies; however, 4 of those responses were disregarded. Academics working for universities completed a total of sixty valid samples, resulting in a response rate of 40%.

c. Research Instrument:

The organizational culture assessment instrument (OCAI), which was created by Cameron and Quinn in 1999, was the method that was employed for the study. There were two sections to the questionnaire. The demographic data of the respondents, such as their ages, genders, and institutions of higher education, was the subject of the questionnaire's first section. The second component was made up of six more characteristics as compared to the first, which examined company

culture. Respondents were given 100 points to divide among the four items in whatever way they thought suitable, with each dimension being assessed by four statements. The test consisted of 24 statements in total, each of which addressed questions about the key cultural traits, organizational leadership, human resource management, organizational coherence, strategic priorities, and success criteria. With A standing for clan culture, B for adhocracy culture, C for market culture, and D for hierarchical culture, these labels indicate four distinct value systems that are directly at odds with one another. Each dimension's dependability was found to be between 0.70 and 0.81, indicating that the responses are internally consistent.

The concept of "job satisfaction" describes how a professor assesses the elements that contribute to his positive and contented feelings as a result of his experience working as a lecturer at higher educational institutions. Topics including the actual nature of the work, compensation and perks, chances for promotion, coworkers and the workplace atmosphere, challenges faced, and communication strategies are all included in this review. Trust is the lecturer's assessment of how much he wants to rely on the tertiary institution's leadership. Trust is defined as an assessment of the lecturer's desire to depend on the tertiary institution's leadership based on favorable expectations of the leader's actions and attentions, which includes indicators like integrity, competence, consistency, loyalty, and openness.

Result and Discussion

The goal of an organizational culture study is to paint a complete picture of the values and standards that are widely held inside a corporation. The acquired data have been examined and evaluated using the relevant procedures in order to meet the study's goals.

a. Demographic Profile of Respondents:

The following table shows the demographic breakdown of individuals who replied..:

1. Independent variable:

Table I- Based On Gender

| | Private Universities |
|--------|----------------------|
| Gender | Percentage |
| Male | 53.2 |
| Female | 46.8 |

Table 2 Based On Age

| Age | Percentage |
|-------|------------|
| 21-29 | 76.6 |
| 30-41 | 23.1 |

(Source: Field Survey)

The demographic information from the respondents is shown in Table 1. 53.2% of the sample population in the private sector is made up of men. The findings also show that, in contrast to commercial institutions, which are dominated by men, public universities are run by women.

The findings also show that the majority of individuals working in the education sector are between the ages of 21 and 29, which shows that there are more young people (76.6%) in private institutions. While 30- to-41-year-olds make up just 23.1%

2. Dependent Variable

b. An Examination of the Variables That Make Up Organizational Culture

The typical scoring procedure specified in the instrument that was used to score the items was used to determine the mean scores of the items in order to examine the prevalent cultural type present in the firms that were taken into consideration..

Table 3- Using OCAI Scoring, the average scores for organizational culture dimensions

| Culture Type | Observed Mean (Private Univ.) |
|--------------|----------------------------------|
| Hierarchy | 21.91 |
| Market | 17.4 |
| Adhocracy | 26.8 |
| Clan | 33.32 |
| Total | 100 |

Table 2 contains a listing of the responsibilities that need to be completed by the staff members in line with the established list of protocols. The successful coordination of these activities is a task that provides the leaders with a sense of fulfillment.

The workplace has a mean score of 33.22, and it is a location where people routinely share their thoughts and information with one another regarding their personal lives as well as their professional lives. Because of this, private universities are understandably worried about the prevalence of clan culture. Because of the consistent leadership and the long-lasting ties that exist among the workers, these places of employment have an atmosphere that is reminiscent of large extended families. Regardless matter how well the company is doing, employees will look to management for direction and advice. Traditions that have been passed down through the years and a shared dedication have allowed the group to remain united. These companies hire individuals that share the same aims as the company, which results in better levels of employee engagement overall. Because the company recognizes the importance of investing in the continued development of its human resources over the long term, it places a strong emphasis on maintaining high morale and maintaining group cohesion. Before making any choices, the company focuses a significant amount of emphasis on working together as a team, soliciting the opinions of workers, and coordinating efforts. At private institutions, the culture of the clan is replaced by the culture of the adhocracy (26.8). This indicates that the work environment is more achievement oriented and that more weight is given to innovation and the creation of new techniques to enhance the teaching process. In addition, the work environment is more likely to be characterized by a greater emphasis on creativity. Nevertheless, as can be seen from the scores of 17.4 and 21.91, respectively, for market culture and hierarchical culture, these businesses place a larger premium on being dynamic in how they respond to market concerns than they do on being stable and adhering to rigid rules and procedures.

c. Analysis of the differences between the dominant culture and the chosen culture

The second goal of the study was to measure the degree of difference between the dominant culture and the culture that was chosen, and for this, the Z-test was used.:

Table 4- Mean, Standard Error, and Organizational Culture Z-Values

| S. No | Dimension | Private Universities | | | |
|-------|---------------------------|----------------------|-------------|--------------|---------|
| | | S.M. Pref | O.M Prev.** | S.E. Prev.** | Z-Value |
| 1 | Organizational Leadership | 25 | 28.81 | 1.72 | 2.1 |

| | | | | | |
|---|--------------------------|----|-------|------|-------|
| 2 | Dominant Characteristics | 25 | 30.66 | 2.05 | 2.77* |
| 3 | Organizational Glue | 25 | 37 | 2.07 | 6.24* |
| 4 | Management of Employees | 25 | 34.15 | 1.66 | 5.43* |
| 5 | Criteria for Success | 25 | 24.6 | 2.35 | 4.01* |
| 6 | Strategic Emphases | 25 | 33.81 | 2.14 | 4.15* |

Critical Value: 2.58, Significance Level: 0.01. S.M. stands for "Standard Mean," O.M. Standard Error, Prevailing Culture, and Preferred Culture are all capitalized.

The Z-value for privately held colleges was shown to be statistically significant at the 1% level for all other criteria, with the exception of organizational leadership. This would seem to imply that, with the exception of organizational leadership, there is a significant gap between the ideal culture of privately held universities and the real culture of such institutions, despite the fact that the ideal culture is more egalitarian. Staff members give the impression that they are satisfied with the nurturing and mentoring that takes place under the guidance of private institutions. When it comes to organizational features, management practices, organizational glue, strategic emphasis, and success criterion aspects, the employees have a preference for a culture that is achievement-oriented and places a greater emphasis on innovation and the production of new methods to boost productivity. In addition, this kind of culture also places a greater emphasis on the creation of new ways to enhance productivity. In addition to this, they would want to live in a culture that recognizes the value of independence and innovation in the working environment.

Table 5. Table of variance for confidence in company culture, importance, and linearity

| Source of Variation | dk | SS | ANS | F-hit | F-tab | |
|---------------------|----|---------------|------------|---------------------|---------------|---------------|
| | | | | | $\alpha=0.05$ | $\alpha=0.01$ |
| Total | 67 | 1654824.00000 | | | | |
| Regression (a) | 1 | 1636069.20722 | | | | |
| Regression (b/a) | 1 | 6218.58775 | 6218.58773 | 109,132** | 3.87 | 6.77 |
| Remainder (S) | 30 | 12536.20501 | 56.98274 | | | |
| Match (TC) | 23 | 2836.58141 | 60.35281 | 1,074 ^{ns} | 1.42 | 1.65 |
| Error (G) | 37 | 9699.623620 | 56.06712 | | | |

The results of the calculation show that the regression equation of organizational culture over trust has a very high F-stat value. This can be seen by looking at the results. This result was arrived at by applying the aforementioned formula. $109.131 > F\text{-table}$, where it is assumed that there is an error rate of 0.01 percent. The linearity test for regression produced the result $F\text{-arith } 1.076 > F\text{-table}$ when the error rate was set at 0.05 and when the numerator and denominator were both set to 47 and 103, respectively. Additionally, same result was obtained when the error rate was kept at 0.05. According to the results of the computation of the F-statistic, the data presented here provide evidence that confirms the linearity of the regression equation that describes the relationship between trust variables and organizational culture.

Findings

The predominant kind of culture in private institutions is known as clan culture, which gives the impression that these organizations provide a more friendly atmosphere in which employees freely share their expertise with one another. The commitment of the workers to one another as well as their trust in one another is what ensures the smooth operation of the business as a whole. Throughout the entirety of the history of higher education in the United States, the clan culture has maintained its preeminent position. The presence of an adhocracy culture, which is the second most common kind of

culture, is an indication that the firms in question are prepared to take risks when it comes to making strategic decisions and that they place a high emphasis on innovation and the most recent technical breakthroughs in their industry. They are seeking to differentiate themselves from the services provided by their rivals in order to attract a greater number of clients and pupils. Private schools are more adaptable and dynamic than highly organized institutions, which tend to have rigid organizational structures due to the absence of a robust market and a culture that values hierarchical relationships. Because it acts as the social glue that keeps the firm together, culture's primary function is to set correct standards for what employees are expected to say and do. This is one of the primary functions of culture. Fifth, the mechanisms of control and meaning-making that have an impact on and help shape the attitudes and behaviors of those who are employed. The outcome of these processes may be seen in the previous four things on this list. This exemplifies the concept that the culture of an organization serves certain reasons, not just for the company itself but also for its personnel, and that these purposes may be utilized to achieve the aims of the organization.

Conclusion

The culture of an organization is the fundamental component that underpins its organizational structure. Beliefs and values held by a company serve as a compass for its employees, directing them in the right direction even when confronted with challenging circumstances. Businesses, particularly those with larger workforces and more complex operations, stand to profit more from fostering a culture of having well defined rules and procedures. This form of hierarchical culture encourages improved cooperation and productivity, both of which contribute to the company's continued smooth operation and stable standing. Because it encourages loyalty and trust in the management of the company, clan culture is ideal for modern firms that are owned mostly by families or other closely knit groups of individuals. This is because it helps the company to grow. The findings of the study, which provide researchers an outstanding understanding of the working environment and culture at the institutions situated in the state of Haryana, have major consequences for researchers since they offer researchers with this information. Additionally, the findings of the study give researchers an extraordinary understanding of the working environment and culture at the institutions located in the state of Haryana. Nevertheless, rather than focusing their attention just on a single state, the researchers may look into academic institutions located in a number of different states in subsequent studies. The only people who contributed data to the study were researchers and employees of the company; but, in the future, the researchers may decide to broaden the scope of the sample to include students and other interested parties. In light of the findings of the study, it is quite likely that the management of private institutions needs to build organizational culture. The leaders of the followers as well as the followers themselves need to ensure that they are thinking, acting, and behaving in an appropriate manner while doing their duties in order to successfully carry out the vision. In order for leaders to have the desired effect on the thoughts, actions, and behaviors of followers, it is vital for leaders to establish standards for behaviour. Either the leader of the community will develop new values for the community, or they will compile the values that are already in place. The next step for leaders is to put these concepts into action by encouraging and inspiring their people to accomplish the goals, which is the following stage.

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