

## Impact Of Organizational Culture On Growth Of The Organization With Special Reference To Selected Manufacturing Units

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### Abstract

Organizational culture one of the significant and vital thing related with the employee job satisfaction as well as overall growth of the organization. The present research study dealt with the relationship between organizational culture and its impact on growth of the organization. In order to examine the relationship certain organizational culture practices have been identified and discussed from the employee as well as other stakeholder's point of view. In order to examine the relationship between various aspects primary as well as secondary data used. findings of the study indicated that all the study instruments such as change management, job designing technique and training & development have significant impact on growth of the organization.

**Key words:** organizational culture, change management, job designing technique, training & development

### Introduction

In the present scenario of the business organizational culture played a significant role towards the success of the business organization; however it is related with both organizations as well as employees. Organizational culture is very important in order to build an organizational performance. On the other hand organizational culture comprise with combination of several thing such as value and belief and basic assumptions that

various members or organizations share about appropriate behaviors. Organizational culture working as shared values that interact with organizational structure and control system to produce different types of behaviors norms related with employee as well as overall growth of the organization. (Quinn & Kimberly, 1984) indicated that organizational culture always dealt with the team work and collaboration, it may be to organization in two ways such as team of workers with complementary skills and sharing information among the employees in order to improved Quality, Productivity and profitability of the organization. Organizational culture of the organization also dealt with various aspects such as Change Management, Job designing technique, training & development, team building culture etc.

The present study dealt with the impact of organizational culture and its impact on the growth of the organization. In order to examine the impact of organizational culture we have identified three study instruments as well as dimensions of the organizational culture such as Change Management, Job designing technique and training and development.

### **Organizational Culture**

Organizational culture refers to the belief and values that have adopted by the organization for a long time in order to the belief of the staff and the expected values of their work which is related to the attitudes and behavior of the employees. It has been seen that may times that administrators usually adjust their relationship behavior to organization complete the mission of the and sometimes it may influence the level of employee job satisfaction. It is therefore essential to understand the relationship between organizational culture, leadership behavior and employee job satisfaction.

**We may define organizational culture as**

*“Organizational Culture as a set of Value, belief and norms of the organization shared by its members that gives them meaning and rules in order to growth of the organization”*

## Review of Literature

**Kosfeld and von Siemens (2011)** , conducted research study on organizational culture from the perspective of team work and collaboration. In this study they has found that, teamwork and work is mostly least beneficial to the organization in two ways such as there should be effective team work with complementary skills and sharing relevant information among employee in order to increased productivity effectively

**Kwon & Banks (2004)** conducted a research study and indicated that organizational commitment is a strong belief and acceptance of organizational goals and value with willingness to use significant efforts on the behalf of the organization. It also can be suggested that commitments may also be in the form of obligations to work groups, designation, careers, unity and managers.

**Flamholtz and Randle (2018)** in this study authors have developed a method with five key aspects of organizational culture such as customer orientation, employee orientation, performance standard, innovation and orientation in order to examine the effective of the organizational culture, further they also suggested that customer orientation involves how business managers easily can understand the demand and need of their customer and how employees serve the customer in order to satisfy his/her demand. Findings of the study also indicated that business management should adopt those organizational culture which value and guide employee on effective customer interactions.

**Rashid and Shah (2016)** conducted a research study on the relationship between organizational culture and organizational performance and suggested in their findings that

there is no significant relationship between organizational culture and organizational performance. After that, **Leithy (2017)** have argued that work related attitudes and behavior have significant impact on organizational performance and the structural equation modal speciously eliminated relationship between organizational culture and performance.

**Morgan (2007)**, conducted a research study on organizational change management towards weak performance record of the school. The findings of the study indicated that, Organizational change played a significant role towards success of the organization. On the other hand findings suggested that, role of HR department towards organizational change have a significant impact towards organizational performance.

**Antoni (2005)**, Conducted a research study on the effectiveness of MBO and its utility and effectiveness for team level. Findings of the study indicated that, MBO played a significant role towards team building culture. Authors also suggested that, the effect of MBO at team level is played visible role by setting a group goal in order to increase effectiveness of the organization. On the other hand the modal uses by the researcher not fully supported the findings on the implementations of effect MBO are discussed.

### **Objective of the Study**

The various objective of the present study are as under

1. To examine the relationship between Organizational culture and its impact on organizational growth towards Change management
2. To study the relationship between Organizational culture and its impact on organizational growth towards Job designing technique
3. To study the relationship between Organizational culture and its impact on organizational growth towards Training & development

## Research Framework



## Hypothesis of the Study

The various hypothesis of the study is based on different dimensions of organizational culture and its impact on organizational growth. In order to examine the relationship between organizational culture and growth of the organization with different dimension. Three null hypotheses have developed. Such as

$H_{01}$  : There is no significant relationship between organizational culture and its impact on organizational growth with respect to **Change Management**

$H_{02}$  : There is no significant relationship between organizational culture and its impact on organizational growth with respect to **Job designing technique**

$H_{03}$  : There is no significant relationship between organizational culture and its impact on organizational growth with respect to **training & development**

## Research methods

Research methods and design for any research is played a significant role because each research method dealt with different strategy and process of approach. Understanding the

purpose of various research methods is significant to identify the appropriate research methods. There are various methods of research but quantitative method of research is appropriate to examine the relationship between two or more variable in the study. And it's also related with testing of the hypothesis. The present study in quantitative and descriptive in nature hence both primary as well as secondary data has been used to examine the relationship between various independent and dependent variables.

### Samples size and design

The population for present study have selected from selected manufacturing units located in Bhopal city. Random stratified method was adopted to collect the sample. Total 15 study instruments have developed to collect the primary data which is based in different dimension of organizational culture. The primary data obtained with the help of questionnaire methods. The final questionnaire distributed among the 200 peoples and 167 respondents given proper response. Remaining set of questionnaire was incomplete and having certain error

### Data Analysis and Hypothesis Testing

Table 1

(Relationship between Organizational Culture and growth of the Organization with respect to Change management, Job designing technique and Training & development)					
Hypothesis	Statement	df	Mean Square	F	Sig.
	There is no significant relationship between		6.123		0.000

H <sub>01</sub>	organizational culture and its impact on organizational growth with respect to <b>Change Management</b>	5	0.421	8.521	
H <sub>02</sub>	There is no significant relationship between organizational culture and its impact on organizational growth with respect to <b>Job designing technique</b>	5	5.285	6.214	0.001
			0.521		
H <sub>03</sub>	There is no significant relationship between organizational culture and its impact on organizational growth with respect to <b>Training &amp; development</b>	5	5.856	6.855	0.000
			0.466		

## Findings & Discussion

1. In the above table relationship between organizational culture and growth of the organization can be seen with respect to the change management. Result of first hypothesis indicated that p value (sig value) is 0.000 which is more less than 0.05 at the 5% level of significant. Hence it can be stated that relationship is statistically significant and predicting the positive impact of change management on growth of the organization. **Hence null hypothesis is rejected**
2. In the above table relationship between organizational culture and growth of the organization can be seen with respect to the job designing technique. Result of Second hypothesis indicated that p value (sig value) is 0.001 which is more less than 0.05 at the 5% level of significant. Hence it can be stated that relationship is statistically significant and predicting the positive impact of Job designing technique on growth of the organization. **Hence null hypothesis is rejected**
3. In the above table relationship between organizational culture and growth of the organization can be seen with respect to the training & development. Result of third hypothesis indicated that p value (sig value) is 0.000 which is more less than

0.05 at the 5% level of significant. Hence it can be stated that relationship is statistically significant and predicting the positive impact of Job designing technique on growth of the organization. **Hence null hypothesis is rejected**

### Summary of Hypothesis Result

Table 2

Hypothesis	Statement	Status
H <sub>01</sub>	There is no significant relationship between organizational culture and its impact on organizational growth with respect to <b>Change Management</b>	<b>Rejected</b>
H <sub>02</sub>	There is no significant relationship between organizational culture and its impact on organizational growth with respect to <b>Job designing technique</b>	<b>Rejected</b>
H <sub>03</sub>	There is no significant relationship between organizational culture and its impact on organizational growth with respect to <b>Training &amp; development</b>	<b>Rejected</b>

### Conclusion

Organizational culture has become significant and crucial issues for each and every business organization. At present it has been seen that every organization is regularly focuses on various activities in order to develop culture effectively. This is also having great question before management that how to dealt with various stakeholders of the organization with certain implementation such as Change management, job technique and training & development program. The study has focuses on the implementation of various culture practices and its impact of growth of the organization in selected manufacturing units. Result of the study clearly indicated that, change management practices of the organization are



positively accepted by the employee as well as other stakeholder in order to effectively development of the organization. Further study indicated that there is a great scope to implementation of various job designing technique and also training & development practices have great role in order to growth of the organization.

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