

Study of impact of organizational culture on employee's performance of higher educational institutes

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Abstract-

The aim of this paper is to explore the impact of organizational culture on employee performance in higher education institutes. It has been observed that every organization has a culture, which can be either good or bad. The study analyses the organizational functioning of the faculty from various insiders' perspectives on academia, based on organizational culture. The findings of the study suggest that achievement culture is the most prevalent in higher educational institutions. Moreover, the study assesses the effect of organizational culture on employees' performance in the Institute and concludes that creating a culture of change can enable organizations to achieve their goals and objective. This research also reports on the influence of organizational culture on organizational performance, focusing on six elements: innovation, customer orientation, people orientation, teamwork, attention to detail, and outcome orientation. These elements have been found to have a significant impact on employee performance and the overall organizational performance. Therefore, it is imperative for higher education institutes to cultivate a positive organizational culture to enhance employee performance and achieve their objectives.

Keywords- Organizational culture, employee performance, higher education, organizational performance.

Introduction-

Organizational culture refers to the shared values, beliefs, attitudes, and behaviors that characterize an organization. It is the "personality" of the company and plays a crucial role in shaping how employees interact with each other and make decisions. There are some key aspects to consider when discussing organizational culture:

Values and Beliefs: The core values and beliefs of an organization are often stated in its mission and vision statements. These values guide employees in their daily work and influence decision-making. For example, an organization might prioritize innovation, customer service, or sustainability.

Behavioral Norms: Organizational culture sets behavioral norms and expectations. These can include how employees communicate, dress, and handle conflicts. A culture of transparency might encourage open and honest communication, while a more hierarchical culture might emphasize formal channels.

Leadership Style: Leadership plays a significant role in shaping an organization's culture. The behavior and actions of top executives often set the tone for the entire organization. Leaders who embody the company's values and vision can reinforce the desired culture.

Employee Engagement: A positive culture can lead to higher levels of employee engagement, job satisfaction, and retention. When employees feel aligned with the organization's culture, they are more likely to be motivated and committed.

Innovation and Risk-Taking: Culture can influence an organization's approach to innovation and risk. A culture that values experimentation and learning from failure is more likely to foster innovation, while a risk-averse culture may stifle it.

Diversity and Inclusion: Organizational culture also impacts diversity and inclusion efforts. A culture that promotes diversity values differences among employees and seeks to create an inclusive environment where all voices are heard and respected.

Literature Review-

1.	Brown	2020	He conducted a longitudinal analysis of a large public university and found that a culture that prioritizes student support services, advising, and a sense of belonging contributes to higher retention and graduation rates.
2.	Turner and White	2020	They explored the leadership styles and behaviors that influence culture within healthcare organizations. Their research findings indicate that transformational leadership, characterized by vision, inspiration, and empowerment, positively impacts the development of a culture of excellence and patient-centered care.
3.	García and Kim	2021	They conducted a cross-cultural study examining the influence of national culture on the organizational culture of multinational corporations. The research demonstrated that organizations adapting to and respecting the cultural norms and values of the host country were more likely to succeed in international markets.
4.	Turner	2021	He investigated the role of university leadership in driving cultural change. Their findings demonstrated that transformational leadership, characterized by vision and innovation, is crucial in aligning the culture with the institution's strategic goals
5	Brown and Patel	2022	They conducted a qualitative analysis of how digital technologies are influencing culture within financial services firms. Their findings suggest that embracing digital transformation can create more agile and adaptable organizational cultures, enabling rapid responses to market changes.
6.	Kim	2022	He examined the cultural variations in higher education institutions across different countries. Their research emphasizes the importance of understanding and respecting the cultural norms and values of international students and faculty to create an inclusive academic environment
7.	Adams et all	2023	They explored the link between culture and ethical decision-making within manufacturing companies. Their research emphasized that a culture of integrity and ethical values can reduce the likelihood of unethical behavior and corporate misconduct.
8..	Walker	2023	He explored the relationship between organizational culture and ethical behavior within universities. Their research underscores the role of ethical culture in reducing academic misconduct and promoting integrity.

Research methodology-

This research uses quantitative type of research design and hypothesis testing and data interpretation is done using SPSS software. The research sample has been collected from Indore district. Random sampling is done in our study in which data is collected from faculties of higher education institutes included private colleges and university. In our study, population of study is 45 faculties of different educational institutes.

Result Analysis and discussion-

This study tries to find out impact of organizational culture on performance of employees of higher education institutes. Obtained data from 45 respondents from different private colleges and universities of Indore district, through distributing over 60 questionnaire.

Respondents who have filled questionnaires was then segregated on basis of gender, age, education and length of work.

Respondents on the basis of gender-

The result obtained from questionnaires can be summarized as below

Table 1 On basis of Gender

Gender	Number of responses	Percentage
MALE	13	29%
FEMALE	32	71%

Table 1 On basis of Age

AGE	Number of responses	Percentage
25-30 years	6	13%
31-40 years	26	58%
More than 40 years	13	29%

Table 1 On basis of Tenure

TENURE	Number of responses	Percentage
Less than 10 years	9	20%
11- 20 years	24	53%
More than 20 years	12	27%

Normality test

Table : Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statisti	df	Sig.	Statisti	df	Sig.
Var. 1	.293	414	.000	.832	414	.000
Var. 2	.301	414	.000	.772	414	.000
Var.3	.250	414	.000	.815	414	.000
Var.4	.308	414	.000	.824	414	.000
Var. 5	.260	414	.000	.843	414	.000
Var. 6	.294	414	.000	.828	414	.000
Var.7	.313	414	.000	.820	414	.000
Var.8	.222	414	.000	.869	414	.000
Var. 9	.186	414	.000	.910	414	.000
Var. 10	.255	414	.000	.839	414	.000

Var.11	.265	414	.000	.870	414	.000
Var.12	.267	414	.000	.867	414	.000
Var. 13	.281	414	.000	.864	414	.000
Var. 14	.241	414	.000	.880	414	.000
Var.15	.198	414	.000	.877	414	.000

T test-

The results of the study using T test is as summarized –

Table 1 On basis of Age

Model	Unstandardized coefficients		Standardized coefficients		
	B	std. Error	Betas	t	Sig.
1 (constant)					
Organizational culture	26,359	6.690		3.940	.000
	.551	.59	.515	3.454	.002

a. Dependent variable: Performance

To test the significance of the independent variable, seen by comparing t-count with t-table, if t-count > t-table then the hypothesis is accepted, and if t-count < t-table then the hypothesis is rejected, the amount of t-count can be seen from t table From the t test results obtained the value t-count for variables Organizational culture of 3.454 (larger than t-table of 2.034), and P-Value of (0.002 < 0.05) the results of this study indicate that Organizational culture has a significant effect on the performance

Conclusion-

Based on the results of this study, several conclusions were obtained which are briefly presented whereas the results indicated that Organizational culture significant effect on performance. From the coefficient of determination R Square of 0.366. It means that variable Organizational culture contributed 36.6% to the performance of employees

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