



## **ORGANIZATIONAL CULTURE AND THE RENEWAL OF COMPETENCE**

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### **Organizational goals and Group Cohesiveness:**

The researcher in the present study attempts to test whether culture did have an impact on communication at various work groups in the organizations and whether shared information improves performance of employees. Further, whether Job satisfaction and employee involvement have the impact on culture. For assessing the view of the employees towards group cohesiveness, a detailed questionnaire is prepared. The employee's response is recorded. The variables included the parameters like whether Employees/ Co-Workers cooperate with relevant departments and outside partners, whether Employees/ Co-Workers encourage and help each other to develop and whether they listen attentively to different opinions and try to understand each other. The questionnaire also assesses whether Employees/ Co-Workers work together to achieve project goals are able to learn from their coworkers, whether they enjoy working with their coworkers and whether they are comfortable with the workplace relationships.

### **Culture & People Management:**

The research tries to understand the link between the people management practices and culture of the organisation. It is important that managers understand, take responsibility for, and ensure implementation of the daily work of the organization. Managers need to ensure that they have continuous communication with the employees, understand what aspects of performance needs to be measured and about how the organization is performing against its purpose. For assessing the view of the employees towards people management, a detailed questionnaire is prepared. The employee's response is recorded. The variables included the parameters like whether employees respect their supervisor, whether the supervisor evaluates employee's work fairly & objectively, whether employees feel that their supervisor is a role model for them, whether the supervisor is well aware of each team member's competencies

and skills & assigns work appropriately, whether the supervisor listens to employees and gives them feedback & advice. It also assessed whether the supervisor makes sure that employees receive cooperation from other departments, whether he provides employees with the information that they need to do the job and whether the supervisor respects their opinions & ideas.

**Culture & organizational responsiveness:**

The research tries to understand the link between the organisational responsiveness and culture of the organisation. For assessing the view of the employees towards organisational responsiveness, a detailed questionnaire is prepared. The employee's response is recorded. The variables included the parameters like whether customer feedback and inputs are taken into account to improve performance for the next job, whether employees/ Co-Workers willingly meet challenges rather than settling for the status quo, whether Top management encourages employees to take on new challenges without fear of failure and whether top management makes bold decisions, unrestricted by past experiences.

**Culture & futuristic vision:**

The research tries to understand the link between the futuristic vision and culture of the organisation. For assessing the view of the employees towards futuristic vision, a detailed questionnaire is prepared. The employee's response is recorded. The variables included the parameters like whether employees feel that the organization will achieve excellent business results, whether the company will be viewed highly by customers and society, whether the company will develop an attractive corporate culture, whether the company will respond swiftly to changes in the business environment and survive the competition, whether company's products and services are beneficial to society, whether Top management has formulated an attractive corporate vision and whether Top management consistently communicates its corporate vision to employees.

**Culture & Ethics, Fairness & Transparency:**

It is the ethics, values and culture that defines what the company is all about, how the employees should behave and what is it that gives the organisation a purpose beyond just making a sale or profit. Corporate Ethics, Transparency & Fairness are the common elements in those companies that have been consistently great performers. Corporate Ethics form the strong pillar that provides the employees of the company a common bond and a purpose beyond just sales and profit.

Establishing a very strong base of culture that is highly ethical, fair & transparent is the best

way to ensure that the organisation always meets the dual interests of successful long term financial performance and Secondly the growing expectations to operate with social, economic and environmental responsibility. The research tries to understand the link between the ethics, fairness & transparency and culture of the organisation. For assessing the view of the employees, a detailed questionnaire is prepared. The employee's response is recorded. The variables included the parameters like whether employees feel that the benefit systems are appropriate for the employees, whether decisions regarding wages, bonuses, and other reward systems are highly appropriate, whether employee performance evaluation systems are appropriate for the organization and whether employees are able to work freely as they trust that the organization decisions will be fair & transparent. It also assessed whether employees make good use of benefit programs, whether they feel proud to be a part of the company, whether the company treats its employees well, whether promotion decisions are fair & transparent and whether rules are respected & deadlines are met.

**Leadership Asset**", written by Fred C. Lunenburg in the 'National forum of educational administration and supervision journal' in the month of November 2011, Vol 29, the author says that Organizational culture is the set of shared beliefs, values, and norms that influence the way members think, feel, and behave. He says that, Culture is created by means of terminal and instrumental values, heroes, rites and rituals, and communication networks. The primary methods of maintaining organizational culture is through the socialization process by which individuals learn the values, expected behaviors, and social knowledge necessary to assume their roles in the organization. The author says that, sometimes an organization determines that its culture needs to be changed. The change cycle includes the following components: external enabling conditions, internal permitting conditions, precipitating pressures, triggering events, cultural visioning, culture change strategy, culture change action plans, implementation of interventions, and reformulation of culture. According to him, it is very important for a leader to understand an organization's culture in order to bring about improved results. Every organization has a culture that can have a significant influence on the attitudes and behaviors of organization members. In this article, the author examines the concept of organizational culture and how cultures are created, maintained, and changed. He begins with a brief overview of what organizational culture is, followed by four distinct culture phenotypes. The author concludes that, the primary methods of sustaining organizational culture is through the socialization process by which individuals learn the values, expected behaviors, and social knowledge necessary to assume their roles in the

organization. Culture is created by means of terminal and instrumental values, heroes, rites and rituals, and communication networks.

written by Maria Tereza Leme Fleury in the journal 'Brazilian Administration Review' in the month of Jan-Mar, 2009, vol. 6, issue no. 1, the author says that, some of the common topics are competence and culture and these are the portion of the academic agenda & are commonly deliberated during the ongoing debates within organizations. He says that, however the interactions between these two concepts and their interdependence are yet to be analyzed. According to him these were the sections of organisational phenomena which may even be contradictory or even complimentary. The objective of the research was to deliberate on the linkage amongst these 2 subjects. Here he tells us, how culture in the organisational does improve or endanger the process of developing latest capabilities. This research suggests a preliminary intrusion in this discussion, reconsidering the thought of culture & cross checking that with idea for competence; two case studies of Brazilian firms are presented in order to illustrate this debate. Those are areas of organizational phenomena that might be complementary or even be contradictory. The author concludes that, the objective of this article was to discuss two concepts: competence & culture, enquiring the linkages amongst these. If culture impacts the organisations method of being and of performing activities, one can determine that, it also impacts decision in regards to purchase or the resource development & their enrolment to create positive outcome. Hence, cultural practices will be able to provide guidance & hold the improvement of particular capabilities to the disadvantage of others, which are relying on their configuration.

**In the research paper with the title "Impact of Organizational Culture On Performance Management Practices In Pakistan"**, the author M. Shakil Ahmadi in 'Business Intelligence Journal' in 2012, volume 5 issue no. 1 PP 50-55, says that, the method of giving continuous and long term success to the organization by enhancing the abilities of the people and their respective teams is termed as performance management. He also says that, Organizational culture as an important circumstantial aspect in performance management is barely considered. The key objective of the study is to enhance the knowledge base and check the relation amongst the practices for performance management and mechanisms of culture in the organisation. The study implemented investigative research to discover the effect. Primary data was gathered using questionnaires from 60 employees in COMSATS Institute of Information Technology. The example comprises of both male and female faculty members. Regression and Correlation analysis was utilised for statistical analysis. The research selected

sample from few cities of Pakistan. Further studies can select other cities and equate outcomes with city of certain sample. This research utilised random sampling process, which is the key constraint for this study. Forthcoming studies can utilise stratified haphazard sampling process with more sample size. It is anticipated that the results of this study would support the human resource managers, practitioners and strategy makers to well comprehend practices in the performance of the organization. The author has additionally mentioned that, the objective of the research is to relate practice with the theory, and explore the organisational culture aspect effect on performance management practices. There were certain researches done in past in regards to this topic in Pakistan. The author concludes that, the research is primarily intended to inspect the relationship amongst organisational culture and the performance management practices. Outcomes of the study show that, flexibility and mission has noteworthy affirmative values in association for PMP. Conventionally organisational culture and design of practices in human resource management like performance management has deliberated independently for the success of the organisation. Largely, there is a robust outlook in the literature that, organisational culture can lead to increased organizational performance. Nevertheless, studies on this relation normally vary as to the degree a practice is probable to be positively or negatively associated to performance. Human resource management practices has been claimed to impact culture in the organisation, and in turn lead to firm performance, we require to be wary of in conflict that present evidence demonstrates this relation.

**Objective:**

To understand whether a employee enguagemnt initiatives is needed in the selected factors for organization in the present scenario.

**Critical Evaluation of “Employee Engagement” in 2014 &15**

**Descriptive Statistics**

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Employee Engagement_2014	300	4.0	1.0	5.0	3.790	.0601	1.0406	1.083
Employee Engagement_2015	300	4.0	1.0	5.0	4.013	.0534	.9252	.856
Valid N (listwise)	300							

**Hypothesis Test Summary**

	<b>Null Hypothesis</b>	<b>Test</b>	<b>Sig.</b>	<b>Decision</b>
<b>1</b>	The median of differences between Employee Engagement_2014 and Employee Engagement_2015 equals 0.	Related-Samples Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.

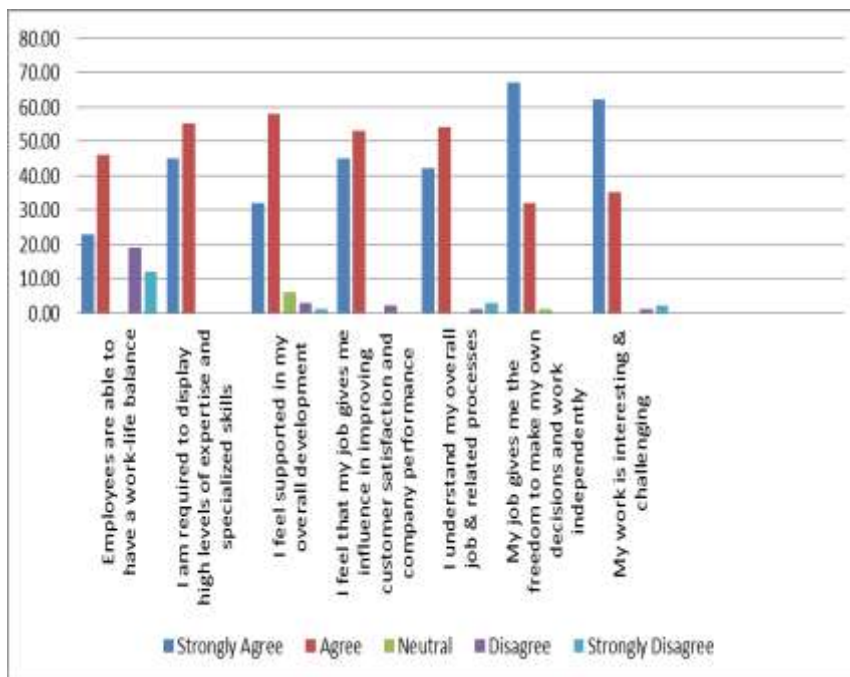
Asymptotic significances are displayed. The significance level is .05.

As a result of the test, the significance level difference between scores of 2014 & 2015 was .000. Hence it was established that there is a difference between the employee engagement scores of 2014 & 2015. The mean value of the engagement score has gone up from 3.79 to 4.01 indicating a positive increase in the 2 years. Post discussion with the managers & employees, it was understood that there were various employee engagement activities undertaken that lead to an increase in the overall score, the major one being training & development initiatives. .itical Evaluation of “Organisational Goals” in 2014 &15:

The researcher calculated the cumulative scores of items under organisational goals & tested them using the Wilcoxon Signed Rank Test. The test results were as follows

**No. 4.1.6 – Table showing manager’s views on their “level of engagement” in the organization (2015)**

**Graphical Representation No. 4.1.6 : Graph showing manager’s views on their “level of engagement” in the organization (2015)**



### **Description**

The response pertaining to work-life balance shows that out of total sampled managers, 23% of the managers strongly agree and a majority, i.e., 46% of the managers agree that they have a work-life balance. 19% of the managers disagree and 12% of the managers also strongly disagree that they have a work-life balance.

The questionnaire assessed whether managers are required to display high levels of expertise and specialized skills. The responses show that 45% of the managers strongly agree and 55% of the managers agree to the same.

The responses pertaining to the question on whether the managers feel supported in their overall development had positive responses. 32% of the managers strongly agree and 58% of the managers agree to the same. 6% of the managers are neutral in their responses. 3% of the managers disagree and 1% of the managers strongly disagree with the statement.

The questionnaire assessed whether managers feel that their job gives them influence in improving customer satisfaction and company performance. The responses show that 45% of the managers strongly agree and 53% of the managers agree that they are able to influence customer performance & company performance. 2% of the managers disagree with the statement.

The responses pertaining to employees' responses on whether they understand their overall job & related processes shows that 42% of the managers strongly agree and 54% of the managers agree to the same. 1% & 3% managers disagree & strongly disagree respectively with the statement.

The questionnaire assessed whether the employees feel that their job gives the freedom to take their own decisions & work independently. The responses show that 67% of the managers strongly agree and 32% of the managers agree that their job gives them the freedom to take their own decisions & work independently. 1% of the employees are neutral in their responses.

The responses pertaining to whether the work is challenging & interesting, the responses show that 62% of the managers strongly agree and 35% of the managers agree to the same. 1% of the managers disagree & 2% of the managers strongly disagree with the statement.

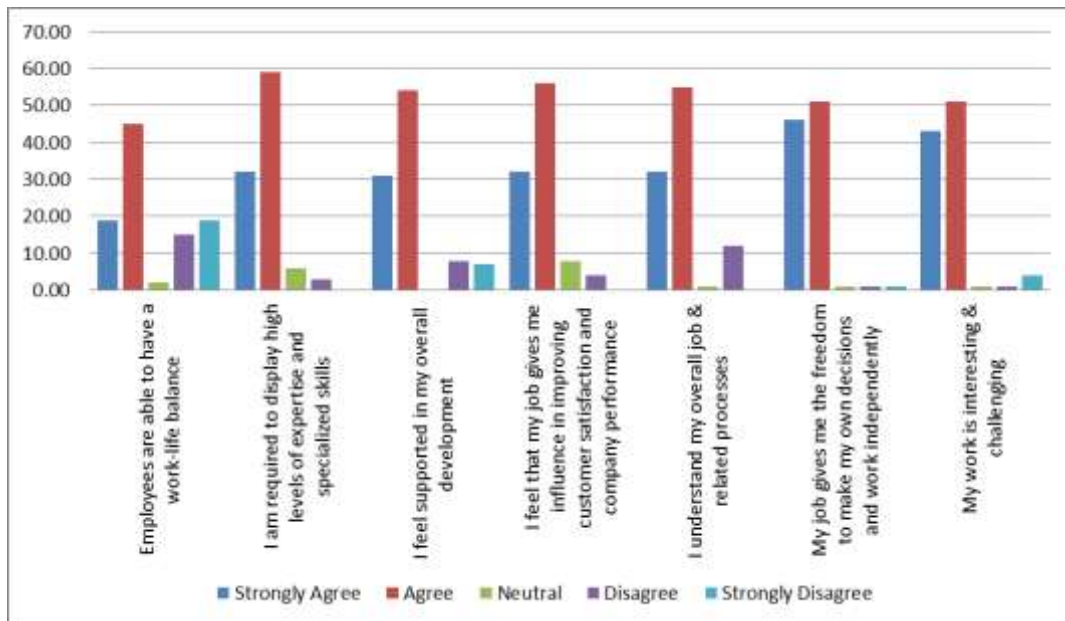
**Table No. 4.1.7 – Table showing manager's views on their "level of engagement" in the organization (2014)**



Sr. No	Particular	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total
		Res	%	Res	%	Res	%	Res	%	Res	%	
1	Employees are able to have a work-life balance	19	19.00	45	45.00	2	2.00	15	15.00	19	19.00	100
2	I am required to display high levels of expertise and specialized skills	32	32.00	59	59.00	6	6.00	3	3.00	0	0.00	100
3	I feel supported in my overall development	31	31.00	54	54.00	0	0.00	8	8.00	7	7.00	100
4	I feel that my job gives me influence in improving customer satisfaction and company performance	32	32.00	56	56.00	8	8.00	4	4.00	0	0.00	100
5	I understand my overall job & related processes	32	32.00	55	55.00	1	1.00	12	12.00	0	0.00	100
6	My job gives me the freedom to make my own decisions and work independently	46	46.00	51	51.00	1	1.00	1	1.00	1	1.00	100
7	My work is interesting & challenging	43	43.00	51	51.00	1	1.00	1	1.00	4	4.00	100



**Graphical Representation No. 4.1.7 : Graph showing manager’s views on their “level of engagement” in the organization (2014)**



**Description**

The response pertaining to work-life balance shows that out of total sampled managers, 19% of the managers strongly agree and a majority, i.e., 45% of the managers agrees that they have a work-life balance. 15% of the managers disagree and 19% of the managers also strongly disagree that they have a work-life balance.

The questionnaire assessed whether managers are required to display high levels of expertise and specialized skills. The responses show that 32% of the managers strongly agree and 59% of the managers agree to the same.

The responses pertaining to the question on whether the managers feel supported in their overall development had positive responses. 31% of the managers strongly agree and 54% of the managers agree to the same. 8% of the managers disagree and 7% of the managers strongly disagree with the statement.

The questionnaire assessed whether managers feel that their job gives them influence in improving customer satisfaction and company performance. The responses show that 32% of the managers strongly agree and 56% of the managers agree that they able to influence customer performance & company performance. 4% of the managers disagree with the statement.

The responses pertaining to employees responses on whether they understand their overall job & related processes shows that 32% of the managers strongly agree and 55% of the

managers agree to the same. 12% managers strongly disagree with the statement.

The questionnaire assessed whether the employees feel that their job gives the freedom to take their own decisions & work independently. The responses show that 46% of the managers strongly agree and 51% of the managers agree that their job gives them the freedom to take their own decisions & work independently. 1% of the employees are neutral in their responses. 1% managers disagree & 1% strongly disagree respectively.

The responses pertaining to whether the work is challenging & interesting, the responses show that 43% of the managers strongly agree and 51% of the managers agree to the same. 1% of the managers disagree & 4% of the employees strongly disagree with the statement.

### **Results related to Managers' views on "Organizational Goals"**

To assess Managers' views on "Organizational Goals", a set of 6 questions were administered. The questions administered checked various aspects of organisational goals viz., whether employees/ co-workers deal with difficult problems until they find solutions, whether employees are able to see the impact & outcome of their job, whether they feel that their manager leads their team towards the achievement of goals. The questionnaire also assesses whether the expectations from each function are clearly defined, whether top management adapts & modifies strategy based on changes in markets and customer needs and whether top management strives to learn and understand employee opinions and workplace circumstances.

The employees were requested to respond to each of the question by choosing amongst the options best suited from the following scale:

5 – Strongly Agree

4 – Agree

3 – Neutral

2 – Disagree

1 – Strongly Disagree

Managers could also choose an option of saying "Do Not Know".

Based on the responses obtained from the employees following are the findings on the Managers' opinion about the organizational goals:

- High percentage (80% - sum of Strongly Disagree & Disagree) of managers disagree that employees/ co-workers deal with difficult problems until they find solutions. Managers shared that they have a difficult time pushing employees towards goal achievement. They

feel that the projects suffer due to inter departmental conflicts and that the employees lack persistence to achieve the goals.

- The questionnaire assessed whether managers feel that they can see the impact & outcome of their job. The views on these were divided. 52% (sum of strongly disagree & disagree) of managers disagreed to the same whereas 48% (sum of strongly agree & agree) agreed to the same. Managers felt that they were involved in long term strategies and it would be difficult to see an immediate impact of their jobs.
- A moderate percentage (51% - sum of strongly agree & agree) of managers agree that their manager leads them to achievement of goals. They shared that they are the ones who were responsible to manage their respective functions & thus responsible for goal achievement & organizational success and that they received complete support from their managers for the same.
- A moderate percentage (47% - sum of Strongly Agree & Agree) of managers agree whereas (53% - sum of Strongly Disagree & Disagree) disagree that the expectations from each function are clearly defined. Managers shared that they were clear about their & their respective team's roles in the organization, but since the recent times the organization has been evolving thus expectations from each function were also undergoing a change.
- The questionnaire assessed whether the employees feel that top management adapts & modifies strategy based on changes in markets and customer needs. The responses on this statement were divided. Though a moderate percentage (52% - sum of Strongly Disagree & Disagree) of managers disagree to the statement, there were also (48% - sum of strongly agree & agree) managers who agree to the same. The managers felt that though the management adapted their strategies to the environment & market needs, the changes were not as rapid as the changes in the outside environment.
- The questionnaire assessed whether the employees feel that top management strives to learn and understand employee opinions and workplace circumstances. A high percentage (60% - sum of strongly disagree & disagree) of managers disagree to the statement. Managers felt that the organization has to create a conducive environment for performance. Currently the employees were extremely comfortable in the environment but lacked the motivation & persistence to achieve difficult goals. Managers had shared

the concerns with the managers & felt that the organization should support them in creating a performance based environment.

The researcher has observed that a very high percentage of employees are highly engaged with the organization and clarity on organizational goals is also fairly good. Managers were striving hard to achieve the goals & contribute to organizational success

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