

The Effect of Organizational Culture Dimensions on Organizational Performance Variables: A Study of Selected IT Companies at Hyderabad

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Abstract

This study examined the impact of organizational culture dimensions on organizational performance metrics such as Sales growth, Client Satisfaction and Market Share. Organizational culture plays an indispensable role to be considered by various dynamic organizations to sustain competitive advantage for exaggerating the organizational performance. The main aim of the present study is to investigate the relationship among the organizational culture dimensions and organizational performance metrics in the Software (IT) companies which are operating in state capital region of Telangana.

Keywords: Organizational culture (OC), Organizational performance (OP), Sales growth (SG), Client Satisfaction (CS), Market Share (MS), IT industry

Introduction

Culture is the way how organizations perform their actions by accomplishing their tasks. Organizational culture is a system of shared assumptions, beliefs and values which hinder the people's behaviour in various dynamic organizations. Each and every organization has a unique culture, that provides various guidelines and boundaries for their members in executing the diverse behaviours. In simple, "The culture of an organization is characterized as the organization's immune system" (Michael D. Watkins, 2007).

Organizational Culture leads to the enhanced productivity and employees can achieve their organizational goal effectively and efficiently (Dr. Darakhshan Anjum & Alka Sharma, May 2014). In IT industry, the OP is dependent on many variables of OC (R. Durgadevi & Vasantha Shanmugam, 2017). IT employees require an open environment for sharing their novel ideas and participating in decision making. This enables a collaborative approach in helping each other as they are the crucial component of the global economy. This type of environment can only be formulated by the culture of respective organizations.

Review of Related Literature

a. Organizational Culture

The OP of IT companies is dependent on many factors. OC indicates "the way the things are performed in and around" (Deal and Kennedy, 2000). In an organization, OC directly influences the employee behaviours. Peter and Waterman (1982) stated that culture acts as an indispensable factor for organizational success. Researchers also linked the culture of an organization with different organizational behaviors. They also established that there is a strong correlation between

OC and job performance of employees (Sheridan, 1992). (Luthans 1998) declared that there is a unique OC in each and every organization, but businesses are not paying any attention towards it. According to Stewart (2010), norms and values of OC have a direct significant impact on the organizational performance and profitability. OC has a strong impact on the performance of employees enhancing the productivity which thus enhances the OP (Fakhar Shahzad, 2012). According to Fakhar Shahzad, 2014 the most important elements in increasing OP are employee's participation and their commitment towards achieving the goals of an organization. Organizational culture, safety and negotiation and work environment among the software employees are the most determining factors considered for OP (M Sakthivel Murugan, 2009).

OC acts as a glue in combining the nonhuman resources (hardware) and human resources (software) of an organization for creating the excellent performance (Yirdaw, 2015). In short, it is how the organizational employees interact with one another (Simoneaux and Stroud 2014). Warren Buffet (World's richest business person) and Howard Schultz (Starbucks Coffee Company founder) confirmed OC acts as a crucial aspect for organizational success (Flamholtz and Randle, 2012; Childress, 2013).

OC of an organization forms a vital part of every corporation. It's truly very significant to recognize the importance of an OC because it affects the way the organization responds to fluctuating requirements and desires of the business environment (FatihCura,2018). The culture's influence on business performance is appreciated by professional managers (Barbara N. Unger et al 2014). Hence, to improve OP and to recognize the effect of an OC on employees, it is vital to understand the way OC affects the OP.

b. Organizational Performance

The phrase performance was emerged in mid-nineteenth century and used primarily to define results of a sporting challenge. The term performance has its origin from a Latin word called "performare" which means completion of a proposed activity (Butnaru Gina Ionela and Corina Matei Gherman, 2012). The term performance evaluates the amount of work done by an organization and assess competitiveness.

OP comprises of analyzing the performance of firms in adjacent to their targets and objectives. The Senior Manager of *Pitcher Partners* Louise James, defined OP as how far a planned team of individuals are effective in accomplishing their tasks.

Organizations play an indispensable role in daily routine lives and thus prosperous enterprises are one of the vital components of developing nations. The limelight of any organizations is continuous performance. In today's research OP is one of the most commonly used dependent variable. The influence of OP on companies (Paul Folan and Jim Browne, 2005) has become one of the key components in the empirical research (Patrizia Garengo et al., 2005). Scholars had diverse thoughts in defining OP and majority them used performance as a process of collecting and measuring the input and output efficiency as well as transactional efficiency (Fakhar Shahzad et al, 2012). Donthu and Yoo, 1998 emphasized that there is an effect of culture on consumer behavior, service quality and satisfaction. Also, Cho et al 2013 postulated that better OC needs better service quality.

Client satisfaction and Market performance are non- financial performance indicators which aids in enhancing OP (Chen & Quester, 2006). Majority of companies have been measuring performance on the basis of customer loyalty and employee satisfaction (Ittner and Larcker, 2003). The OP design has a direct connection with survival and organizational success (Ahmed & Shafiq, 2014) and it indicates

how the business completes its goals. Menon, A.G., and Mohanty, B. (2012) examined the articles of various measures of OP which are published in Strategic Management Journal between 1980 and 2007. It was observed that total 487 times OP was measured in the fore studies. Out of that, 52% of the studies accessed accounting returns, 17% examined growth over certain period, 12% used as a stock market returns, 5% measured hybrid measures-a combination of accounting returns, growth and stock market returns, 4% examined survival as OP measure and 8% used market share as performance measure. The authors understand that there is an overlap of OP measures (Shailendra Singh and Vishal Gupta 2010).

Concept of OP is complex and multi-dimensional. It includes both financial and non-financial criteria (Jaehoon Rhee et al 2010). Extant literature discloses that to measure the financial aspects of organizational performance, scholars use either stock market or accounting based measures (Borut Likar et al, 2014; Tsao, S.M. and Lien, W.H. 2013; Hult, G.T.M., et al 2008; Muhammad Saqib Nawaz, et al 2014).

Colase B. (2009) defined the concept as “a bag-word which covers diverse notions like growth, competitiveness, profitability, productivity, return and efficiency”. Despite of the fact that profit is the main aim of any enterprise, researchers spent more on client satisfaction and their experiences with service organizations. Jason D. Shaw et al 2005, Schneider, B et al 2005 and Anderson et al., 1997 considered OC and customer satisfaction and established a strong link in influencing OP.

From the above literature, the present study focused on analyzing the impact of OC on OP by considering three variables of OP i.e., sales growth, client satisfaction and market share.

Objectives: The general objective of this study is to see the effect of organizational culture dimensions on organizational performance.

The Specific objectives of this study are

1. To study the effect of organizational culture on sales growth.
2. To study the effect of organizational culture on client satisfaction.
3. To know the effect of organizational culture on market share.

Hypothesis setting up

Based on the present study and objectives the hypotheses were set up as follows

H ₁ : All the 12 OC dimensions have significant impact on Sales Growthn Sales	H ₂ : All the 12 OC dimensions have significant impact on Client satisfaction.	H ₃ : All the 12 OC dimensions have significant impact on Market share.
Management communication	Management communication	Management communication
Employee motivation	Employee motivation	Employee motivation
Results orientation	Results orientation	Results orientation
Team orientation	Team orientation	Team orientation
Employee recognition	Employee recognition	Employee recognition
Confrontation	Confrontation	Confrontation
Employee development Programmes	Employee development programmes	Employee development programmes
Employee welfare	Employee welfare	Employee welfare
Job security	Job security	Job security
Planning orientation	Planning orientation	Planning orientation

Innovation and risk taking	Innovation and risk taking	Innovation and risk taking
Employee commitment	Employee commitment	Employee commitment

Research Methodology

The researcher used self-administered questionnaire to collect the primary data. The data has been collected from various IT organizations located in and around Hyderabad. A total of 360 Questionnaires were distributed to collect the data from various IT companies. OC was measured as a result of cumulative experience of the employee, using 35 question items adapted to the software industry. In doing so, the research:

- Included eight dimensions of corporate culture described by using the survey of management climate (Gordon & Cummins, 1979).
- Four dimensions were added based on the review of related literature.

The following are the twelve dimensions which are used to conceptualize OC:

- ✓ **Management communication:** This dimension involves an openness to communicate by increasing the level of employee participation.
 - ✓ **Employee motivation:** This dimension involves creating the acceptance of employees to perform in their best in terms of their abilities.
 - ✓ **Results orientation:** This dimension emphasizes on holding employees who are liable/obliged for clear end results.
 - ✓ **Team orientation:** This dimension analyses the amount of cooperation and coordination among the employees of different departments.
 - ✓ **Employee recognition:** This dimension emphasizes on to the extent of recognition of employee by the organization in the form of employee recognition programmes.
 - ✓ **Confrontation:** This includes to the extent of addressing the issues of the organization openly.
 - ✓ **Employee development programmes/ People orientation:** This dimension is concerned with the growth and development of employees by the organization.
 - ✓ **Employee welfare:** This dimension emphasizes on the amenities that are provided for the betterment of employees.
 - ✓ **Job security:** This dimension emphasizes on the assurance for the peoples jobs in the organization.
 - ✓ **Planning orientation:** This element focuses on how the plans are managed by the employees by avoiding the deviations.
 - ✓ **Innovation and Risk taking:** This element defines the extent to which individuals are encouraged to take risks and innovate.
 - ✓ **Employee commitment:** This element focuses to the extent of manager-subordinate relationship in the organization to enhance organizational excellence.
- **Scaling:** In total, thirty-five variables from the above twelve dimensions were selected to measure OP. Respondents were asked to evaluate on these thirty-five parameters. All were measured on five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).
 - **OP Metrics:** The information was collected from the various IT companies of state capital region on the following OP metrics:

1. **Sales Growth**
2. **Client Satisfaction**
3. **Market Share**

Results and Analysis of the Data

1. Exploring the Relationship between OC and Sales growth

The relationship between various dimensions of OC and Sales Growth was first investigated using Karl Pearson product correlation analysis. Preliminary analysis revealed that there were no violation of the assumptions of linearity and homoscedasticity (i.e homogeneity of variance), and all associations were found to be significant at 0.95(1- α) confidence levels, with the strongest positive association being between sales growth and the dimension i.e., management communication ($r=0.87$, $p<0.05$), employee motivation ($r=0.845$, $p<0.05$), team orientation ($r=0.86$, $p<0.05$) and innovation and risk taking ($r=0.82$, $p<0.05$). Negative correlation existed between sales growth and confrontation ($r=-0.873$, $p<0.05$) as shown in Table-1. In order to observe the mathematical model, fit of the multiple regression model and to find out the best predictors of sales growth, multiple step-wise regression was applied using SPSS-20 software tool with the all twelve dimensions of OC as the predictors.

Preliminary analysis revealed no violation of the assumption regarding sample size, multi co linearity and outliers. In terms of the relationship between the twelve OC dimension and sales growth, the adjusted $R^2 = 0.77$ was found to be statistically significant ($F=8.826$, $P<0.05$) with 0.95 confidence level as shown in Table-3. Five, out oftweleve dimensions of OC namely 'management communication', 'employee motivation', 'team orientation', 'innovation and risk taking', and 'confrontation' were found to be statistically significant ($p<0.05$). In addition, management communication had the highly positive effect ($b=1.159$, $t=4.971$, $P<0.05$) on sales growth whereas confrontation has a negative impact ($b= -1.26$, $t= 3.560$, $P<0.05$) with sales growth in IT companies. Also other three variables such as employee motivation ($b=0.249$, $t= 4.257$, $p<0.05$), team orientation ($b=0.124$, $t= 2.840$, $p<0.05$), innovation and risk taking ($b=0.198$, $t= 3.53$, $p<0.05$) showed positive effect as shown in Table-4. The values of the Variance Inflation Factor (VIF) and Tolerance Value (TV) for the linear step-wise regression model statistics is presented in Table-2. As indicated in Table-2, the values of VIF, served as an indicator of multi co linearity. Clearly these values were far below the cut-off value of 10. In addition to it could be seen that the tolerance value for each independent variable are not less than 0.20 or 0.10 that indicates there is no evidence of multi co linearity. In other words, there is no significant evidence of multi co linearity problem in the regression model as presented.

Table -1: Correlation Analysis: Organizational Culture and Sales Growth

Performance	Correlation	Dimensions of organizational Culture											
		t communicati	Employee motivation	Results orientation	Team orientation	Employee recognition	Confrontatio n	t programmes	Employee welfare	Job security	Planning orientation	Innovation and Risk	Employee commitment
SG	r	0.87 **	0.845 **	0.58 **	0.86 **	0.61 **	- 0.87* *	0.64 **	0.70 **	0.67 **	0.57 **	0.82 **	0.56 **

SG: Sales Growth** correlations significant at 0.01 levels.

Table 2: Multi-Co linearity Statistics: Sales Growth

Model (With variables)		Co linearity Statistics	
		Tolerance	VIF
1	Management communication	.407	2.457
	Employee motivation	.371	2.695
	Team orientation	.364	2.750
	Confrontation	.531	1.882
	Innovation and Risk taking	.360	2.779
Dependent Variable: Sales Growth (SG)			

A tolerance of less than 0.20 or 0.10 and/or a VIF of 5 or 10 and above indicates multicollinearity

Table 3: Multi-Regression Model Summary: Sales Growth

Model	R	R- Square	Adjusted R- Square	Std. Error of the Estimate	F-Ratio
1	.0.88	0.78	0.77	0.258	8.826*

*Significant at 0.05 levels.

Table 4: Step- wise Regression Analysis: Sales Growth

Model:1				
S.no	Organizational Dim.	Beta	t	Sig.
1	Management communication	1.159	4.97*	0.000
2	Employee Motivation	0.249	4.25*	0.000
3	Team orientation	0.124	2.84*	0.030
4	Confrontation	-1.26	3.56*	0.002
5	Innovation and Risk taking	0.198	3.53*	0.021
6	Results orientation	0.108	1.69	0.056
7	Employee recognition	0.074	1.11	0.264
8	Employee development programs/ People orientation	0.069	1.04	0.298
9	Employee welfare	0.131	1.91	0.40
10	Job security	0.096	1.48	0.138
11	Planning orientation	0.129	1.84	0.066
12	Employee commitment	0.009	0.12	0.504

*Significant at 0.05 levels.

Hypothesis Testing

It was revealed that the dimensions of OC namely management communication, employee motivation, team orientation, innovation and risk taking have a significant impact and positive influence on sales growth in IT companies, but the dimension confrontation had a significant negative influence on sales growth in IT companies.

2. Exploring the Relationship between OC and Client Satisfaction (CS)

The relationship between various dimensions of OC and client satisfaction was first investigated using Karl Pearson product correlation. Preliminary analysis exposed that there were no violation of the assumptions of linearity and homoscedasticity, and all associations were found to be significant at 0.95 confidence levels, with the strongest association being client satisfaction and management communication ($r=0.82$, $p<0.05$), employee motivation ($r=0.80$, $p<0.05$), innovation and risk taking ($r=0.81$, $p<0.05$) as shown in Table-5.

To examine the fit of the linear regression model and to discover the best predictors of client satisfaction, step-wise regression was used with the dimensions of OC as the predictors. Preliminary analysis revealed no violation of the assumption regarding sample size, multi co linearity and outliers.

In terms of the relationship between twelve OC dimensions and client satisfaction, the adjusted $R^2 = 0.68$ was found to be statistically significant ($F=10.859$, $P<0.05$) with 0.95 confidence level as shown in Table-7. Three, out of twelve dimensions of OC namely 'management communication', 'employee motivation' and 'innovation and risk taking', were found to be statistically significant ($p<0.05$).

In addition, management communication ($b=0.6$, $t=3.90$, $P<0.05$), employee motivation ($b=0.13$, $t= 4.12$, $p<0.05$), innovation and risk taking ($b=0.11$, $t= 2.83$, $p<0.05$) had positive effect on client satisfaction as shown in Table-8. The values of the Variance Inflation Factor (VIF) and Tolerance Value (TV) for the linear step-wise regression model statistics is presented in Table-8. As indicated in Table-6, the values of VIF, which served as an indicator of multi co linearity, are less small. Clearly these values were far below the cut-off value of 10. In addition to it could be seen that the tolerance value for each independent variable are not less than 0.20 or 0.10 that indicates there is no evidence of multi co linearity. In other words, there is no significant evidence of multi co linearity problem in the regression model as presented.

Table 5: Correlation Analysis: Organizational Culture and Client Satisfaction

Organizational Performance	Pearson Correlation	Dimensions of organizational Culture											
		Management communication	Employee motivation	Results orientation	Team orientation	Employee recognition	Confrontation	development programmes/ People	Employee welfare	Job security	Planning orientation	Innovation and Risk taking	Employee commitment
PW I	r	0.82*	0.80*	0.58*	0.65*	0.61*	-0.67**	0.58*	.70*	.67*	.57*	.81*	.56*

CS:Client Satisfaction ** correlations significant at 0.01 levels.

Table-6: Multi-Co linearity Statistics: Client Satisfaction

Model		Co linearity Statistics	
		Tolerance	VIF
1	Management communication	.424	2.360

Employee motivation	.398	2.512
Innovation and Risk taking	.460	2.176
Dependent Variable: Client Satisfaction (CS)		

A tolerance of less than 0.20 or 0.10 and/or a VIF of 5 or 10 and above indicates multicollinearity

Table -7 Multi-Regression Model Summary: Client Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F-Ratio
1	.0.82	0.68	0.66	0.30	10.859*

*Significant at 0.05 levels.

Table -8 Step- wise Regression Analysis: Client Satisfaction

Model:1		Beta	t	Sig.
S NO	Organizational Dim.			
1	Management communication	0.6	3.90*	0.023
2	Employee Motivation	0.13	4.12*	0.000
3	Innovation and Risk taking	0.11	2.83*	0.021
4	Results orientation	-0.01	-.149	0.882
5	Team orientation	0.144	1.575	0.116
6	Employee recognition	-0.085	-1.026	0.306
7	Confrontation	0.089	1.152	0.250
8	Employee development programs/ People orientation	0.017	0.222	0.824
9	Employee welfare	0.126	1.459	0.145
10	Job security	0.048	0.531	0.596
11	Planning orientation	0.030	0.311	0.756
12	Employee commitment	0.057	0.583	0.560

*Significant at 0.05 levels.

Hypothesis Testing

It was revealed that the dimensions of OC namely, management communication, employee motivation and innovation and risk taking showed a significant positive influence on client satisfaction in software (IT) companies.

3 Exploring the Relationship between OC and Market Share

The relationship between various dimensions of OC and market share was first investigated using Karl Pearson product correlation. Preliminary analysis revealed that there were no violation of the assumptions of linearity and homoscedasticity, and all associations were found to be significant at 0.95 confidence levels, with the strongest positive association among market share and dimensions of OC namely management communication ($r=0.89$, $p<0.05$), employee development programmes/people orientation ($r=0.83$, $p<0.05$), innovation and risk taking ($r=0.84$, $p<0.05$) and employee commitment ($r=0.81$, $p<0.05$). To examine the fit of the linear regression model and to discover the best predictors of market share, step-wise regression was used with the dimensions of OC as the

predictors. Preliminary analysis revealed no violation of the assumption regarding sample size, multicollinearity and outliers.

In terms of the relationship between the twelve OC dimensions and market share, the adjusted $R^2 = 0.77$ was found to be statistically significant ($F=8.706$, $P<0.05$) with 0.95 confidence level as shown in Table-11. Four, out of twelve OC dimensions namely 'management communication', 'employee development programmes/people orientation', 'innovation and risk taking' and employee commitment were found to be statistically significant ($p<0.05$).

In addition, management communication ($b=0.182$, $t=2.90$, $P<0.05$), employee development programmes/ people orientation ($b=1.13$, $t= 5.12$, $p<0.05$), innovation and risk taking ($b=0.14$, $t= 3.43$, $p<0.05$) and employee commitment ($b=1.58$, $t= 6.38$, $p<0.05$) showed positive effect on market share as shown in Table-12. The values of the Variance Inflation Factor (VIF) and Tolerance Value (TV) for the linear step-wise regression model statistics is presented in Table-10. As indicated in Table-10, the values of VIF, which served as an indicator of multi co linearity, are less small. Clearly these values were far below the cut-off value of 10. In addition to it could be seen that the tolerance value for each independent variable are not less than 0.20 or 0.10 that indicates there is no evidence of multi co linearity. In other words, there is no significant evidence of multi co linearity problem in the regression model as presented.

Table-9: Correlation Analysis: Organizational Culture and Market Share (MS)

Performance	Pearson Correlation	Dimensions of organizational Culture											
		Management communication	Employee motivation	Results orientation	Team orientation	Employee recognition	Confrontation	programmes/ People orientation	Employee welfare	Job security	Planning orientation and	Innovation Risk taking	Employee commitment
QO S	r	0.89*	0.51*	0.76*	0.6*	0.63*	- .73**	0.83*	0.69*	.46*	.62*	.84*	0.81*

MS:Market Share ** correlations significant at 0.01 levels.

Table 10: Multi-Co linearity Statistics: Market Share (MS)

Model		Co linearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Management communication	.439	2.278
	Employee development programmes/ People orientation	.556	1.799
	Innovation and Risk taking	.363	2.756
	Employee commitment	.370	2.703

A tolerance of less than 0.20 or 0.10 and/or a VIF of 5 or 10 and above indicates multi co-linearity

Table-11: Multi-Regression Model Summary: Market Share (MS)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F-Ratio
1	0.88	0.775	.0.77	0.225	8.706*

*Significant at 0.05 levels.

Table-12: Step- wise Regression Analysis: Market Share (MS)

Model :1 S.NO	Organizational Dim.	Beta	t	Sig.
1	Management communication	0.182	2.90*	0.023
2	Employee development programs/ People orientation	1.13	5.12*	0.000
3	Innovation and Risk taking	0.14	3.43*	0.021
4	Employee commitment	1.58	6.38*	0.000
5	Employee motivation	0.140	1.596	0.111
6	Results orientation	0.058	0.722	0.471
7	Team orientation	0.146	1.610	0.108
8	Employee recognition	-0.044	0.528	0.598
9	Confrontation	0.030	0.396	0.693
10	Employee welfare	0.052	0.599	0.549
11	Job security	0.056	0.620	0.536
12	Planning orientation	0.040	0.410	0.682

*Significant at 0.05 levels.

Hypothesis Testing

It was revealed that the dimensions of management communication, employee development programmes/people orientation, innovation and risk taking and employee commitment showed a significant positive influence on market share in IT companies.

Conclusion

The study focused to find the relationship between OC and sales growth and to establish which aspects of OC showed significant impact on sales growth, a step-wise multiple regression model analysis was done. The objective was to determine twelve dimensions of OC and their relative contribution in influencing sales growth. The overall model was found to be highly significant with five dimensions i.e. management communication, employee motivation, team orientation, innovation and risk taking and confrontation.

Further the relationship between organizational culture and client satisfaction are found to be significant. The step-wise multiple regression analysis was performed to understand the impact and showed significance for management communication, employee motivation, and innovation and risk taking. An examination of the beta-coefficient indicated that management communication had the greatest influence on client satisfaction.

Finally, the study examined the association between organizational culture and market share. The step-wise multiple regression model showed significance for management communication, employee development programmes/people orientation, innovation and risk taking and employee commitment on market share in IT companies. The study finally concludes showing significance of OC on sales growth, client satisfaction and market share.

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