Impact of Organisational Culture (OC), Quality of Worklife (QWL) and Organisational Change (OCh) on Organisational Effectiveness (OE): A Literature Review

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Abstract: This study examines some existing literature on the factors that affects organizational culture, Quality of Work Life and Organizational change and analyzes the relationship between these variables and organizational effectiveness. Organizational culture helps to keep employees motivated and loyal to the management of any organization. If employees view themselves as part of their organization's culture, they are more eager to contribute to the entity's success. Improved QWL naturally helps to improve the family life of the employees and also improves the performance of the organization. Change helps the organization to cope with globalization, which can be a threat or opportunity and with emerging technological advancements in the society. The effectiveness measurement emphasize on quality, productivity, efficiency, morale, interpersonal skills, profitability, flexibility and adaptability. This paper examines the existing literature on factors that contributes for organizational effectiveness and suggests ways to improve the overall performance of the organization.

Keywords: Culture, Quality of Work Life. Organizational Change, Organizational Effectiveness.

I. INTRODUCTION

Organizational effectiveness is a significant indicator to show the direction, position and future of the organization. It is the notion of how effective an organization is accomplishing the results about the organization aims to generate (Muhammed , et al,2011).

Since, an organization have many goals to perform activities at same time ,the effectiveness can be measured using multiple indicators like Culture, Quality of Work Life and the changes that takes place in the organization. The people learn most of the behavior and beliefs from the people they grow up with.

Since the members in the organization work together in performing a job, the created culture will enable the organizational members to understand each other work effectively. Quality of work life is considered as another predictor of sustainability and viability for a business organization.

It is defined as the relationship between man and task at workplace. Change is constant. In order to stay competitive and to improve the quality of organization implements change. Organizational change is the movement of organization away from its present state and towards desired future state to increase its organizational effectiveness.

II. LITERATURE REVIEW

Olu Ojo in his study entitled Organization culture and corporate performance –Empirical evidence from Nigeria examines the relationship between organization culture and corporate performance in a business context. The study was conducted among the employees of Nigerian commercial banks. The study was made up of senior staff, directors and managers of the Nigerian banks. Stratified sampling is used for the study .The banks were stratified into two strata based on the year as "new and old"

generation banks and from each strata two banks were selected on random basis. In all, 80 respondents were selected on random basis. The hypotheses were tested using a parametric t-test. The results revealed that organization culture is important in every business entity and it is correlated to corporate performance. Organization culture affects the level of employee's goals in a positive way.

Muya Janes Ng'ang'a and Wesonga Justa Nyongesa (2012) in their study entitled The impact of Organization Culture on performance of educational Institutions considered three main criteria it must be strategically relevant, it needs to be strong, culture must have an intrinsic ability to adapt to changing circumstances. An institution's culture could be strong and cohesive when it conducts the business according to a clear and explicit set of principles.

Denise Jarratt and Grant O'Neill in their paper entitled the effect of organization culture on Business-to-Business Relationship management Practice and performance examines organization culture and moral integrity values that support successful relationship management practice and lead to relationship outcomes of equality, satisfaction and performance. Qualitative and Quantitative investigations were conducted. In Qualitative phase, interviews were held with 3 senior executives and industry from IT, Financial Service Industry and business consulting services. The final form of questionnaire was mailed to 1,250 senior marketing directors or MD from the top 2000 business service and manufacturing organization. It has been concluded that moral integrity values will indirectly enhance relationship, management practice like collaboration, flexibility and conflict resolution.

Bulent Ayadin, Adnan Ceylan in their paper the role of organizational culture on effectiveness has considered four factors namely employee satisfaction, customer orientation, organizational commitment and financial growth performance. The sample was taken from the employees of metal working firms in Turkey. A total of 578 questionnaires was collected from selected firms that had manufacturing process. The data have been analyzed by descriptive statistics, reliability analysis, factor analysis, correlation analysis and regression analysis applied. The results reveals organization effectiveness has significant correlations with cultural dimensions, involvement, collaboration, transmission of information, learning, care about clients, strategic directions, reward and incentive system, system of control, communication, coordination and integration.

Shiney Club(2012) in the study Quality of Work life and Organization Performance parameters at workplace conducted in a manufacturing unit at Nagpur.150 middle and lower level employees were taken for the study in total 6 variables were considered, namely organizational performance, job satisfaction ,QWL, Wage Policy, Company Policy and union policy. The findings revealed that QWL has a positive and significant relationship with organization performance. For non managerial and operational workers, QWL may not be as important as other factors as they still have to first satisfy the basic needs which can be achieved by having good wages, and financial benefits. The study also revealed that QWL has a positive and significant relationship with employee job satisfaction.

Subashini.S,Ramani Gopal C.S(2013) in their study QWL among Women Employees Working in Garment Factories in Coimbatore District focused on the factors influencing QWL of employee's level of satisfaction of employees on present level of quality of work life. The study was conducted in selected garment factories in Coimbatore district of Tamil Nadu .The study attempts to evaluate the QWL of women employees and analyze the relationship between productivity and QWL .A sample of 100 employees from various department's was selected as respondents on the basis of purposive sampling. The findings are presented on the basis of different tools of analysis such as simple percentage analysis, chi square analysis and weighted average. It has been concluded that women employees are satisfied with Grievance handling procedure and were dissatisfied with health and safety measures provided and having more occupational stress. Employees are satisfied with the work atmosphere and job security measures of the factory and are not much satisfied about the permitted leave. It is recommended that an attractive pay scale can be offered and permissible leave limits can be extended and all the workers could be included in critical decision making situations.

Indumathi G.S & Thamil Selvan.R(2013) in their study A Perception on QWL among Male and Female Employees in IT companies considered the factors such as stress at work, work life balance, job security, and social integration in the workplace. The objective of the study is to explore whether there is significant difference between male and female employees perception over QWL. The Convenient sampling method was adopted and total of 150 samples were collected .ANOVA test has been performed to know the difference between central observation from 2 independent samples-male and female employees. It is concluded that QWL factors such as stress, social integration in the workplace and communication in the workplace are the most affecting factors of QWL of the employees in the IT companies.

Marria Vakola and Ioannis Nikalaou in the study Attitude towards organizational change explores the linkage between employees attitude towards organizational change and two of the most significant constructs occupational stress and organizational commitment. A total of 292 participants were selected and the results were in the expected direction showing negative correlation between occupational stressors and attitudes to change, indicating that highly stressed individuals demonstrate decreased commitment and increased reluctance to accept organizational change interventions. There were 29 variables considered for the study (14 positive and 15 negative).In order to investigate whether gender affected both attitude to change and stress at work, independent t-test were performed and found that males are more reluctant to change than female.

Elton Geoffrey Fortuin (2007) in his study impact of a large scale organizational change programme on psychological contracts investigated the impact of a large scale organizational change programme on employee's psychological contracts, using State Information Agency (SITA). Using a systematic sampling method 400 employees were randomly selected to participate in the survey .The questionnaire were designed as a self administered questionnaire and published on Intranet to allow respondents to complete the questionnaire online. The statistical tests that were conducted are kruskall –Waliis, ANOVA and Kolmogorov Smirnov. The research showed significant difference among the social identities with respect to perception of the employer's obligation, their loyalty to the organization, opportunities for internal advancement, performance of duties beyond the normal scope for work, employment security, intent to leave the organization and job satisfaction.

Dr Liz Jonwes, Bernadette Watson, Elizabeth Hobman, and Prashant Bordia in their study Employees perception of Organizational Change: Impact of it was examined the influence of organization level on employee's perceptions and reactions to a complex organizational change. Participants included executives, supervisory and non supervisory staff in a major tertiary hospital. In-depth interviews were conducted with 61 employees about the positive and negative aspects of the change. This study examines the organization change at only one time point in one organization. Supervisory and non Supervisory staff referred more to conflict and divisions and expressed more negative attitude towards change, than the executives.

III. FINDING AND SUGGESTION

Based on the reviews collected it has been observed that organization culture is influenced by staff turnover, and the culture seems to be strong when business is functioned based on the explicit set of principles .If a good culture prevails in the organization it results in the increased corporate performance. Moral integrity values will enhance relationship, management practice like collaboration, flexibility and conflict resolution. In order to maintain quality of work life, employees in the organization should be involved in the decision making process, communication in the workplace should be effective, and stress level should be minimum which results in increased employee job satisfaction. As change cannot be avoided in any organization it can be inferred from the review that males are more reluctant to change than females and the lower and middle level employees in the organization showed more negative attitude when compared to top level employees.

Culture also to be maintained in any organization if employees are committed and having the same values as per the management. Management should explain the employees about the vision, mission and rules of the organization which is important to understand the organization culture. The management should provide flexible work environment both inside and outside the workplace. The organization should not force employees to compartmentalize work and personal challenges. One

Shrie et al.

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strategy for reducing resistance in employees is to involve the employees in the change or to empower them to make change themselves.

IV. CONCLUSION

Organization effectiveness is influenced by culture that exists within an organization, quality of work life and the changes that take place in an organization which in turn is greatly influenced by factors such as job satisfaction, performance of the company, strategies, adaptability, policies, work atmosphere, occupational stress, job security, social integration in workplace, commitment of the employees towards work and their loyalty to organization. Hence all these factors has to be given due importance in order to achieve organizational effectiveness.

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