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Research paper



A study of organizational culture on organizational performance in it sector from Hyderabad

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Abstract

The study reveals about organizational culture dimensions on organizational performance within organization. Most of the studies believed that the organizational culture is playing a significant role in sustaining the competitive advantage to exaggerate the organizational performance by dynamic organizations. Motivated by this fact, the authors suggest the organizational culture dimensions influence on only performance and its must be under consideration. Therefore, the objective of this study is to analyse the relationship between the dimensions of organizational culture and organizational performance among IT companies operating in a state capital region. Relationship between dimensions and their influence on performance was also tested using factor analysis. For this, various dimensions of organization culture were identified from the previous literature and accordingly the questionnaire was made. This kind of analysis may be useful to improve the organizational performance and its quality of service (QoS) guarantee.

Keywords: *Organizational Culture; Organizational Performance; Productivity; Profitability, Correlation; IT Sector.*

1. Introduction

In the section organization culture concept, definitions, types of cultures and the back ground of the Information technology in Hyderabad region are highlighted briefly.

1.1. Organization culture

The term culture has been originated from Latin word colure or culture, meaning motivating, encouraging, growing and also caring. Organizational culture is a system of shared assumptions, values and beliefs which hinder how people behave in organizations. Culture is how the organizations do the things and accomplishes their tasks. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the members to behave in the organization. In simple, "organizational culture is defined as the organization's immune system"(Michael D. Watkins, 2007). In business terms other phrases like "corporate culture", "workplace culture" and "business culture" are used interchangeably. Organizational culture leads to the increased productivity of the organization and the employees can achieve their goal effectively and efficiently (Dr. Darakhshan Anjum & Alka Sharma, 2014). In Information Technology (IT) sector, the organizational performance is dependent on many variables of organizational culture (R. Durgadevi & Vasantha Shanmugam, 2017). Employees of IT need an open environment where they share their novel ideas, participate in decision making by providing help to each other as they are the important constituent of the global economy. This environment can only be developed by the culture of their organizations.

1.2. Information technology background in hyderabad

The City of Nawabs is now enjoying a very modern title – "The IT City of India". In present scenario, IT equally is competing with the well-established Bangalore. Hyderabad, the capital city of Telangana is attracting well-established brands and is working enthusiastically to keep the city and its residents connected at the fastest pace without any interruptions. The city is acting as a first choice for the world famous corporations. The sector is playing a vital role in putting the country on the global map as almost 11 per cent of the nationwide exports are contributed by Hyderabad alone. IT exports stood at Rs 85,470 crore in the year 2016-17 with a growth rate of 13.85 per cent. Apart from Indian-born IT companies like Tech Mahindra, Infosys, Wipro, Cognizant, TCS, Hyderabad is also home to many multi-national companies like Google, CA Technologies, Amazon, Apple, IBM etc. Hyderabad's IT industry currently has 14.5 lakhs of employees. Hyderabad has become one of the prominent centres for IT, in India.
In view of increasing competition and coupled with technological development, the present study is motivated from the importance of employee's performance on accomplishing the objectives of organizations and lacking such research for organizational culture in Hyderabad. Generally, organizations service quality, customer satisfaction and loyalty etc depends on employee's performance (Tsui et al 2013). Thus, firm's objectives are achievable by paying attention to individual performance. Individual performance of the employees again is enhanced by the culture which has direct synchronisation towards organizational goals.

2. Review of related literature

Sponsor Acknowledgement in IT sector the performance of the organization is dependent on many factors. Organizational culture is "the way things are happened in and around" (Deal and Kennedy, 2008). Organizational culture influences the behaviors of

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employees directly within the organization. Peter and Waterman (1982) considered that culture is the indispensable factor to the success of an organization. Researchers linked the culture of the organization with different organizational behaviors. They also found that there is a strong correlation between culture of an organization and employee job performance (Sheridan, 1992). (Luthans 1998) stated that a unique organizational culture which is different from other organizations always exists within the organization, but businesses could not pay any attention to it. According to Stewart (2010), norms and values of organizational culture have a direct impact on the performance and profitability of organization.

Organizational culture plays an important role in achieving the organizational objectives (Mashal Ahmed & Saima Shafiq 2014). Organizational culture has a deep impact on the performance of employees that causes in improving the productivity and enhancing the organizational performance (Fakhar Shahzad, 2012). Employees' commitment and participation are showing more significance in increasing the organizational performance (Fakhar Shahzad, 2014). Organizational culture, work environment, safety and negotiation among the IT employees are the most influencing factors that are considered for organizational performance (M Sakthivel Murugan, 2009). Rahmisyari (2016) stated that the strength of a corporate culture has significant influence on both individual and company performance in the long run. He also mentioned that culture will be actin as one of the important factors in determining the success or failure of a company. Positive relationship exists between Organizational Culture and Performance (Mariama Zakari, Kofi Poku & Wilberforce Owusu-Ansah 2013). There is a very high impact of organizational culture dimensions on performance of employees in terms of productivity, profitability and quality of service (P. Ramya, D. Mallikarjuna Reddy, 2017). There is an association between organizational culture and employee's performance in Iran ministry of education (Amirreza Salehipour, Abdollah Ah mand 2018).

3. Objectives and hypothesis

Objectives: The objectives of the present study are broadly in the following three heads:

- To study the impact of organizational culture dimensions on productivity within organization.
- To study the impact of organizational culture dimensions on profitability within industry.
- To study the impact of organizational culture dimensions on good quality of service.
- Hypothesis: There is a significant relationship between dimensions of organizational culture on organizational performance variables.

4. Research methodology

400 Questionnaires were distributed among the different IT companies located in and around Hyderabad, the state capital of Telangana region out of that 350 completely filled questionnaires were received. The data from the questionnaires was further loaded in to SPSS software for the analysis. However, organizational culture was measured as a result of cumulative experience of the employee, using 35 question items adapted to the software industry and reliability test was done. 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 Factor Analysis was used for the data reduction and the feedback was taken from employees / Team leads Managers / Research Analysts. The following are the twelve dimensions which are used to conceptualize organizational culture briefly:

- 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 people's 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 items were selected to measure organizational culture and its dimensions. Respondents were asked to evaluate on these thirty five Variables (i.e parameters. All were measured on five-point Likert scale from 1(strongly disagree) to 5 (strongly agree).

Performance Variables: The information on the performance of each of the software company was collected from the state capital region on the following performance metrics:

- Productivity within organization
- Profitability within industry
- Good Quality of service (QOS)

The performance of the software companies under this study was measured.

5. Analysis of the data- results and findings

In this section Analysis of the data, results and findings have been discussed in detail.

5.1. Relationship between organisational culture dimensions and productivity within organization

The relationship between various dimensions of organizational culture and productivity within the organization was first investigated using Karl Pearson correlation method. 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(1-α) confidence levels, with the strongest positive correlation between productivity and the dimensions of organizational culture such as management communication ($r=0.88$, $p<0.05$), employee motivation ($r=0.835$, $p<0.05$), team orientation ($r=0.85$, $p<0.05$), innovation and risk taking ($r=0.84$, $p<0.05$). Negative correlation attained between productivity and confrontation ($r=-0.873$, $p<0.05$) as shown in Table-1.

Table 1: Correlation Analysis: Organizational Culture Dimensions on Organizational Performance Variables

Dimensions of organizational Culture	Karl Pearson Correlation (r)		
Organizational Performance Variables	PWO	PWI	QOS
Management communication	0.88**	0.82**	0.89**
Employee motivation	0.83**	0.80**	0.51**
Results orientation	0.58**	0.58**	0.76**
Team orientation	0.85**	0.65**	0.60**
Employee recognition	0.61**	0.61**	0.63**
Confrontation	-0.87**	-0.67**	-0.73**
Employee development programmes/ People orientation	0.64**	0.58**	0.83**
Employee welfare	0.70**	0.70**	0.69**
Job security	0.67**	0.67**	0.46**
Planning orientation	0.57**	0.57**	0.62**
Innovation and Risk taking	0.84**	0.81**	0.74**
Employee commitment	0.56**	0.56**	0.81**

PWO: Productivity within the Organization PWI: Profitability within Industry QOS: Good quality of service ** Correlations significant at 0.01 levels.

It is revealed that the dimensions of management communication, employee motivation, team orientation, innovation and risk taking have a significant impact and positive influence on productivity within the organization in IT companies, but the dimension of confrontation had a negative influence on productivity in IT companies.

5.2. Relationship between organizational culture dimensions and quality of service (QOS) within industry

The relationship between various dimensions of organizational culture and profitability within industry 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 between profitability and organizational culture dimensions such as 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-1. Negative correlation attained between profitability and confrontation ($r=-0.67$, $p<0.05$) as shown in Table-1. It indicates that the dimension of communication, employee motivation and innovation and risk taking have a significant positive influence on profitability in IT companies, but the dimension of confrontation had a negative influence on profitability in IT companies.

5.3. Relationship between organizational culture dimensions and quality of service (QOS) within industry

The relationship between various dimensions of organizational culture and good quality of service 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 between quality of service and organizational culture dimensions such as communication ($r=0.89$, $p<0.05$) employee development programmes/ people orientation ($r=0.83$, $p<0.05$), innovation and risk taking ($r=0.84$, $p<0.05$). Negative correlation attained between quality of service and confrontation ($r=-0.73$, $p<0.05$) as shown in Table-1.

It is exposed that the dimensions of communication, employee development programmes/people orientation, innovation and risk taking and employee commitment have a significant positive influence on good quality of service (QOS) in soft ware (IT) companies, but the dimension of confrontation had a negative influence on good quality of service in IT companies.

5.4. Principal component anlysis (PCA)

Principal Component Analysis (PCA) has been used for the study essentially to check if smaller number of variables can be used to explain factors for selection of the study. However, for any Principal Component Analysis (PCA), there are three minimum criteria that need to be met. First, the sample size, second the inter item correlation and the third sampling adequacy. The first is the sample size for the study. For this study, by Rattray and Jones (2007), this suggested the minimum sample size to be 100. The second prerequisite of doing a principal component analysis is to look at the correlation between the items and it should be in the range of 0.3 and 0.8. Before the factor analysis has been conducted all items greater than 0.8 and below 0.3 were dropped from the analysis. (Field, 2009) The third requirement is the sampling adequacy which comes from the KMO, which is the Kaiser-Meyer-Olkin (KMO) measure. The value ranges from 0 to 1. Values closer to 1 are the most appropriate and values less than 0.5 are unacceptable. (Parsian, 2009) Bartlett's Test of Sphericity has been suggested by Field (2009) before a study to examine that the correlation matrix is an identity matrix among variables. For the test therefore all the measurements have been confirmed. For interpreting, factor rotation was applied to principal component analysis. For the purpose of this study Varimax orthogonal rotation approach was used. To achieve higher accuracy and precision, factors below 0.50 were dropped. The eigen value and scree plot was done to identify the factors to be retained. Studies earlier recommended to adopt all factors with eigen value >=1. (Field, 2009).

5.4.1. Factor analysis results: organizational culture dimensions on organizational performance variables hypothesis 2:

Testing hypothesis regarding interrelationship between the variables.

Null Hypothesis H_0: There is no statistically significant interrelationship between dimensions of organization culture on performance of organization.

Alternate Hypothesis H_1: There may be a statistically significant interrelationship between dimensions of organization culture on performance of organization.

The Factor Analysis was performed for the identification of the core factors affecting the performance of organization in IT sector. This technique was considered appropriate as it requires no pre-existing of functional relationships and is a well known for data reduction. It is used to reduce large number of variables into a few numbers of core factors.

Table 2: Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.811	12

a) Adequacy of Sample:

The Kaiser-Meyer-Olkin is the measure of sampling adequacy, which varies between 0 and 1. The values closer to 1 are considered as better and the value of 0.6 is suggested as minimum. The Bartlett's test of sphericity is the test for null hypothesis that the correlation matrix has an identity matrix. Taking this into consideration, these tests provide the minimum standard to proceed for Factor Analysis.

Table 3: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.832
Bartlett's Test of Sphericity	Approx. Chi-Square	1157.55
	df	66
	Sig.	.000

Normally, $0 < KMO < 1$, If $KMO > 0.5$, the sample is adequate. Here, KMO = 0.832 (table 3) which indicates that the sample is adequate and we may proceed for the Factor Analysis.

b) Bartlett's Test of Sphericity

Taking 95% level of Significance, $\alpha = 0.05$. P-value (Sig.) of $0.000 < 0.05$, therefore the Factor Analysis is valid as $p < \alpha$ we therefore reject the null hypothesis H_0 and accept the alternate hypothesis

(H_1) that there may be statistically significant interrelationship between variables.

The Kaiser-Meyer Olkin (KMO) and Bartlett's test measure of sampling adequacy was used to examine the appropriateness of Factor Analysis. The approximate of Chi-square is 1157.555 with 66 degrees of freedom, which is significant at 0.05 level of significance. The KMO statistic of 0.832 is also large (greater than 0.50). Hence Factor Analysis is considered as a suitable technique for further analysis of the data.

c) Eigen values (Selected those components with Eigen Values >= 1)

The initial components are the numbers of the variables used in the Factor Analysis. However, not all the 12 variables will be retained. In the present research only the 4 factors will be extracted by combining the relevant variables. The Eigen values are the variances of the factors. The total column contains the Eigen value. The first factor will always account for the most variance and hence have the highest Eigen values. The next factor will account for as much of the left over variance as it can and the same will continue till the last factor. The percentage of variance represents the percent of total variance accounted by each factor and the cumulative percentage gives the cumulative percentage variance by the present and the preceding factors. In the present research the first 4 factors explain 63.09% of variance. The rotation sums of the squared loading represent the distribution of the variance after the Varimax rotation with Kaiser Normalization. The Varimax rotation tries to maximize the variance of each of the factor.

On the basis of Varimax Rotation with Kaiser Normalization, 4 factors have been extracted. Each factor is constituted of all those variables that have factor loadings greater than 0.5. 12 variables were clubbed into 4 factors. 4 factors were extracted from the 12 variables used in the study. These 4 extracted factors explained 63.09% of the variability in the performance of IT organizations. This explains more than half of the variability and it was displayed in table-4

d) Scree Plot

Fig.1 depicts scree plot graphs for Eigen value against the each factor. It is observed from the after the 4th factor there is a sharp change in the curvature of the scree plot. This shows that after the 4th factor the total variance accounts for minimal amounts.

e) Rotate Component Matrix

The matrix gives the correlation of the variables with each of the extracted factors. Usually, each of the variables are highly loaded in one factor and less loaded towards the other factors. To identify the variables, included in each factor, the variable with the value maximum in each row is selected to be part of the respective factor. The values have been highligtened in each of the rows to group the 12 variables into 4 core factors. Thus, after rotation, Factor 1 accounts for 22.15% of the variance; Factor 2 accounts for 17.931% of the variance; Factor 3 accounts for 13.035% of the variance; Factor 4 accounts for 9.977% of the variance. All the 4 factors together explain for 63.093% of the variance in performance of organization in IT sector.

f) Identification of the Core Factors

The Rotated Factor Matrix represents the rotated factor loadings, which are the correlations between the variables and the factors. The factor column represents the rotated factors that have been extracted out of the total factor.

These are the core factors, which have been used as the final factor after data reduction. According to the grouping of the factors, each group of factors is named which will represent the grouped factor and represent the factors.The variables that have been included into each core factor have been named as in table-5.

Table 4: Total Variance Explained

Total Variance Explained									
Var.	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	**4.19**	**34.95**	**34.95**	**4.19**	**34.95**	**34.95**	**2.65**	**22.15**	**22.15**
2	**1.19**	**9.97**	**44.92**	**1.19**	**9.97**	**44.92**	**2.15**	**17.93**	**40.08**
3	**1.09**	**9.15**	**54.08**	**1.09**	**9.15**	**54.08**	**1.56**	**13.03**	**53.11**
4	**1.08**	**9.01**	**63.09**	**1.08**	**9.01**	**63.09**	**1.19**	**9.97**	**63.09**
5	.92	7.72	70.81						
6	.715	5.96	76.77						
7	.61	5.14	81.91						
8	.58	4.88	86.80						
9	.43	3.60	90.40						
10	.424	3.53	93.93						
11	.37	3.14	97.08						
12	.35	2.91	100.0						
Extraction Method: Principal Component Analysis									

Table 5: Rotate Component Matrix

Rotated Component Matrix[a]

	Component			
	1	2	3	4
Management communication			.631	
Employee motivation				.690
Results orientation	.723			
Team orientation				.680
Employee recognition			.796	
Confrontation	.709			
Employee development programmes/ People orientation	.689			
Employee welfare	.743			
Job security		.587		
Planning orientation		.611		
Innovation and Risk taking		.785		
Employee commitment		.713		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
. Rotation converged in 7 iterations.

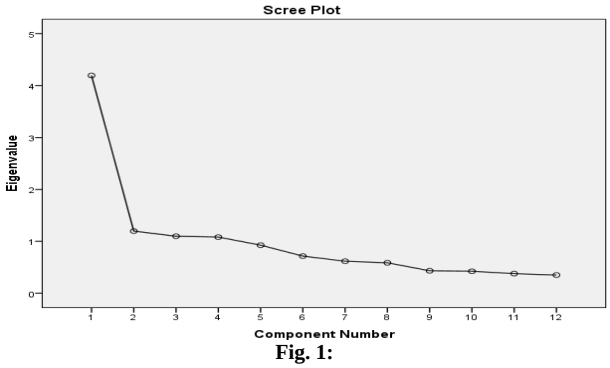


Fig. 1:

Table 5: Identification of Core Factors

Factor	Core factors
1	Results orientation, Confrontation, Employee development programmes/ People orientation, Employee welfare
2	Job security, Planning orientation, Innovation and Risk taking, Employee commitment
3	Management communication, Employee recognition
4	Employee motivation, Employee recognition

6. Conclusions

The study focused to analyze the relationship between organizational culture dimensions and organizational performance variables such as profitability, productivity and good quality of service and organizational culture showed significant impact on the organizational performance of IT industry. The Factor Analysis has thus identified four core factors that affect the performance of the organization. This kind of analysis may be used to improve the organizational performance and its quality of service (QoS) guarantee in IT sector.

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