The Influence of Organizational Culture on Organizational Performance in Information Technology Sector

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Abstract: *The purpose of this paper is to examine the relationship among the Organizational Culture and Organizational Performance in IT organization. For this study, a sample of 210 employees was drawn from the population of 1200 IT employees using a structured questionnaire from a Leading IT company. The results of Partial Least Square Path Modelling (PLS-PM) have shown that Strategic emphases found to be the significant predictor of Organizational performance. Besides, all dimensions of Organizational Culture combined together, explain significant variation in the performance of IT organization.*
Keywords: *Organizational Culture, Organizational Performance and Partial Least Square – Path Modeling (PLS-PM)*

I. Introduction

The subject of organizational culture attracted a large amount of attention in the late 1980s and early 1990s as management scholars explored the reasons behind the failure of U.S. firms in competing with their Japanese counterparts (Ojo, 2010). An organization's culture is considered to be an important factor affecting organizational success or failure (Sawner, 2000). It is frequently held accountable for organizational ills and, on occasions, praised for creating positive qualities (Baker, 2004; Shani & Lau, 2008). In addition to organization-level effects, the impact of organizational culture on key employee attitudes is well documented (Cameron & Quinn, 2011).

The present times are witnessing a rapid change in each sphere of human life, to an extent that 'only change is constant'. The society is confronting massive changes in technological, geographical, political, economic, legal and social dimensions. Conversely, culture in organization is considered a force, unifying various elements into resilient practices. Consequently, to deal with the changing dynamics of society, and to develop a balanced approach towards change in the face of a stable force like culture, there is a need for a careful assessment of all these important factors No doubt, there are diverse connotations in dissimilar societies; however, culture bears similar impact on organizations and their development. Empirical research has insignificant contribution to the universal theory of organizational effectiveness and the measures for its effectiveness. It is mostly based on subjective measures (Lewin & Minton, 1986). Search is still in hand to determine the anticipatory results of high performance (Jeuchter, Fister and Alford, 1984). The measures become instrumental in a changing milieu and gain strength through clear visions, shared objectives, creative synergic, consistent policies, team orientation, loyal employees and strong culture, which engenders possibilities of prospect through competitive advantage. Culture embraces values, social interactions and beliefs that the members of an organization share. Organizations function within the ambit of culture; therefore, well-built culture and association of its members with it, generally facilitates a better organizational performance. To comprehend the fundamental ingredients of culture, it will be imperative to recognize the magnitude of culture and its proposition (Louis, 1985). Kotter and Heskett (1992) have established that culture has a significant effect on organization's long-term sustainability and ec0nomic performance. The concept of culture in wider sense includes transformation of values of a particular segment of a society from one generation to another for adoption.

An Organization, embedded with cultural values, is characterized by the visible social strength in its manifestation (Mitroff & Kilmann, 1984). Managers are mindful of the cultural synergy and the manner in which it affects employees' outlook toward achievement of organizational objectives. It, therefore, becomes a point of interest for a scholar to embark upon exploration of literature on organization.

Howard (1990), the president of Levi Strauss, pointed out that company values were crucial to its competitive success as it provided impetus in the success of business. For the improvement of the organization productivity, culture in the organization needs to be understood. The culture in the organization determines other aspects, such as performance in the organization. Primarily, founders of the organizations are the driving force behind the establishment of its culture, right at the initial stage. It is therefore, natural that type of culture varies with the change in founders. However, organizations having indigenous founders do not have effect on culture and remain non progressive as a part of the system already established. In pursuit of change in the culture, due to external environment, considerable resistance is experienced. On the other hand, external well suited external

founders do have dynamic effect on the organization. The forceful change taking place with force, incremental or though new leader, can turn an organization into adaptive and innovatively dynamic, with high performance. Kotter et al., (1992) believe that firms with strong culture outperform the firms lacking in values and norms. According to Gupta (2001), Organizational Strategies have a bearing on the culture, which in turn affects performance (Lee & Yu, (2004)). Gordon and DiTomaso (1992) conducted research on different insurance companies in America had concluded that culture does have a short term effect on the performance of an organization.

Robbins (2002) believes that stronger the culture, the greater is its impact on organization perceptions and performance. Different intervening variable influence employees' satisfaction, which in turn leads towards performance. Culture changes have real influence on financial return. It was found that newspaper agency with constructive culture depicts stronger growth. Similarly, retailer stores with constructive culture earned more revenue. Chow, Haddad and Wu(2002) Study in Taiwan revealed that performance standards of the organization can be enhanced by effectively managing, controlling and changing their culture.

Kotter et al., (1992) also believe that values have been associated with the organization performance over a long period of time. A particular culture existing in an organization is evident from the style and the manner in which an organization performs its function. Employees, being the important organ, adopt perception of the organization and perform their role accordingly. Employees working in an organization since long either become part of the system or remain instrumental in the development of the prevalent culture. However, new employees adopt the culture and develop their capability accordingly. Moreover, high performing organizations would tend to induct new-comers with demanding skills and expect them to excel in their portfolio.

Kilmann, Mary and Roy, (1985) suggest that pragmatic stability and practices followed by working groups are the reflection of the values, which are being promoted. They provide impetus to the employees to follow. The values are transmitted in external environment and spread around through interaction with the outer world. These values are predictive of the performance of the organization. People outside the organization, would look through their perceived image and easily predict the role being performed by the employees within the organization. Successful implementation of policies and plans, implementing of goals can be possible with appropriate shaping of values or culture by implementing appropriate strategies.

Corporate culture has earned wide acclaim throughout the world due to its orientation towards performance. This has dealt a striking blow to the stagnated public sector, operating with wanting management practices, with extended accountability of resources and cost effectiveness. The employees' performance has come under close scrutiny. Consequently, corporate culture is flourishing in all segments of the investment and the phenomenon should agitate the public sector. There is significant evidence that culture is connected with the performance, as it provides satisfaction, commitment, cohesion, and strategy implementation in the organization. Organizational culture and its impact on the performance provide an incentive for the researcher to study the culture from various angles. Denison and Mishra (1995) have also brought to surface many dimensions of the culture. The work of Deal et al (1982) developed the interest of researchers towards corporate culture.

Research Objectives
➢ To examine the influence of Organizational Culture on Organizational Performance of Information Technology sector.
➢ To test and validate the proposed research model

II. Review of Literature
Organizational Culture

The concept of organizational culture has attracted a significant amount of research since the 1980s. Before the concept surfaced in the literature, the concept of organizational climate was common in the organizational and management literature in the 1960s and 1970s. The terms climate and culture were used interchangeably until the concept of organizational culture established itself as a distinctive field of research (Hofstede, 2001). The popularization of this concept owes a great deal to books such as In Search of Excellence by Peters and Waterman (1984, 2004), Corporate Cultures by Deal and Kennedy (1982), and Theory Z by Ouchi (1981) which showed that organizational culture could exert a considerable influence on organizations in areas such as performance and employee-related aspects (Lunenburg & Ornstein, 2011). Indeed, numerous authors have extensively studied the importance of organizational culture in organizations (Alvesson, 2002; Cameron & Quinn, 2011; Cooper & Quinn, 1993; Fey & Denison, 2003; Martin, 2001; Schein, 1992).

In spite of the fact that organizations have always had cultures, managing these cultures has been a challenging and ambiguous task for business leaders (Druckman, Singer, & Cott, 1997). Cameron and Quinn (2011) argue that organizational culture has a strong association with the organization's sense of uniqueness, its values, mission, aims, goals and ways of building shared values. Also, organizational culture represents a

system of intangible and unquestionable beliefs that justify how organizations behave. These beliefs, however, are taken for granted and are rarely stated or discussed openly (Schein, 1992).

Organizational culture is well regarded as one of the unique characteristics that distinguish successful organizations from others (Berson, Oreg, & Dvir, 2008). Therefore, understanding the concept of organizational culture is a crucial task for leaders because of its great impact on different aspects of organizational behavior. Ignoring organizational culture in plans for any changes within the organization would yield unforeseen and negative consequences (Cameron & Quinn, 2011).

Having established that organizational culture comprises a range of complex social phenomena, it is not surprising that scholars have identified corporate culture as a multi-layered construct which can be divided into layers according to these phenomena's observability and accessibility. Organizational culture has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving problems (Owens 1987; Schein, 1990). The organization's internal environment is represented by its culture and is construed by the assumptions and beliefs of the managers and employees (Aycan et al., 1999). Organizational Culture manifested in beliefs and assumptions, values, attitudes and behaviors of its members is a valuable source of firm's competitive advantage (Hall, 1993; Peteraf, 1993) since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides solutions to the problems faced by the organization, and, thereby, hindering or facilitating the organization's achievement of its goals (Yilmaz, 2008).

Organizational Performance

According to Thompson and Strickland, (2001) two very distinct types of performance yardstick from companywide perspective are those relating to financial and strategic performance. Achieving acceptable level of financial results is crucial. The argument is that without adequate profitability, a company's pursuit of its vision as well as its long term health and ultimate survival is jeopardized. Besides, neither shareholders nor creditors will continue to sink additional funds into an enterprise that can't deliver satisfactory financial results. Even so, the achievement of financial performance by itself is not enough. Managers must also pay attention to the company's strategic well being- its competitiveness and overall long term business position. Unless a company's performance reflects improving competitive strength and stronger long term market position, its progress is less than inspiring and its ability to continue delivering good financial performance is suspect. The central issue associated with organizational culture is its linkage with organizational performance (Denison and Fey, 2003).

The relationship between organizational culture and performance has been established, and an increasing body of evidence supports a linkage between an organization's culture and its business performance. Kotter and Heskett (1992) found that corporate culture has a significant positive impact on a firm's long-term economic performance. They found that firms with cultures that emphasized all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels, outperformed firms that did not have those cultural traits by a huge margin. They were also of the opinion that corporate culture was becoming more important in determining the success or failure of firms in the next decade. Denison's research of 34 large American firms found that companies with a participative culture reap a Return on Investment (ROI) that averages nearly twice as high as those in firms with less efficient cultures (Denison, 1990). Denison's study provides empirical evidence that the cultural and behavioral aspects of organizations are intimately linked to both short-term and long-term survival. Again Denison (1990) examined the relationship between corporate culture and performance. In that study, corporate culture was based on the perceptions of organizational practices and conditions, to characterize the organizational culture. He found that the organization with participative culture performed better than other cultural types. Interestingly, the study and the findings are emanating from a developed economic environment and very little is known about its relevance and applicability in a developing one such as Ghana.

According to Kotter and Heskett (1992), the most recognized perspective about the relationship between organizational culture and economic performance is that excellent performance is attributed to a 'strong culture' - a strong culture meaning that almost all managers share a set of consistent values and practices and that their roots go very deep (Kotter and Heskett, 1992). Kotter and Heskett's book 'Corporate Culture and Performance', written in 1992, is based on their study about what kinds of corporate culture enhance long term economic performance. Therefore they conducted a questionnaire survey about cultural strength in 207 firms in the United States and calculated three measures of economic performance: more precisely, the average yearly increase in net income, the average yearly return on investment and the average yearly increase in stock prices. As a result, they examined the relationship between performance and culture strength indices (Kotter and Heskett, 1992). Their study discovered a positive correlation, but that the attribution of a 'strong culture' to economic performance was wrong, as there are organizations with a 'strong culture' and poor performance. Therefore Kotter and Heskett (1992) redefined the statement 'Strong cultures create excellent performance' into 'Strong adaptive cultures are strongly related with strong financial results'.

An important study that has contributed to the field of culture and performance studies is the one by Denison and Mishra (1995). Based on the four cultural traits model, which was presented in Chapter 2.7, namely adaptability, involvement, consistency and mission, the authors conducted a study about the relationship between the four cultural traits and the effectiveness of an organization. 764 organizations have been questioned about the traits and compared to a set of effectiveness measures, including subjective and objective measures such as quality, sales growth, employee satisfaction and overall effectiveness. The results showed a positive correlation between all four traits and the effectiveness measures. Concerning the subjective measures, employee satisfaction shows the highest correlation; while concerning the objective measures the four cultural traits seem to be slightly stronger predictors of return on assests than growth of sales (Denison and Mishra, 1995). Furthermore, Denison and Mishra (1995) have found that profitability criteria are best predicted by the stability traits, namely mission and consistency, and that sales growths are best anticipated by the flexibility traits, which are involvement and adaptability (Denison and Mishra, 1995).

Research Model

Through the literature review it is clear and evident that there could be interrelationships between the dimensions of Organizational Culture and Organizational Performance. But, there is few empirical support to prove that Organizational Culture has a significant and positive effect on Organizational Performance. This research curiosity has led to the construction of following research model (figure 1) and its corresponding hypotheses.

H1. Dominant Characteristics has significant positive association with Organizational Performance.
H2. Organizational Leadership has significant positive association with Organizational Performance.
H3. Management of Employees has significant positive association with Organizational Performance.
H4. Organizational Glue Scale has significant positive association with Organizational Performance.
H5. Strategic Emphases has significant positive association with Organizational Performance.
H6: Criteria of Success has a significant positive association with Organizational Performance.
H7: Organizational Culture has a significant positive association with Organizational Performance.

Figure 1. Proposed Research Model
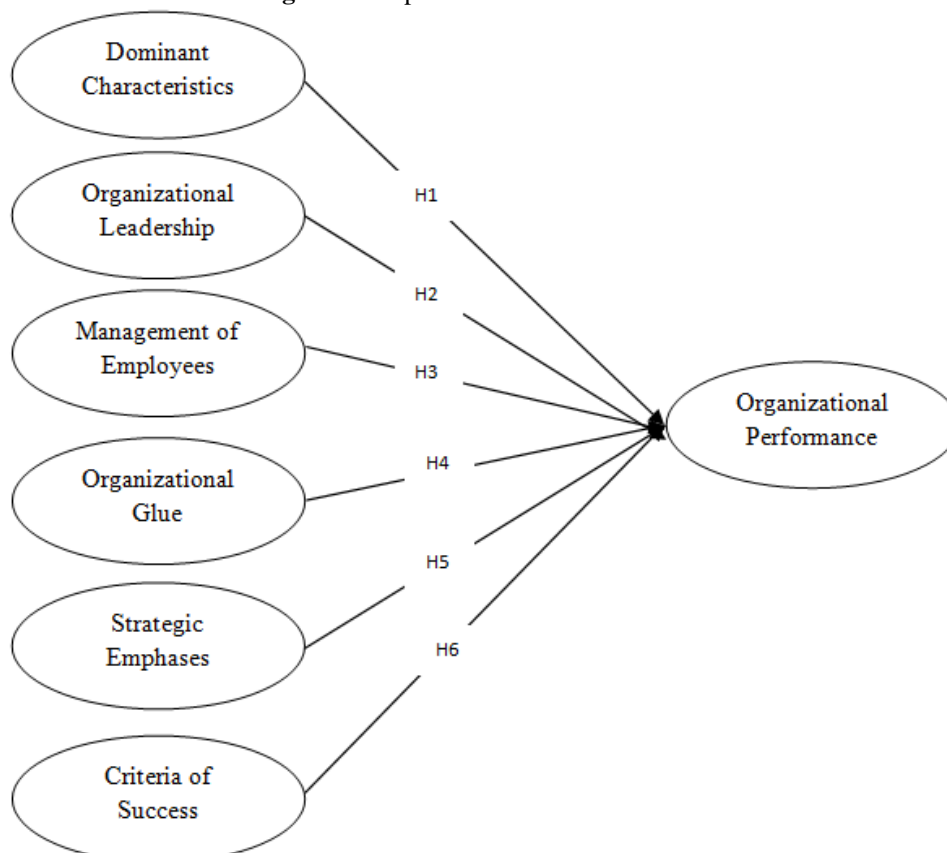
Source: Abdullah Aldhuwaihi (2013), Hari Bapuji Bayyavarapu (2005)

Figure 2. Proposed Integrated Research Model
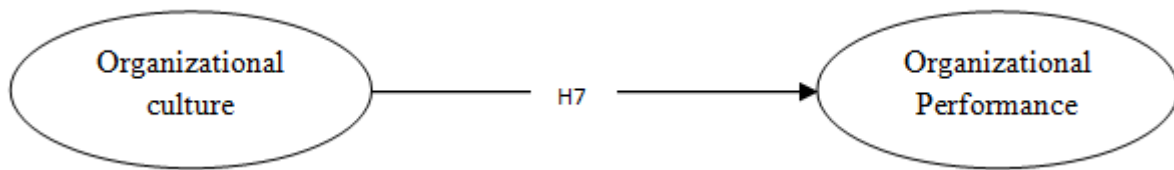
III. Research Methodology

This basically is an empirical study and as the name suggests it relies on experience or observation alone, and it can even be without due regard for system and theory (Kothari, 2004). This is basically a data-based research, which can give conclusions based on observation. As far as the approach is concerned, it is both qualitative as well as quantitative in nature. Literature pertaining to Organizational Culture and Organizational Performance have been studied to understand the relevance of each one of them, and also, to study their antecedents and consequences of the same and used in the formulation of the working hypothesis.

Respondents

The respondents are employees who are working in a leading IT company in a particular district of Tamil Nadu. The workforce comprises over 1200 employees. The sample size of the study is 210 employees. Simple random sampling was adopted. Pilot study was undertaken with a sample of 60 random employees so that necessary modifications can be incorporated to enhance the quality of survey instrument. The reliability and convergent validity of the instrument have been verified. Finally, the metric in the form of a self-administered questionnaire with 5-point Likert scale was distributed to 350 employees and 210 completed questionnaires were taken for the study as sample size. (Response rate 60%)

Questionnaire

The questionnaire consists of two parts namely Part I and Part II. The part I contained 9 questions on Demographic factors of users such as Name, age, gender, Marital Status, educational qualifications, experience, department, designation and Annual Income. Part- II consists of the conceptual factors such as Dominant Characteristics with 4 questions, Organization Leadership with 4 questions, Management of Employees with 4 questions, Organization Glue with 4 questions, Strategic Emphases with 4 questions, Criteria of success 4 questions and Organizational Performance with 10 questions. The scaling values are 1- Strongly Agree; 2- Agree; 3- Neutral; 4- Disagree; 5- Strongly Disagree.

Sample Characteristics

Out of 210 respondents, 63 percent of the employees are Males. 26 percent of the employees are between the age group of 20-25 years. 70 percent of the employees are married. 42 percent of employees are having experience of 5 – 10 years, 49 percent of employees are UG degree holders. About 55 percent of employees were in cadre of Software Engineers. 39 percent of employees are working in development department. About 35 percent of employees were drawing a yearly salary ranging from 2, 00,000 to 4, 00,000 per annum.

IV. Data Analysis

Reliability and Validity

The study has employed 'Cronbach alpha coefficient' for assessing the reliability of the scale. According to Nunnally (1978), Cronbach alpha level of 0.60 or above is considered to be acceptable for construct. Also, Convergent validity of all the constructs was examined using the measure of Average Variance Extracted (AVE) that is the average variance shared between a construct and its items (Fornell & Larcker, 1981). Chin et al 1999 & 2003 indicated that a construct with an AVE of over 0.5 is expected to have adequate convergent validity.

Table 1. Reliability and Validity

Dimensions	No. of items	Cronbach's Alpha value	AVE value
Dominant Characteristics	04	0.74	0.62
Organization Leadership	04	0.81	0.77
Management of Employees	04	0.81	0.64
Organization Glue	04	0.80	0.60
Strategic Emphases	04	0.72	0.72
Criteria of success	04	0.78	0.67
Organizational Performance	10	0.83	0.62
Total Items	**34**		

Table 1 presents that all the constructs namely Dominant Characteristics, Organization Leadership, Management of Employees, Organization Glue, Strategic Emphases, Criteria of success, and Organizational Performance exhibit adequate reliability with internal consistency values of 0.74, 0.81, 0.81, 0.80, 0.72, 0.78, and 0.83 respectively which is greater than recommended alpha value of 0.60. Also, The AVE of each of construct was over 0.50 which satisfies the standard values.

Model Validation

In order to test the proposed Hypothesis, this study employed a construct level Correlation analysis as an initial verification. Visual PLS is used to compute the constructs scores. Using these constructs scores as a base, the study explored the relationship between the variables using SPSS package 21.0. The construct correlation has been presented in the table 2.

Table 2. Construct Level Correlation of Model

Hypothesis	Independent variables	Dependent Variables	Pearson's Correlation	Significance level at 1 %
H1	Dominant Characteristics	**Organizational Performance**	0.402	0.000
H2	Organization Leadership		0.512	0.000
H3	Management of Employees		0.488	0.000
H4	Organization Glue		0.691	0.000
H5	Strategic Emphases		0.533	0.000
H6	Criteria of success		0.430	0.000
H7	Organizational Culture		0.933	0.000

The correlation table indicates that there exists a positive relationship between factors of Organizational Culture and Organizational Performance. Also there found to be positive correlation between Organizational Culture and Organizational Performance with R value of 0.933. Staples et al (1998) indicated that through the bivariate correlation are significant between the construct, it is still required to assess the path coefficient in the structural model as a causal effect. (Efron 1979, Efron and Gond, 1983) expressed that in order to ensure that path coefficients are statistically significant, this study has employed a bootstrap and jack knife re-sampling procedures to estimate standard errors for calculating values using visual PLS. The results are examined and the t-statistic value at the 0.05 level is 1.96. If the t-statistic value is greater than 1.96, the path is considered to be significant.

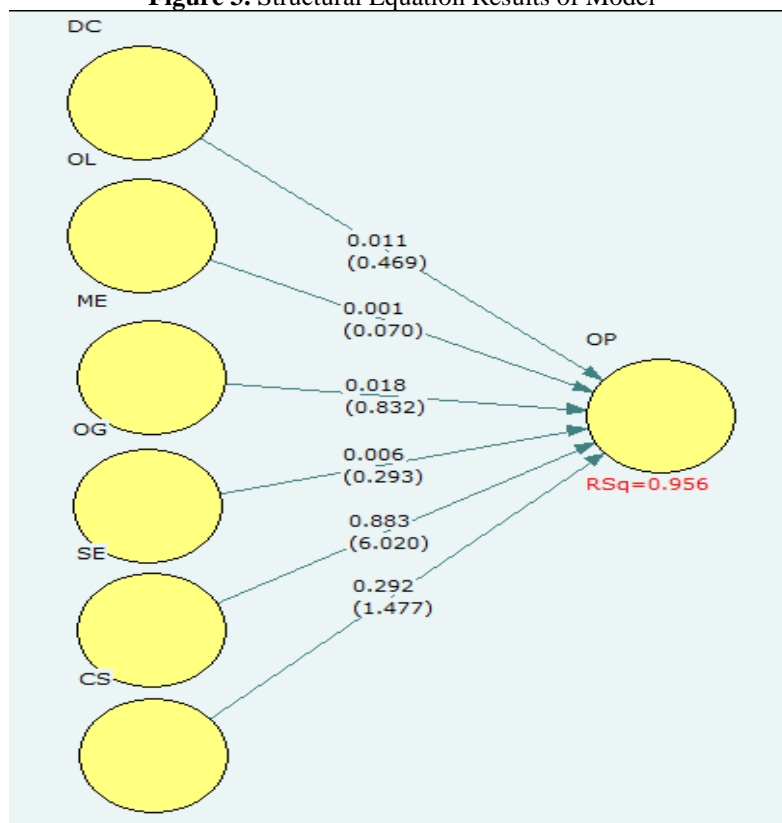**Figure 3.** Structural Equation Results of Model

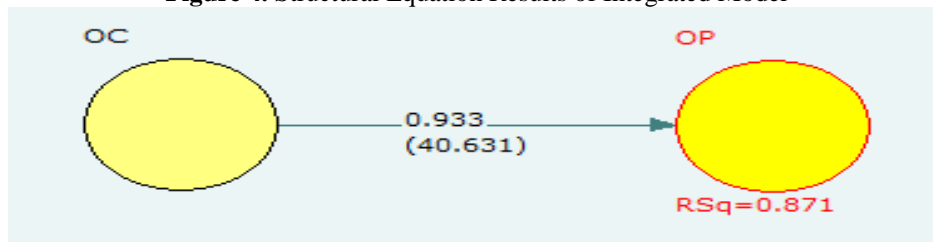**Figure 4.** Structural Equation Results of Integrated Model

Table 3: Bootstrap Summary of Model and Hypothesis Result

Hypothesis	Entire sample estimate	Mean of sub sample	Standard error	t-Statistic	R square value	Result
H1	0.011	0.0258	0.0234	0.4692	**0.956**	Insignificant
H2	0.001	0.0191	0.0142	0.0703		Insignificant
H3	0.018	0.0273	0.0216	0.8316		Insignificant
H4	0.006	0.0232	0.0205	0.2933		Insignificant
H5	0.883	0.8542	0.1467	**6.020**		**Significant**
H6	0.292	0.247	0.1978	1.4765		Insignificant
H7	0.933	0.9115	0.023	**40.6313**	0.871	**Significant**

As presented in figure 3 and 4 and table 3, the path linking Dominant Characteristics to Organizational Performance was Insignificant at 0.05 level (beta=0.011, t= 0.4692), indicating Dominant Characteristics has no significant effect on Organizational Performance. This provided no support for H1.

The path linking Organization Leadership to Organizational Performance was Insignificant at 0.05 level (beta=0.001, t= 0.0703), indicating Organization Leadership has no significant effect on Organizational Performance. This provided no support for H2.

The path linking Management of Employees to Organizational Performance was Insignificant at 0.05 level (beta=0.018, t= 0.8316), indicating Management of Employees has no significant effect on Organizational Performance. This provided no support for H3.

The path linking Organization Glue to Organizational Performance was Insignificant at 0.05 level (beta=0.006, t= 0.2933), indicating Organization Glue has no significant effect on Organizational Performance. This provided no support for H4.

The path linking Strategic Emphases to Organizational Performance was significant at 0.05 level (beta=0.883, t= 6.020), indicating Strategic Emphases has a significant effect on Organizational Performance. This provided support for H5.

The path linking Criteria of success to Organizational Performance was Insignificant at 0.05 level (beta=0.292, t= 1.4765), indicating Criteria of success has no significant effect on Organizational Performance. This provided no support for H6.

The path linking Organizational Culture to Organizational Performance was significant at 0.05 level (beta=0.933, t= 40.6313), indicating Organizational Culture has a significant effect on Organizational Performance. This provided support for H7.

Collectively, factors of Organizational Culture explained about **95 percent** of the variance in the Organizational Performance. In addition, the combined Organizational Culture explained a variation of **87 percent** in Organizational Performance.

V. Discussion

From the analysis, it is revealed that Dominant characteristics have no significant effect on organizational performance. It implies that The Company is not found to be very controlled and structured place. There is no Formal procedures that generally govern what people do. From the analysis, it is found that organizational leadership has no significant effect on organizational performance. It shows that the leadership in the company is generally not considered to exemplify mentoring, facilitating, or nurturing. It was also found that Management of employees has no significant impact on organizational performance. It implies that the management style in the company is not characterized by teamwork, consensus, and participation. The management style in the company is also not characterized by hard-driving competitiveness, high demands, and achievement. From the analysis, it is found that organizational glue has no significant effect on organizational performance. It means that the glue that the company holds together does not lead to mutual trust, organizational commitment, innovation and development. It was also observed that Strategic emphases influences the organizational performance of IT sector. It shows that The Company emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. The company also focuses on competitive actions, achievement and strategic targets. It was also identified that

criteria for success has no significant effect on organizational performance. The parameters used to measure success in the organization are not found appropriate and does not exactly assess the organizational performance.

VI. Conclusion

The purpose of this paper is to examine the relationship among the Organizational Culture and Organizational Performance in IT organization. A sample of 210 employees was drawn from Leading IT Company. A model is developed and tested using structured modeling approach. The empirical findings have revealed that among the various dimensions of organizational culture, strategic emphases has got potential impact on the performance of IT organization. Besides, when all dimensions of organizational culture are combined together and viewed as single dimension, it produces positive impact on organizational performance. It can be concluded if there is effective and healthy organizational culture in IT organization, there will be enhancement in the organizational performance.

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