Do Employee Performance effects by Organicational Culture? An Inferential Analysis

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Abstract

The purpose of the study is to understand employee Organizational culture and their implementation in Educational institutions located in Guntur. The well-being of employees has become an important issue in competitive market within the educational institutions. Many institutions conduct Organizational culture programs for understanding its effect and influence on employee organization commitment strategically. But some employees skip these programs as they are not aware about the benefits of participating in these programs. Conveniences of 125 respondents are finalized for the study out of 150 samples was 25 responses are inconsistent and semi-filled are removed for inclusion in the study. Through this study we try to explore that factors by which employees are interested to participate in the Organizational culture program interventions in the organization. To test the model we used descriptive and inferential statistics. The correlation between the constructs resulted that they exhibit a high correlation and the regression was performed to identify the dependence relation between the constructs. It is found that the all the constructed hypothesis are positively and significantly show a meaningful relation with organizational commitment by interventions of Organizational culture.

Introduction:

Green organization is termed as work location that is well-organizes, environmentally receptive and socially responsible(Rani, 2014). Human resource management practices are the actual HR programs, processes and techniques that are actually implemented in the organization or operational unit(Arulrajah, 2015).

Similarly, green practices in human resource management programs, processes and techniques for human resource management have been implemented in organizations to reduce negative environmental impacts or improve the positive environmental impacts of organizations. The ultimate goal of HR practices is to improve the sustainable environmental performance of the organization(Ahmad, 2015; Jackson & Seo, 2010; Ravi & Prasad, 2013). With this short introduction, this document presents the methodology used in this assessment process, and then discusses the literature on green practices in human resource management(Arulrajah, 2015; Cooper-thomas & Anderson, 2006; Sudin, 2011). The following section provides a brief review and the final section presents the conclusion.

Many institutions conduct these programs to look good in the society or they are giving entry to any awards. Some institutions use these programs as strategy; some institutions view these programs as a part of employee engagement programs. According to the website Justdail, there are 100 Engineering colleges in Guntur. Change commitment means a shared resolve among organisational members to implement a change.

Literature Review:

Therefore, this study indicates that human resource interventions based on evaluation will contribute to the effective implementation of the environmental management system and the development of green intellectual capital (GIC), while at the same time contributing to the achievement of corporate employee citizenship (CEC) (Arulrajah, 2015; Cooper-thomas & Anderson, 2006; Rani, 2014; Sudin, 2011; Zoogah, 2011). The general objective of the document is to propose a strategic model of Green HRM management of human resources based on bibliographic studies that contribute to the implementation of the EMS, the Green HRM IC and sustainable trade (CCA). In the past, a healthy corporate performance had to guarantee the success of companies, companies and shareholders, but it is no longer valid; The economic and financial results must be accompanied by a reduction in the ecological footprint and greater attention to social and environmental aspects (Ahmad, 2015; Jackson & Seo, 2010; Mandip, 2012; Ravi & Prasad, 2013). This is the reason why a new strategic problem, the business environment or ecological management emerged in the 1990s and became a popular international slogan in the 2000s. Ecological management is defined as the process by which the companies manage the business. environment through the development of environmental management strategies in which they must achieve a balance between industrial growth and protection of the natural environment so that future generations can thrive. This concept is becoming a strategically dominant problem for companies, especially for multinationals operating around the world (Arulrajah, 2015; Ravi & Prasad, 2013; Sudin, 2011).

In summary, Green HRM management refers to the management of commercial interactions with the environment and its impact on the environment. It has gone beyond regulation and should include conceptual tools such as pollution prevention, responsible product management and corporate social responsibility(Arulrajah, 2015; Jackson & Seo, 2010; Rani, 2014). Commercial offices play a key role in environmental problems, as they are part of our society and cannot be separated from the environment. In fact, they contribute to the greatest number of carbon footprints of the past(Ahmad, 2015; Ravi & Prasad, 2013; Zoogah, 2011). The use of innovative technologies can mitigate environmental degradation, for example, by developing biotechnological products and seeking alternative energy to reduce the use of limited natural resources (Suhasini & Kalpana, 2018). Therefore, companies must make greater efforts to investigate innovative technologies to minimize the impact of the destruction of the environment by producing non-toxic products that are less harmful to the environment. From a summary of the literature, the factors considered are: a greater attention to CSR, greater savings, a commitment to change and a better social image in relation to the participation of employees in the organization (Ahmad, 2015; Arulrajah, 2015; Jackson & Seo, 2010; Rani, 2014; Ravi & Prasad, 2013; Zoogah, 2011).

Objectives of the study:
1. To determine the dimensions of Organizational culture
2. To evaluate the how employee organizational commitment would be influenced by Organizational culture.

Hypothesis:

H1: Greater focus on CSR positively and significantly affects employee towards organizational commitment.

H2: Increased Savings positively and significantly affects employee towards organizational commitment.

H3: Change Commitment positively and significantly affects employee towards organizational commitment.

H4: Improved social image positively and significantly effects employee towards organizational commitment.
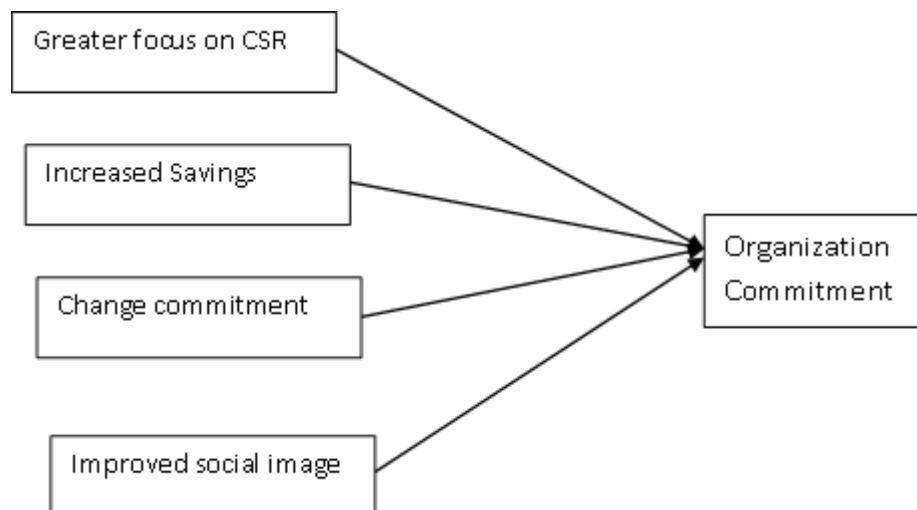
A conceptual model for Employee Organizational Commitment for Organizational culture programs

Research Methodology: The sample is convenience sample and the sample size is 100. The data is collected through survey. The questionnaires are distributed to employees of engineering institutions. We have performed statistical analysis through descriptive statistics for demographic questions and inferential statistics through Correlation and Regression.

Scale Design:

The items under change relevance are 'improvement of employee health in organization', reduction in health care costs for employer', 'Organizational culture interventions can attract potential and retain employees' and 'ability to effectively utilize financial resources'. The items in the other construct change commitment: 'employees committed to participate in these programs', motivated to participate in this programs', we start to

Demographic characteristics of the respondents:

participate in the next week' and spend some time on this programs'. The other important construct Increased Savings the items under this are: 'employees would take time to participate in these programs', dedicate time to start training'. The fourth independent construct Improved social image: we possess enough skills and knowledge to participate', we would pursue others to participate in these programs. The dependent construct willingness to participate which is the intention and the items under this construct are: 'I am willing to actively participate in the Organizational culture programs organized by employer' and I show interest to organize such intervention programs in the organization', I motivate others', 'I continue these practices in future'. All the items are measured on a 5 point likert scale (1= strongly agree to 5 strongly disagree).

Demographics	Category	Frequency	valid Percent	Cumulative Percent
Gender	Male	85	68	68
	Female	40	32	100
	Total	125		
Age	20-25 Years	25	20.00	20.00
	25-30 Years	55	44.00	64.00
	> 30 Years	45	36.00	100.00
	Total	125		
Marital Status	Married	58	46.40	46.40
	Un Married	67	53.60	100.00
	Total	125		
Span of Experience	0-2 Years	30	24.00	24.00
	2-5 Years	51	40.80	64.80
	5-10 Years	28	22.40	87.20
	> 10 Years	16	12.80	100.00
		125		
Educational Qualification	SSC/Diploma	0	0.00	0.00
	Graduation	28	22.40	22.40
	Post Graduate	65	52.00	74.40
	PhD	32	25.60	100.00
	Total	125		
Monthly Income	10000-20000	25	20.00	20.00
	21000-30000	65	52.00	72.00
	31000-40000	18	14.40	86.40
	>40000	17	13.60	100.00
	Total	125		

From the total respondents of 125 employees, about 68 percent of the respondents are male and the rest are female. The age factor is most crucial that, about 44 percent are under the age of 25-30 years, 36 percent of the respondents above 30 years and the rest are under the age category of 20-25 years. With regard to marital status of the employees, about 58 percent are married and the rest are unmarried. The retention of the experienced employees only happens if the Organizational culture HR practices are effective. Such that, about 40.80 percent are under the 2-5 years of experience, 5-10 years' of experience are about 28 percent in the total population. The knowledge levels of the employees matter most that, about 52 percent are postgraduates and about 25.60 percent of the employees possess doctoral degree. The other crucial factor of the respondents, about 52 percent earn between 21,000/- to 30,000/- per month, and only few about 13.60 percnt earn more than 40,000/- per month.

Inter-item Correlation:
The inter-item correlation defines the strength of relation between the study constructs. If the correlation is close to 1 it is said that the constructs have a stronger positive correlation, if the value is around 0.5 they share a positive

moderate correlation and if the value is 0 than it is said that the constructs no way correlate each other(Manideep, 2019b, 2019d, 2019a, 2019c). On the other side if the factors exhibit a -1 as value that it is determined that they have a high negative relation and if the value is around -0.5

than it is said a moderate negative correlation. It can be interpreted for table 1; that all the constructs are positively correlated to each other it is said that they are strong relation to each other.

Model construct	Statement	Mean	SD	CSR	Increased Saving	Change Commitment	Improved social image	Workplace Readiness
CSR	V1 V2 V3 V4	3.34 3.58 3.78 3.46	1.21 1.06 0.85 0.98	1.00				
Increased Saving	I1 I2 I3 I4	3.04 2.44 3.16 3.56	1.02 0.96 0.83 1	0.96	1			
Change commitment	CC1 CC2 CC3 CC4 CC5	3.48 3.68 3.6 3.56 3.6	0.9 0.86 0.92 0.85 1.06	0.96	1	1		
Improved social image	CE1 CE2 CC3 CC4	3.54 3.66 3.76 3.92	0.85 0.81 0.81 0.84	0.95	0.97	0.97	1	
Workplace readiness	W1 W2 W3 W4	3.3 3.78 3.16	0.92 0.85 0.83	0.96	1.00	1	0.98	1
** Correlation is significant at the 0.05 level(2-tailed)								

Table 1: Correlation analysis of workplace readiness of employees

Results and Analysis: Inferential Statistics:
Regression analysis was performed to study the dependence relation between the study constructs. The dependent variable was 'workplace readiness to change' and the independent variables are change valance, Increased Saving, change commitment and Improved social image. Results in table 2; Testing the hypothesis H1, it is found that change valance positively influences the workplace readiness to change towards accepting Organizational culture interventions. Similarly, H2, H3, and H4 also proved that all the dependent variables i.e. Increased Saving, change commitment and improved social image have a positive significant impact on Workplace Readiness to change for Organizational culture interventions.
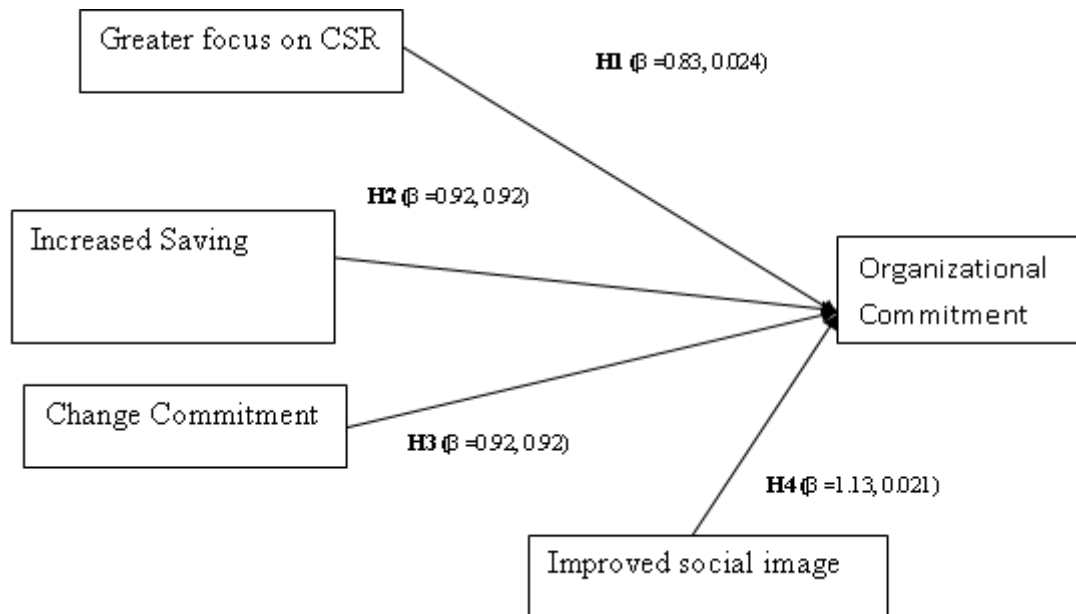
Figure 2: Standardized Regression weights of the proposed model

According to the survey results Increased Saving and Change Commitment have more and equal impact on the Workplace readiness to employee Organizational culture. Change valance has the least impact on the workplace readiness to employee Organizational culture. And the standard error is 0.006.

Workplace readiness= 0.90+CV (0.96) + IA (0.9) + CC (0.9) + CE (-0.12) + 0.006
Here, CV=Change Valance, IA= Increased Saving, CC= Change Commitment,
C Improved social image.

Independent Variable	Unstandardized coefficients	Std.error	Standardised Coefficients	t-value
CSR	0.96	0.024	0.83	34.54
Increased Saving	0.9	0.006	0.92	135.89
Change Commitment	0.9	0.015	0.92	130.98
Improved social image	-0.12	0.021	1.13	53.93

Table 2: Regression Analysis of workplace readiness of employees

Conclusion: There was a shift from Labour welfare to Employee Organizational culture. The institutions should frame EWPs models which satisfies the employees. Some institutions believe that anything which attract and helps in retaining the employees can be considered as Organizational culture program. It could be health related aspects, entertainment aspects,

yoga, gym etc. the traditional and widely used Organizational culture program is health check-ups.

Institutions which conduct the Organizational culture programs based on the employee interest can become efficient and successful. Various factors are considered while conducting

Organizational culture programs like age, health issues, and risks associated with employees, feedback of employees etc. Different institutions view Organizational culture programs in different ways. Finally any institution conducting employee Organizational culture should focus on employee needs and their interests.

Therefore the factors which are having more impact on the workplace readiness to employee Organizational culture are Increased Saving and Change commitment. The companies who want to implement Organizational culture programs can more focus on factors like Increased Saving and Change commitment.

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