

# **STUDY OF WORK CULTURE AND ITS IMPACT ON EMPLOYEES PRODUCTIVITY WORKING UNDER DIFFERENT ORGANIZATION**

---

**Atul Mumbarkar (Author)**

**Assistant Professor, Rajeev Gandhi College of Management Studies,  
400701**

**Co Author :- Vaishnavi Pawar, Saima Magdoo, Prince Yadav, Mayuresh Jadhav,  
Pratham Vishwakarma  
Students, Rajeev Gandhi College of Management**

## Abstract

In this research, a survey was held to understand the influence or impact of workplace culture on employee productivity. Several employees working under different organizations participated in the survey from different sectors such as IT, Finance, and medical to get in-depth knowledge of how much an organizational culture is related to employee performance. This study focuses on understanding the importance of good leadership practices, open communication, mutual respect, shared goals, and a commitment to employee growth and development to enhance the overall productivity of employees to benefit the organization. Organizational culture is a powerful force that can shape how employees interact and perform within a company. A positive culture, characterized by openness, trust, and collaboration, can indeed lead to increased employee involvement, empowerment, innovation, and creativity. These qualities can give an organization a competitive edge and contribute to its long-term success.

## Introduction

Work culture is most widely defined as the shared values, behavior, attitudes, and beliefs in the workplace and reflects the ideology and overall personality of the organization whereas according to the Cambridge dictionary organizational culture is stated as “collective employee’s mindsets and established working norms within the company.” In a simple form according to Michael Watkins in his Harvard Business Review

**“Culture is the organization’s immune system.”**

To highlight its importance research was conducted at Deloitte which showed 94% of corporate leaders and 88% of staff members recognize the significance of a unique corporate culture. business success. So to understand positive work culture various studies have been performed by several organizations one of which was

A 2011 study by Cameron et al. Who found that a positive work culture contains six elements:

- Building strong relationships with coworkers, showing genuine concern for their welfare, and taking an active interest in their happiness.
- Providing assistance and displaying empathy when colleagues face challenges or tough situations.
- Cultivating an environment where errors are forgiven and the focus is on problem-solving rather than placing blame.
- Motivating and encouraging one another to achieve their best and reach their potential. Identifying and highlighting the meaningful and fulfilling aspects of the tasks and projects at hand.
- Prioritizing core values such as trust, respect, appreciation, and honesty as the foundation of the workplace atmosphere.
- As employees are vital in the journey of turning a company's core purpose into reality, as they are responsible for carrying out day-to-day tasks and activities that align with the fundamental objectives of the organization.
- Employees are the driving force behind the expression of a company's long-term aspirations and

strategic goals. Their adherence to performance norms is critical to bringing the envisioned future of the organization into existence.

As per the above discussion, the main objective of this research paper is to analyze and study how the work culture of any organization plays a crucial role in their employees' productivity or performance.

#### Literature review:

Certainly, the relationship between work culture and productivity has been extensively studied in the literature. Research indicates that a healthy work culture, characterized by open communication, supportive leadership, employee recognition, and a healthy work-life balance, significantly enhances productivity levels within organizations. The importance of a strong organizational culture in employee commitment and engagement leads to increased productivity.

Additionally, research by Schneider, Ehrhart, and Macey (2013) highlights the role of a healthy work climate, where employees observe their work environment as supportive and respectful, in driving higher levels of productivity. A study by Appelbaum, Bailey, Berg, and Kalleberg (2000) suggests that a participative and inclusive work culture positively influences job satisfaction and, subsequently, productivity.

Furthermore, studies exploring the impact of specific cultural elements, such as teamwork, empowerment, and employee involvement, indicate that organizations fostering collaborative and empowering cultures tend to experience improved productivity outcomes. Moreover, research by O'Reilly, Chatman, and Caldwell (1991) underscores the significance of aligning organizational values and employee beliefs, emphasizing that a shared cultural understanding enhances productivity by promoting a sense of belonging and purpose among employees.

However, it's worth noting that the impact of work culture on productivity can be influenced by various contextual factors, such as industry type, organizational size, and regional differences. Therefore, future research should continue to explore these nuances to provide a more comprehensive understanding of the relationship between work culture and productivity.

#### Work culture:

Organizational culture or work culture plays an important role in influencing and molding the unique behavior patterns displayed by individual employees, work groups, and the business as a whole. It serves as a powerful motivating factor in establishing a common code of behavior among employees and delineating the parameters of permitted and prohibited actions. Furthermore, it is considered a factor that promotes harmony and stability in employee interactions, as it helps maintain a balance between strength and peace in the workplace (Al-Tai and Alnofel, 2003).

#### Employees productivity:

Productivity, as defined by Mathis and John (2003), is a metric that assesses both the quantity and quality of work completed, while considering the resource expenditure involved. The increased productivity of a company provides it with a significant competitive edge, primarily due to the efficient use of resources.

Employee productivity is a critical factor in a business's success, as it directly affects the value generated and, subsequently, the ROI. Assessing and improving productivity may result in improved outcomes and efficiency in the short and long term. It's a key metric for evaluating the effectiveness of individual employees and the overall organization (Chiradeep Basu Mallick, 2020)

Productivity is defined as a "ratio between the output volume and the volume of inputs." In simpler words, productivity determines how efficiently the inputs are working to reach the desired target (P. Krugman, 1994)

Factors affecting employees productivity:Employee wellness:

Some companies ignore the health and well-being of their employees. However, health and wellbeing are key factors in terms of productivity. (James Wilson 2022).

Impact of Leadership:

The leader has many things to do and one of them is to be able to identify the weaknesses and strengths of his employees so as to promote the strengths and work on improving the weaknesses. Additionally, a conscientious leader has the ability to adapt their leadership approach based on the context. (Qais Ahmed Almamari, 2021)

Role of Work Environment:

Al-Omari and Okashe (2017) believe that the work environment has an impact on productivity. To explain, work environment is very essential for employees and affects many areas like performance, satisfaction, social relations and health. Furthermore, the authors have listed five factors that come under physical environment which are air, temperature, sound, light and color and space.

2. Research Objective: To investigate how work culture influences the productivity of employees across various industries.

Research Methodology:

Survey Research: A survey was chosen as the primary method for data collection.

Data Collection Tool: Google Forms was used as the platform for administering the survey.

Sample Size: The study involved 83 participants, indicating that responses were collected from a reasonably sized sample.

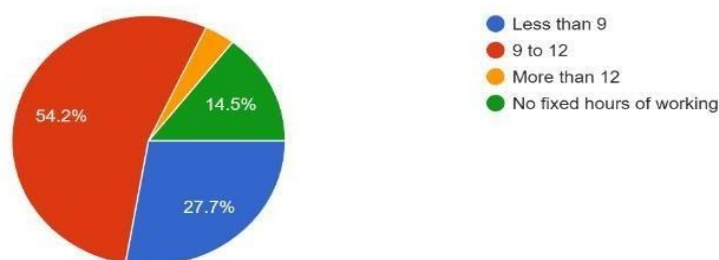
Population: The research targeted working people from different industries, which suggests a diverse group of participants.

Data Collection: The survey was administered through Google Forms.

To make it understand better we have added the pie chart below with the questions.

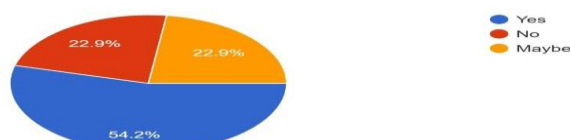
Data Analysis and interpretation:

1. How many hours of a day on an average you spend in office or on work  
83 responses



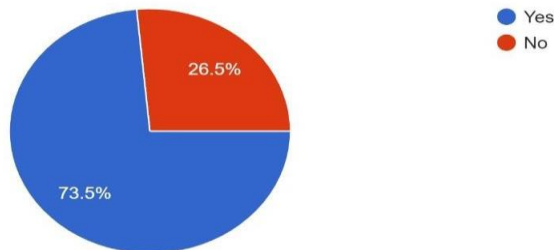
The majority of respondents have standard working hours from 9 to 5, while a significant portion work less than 9 hours. A few individuals have long workdays exceeding 12 hours, and another group have jobs with no fixed working hours.

2. Do you feel that the company's work culture promotes open communication and collaboration?  
83 responses



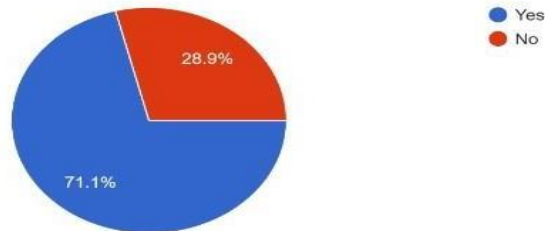
Based on the survey data, 54% of respondents believe that the company's work culture encourages transparent dialogue and collaboration, suggesting a moderate level of satisfaction in this aspect of the company's culture.

3. Are employees encouraged to take breaks and recharge when needed?  
83 responses



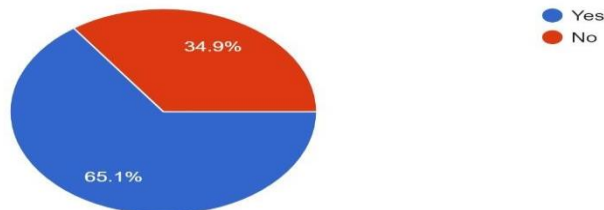
The majority of employees, approximately 73%, reported that they are encouraged to take breaks and recharge when needed

4. Does the company recognize and reward employees for their contributions and achievements?  
83 responses



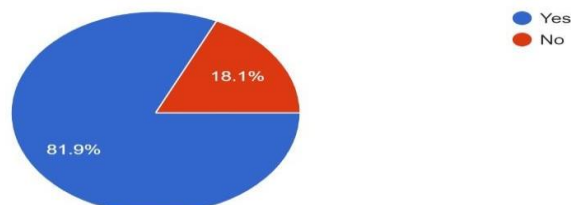
The majority of employees, approximately 71.1%, report that the company does indeed recognize and reward their contributions and achievements, indicating a constructive and nurturing work environment.

5. Is your work schedule flexible enough to meet family and personal responsibilities?  
83 responses



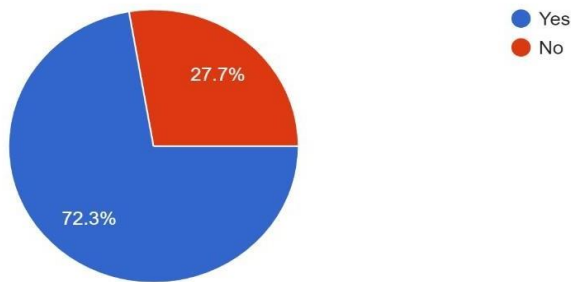
Approximately 65.1% of respondents find that the work schedule offers sufficient flexibility to accommodate their family and personal responsibilities, suggesting a positive correlation between flexibility and employees' ability to balance work and life commitments.

6. Do you feel the perspectives of people from all cultures and backgrounds are respected and valued?  
83 responses



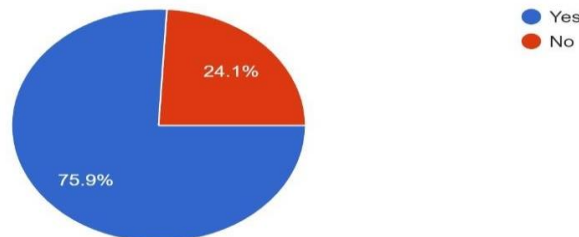
The survey results, with 81.9% of respondents indicating that they feel the perspectives of people from all cultures and backgrounds are respected and valued, suggest that a significant majority believe in the respect and value of diverse perspectives. This indicates a positive outlook on inclusivity and cultural appreciation within the surveyed population.

7. Does your manager provide you with timely feedback about your work?  
83 responses



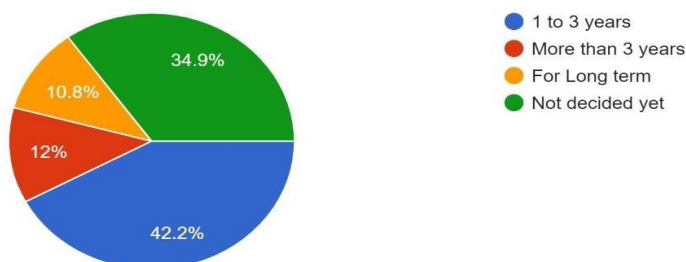
Approximately 72.3% of respondents reported receiving timely feedback from their managers about their work, indicating a relatively positive trend in communication and performance evaluation within their respective workplaces.

8. Are you looking for new opportunities outside your current organization?  
83 responses



About 75.9% of respondents are open to exploring new opportunities outside their current organization, indicating a significant willingness for change or career advancement.

9. How long you're planning to work with your current organization?  
83 responses



The survey results indicate that a substantial portion of respondents are uncertain about their long-term commitment to their current organization, with 34% not having decided. However, 42.2% expressed intent to stay for 1 to 3 years, suggesting a significant number are considering relatively short-term commitments. Additionally, 10.8% indicated a desire for long-term employment. This variability in responses suggests a mixed range of career outlooks among the participants.

#### Conclusion :

In conclusion, the findings of this research, based on a survey involving over 80 participants from diverse organizations, shed light on the critical role of work culture in influencing employee productivity and retention. It is evident that employees who work long hours without meaningful feedback tend to be less satisfied and less likely to remain with their current organization. On the positive side, organizations that recognize and reward their employees' achievements can foster loyalty among their workforce.

Additionally, it's worth noting that the findings also highlight the importance of a healthy work-life balance. Employees who are required to work long hours and are not willing to commit to the same organization for an extended period may be experiencing burnout or dissatisfaction with their work-life equilibrium.

However, a significant portion of respondents expressed their intent to seek new opportunities due to a perceived lack of chances for skill development and personal growth in their current roles. Open communication was identified as a crucial component of a healthy work culture, providing employees with a platform to express their honest opinions and concerns.

In summary, this research underscores the importance of work culture in shaping employee satisfaction, productivity, and retention. Organizations that prioritize feedback, skill development, and open communication have a higher probability of retaining and motivating their employees in the long run. Addressing these key factors can ultimately lead to a more harmonious and productive work environment.

Organizations that take these factors into account will likely enjoy a more engaged and loyal workforce, ultimately contributing to a more successful and thriving workplace.

#### References

- Kim Cameron, Carlos Mora (2011) "Effects of Positive Practices on Organizational Effectiveness
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64, 361–388.
- Why High-Performance Work Systems Pay off by Eileen Appelbaum, Thomas Bailey, Peter Berg, Arne L. Kalleberg
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487–516.
- Mathis, R.L. and Jackson, J.H. (2010) *Human Resource Management*.
- Paul Krugman, *The Age of Diminishing Expectations* (1994)
- Al-Omari, K., & Okasheh, H. (2017). Effect of Work Environment on Job Performance: A Case Study of Corporate Engineering in Jordan. *International Journal of Applied Engineering Research*, 12, 15544-15550.
- Pescud, M., Teal, R., Shilton, T. et al. Employers' views on the promotion of workplace health and wellbeing: a qualitative study.
- Kun, A., Gadanez, P. Workplace happiness, well-being and their relationship with psychological capital: A study of Hungarian Teachers. *Curr Psychol* 41, 185–199 (2022).
- Lau C, Rahmat AD, Mohd MH (2020) Impact of organizational culture on employees performance: a study in multinational corporations in Sarawak. *Int J Busin Technopreneurship* 10(2):133–152
- Lawter L, Kopelman RE, Prottas DJ (2015) McGregor's Theory X/Y and job performance: a multilevel. *Multi Anal J Manage* 27(1):84–101
- Leblebici D (2012) Impact of workplace quality on employee's productivity: case study of a bank in Turkey. *J Busin Econ Fin* 1(1):38–49

- Arnetz, B. (1999). Staff perception of the impact of health care transformation on quality of care. *International Journal for Quality in Health Care*, 11(4), 345-51.

