EFFECT OF WORK CULTURE ON EMPLOYEES IN AN ORGANIZATION

YASH RATHI

180010301060

FOR THE DEGREE OF

MASTER IN BUSINESS ADMINISTRATION

UNDER THE SUPERVISION OF

Dr. Suman Dahiya

SCHOOL OF MANAGEMENT

GD GOENKA UNIVERSITY

APRIL 2020

# Declaration

I hereby declare that this Dissertation entitled “Effect of Work Culture on Employees in an Organization” is the bonafide research that is carried out by me under the guidance and supervision of professor, assistant professor, faculties and Head of the Department. The information gathered from the works of literature is acknowledged in the text and the references. I further declare that this Dissertation has not previously formed and has not been used for the award of any other degree, internship, diploma or in any other universities.

# Certification

Certified that this Dissertation “Effect of Work Culture on Employees in an Organization” is the record of the research work had been done independently by Yash Rathi under my supervision and guidance and this Dissertation has not been previously carried out on the basis for the award of any fellowship, degree or diploma by him.

...............................

(Supervisor)

# Acknowledgement

I Yash Rathi sincerely thank my Head of the Department, professor, assistant professor and faculties for their encouragement and guidance in carrying out this Dissertation work. I will also like to express my gratitude to my research guide and professors, for guiding me and assisting me in completion of this dissertation. I would also like to thank them for their suggestions for each step of this Dissertation. The encouragement for doing the research is also acknowledged. Finally, I would like to thank my family and friends for their constant support. I also like to thank the director of the Institute for providing me with the opportunity to embark on this Dissertation.

# 

# Abstract

            Organizations create the work culture for its employees to make sure they are performing efficiently. The uniqueness in the work culture differentiates the organizations from each other. In the first section, the background of performing this research has been discussed about the topic of the importance of work culture for an organization along with specifying the research questions and objectives. The performances of employees are related to the work culture they are working on and are of great importance. The next section is the literature survey of the studies that are published in this field. The summarizations of the literature about the importance of work culture are discussed in brief.

The next part is the methodology part where ideas about the concept of the methodology are stated at first and then philosophy, approach, strategy, ethics and the limitations of performing the research has been elaborated. In the data analysis part, methods used in this research are specified and the tools and techniques that are used for the research are also mentioned along with the selection of 244 respondents for questionnaire survey and interview analysis. Finally, the findings of the analysis are described in detail with the given suggestions or recommendations in support of future research.

**Table of Contents**

[Declaration ii](#_Toc38465181)

[Certification iii](#_Toc38465182)

[Acknowledgement iv](#_Toc38465183)

[Abstract v](#_Toc38465184)

[List of Figures viii](#_Toc38465185)

[1. Introduction 1](#_Toc38465186)

[1.1 Background 1](#_Toc38465187)

[1.2 Aim 2](#_Toc38465188)

[1.3 Research Rationale 2](#_Toc38465189)

[1.4 Research Relevance 4](#_Toc38465190)

[1.5 Research Questions 5](#_Toc38465191)

[2. Literature Review 6](#_Toc38465192)

[2.1 Positive impact of work culture on employees 6](#_Toc38465193)

[2.2 Negative impact of work culture on employees 8](#_Toc38465194)

[2.3 Work culture’s applications on employees 9](#_Toc38465195)

[2.4 Effect of work culture on job satisfaction 12](#_Toc38465196)

[3. Objective 14](#_Toc38465198)

[4. Research Methodology 15](#_Toc38465199)

[4.1 Introduction 15](#_Toc38465200)

[4.2 Research Philosophy 16](#_Toc38465201)

[4.3 Research Approach 17](#_Toc38465202)

[4.4 Research Strategy 17](#_Toc38465203)

[4.5 Research Ethics 18](#_Toc38465204)

[4.6 Limitations of the study 19](#_Toc38465205)

[5. Data Analysis 19](#_Toc38465206)

[5.1 Data Processing 19](#_Toc38465207)

[5.2 Data Transcribing 21](#_Toc38465208)

[6. Findings and discussions 22](#_Toc38465209)

[6.1 Manager’s response 22](#_Toc38465210)

[6.2 Senior Employee’s responses 24](#_Toc38465211)

[6.3 Employees and Senior employees’ survey responses 25](#_Toc38465212)

[Timeline 41](#_Toc38465213)

[7. Future Aspects and Suggestions 42](#_Toc38465214)

[7.1 Future aspects 42](#_Toc38465215)

[7.2 Suggestions 42](#_Toc38465216)

[8. Conclusions and Recommendations 44](#_Toc38465217)

[8.1 Conclusions 44](#_Toc38465218)

[8.2 Recommendations 46](#_Toc38465219)

[References 48](#_Toc38465220)

[Appendices 56](#_Toc38465222)

[Appendix I: Questionnaire for employees and senior employees 56](#_Toc38465223)

[Appendix II: Survey results for 240 employees 59](#_Toc38465224)

[Appendix III: Survey results and Interview responses for 3 senior employees 65](#_Toc38465225)

[Survey results for 3 senior employees 65](#_Toc38465226)

[Interview results for 3 senior employees 70](#_Toc38465227)

[Appendix IV: Interview questions for 1 manager 71](#_Toc38465228)

# List of Figures

[Figure 1: Positive work culture framework 8](#_Toc37987997)

[Figure 2: Interconnection of Work culture and maintenance 11](#_Toc37987998)

[Figure 3: Employee engagement for better work culture 14](#_Toc37987999)

[Figure 4: Age group of employees 25](#_Toc37988000)

[Figure 5: Age group of senior employees 25](#_Toc37988001)

[Figure 6: Gender division of employees 26](#_Toc37988002)

[Figure 7: Gender division of senior employees 26](#_Toc37988003)

[Figure 8: Annual salary range of employees 26](#_Toc37988004)

[Figure 9: Annual salary range of senior employees 27](#_Toc37988005)

[Figure 10: Employees receiving a salary in time 27](#_Toc37988006)

[Figure 11: Senior Employees receiving a salary in time 28](#_Toc37988007)

[Figure 12: Salary satisfaction of the employees 28](#_Toc37988008)

[Figure 13: Salary satisfaction of the senior employees 29](#_Toc37988009)

[Figure 14: work culture satisfaction of employees 29](#_Toc37988010)

[Figure 15: work culture satisfaction of senior employees 30](#_Toc37988011)

[Figure 16: Work culture happiness of employees 30](#_Toc37988012)

[Figure 17: Work culture happiness of senior employees 30](#_Toc37988013)

[Figure 18: Manager’s support to employees 31](#_Toc37988014)

[Figure 19: Manager’s support to senior employees 31](#_Toc37988015)

[Figure 20: communication level as per employees 32](#_Toc37988016)

[Figure 21: communication level as per senior employees 32](#_Toc37988017)

[Figure 22: Employees enjoyment in organization 32](#_Toc37988018)

[Figure 23: SeniorEmployees enjoyment in organization 33](#_Toc37988019)

[Figure 24: Feedback received from employees 33](#_Toc37988020)

[Figure 25: Feedback received from senior employees 33](#_Toc37988021)

[Figure 26: Respect received from other employees 34](#_Toc37988022)

[Figure 27: Respect received from other senior employees 34](#_Toc37988023)

[Figure 28: Engagement of employees 34](#_Toc37988024)

[Figure 29: Engagement of senior employees 35](#_Toc37988025)

[Figure 30: Recognition received by employees 35](#_Toc37988026)

[Figure 31: Recognition received by senior employees 36](#_Toc37988027)

[Figure 32: Received bonus by employees 36](#_Toc37988028)

[Figure 33: Received bonus by senior employees 36](#_Toc37988029)

[Figure 34: Training given to the employees 37](#_Toc37988030)

[Figure 35: Training given to the senior employees 37](#_Toc37988031)

[Figure 36: Employee’s satisfaction from training 37](#_Toc37988032)

[Figure 37: Senior Employee’s satisfaction from training 38](#_Toc37988033)

[Figure 38: Discrimination faced by employees 38](#_Toc37988034)

[Figure 39: Discrimination faced by senior employees 38](#_Toc37988035)

[Figure 40: Career growth opportunities for employees 39](#_Toc37988036)

[Figure 41: Career growth opportunities for senior employees 39](#_Toc37988037)

[Figure 42: Employee’s empowerment 40](#_Toc37988038)

[Figure 43: Senior employee’s empowerment 40](#_Toc37988039)

# 1. Introduction

## 1.1 Background

Organizations are places where a group of people work with each other to fulfil an objective. Human resource is the essential part of an organization as it operates the functions of an organization which will lead towards the growth of that organization (Al-Sada, Al-Esmael & Faisal, 2017). Organizations are designed with a work culture that is necessarily important for organizations and their employees. Culture of the organization implies the attitude or personality of that organization which is considered to be the reputation of that organization. The organization will not be able to run its operations and activities if the work culture is not satisfying for the employees (Paais, 2018). The moral values for an organization are determined with the culture of that organization. The work culture of an organization highlights its uniqueness and includes the behaviour of the organizations, the traditions it follows, the interactions it makes with the employees and other business partners, the organizational beliefs, and its attitude towards every aspect of the organization (Anitha, 2016). Organizations having a positive work culture attract new employees towards the organizations and retain the old employees of that organization. The positive attitude of the work culture of some organization implies the capability of that organization to afford respect of the employees in exchange for quality work from them.

Positive work culture enhances the strength, skills and efficiencies of every single employee that in turn, makes the organizations efficient and productive. The traditions, beliefs and the behaviour of a positive work culture will, therefore, only increase the value of the organization by affording respect to the employees and satisfying their needs (Bijaang, Modding, Gani, Nujum & Jamali, 2018). The positive attitude of the work culture of an organization then encourages employment in the organizations by keeping them happy and satisfied which in turn, affects their performances. The work culture of an organization gets impacted by different factors such as management, leadership, work practices, employees, policies, and strategies. The problem arises when the organization tries to go with the flow of work culture before defining and establishing the objective of the organization. The effect work culture has on employees are the factors that decide the performances of the organization as a whole (Da Silva, Firdiansjah & Triatmanto, 2019). The business arrangement and organizational management become difficult with undefined work culture structure of an organization. The employees lose the positive attitude towards the organizations if they are not allowed to have a work culture which is significant for an organization. The effect of the work culture is of high magnitude for the employees and also for the organization.

## 1.2 Aim

This research study is aimed to successfully recognize the effects of work culture on employees and organizations. The overall impact work culture of an organization has on the employees directly or indirectly will be observed in this study. The employees of the organization and their performances get directly affected by the organization's work culture. This study is therefore aimed to draw attention to the importance of work culture on the employees as well as the organization (Arief, 2018). The activity of the organization depends on its employees and they get affected by the work culture that is provided to them. This study wants to showcase those work culture’s impact on employees and how much effect it can cause to change the actions of the employees. This paper also aimed to see if there is a reduction in turnover as a result of the effect of work culture in employees and organizations. The impact on business management and its growth is also part of the study that need to be explored in the studies.

## 1.3 Research Rationale

The organization is a place where people work together and uniformly by forming a group in order to earn a profit. The profit of the organizations is therefore dependable on the people or the employees working in an organization. The culture is a term that determines the ways by which the organization and its employees will be communicating or interacting with each other (Manggis, Yuesti & Sapta, 2018). A work culture consists of the ideologies, beliefs, values and principles that an organization should have. It will determine the behaviour employees show inside and outside of organizations. The healthy work culture will promote the employees and encourage them to be loyal and honest to the management of that organization. The work culture will create a healthy competition in the organization in which the employees will try to compete with the other employees by keeping the culture intact and healthy (Ibrahim, Boerhannoeddin & Bakare, 2017). The organizations will be able to implement a positive work environment or culture which will guide and direct the employees to make moves in the organization. The employees must be aware of their responsibilities beforehand and it will only be achieved by creating a healthy work culture. This will lead to the improvement of the organization and its position in both the global and domestic market.

Work culture is important for the fulfilment of strategies of an organization. The employees are an essential asset of organizations and that should be maintained by retaining them. The organizations will be able to retain their employees if they offer a suitable work culture. The work culture’s effects have the ability to strengthen the objectives of the organization or undermine those objectives of the organization. The organizations should take into account positive workplace culture so that they can attract young talent in the organization (Durairatnam, Chong & Jusoh, 2019). The employees or the candidates will always look forward to a work culture that will be convenient for them and they will be able to showcase their talent and skills. The evaluation, the employees will do to get the suitable work culture in the organizations should be clear, strong and positively defined with the organization's objectives. This is because the organization will be able to retain its employees and attract new employees by communicating with them and by defining the objective and the work culture to them. The skilled and talented employees are the needs of an organization for its success and therefore, should be provided with fitting work culture (Prasetyo & Amboningtyas, 2018). The work culture’s effect on employees will affect the organizations as well. The organization that has a suitable work culture will be able to compete with its opponent parties and defeat them by earning a huge share in the market.

            The organizations will be benefited with the performances the employees will deliver to support the organization. The organization should fulfil its duty to create a convenient work culture for the employees to get fruitful results. Effective results of the organization will be decided by the employees who will turn the table around if they are not provided with the right culture in the workplace which will be satisfying for them to be working in the company (Beloor, Nanjundeswaraswamy & Swamy, 2017). The importance is in this ground for the organizations to become successful by considering good and positive work culture. A work culture that is directly linked to the employees defines the brand image of an organization.

The policies organizations take into account will provide the path for the employees to work in an organization where the future will be maintained to earn profit and by earning a reputation. The distinct work culture of organizations creates brand value for the organization. The identity of the organization is defined with the work culture it follows and this is the reason why the organization values the work culture and its effect on the employees. Work culture also connects the employees that come from a different background which will be good for making the communication between the employees stronger (Sakarneh, 2019). Positive Work culture makes sure there is no communication gap in between employees and also with the employers so that the organization will be able to earn profit and accomplish its objectives. The work culture will be able to extract the best outcomes from each employee as it becomes a habit for the organization to complete their work with self-interest. These are the reasons for which the research study is performed, in order to showcase the work culture’s impact on the organization on the staff and employees.

## 1.4 Research Relevance

             Employees are the keys to success for an organization and these employees need to work in a relevant environment. The workplace environment or the work culture takes the best out of the employees and this is why the relevant and convenient work culture is a must for any organization. The research explains the reason behind the importance of the work culture in an organization as it helps the employees to deliver the best course of effective actions that will drive the growth of an organization (Pati, 2019). The employees get positively affected with the right work culture in the organization and it satisfies their needs. Employees’ attitudes and behaviour enhance and the degree of their performances improve with the positive work culture. Organizations sometimes do not give proper attention to the work culture and that results in the generation of toxic environments in the organization (Koesmono, 2018). This creates an undesirable impact on the employees and they deny to work in that toxic environment of the organization. This is why this research study is important as it would define the significant application of the positive work culture on employees and the organization’s performance in the market.

Human resources or employees are the assets that are to be maintained with proper care. The research is performed to highlight the effect of the employees in driving the performance of the organization when they work under a good work culture and when the working environment is not friendly (Sanusi, 2018). The research is based on the past literature on the work culture’s effect on organizations with its employees and therefore, will provide the opportunities for the organizations to make the changes in their strategies regarding the work culture. The future research work gets help and ideas from this research in this field on the effectiveness of work culture. The culture of an organization includes basic factors like traditional beliefs, moral values, interactions, attitudes, as well as behaviours (Dahie, Takow, Nur & Osman, 2016). The positive attitude of an organization and its culture affects the employees who are working in that organization and therefore drives more engagement and participation of the employees in the organization's growth. It has been observed that some organizations fail to maintain their work culture and that adversely affects the employees of that organization. The research is performed to highlight the effects of culture the organizations have on their employees and how much important it is for the organization which aims to benefit.

## 1.5 Research Questions

Studying the relevance of work culture that might have on the organization along with its employees generates the idea for this research study. This again generated the study questions that will be required to give the idea about the ways work culture defines the reputation and identity of the organizations. This research tried to provide the solutions for the questions that have arrived to make it easier for organizations to give importance to the work culture for its employees (Rita, Payangan, Rante, Tuhumena & Erari, 2018). The answers will be helpful in further studies where the organizations will be in doubt whether to give attention to the workforce or not. Organizations fail to understand the relevance of work culture and decide not to give proper attention to it for the betterment of the employees. This is the reason why the organization faces the employment issue as the work culture is directly related to the organization (Fujimoto, Ferdous, Sekiguchi & Sugianto, 2016). Organizations once get the idea about the relevance of work culture to retain their employees and the growth of the organization. The research questions for this study are as occurred and answered in the paper follows:

* What effect does work culture have on the employees of an organization?
* What should be the ideal work culture for the employees of a particular organization?
* Why is it important for the organization to focus on maintaining a suitable work culture in the organization?
* How workplace culture influences the employees and what relevance those influences have on an organization's growth?
* How can the effect of the organizational work culture be represented in terms of employee’s performances?

# 2. Literature Review

## 2.1 Positive impact of work culture on employees

According to Pawirosumarto, Sarjana & Gunawan (2017), the organizations which are private organizations or service providing companies with all depend on the performances they are doing in the market. The success of the company will be measured in terms of the performances of the organizations. The market trend and the organization's performance rate will decide if the organization is capable of reaching its objectives or not. The performance trend of the organizations could be determined with many factors and one of them is the actions of the employees. The employees' activity also depends on the work culture of an organization. Work culture gives the training to the employees about the behaviour they should be showing with the other employees, management and employer of an organization. The satisfaction employees get from the work they are doing is the part of the work culture which maintains the performance level of the employees. The employees get benefited with the work culture that is provided by the classified organizations and therefore, the organizations experience growth. The relation among the employees, the involvement and encouragement of the managers, loyalty towards the work and the entire work environment are the components of a good work culture which denotes the satisfaction the employees get from working in an organization.

  With respect to Rozanna, Adam & Majid (2019), performance is the action that is to be carried out by different people working together under one roof. It is the employers and employees who together make the organization's performance better. The performances of the organizations are thus carried out by the employees to fulfil the objective of the organizations. The employees and their behaviour towards the success of an organization are thus very important. Work culture is based on the beliefs and traditions which the organization tries to follow so that they can work effectively and attain the goals. The satisfaction of working in an organization with similar beliefs encourages the employees of an organization. The work culture and work environment are the two factors that meet the desires of the employees of an organization. The studies have found that the organization gets advantages with the positive work culture and organizational culture as it enhances the employee’s performances for the organization. Organizations take the full advantage of work culture which is positive as it encourages the retention of the employees and the attraction of the new participants in the organization. The final verdict of this paper is that work culture fosters employee performances.

As per Giri, Nimran, Hamid & Musadieq (2016), the maximum benefit the organizations achieve from a healthy work environment or culture is that it will drive the growth of the organization. The organization and its growth will only be achieved when the work culture will be satisfying for the employees. The employees who are the part of an organization demand the work culture which will strengthen their capability completing the work. The workers of an organization will be more committed towards the organization if they are granted the work culture that is positive enough to improve their skills. The work culture will provide an effective impression on the expansion of the organization which is considered to be beneficial. This study suggests that an organization’s culture is an assumption of traditions and beliefs that the several groups in an organization choose to follow which will increase their level in the real world. The moral values, ethics, attitudes of people of one organization differs from that of other organizations because of the work culture differences. The adaptation of behaviours of the work culture varies organization to organization and creates different impacts on different employees. A good work culture makes it easier for employees to handle organizational challenges efficiently.



Figure : Positive work culture framework

## 2.2 Negative impact of work culture on employees

According to Arditi, Nayak & Damci (2017), the organization faces delay in the construction because of the poor work culture. This, in turn, has drastic consequences on the projects the organizations are involved in. One of the key factors that contribute to the delay of an organization is the disagreement of the participants in that project. The participants or the employees involved in the projects of an organization can face the disagreements or not having a match in their opinion. These things can be noticed when the work culture is not well or clearly defined in an organization. The beliefs or the morals that one organization follows as a section of work culture should establish the proper communication among the employees as well. This will lower the chance of getting involved in disagreement as it would directly affect the organization and employees. The work culture if not defined properly will, therefore, diminish the reputation of a company. The organizations do not communicate with the individual workers about the organization's objective with time and this is why the work culture could not be identified according to the objective of the organization. Therefore, work culture can bring disadvantages to the organization by affecting the employees adversely.

Authors van de Brake, Walter, Rink, Essens & van der Vegt (2019) stated that employees in organizations now work in different groups or teams together. Each team has its own work culture and that is why the performances of the employees will decline. This is one big drawback effect of work culture on the organization with respect to the employees. The involvement of the employees in different teams increases the percentage of absence for the employees. It then affects the work culture of the organizations and the organization’s objectives do not get achieved. The work becomes a challenge for the employees of that organization, and the employees fail to deliver the performances that are expected from them. This is how the work culture affects the employees in a negative way and creates difficulties for the organization. The membership right of the employees in different teams is a common phenomenon in the organizations and for the workers which is not compatible with the different work culture. The outcomes of these teams are, therefore, not good and the performances of the organization will not meet up the expectations. The changes in the behaviour of the employees and their performances are noticed in an organization with the changes in the work culture and environment.

## 2.3 Work culture’s applications on employees

With respect to Shahzad, Xiu & Shahbaz (2017), the organizations should take on the strategies that involve the use of advanced technologies which will help in fostering the work culture of the organization. It is required by the organization to implement innovative technologies that will develop the performances of the organization and will be beneficial for the organization in the market. The work culture an organization creates for the betterment of the employees will be more effective with the innovative technologies. The work culture in every industry differs with the technologies that are used for creating the innovative work culture. The correlation of work culture and satisfying the employees with work culture significantly correlated in any organization. The organizations will be able to utilize innovative technology if they are provided with the suitable work culture. Suitable work culture will stimulate the employees to make the right decision for the organization and make a contribution to the creation of innovative technologies. This will not be possible without the presence of innovative work culture. The sustainable performances of the organization will be improved with the accommodation of convenient work culture in organizations. This is the focus of the paper that emphasizes the innovation in work culture which will motivate the employees to perform better.

As per Tobing & Syaiful (2018), government institutions need good governing skills to perform their actions. The employees when will be governed and guided properly will be eligible to deliver efficient works. The growth and enhancement in worker’s performance will ensure the organization's governing capability. The performance can be improved only when the staff and employees are to be engaged with every organizational decision and also by providing them with non-discrimination grounds to work for. The organization's work culture motivates the employee to grow in such a manner that the organization will not face any difficulties in the fulfilment of its goals. The work culture will influence the employees to be self-sufficient to complete their jobs for organizations with efficiency and will be used to get profit. Work culture motivation encourages employees to resolve complex actions by getting influenced by organizational management. Workplace culture will, therefore, engage the employees in completing the organization's missions and help them grow. Workplace culture generates leadership within the employees that will show a path to the other employees to take their actions seriously which will help in the fulfilment of the organization's vision.

            Hartnell, Kinicki, Lambert, Fugate & Doyle Corner (2016) suggested that leadership along with the organizational culture is one major component behind the organization's success. The organizations will work effectively when the leadership is strong in the organization and the work culture is fitting for the employees. The organizations will be open for opportunities when they have a good work culture. The effect becomes interactive for the organization when the leadership culture and the work culture merge with each other. The leaders of an organization are allowed to make interaction with the employees as a part of the work culture which makes it easier for the workers to share their problems and desires. Once the demand is fulfilled, they will work given the entire effort for the organization and will help to make organizations achieve its vision. The organization's attitudes and behaviours get aggregated after the merging of the ideas of leadership and work culture. The organizations will be in sync with each of its employees and this will be good for the organization. CEOs are the leaders that take the merging in the organization which will decide the effectiveness of work culture on the employees and the organization. A CEO's approach to leadership is therefore important in creating the work culture.

With respect to Meng & Berger (2019), the organizations with good work culture can be applied to make the employees happy and give them the satisfying job that they want. The factors like the leadership of the organizations and the work culture make it easier for the organization to bring the best from the employees. The organizations test the mediating effect on the employees so that they can act properly. The organizations in their work culture include these types of activities for the employees that generate efficient work from the employees. The organization will be able to earn a profit once all its employees try to perform efficiently. The test will ensure the engagement of the employees and this in turn, will ensure the employees will get the satisfaction from their jobs. The satisfaction of the jobs gives the employees the required motivation to perform the work. Work culture will be applied to give satisfaction to the employees. Involvement of the employees, in this case, plays a significant part. The work culture must include the engagement of the employees as it directly affects the organization's performances with respect to the employee's performance. The work culture, therefore, supports the organization's performances and the employees by giving them satisfaction in the work.

            As per Hoque (2018), organizations of any size like the small, medium or large get affected with the organization's culture or the work culture. This is because the employees have a straight association with the organization’s performances. The work culture is the beliefs and traditions that make the employee's work with encouragement and motivation because they can work with a high-efficiency level. The inadequacy in the performances of the enterprises of medium or small size is due to the effects of work culture on the workforce’s working in those enterprises. The organizations of small sizes usually do not focus on the work culture and this is why they fail to perform at a high and efficient level. They take inappropriate strategies and beliefs in the work culture which lowers the organization’s quality level of performances. These organizations, therefore, must focus on the work culture and entrepreneurship strategies for the better outcomes of the organization. The organizations will be eligible to compete with the other organizations when they have an appropriate work culture in the organization. The work culture will also improve the employees’ risk-taking nature and decision-making ability.

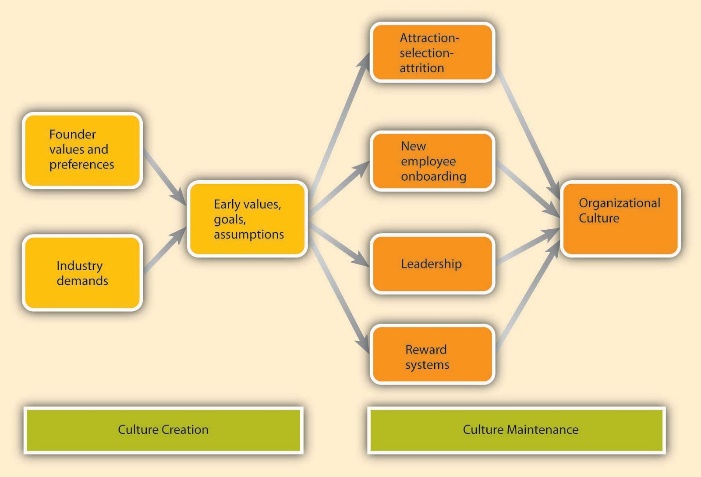


Figure : Interconnection of Work culture and maintenance

## 2.4 Effect of work culture on job satisfaction

According to Lau, Tong, Lien, Hsu & Chong (2017), the organizations are trying to work in an innovative way by following the market trend so that they can satisfy their customers, employees and earn a leading position in the market. This is only possible when the work culture of the organizations is assigned with the objective of the organization. The organizations will be competitive enough to deal with the strategies of the other organizations when the work culture is good enough to make the employees understand the objective of the organization. Ethics in the work environment is an essential part as it ensures that the employees will be performing their tasks only by following the moral values of the organization. The organizations having an efficient ethical work culture behaves more positively than the organizations not having an ethical culture of work. Organizational politics is effective in this scenario as it would direct the path for the employees and the leaders to behave in an organization. Ethics must be a key factor of a work culture that is satisfying for the employees. The employee’s behaviour will be shaped up when organizations will provide an ethical work environment for the employees. The work outcomes generated from the organization will be beneficial for the organization.

            With respect to Ahmad, Zakaria & Omar (2018), culture in the workplace is unique for different organizations. The reason behind this is the contribution that is made by the managers or leaders for a smooth run by the companies. The organizations will perform smoothly if they are capable of providing job satisfaction to their employees which is determined with the work culture. Work culture, therefore, ensures the overall well-being of the organization. The culture affects the organization and its employees positively if the work culture is established with a positive attitude, otherwise, it only adversely affects organizations. Job satisfaction is considered as the motivation, encouragement and supervision of the jobs the employees are doing. The employees when encouraged and given credits will automatically perform better. The management of human resources is mandatory for better performances of work in the organization. Employees are the greatest assets or resources for an organization and this is why their satisfaction matters for an organization. The commitment employees have for the organization is very essential for improved work performance. The organization will be satisfied simultaneously with the effect work culture will create on the employees. It is therefore mandatory for the organization to recognize the relation between the work culture and the employees.

As per Men & Yue (2019), internal communication as an object of work culture is mandatory for the organization to notice as it may create difficulties for the organization in future. The internal communication between the employees and the management is must which will imply significant performance by the organization. Communication is a great deal for the organization as it creates a bridge between employees and the organization. The organization will move forward effectively only when the work culture they follow will include internal communication as one of the influential factors for the employees. The culture which is based on emotion and the culture which is based on cognitive decisions are different. Organizations should treat these two cultures differently and after that, they should decide the type of culture that would be applicable to the function of the organizations. The organizations should recognize the employee's feelings so that they can provide the work culture needed to them. They should also supervise the employee’s behaviour with the work provided to them and the behaviour towards the other employees so that the employees do not make any mistakes. This supervision is part of the work culture which is therefore effective for employee’s satisfaction.

            Awino, Muteshi, Kitiabi & Pokhariyal (2018) stated that organizations should make their strategies which will be compatible with the work culture of that organization. Work culture will affect the organization by affecting the employees who are considered as human resources. These resources are an essential part of the organization that cannot be substituted. Human resource is an effective asset of an organization that depends on work culture. The organization will not be able to function properly or gain profit if the employees are not pleased with their job. The work environment creates opportunities for employees to demonstrate their talent and skills. The satisfaction in a job implies the increasing performance graph for an organization. The work culture and the work environment has always been affecting the employees significantly. The organizations do appreciate the advantages that are generated from good work culture. The strategic management that is the concern for the organization will troubleshoot easily with the good work culture. The employees make the strategies better and more productive belonging in good work culture. The culture of the organizations that are creative and innovative will push the employees to make changes in the organization in a better way possible.

With respect to Grueso-Hinestroza, López-Santamaría, González, Salcedo & Amaya (2018), organizations and its culture have always been a challenging factor that the organizations try to maintain. Suitable work culture will enhance the ethical practices for the organization which will be supportive of the organization. The performances offered by the employees are related to the work culture they belong to. The organization which gives attention to the employees consider giving attention to the provided work culture to employees. Work culture is like forming a community in which the employees are going to work as a team. The team and its communication are utterly important for the organization and this is why the organization will take into consideration the work culture in which the employees will get trained about the behaviours, attitudes and beliefs needed to operate in a team. Work culture practices make the employees eligible for carrying out the operations of the organizations. The organization tries to make sure the employees do not suffer because of the poor work culture as the organization will also suffer with them.

## 

Figure : Employee engagement for better work culture

# 3. Objective

Organizations cannot operate without the involvement of the workers or employees. Employees are the resources that must be given proper care so that the organizations do not face any difficulties in their functionality and operations. Work culture is one of the major factors that decide the performances of the employees. Work culture is the internal environment of the organizations that is useful in maintaining the attitudes and behaviours of the employees. The work culture decides the ethics and moral values that will show the workers path to work in an efficient way and to be committed towards the organization. The employees and their actions are therefore integrated with the work culture that is provided with. The work culture regulates the behaviour of the employees and decides the ways the organizations should control their workplaces. This paper’s objectives are in identifying the consequences of work culture and work culture’s effect on the organization. The objectives of this study are fulfilled by considering the surveys and conducting the secondary research.

The main emphasis of this research study is to shed light on how work culture causes an effect on the overall performance and growth of the employees. The objectives are set in such a way that it can be measured both in qualitative and quantitative terms. The objectives of this research are considered as follows:

* To recognize the impact and role of the workplace culture in driving the engagement of the employees.
* To comprehend whether the demographics of the employees lead to any differences in the work culture.
* The significance of work culture in business management by satisfying the employees.
* Considering the level of satisfaction employees get from the organization and the work culture.
* To analyze the various attitudes of employees towards the workplace culture in the organization.

# 4. Research Methodology

## 4.1 Introduction

The process by which the research topic related data are studied with the purpose of the identification, justification and analysis is known as the methodology. It is the theoretical and systematic analysis of some methods that are used to identify the nature of the data. The methods and applications which will be used in this study are under the methodology and are based on theoretical knowledge which is the theory of different statistical concepts (Leonard, Hasbullah & Nurani, 2017). The concepts that hold the methodology of any research are theoretical knowledge, paradigms, models, qualitative and quantitative techniques. The methodology is therefore needed to decide the best possible method for performing an analysis according to the needs of the research topic. It provides a theoretical background about the models and helps the researcher decide the suitable model for its research ground. It is the general guide for conducting research and gets the best result from the research. The methodology determines the models, tools and the techniques that are to be used in the research. The researchers develop a theoretical and scientific attitude towards the study approach and the attitude of looking at the observations or sample data differently rather from a critical viewpoint. Methodology improves the critical thinking ability of the researchers by providing an accurate and specific model and data collection techniques related to the study. The evaluation of the outcomes becomes easier with the incorporation of correct methodology which supports the theoretical understandings and has implications in real life. It allows the in-depth study on the data which leads to the power of thinking creatively and critically for decision-making.

## 4.2 Research Philosophy

The beliefs about the process by which research will be conducted are called the research philosophy. It explains the process of data collection, exploration, analysis and then using them for the research purpose. It is usually considered to deal with the source of the knowledge, its nature and the development of theoretical knowledge concerning practical research. Research methodologies, therefore, decide the relationship between the knowledge that is already known to all and the knowledge that is believed to be true. It is determined and influenced by the implications the research has in practical life. Therefore, it is a thought by which the researchers obtain knowledgeable findings from the study. Both qualitative and quantitative research philosophical approaches are considered for conducting the survey of work culture's impact on employees and on organizations (Žukauskas, Vveinhardt & Andriukaitienė, 2018). Work culture is studied with the interpretivism research philosophy which explains the viewpoint of the researchers. It is the type of philosophy which tells that the research of the social world will depend upon the understanding of the researchers’ perspective of viewing the society. The work culture of organizations is based on interpretivism philosophy as it generates answers for research specific questions. It is based on the experience of the employees and their opinions about the work culture they are having or used to have in organizations. The research question became easier to understand with the joint framework of qualitative-quantitative and interpretive philosophy. The objective of this paper was easier to attend by applying interpretive philosophy with methodological tools and techniques.

## 4.3 Research Approach

The proposal of a plan that includes the procedures to be used in data collection, analysis and explanation by following some of the methods and tools is called a research approach. The approaches vary with the problems and objectives of the research and what that research is trying to conduct. The approach has to be chosen in such a manner that the research problem can be addressed at the end of the study and the solutions can be provided for further research. Inductive and deductive are the two approaches that are followed by the researchers before conducting research. In the deductive approach, the existing theories are tested to find new relevant results. On the other hand, an inductive approach is all about making new theories from the collected data. The study is based on following the steps of the inductive approach (Graneheim, Lindgren & Lundman, 2017). The approach starts working by forming the research questions for narrowing down the study area. Inductive approach guides to explore the new area and makes a sense of the existing research phenomenon from a different point of view. The inductive approaches are taken regarding the qualitative studies but the absence of no such thumb rule made it easier to conduct the research with the concept of both approaches for data like qualitative and quantitative. A well-defined purpose of conducting research allowed to research further on the previously existing theories of work culture and the influences it creates over employee performance. The research approach and procedures support the assumptions and answer the previously stated research questions.

## 4.4 Research Strategy

The plan behind conducting research is called a research strategy. The strategies taken for research guides the researcher for monitoring and executing the research plan successfully so that the relevant result can be obtained. With the construction of the problem, data gathering, processing of the data, and analysis are the strategies that every research is performed with. The research strategies that are in this study are qualitative and quantitative strategic research. The research studies are distinct and unique, so the choice of the strategy is a mandatory factor for successful research. The first step of the research strategy is the identification and collection of useful data. In this paper, the data has been collected in the form of interview and questionnaire surveys. The quantitative strategy suggests the data that is collected in the form of questionnaire surveys and by gathering responses from the respondents (Brannen, 2017). The collected sets of data then analysed with the help of statistical tools and the best outcomes are achieved. The qualitative strategy was also the art of the study in which the data and understanding of the previous related researches are considered. The contribution of the previous literature as the strategy of conquering the data is, therefore, useful to structure the research objectives and fulfilment of the objectives. The appropriate research strategy for observing the work culture data in the form of employee's reaction is the base of this study on which some fruitful results are tried to be obtained.

## 4.5 Research Ethics

Research Ethics are the principles that should be followed while conducting research. The researchers must follow these principles and then conduct the research. The behaviour of the researchers should be ethical so that they do not break any rules. The ethical decisions taken by the researchers create benefits for them. Researchers should always be committed to ethics and principles. The delay in the research could be allowed if the research is conducted by following all its rules. The authentication of the facts and data is a must for any ethical research. The credibility of the data must be recognized before using them in the research (Cook, Chatfield & Schroeder, 2018). The credit must be given to the authors or researchers if their contribution is taken for the research material. The participants are asked to fill up the consent form and they agree to do so which implies they volunteer for the research by following the rules and regulations. I interviewed each participant separately and for several minutes to get their unbiased responses. It should also be clear to the researchers that participants might not be interested in the study or answer to the survey questions. These people should not be pressurized by the researchers. The participants must have the contacts for further enquiries about their identity revelation for the survey. Study of work culture's effect on employees has been conducted by keeping all these research ethics in mind. The authors are given the credits for their contribution and the participants of the survey are well informed as well. The results are generated by behaving ethically and making ethical decisions.            

## 4.6 Limitations of the study

Performing research is not so easy as it has to go through some limitations that slowed the pace of the research. There are some factors that restrict the speed of the research by creating difficulties for the researchers. The factors then influence the interpretation obtained from the study (Ujiarto, Rusdarti, Rifai & Raharjo, 2017). The results that can be obtained would be less relevant to the presence of the limitations. One major limitation of the study is its sample size. The bigger the size of the sample, the convenient the results. The sample size selected for this research is 2 and this was a problem for achieving the significant results. The respondents' denial to give answers to the survey questions made it difficult to collect data (Morgado, Meireles, Neves, Amaral & Ferreira, 2017). The absence of reliable data is again a limitation for the research and makes it difficult to complete research. Identifying the right data measure for the collection and analysis is again a difficult job which limits the research studies. The collection of the data with questionnaire surveys, interviews or from previous literature are most of the time not verified independently. The data collected in these processes are just the said words of the respondents, which have no independent proof (Sujarwo, Ratnasih & Sodikin, 2018). This is why there is a chance that the research result will move in the wrong direction and will be meaningless. The study of work culture's effect was difficult because there were no such performance measures based on the work culture organizations follow and the feedback of employees was not taken.

# 5. Data Analysis

## 5.1 Data Processing

Data processing is the process in which the data are collected and then transferred to the useful information which will be the ultimate component of the research. This technique should be performed with correct methods and tools so that the result is appropriate for the data processing. The process starts from the position where the data is in raw form and then after the processing, it is converted into readable formats for the sake of the research (Bellini, Binci, De Gaetan, De Gaetano & Papa, 2019). The readable formats are the charts, or graphs or any other tabular and diagrammatic formats. Therefore, the first step is to collect the data and then prepare the data for processing. Preparing the data implies the cleaning and manipulating the data so that the data will not have any noise or outliers. It also confirms that the data must be complete and correct. Finally, the cleaned data will be processed with analytical and statistical tools and interpretation will be performed (Xenikou, 2017). The study is designed in the manner that the objectives of performing this study should be achieved in an appropriate way. The first step of the research process was to collect data through the help of quantitative and qualitative research methodology.

The quantitative data are gathered by developing questionnaire surveys for collecting the required data with information from selected respondents. Secondary or the qualitative data has been gathered from the existing literature or other sources which include journals, articles, websites and newspapers together with interviewing the manager and senior employees (Ma'mun, Muallim, Yahya, Sulfaidah & Fahreza, 2017). Then analysis would be performed with the help of the SPSS tool to gather useful information from those data. Finally, the interpretation of the data is assumed in support of the objectives regarding the study which is work culture’s effect on employees. The research was completed by taking quantitative and qualitative methodology that has been carried out and the data sampling is performed by choosing respondents who belong from different backgrounds (Roh, Heo & Whang, 2019). The respondents selected for carrying out this study are one manager, three senior employees and two hundred and forty employees who are of different age groups and are both male and female. The total number of respondents that have been selected for this study is 28 in which 1 is manager, 3 senior employees and 24 employees of an organization. The statistical analysis would be performed with the help of the SPSS statistical tool. The respondents will be contacted by direct mail, through email and telephonic conversation. The focus should be given on maintaining their confidentiality regarding the biodata and their response to the survey questionnaire that has been sent to them.

The collected and gathered data from various sources have been analysed to carry out the objective of the study. The analysis was performed by arranging the collected sample data (Richards & Hemphill, 2018). The strategy was to see if there is any correlation in the employee’s performances and the work culture they belong to in an organization. The concern was to get an error-free result of the study so that it will be beneficial for future researchers.

## 5.2 Data Transcribing

This research study was conducted with the purpose of evaluating the significance of the impact of work cultures on the employees and the organization as a whole. The thinking pattern or the perspective and view of the employees are considered for data transcribing (Blume, Pareja-Lora, Flynn, Foley, Caldwell, Reidy & Lust, 2019). The research has been conducted by undertaking both questionnaire surveys and interviews. 1 manager, 3 senior employees and 24 employees were considered for the research study in which the survey questionnaire had been created and delivered to the 24 employees for collecting the data. Manager and senior employees are interviewed to collect the qualitative data. The respondents for the study are selected on the basis of age, gender, high income, low income, experience they have like some of them have years of experiences and some fresher employees. For conducting the research those 24 employees have been placed in a single room and given the questionnaire surveys to respond accordingly and the survey was conducted for half an hour. The manager was placed in a different room and interviewed for 40 minutes whereas the three senior employees were again placed in three different rooms for the interviews that took 20 minutes for each one of them. The privacy of the respondents has been maintained by not revealing their identities to each other. The data are transcribed based on socio-economic behaviour or logical studies by questioning rather interviewing the respondents and collecting their answers. Data transcribing filters the data and helps in making it clean for the correct interpretation.

The respondents being employees in sections of organizations stated their respective answers according to their perspective of work culture. The answers were different for the different aged people and experienced and inexperienced people when asked about their level of satisfaction of working in those organizations. All the answers from the respondents included the 24 employees, 1 manager and 3 senior employees which have been gathered by interviewing and survey has been placed in Appendices. (referred to the questions in Appendix). The work culture differences in each organization affect the satisfaction employees get from working over there (You, Noh, Park, Kim, KwaK & Kim, 2018). Employees that are joined with organizations for many years are not happy with the work culture they are getting for years. These responses are collected in the form of positive and negative responses and this is how the data transcribing is performed.

The responses about the work culture differed for different people of different age and gender. The responses of the female employees regarding the discrimination were positive which implies they face several gender discriminations issues in the work places. The male and middle-aged employees such as the 33 to 53 again responded in a negative manner to the same question. The responses differed with the years of experience the employees had and the employees with less experience or no experiences at all. The responses were logical as the experienced employees deliver the reasons for staying with the organizations even after the poor and unsatisfying work culture (Gorodnichenko & Roland, 2017). The behaviour of the employees depends on the social work culture they are a part of and the experiences they have. It also provided the answer about the engagement of the employees in their work culture. The responses showed that the middle-aged responders be it male or female are not actively engaged with the work culture. This is also based on their very own perspective and have logical reasons for the responses (Zhang, Chen, Zhao, Song & Zhu, 2019). In this process, the data transcribing is performed from the responses of the 244 respondents to improve the results of the research. The cognitive behaviour of the respondents is studied to solve the research problems and attain the goals of the research.

# 6. Findings and discussions

## 6.1 Manager’s response

**6.1.1 What effect does work culture have on the employees of an organization?**

Information gathered from the responses of the manager for this question indicated that the effect of work culture is huge for the employees of an organization. The employees severely get affected by the work culture they belong to and work for years. The work culture if not suitable or convenient will lower the interest of the employees for working actively in the organization (Ibrahim, Boerhannoeddin & Bakare, 2017). The employees are an important part of the organization that drives the success of the organization and poor work culture will impact the employees poorly which in turn, will be difficult to earn a profit.

**6.1.2 What should be the ideal work culture for the employees of a particular organization?**

Manager of the organization who is given the responsibility to arrange the organization's mission and visions thinks that the ideal work culture of an organization for its effective employees would be a work environment that is satisfactory for the employees. The employees will feel empowered and will be given the recognition they deserve for showing good performances. The employees will be given training about the ways they will be performing in the organization (Dahie, Takow, Nur & Osman, 2016). Communication is a must for the employees of an organization with their seniors and the management so that the issues or any difficulties faced by the employees will be discussed and resolved.

**6.1.3 Why is it important for the organization to focus on maintaining a suitable work culture in the organization?**

Organization’s focus on earning profit and that would not be possible without the help of employees and their contribution to the organization. The organizational culture or the workplace culture has to be maintained by the organization as it directly relates to the performances of the employees. Employees will work with active engagement only when they are provided with a suitable work culture (Shahzad, Xiu & Shahbaz, 2017). Absence of the right workplace culture in the organization implies the discouragement to the employees to perform efficiently and this will not be profitable for organizations. This is why the manager thinks maintaining a suitable workplace is necessary for an organization. 

**6.1.4 How workplace culture influences the employees and what relevance those influences have on an organization's growth?**

Growth of an organization implies the organization’s culture is healthy enough to make the employees work efficiently and effectively in achieving the organization's goals. The organization will not be able to move further and achieve its long-term objectives if the work culture is not defined properly for its employees. Employees get influences with the work culture as it derives the level of satisfaction they get from the work and the other employees. Dissatisfaction will lead to the poor performances of the employees and that means the organization will become incapable of reaching its aims and goals which restricts an organization's growth.

**6.1.5 How can the effect of the organizational work culture be represented in terms of employee’s performances?**

The performances of the employees are directly related to the organization's culture and the benefits they received from the organization. Healthy work culture will increase the activeness and efficiency of the employees which will be seen in their work. The employees will be more encouraged, focused and satisfied with a convenient work culture which pushes the organization’s growth rate upward. Communication with the seniors and leaders makes their work easier and comfortable which is for the organization’s development. These are the responses that had been recorded by the manager.

## 6.2 Senior Employee’s responses

**6.2.1 What is the relevance of having a suitable work culture?**

Responses gathered from the three senior employees by interviewing them separately indicated that the perspective of the three senior employees differs from each other. The first senior employee thinks that the suitable work culture will motivate the employees to perform activities for the organization. The second employee responded slightly differently by saying that work culture will help the employees to work ethically for the organization. Finally, the last senior employee thinks the relevance of work culture lies in the employee's satisfaction level to work in the organization.

**6.2.2 What changes can be seen in employee’s performances with the implementation of convenient work culture?**

The three senior employees almost answered this question from a similar perspective as they all think the employee’s behaviour and performances change with the convenience of the work culture. The performances of the employees change drastically with the type of the culture they work in. The first senior employee thinks poor work culture will fail to retain employees in the organization for many years. In the similar contrast the second senior employee replied that the organizations must change their work culture to retain employees and to get efficient work performances from employees as required (Lau, Tong, Lien, Hsu & Chong, 2017). The last senior employee’s response was again the same with the other two employees and that change can be observed in the performance rate of the employees when organizations organize a convenient work culture.

**6.2.2 Describe the perfect work culture for employees of an organization.**

The first senior employee thinks that the definition of perfect work culture means understanding the needs of the employees and trying to satisfy them. The next senior employee responded to the question like the perfect work culture according to him is that which recognizes the potential of the employees and awards them accordingly. The last senior employee thinks that work culture would be perfect when the employees will feel empowered.

## 6.3 Employees and Senior employees’ survey responses

**6.3.1 What is the age group you belong to?**

Figure : Age group of employees

The age group most of the employees belong to is 34-43 years. 80% of the total employees taken for the research falls under this group.

Figure : Age group of senior employees

Two of the three senior employees belong to the age group of 54 i.e. 67% and above and the other senior employee is from the age group 43-53 years i.e. 33% of the total.

**6.3.2 What is your gender?**

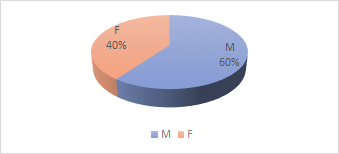
****

Figure : Gender division of employees

Most of the employees taken for the study from the total 24 employees were male and few employees were female. The percentage was 60% for male employees and 40%for female employees**.**

Figure : Gender division of senior employees

2 of the senior employees taken for the questionnaire survey were male and one as female with the percentages 67% and 33% respectively.

**6.3.3 What is your monthly salary income?**

Figure : Annual salary range of employees

70% of the total employees taken for the questionnaire survey get a salary within the range of $30,000-$49,000. Only 5% gets a high annual salary ranging from $70,000 and above.

Figure : Annual salary range of senior employees

2 senior employees get a salary between $50,000-$69,000 which represents 67% of the total income and 1 senior employee receives a salary in the range of above $70,000 with 33%.

**6.3.4 Do you receive the salary in time?**

Figure : Employees receiving a salary in time

85% of employees responded that they receive a salary in time whereas 15% of employees complained that they do not always get salary in time which is shown with the pie graph in figure 10.

Figure : Senior Employees receiving a salary in time

Two senior employees responded to the above question in a positive manner saying they receive a salary in time but one employee responded saying he does not get salary in time always and experience a delay in the process sometimes.

**6.3.5 Are you satisfied with your salary?**

Figure : Salary satisfaction of the employees

Responses recorded and analyzed with the above figure explains that most of the employees, almost 70% are unsatisfied with the salary they receive in against the work they do and some of them are satisfied. The number of highly satisfied employees is less.

Figure : Salary satisfaction of the senior employees

Only one of the three senior employees surveyed for this research is satisfied with the salary she gets. Other two employees are not satisfied with their salaries as per the data gathered.

**6.3.6 Are you satisfied with the work culture of your organization?**

Figure : work culture satisfaction of employees

55% of the total employees are somewhat satisfied with the work culture they get in the organization. This implies an organization fails to provide the satisfaction level of the employees with the poor work culture. 35% responded as they are satisfied with the organization’s work culture but not highly satisfied.

Figure : work culture satisfaction of senior employees

67% which is 2 senior employees who are highly satisfied with the work culture of their organization and 33% that is only one senior employee is somewhat satisfied.

**6.3.7 Are you happy with your workplace culture?**

Figure : Work culture happiness of employees

55% of employees are happy with the work culture they get and 45% of the employees are not happy as shown in figure 16. Therefore, the part representing yes is more than the part representing no.

Figure : Work culture happiness of senior employees

Figure 17 shows that 2 senior employees of the organization are very happy with the work culture and replied yes to the above question whereas 1 senior employee is not happy with his work culture in the organization.

**6.3.8 How supportive is your management in the organization?**

Figure : Manager’s support to employees

70% of employees reported that their management in the organization is somewhat supportive and they do not always get all the help they require from the management. 5% think they are very unsupportive.

Figure : Manager’s support to senior employees

33% represents 1 senior employee who is very satisfied with the manager’s support and 67% represents 2 senior employees who think managers are somewhat unsupportive to them.

**6.3.9 How do you rate the level of communication in your organization?**

Figure : communication level as per employees

Maximum employees rated that communication in the organization as somewhat satisfying and represented with the bigger portion i.e. 55%. Only a handful of employees replied that they are unsatisfied with the communication level.

Figure : communication level as per senior employees

2 senior employees think they have highly satisfying communication with the organization represented with 67% and 1 senior employee said that communication is somewhat satisfying and represented with 33%.

**6.3.10 Do you enjoy working in your organization?**

Figure : Employees enjoyment in organization

85% of employees do not consider enjoyment while working on the organization and only 15% of employees enjoy working in the organization.

Figure : Senior Employees enjoyment in organization

33% that is 1 senior employee enjoys working in an organization and 67% employees that are 2 senior employees do not enjoy working in an organization.

**6.3.11 Does your organization take feedback from you?**

Figure : Feedback received from employees

The above figure shows that the response of the employees about taking their feedback is mostly no with 67% and few like 33% stated that their responses are taken by the organization.

Figure : Feedback received from senior employees

Generally, the feedback about the work culture is taken from the senior employees and this is represented with the Yes part based on the 2 employee’s survey.

**6.3.12 Do you get respect from your team members?**

Figure : Respect received from other employees

85% of people responded that they get respect from other employees but three employees said they do not get the desired respect from other employees of that organization.

Figure : Respect received from other senior employees

The pie graph in the above figure shows one senior employee responded that he does not get the response he deserves from other employees but 2 said they receive respect from other employees.

**6.3.13 How actively engaged are you in your organization?**

Figure : Engagement of employees

60% of the employees are somewhat engaged in the organization and perform all the work and only 30% are actively engaged with the organization and its works. 5% are not at all engaged with the organization.

Figure : Engagement of senior employees

67% of senior employees represent 2 senior employees who are engaged in the organization and only 1 employee with 33% represents somewhat engagement towards their work.

**6.3.14 Do you get recognition for your work?**

Figure : Recognition received by employees

    80% of employees receive recognition for their work in the organization and 20% of employees do not get any deserved recognition for their hard work as per the above figure.

Figure : Recognition received by senior employees

The senior employees who get recognition from the organization represent 67% of the total percentage of senior employees and the remaining 33% is represented that no recognition is received.

**6.3.15 Do you get bonus or incentives for your work?**

Figure : Received bonus by employees

90% of employees said they get a bonus or any other incentives occasionally but 2% of employees said they did not as per their work. This is shown by the above column chart.

Figure : Received bonus by senior employees

2 senior employees got their bonus from the organizations which represented the yes response on the figure. 1 senior employee did not get any bonus from the organization and is represented with the portion saying No.

**6.3.16 Do you get trained in your organization?**

Figure : Training given to the employees

The employees are trained most of the time and are confirmed by 85% of employees whereas 15% of employees said they did not get any training from the organization.

Figure : Training given to the senior employees

The above figure shows that 2 senior employees replied that they got the training and 1 senior employee did not get the training from their organization.

**6.3.17 How satisfied are you with the training?**

Figure : Employee’s satisfaction from training

65% of the employees are satisfied with the training given to them and only 5% are unsatisfied with the training programs arranged for them.

Figure : Senior Employee’s satisfaction from training

2 senior employees are satisfied with the training given to them represented by 67% but one senior employee is unsatisfied represented by 33%.

**6.3.18 Do you face any discrimination in your workplace?**

Figure : Discrimination faced by employees

70% of employees said they face discrimination in their organization mostly gender-wise along with race and caste and 30% said they do not face any such discrimination.

Figure : Discrimination faced by senior employees

1 senior employee agreed that there is discrimination present in the organization and showed 33% in the figure. On the other hand, 67% representing 2 employees responded they do not face such discrimination.

**6.3.19 Does your organization provide opportunities for career growth?**

Figure : Career growth opportunities for employees

    65% of people think their organization provides opportunities for career development but 35% think the opposite.

Figure : Career growth opportunities for senior employees

The above pie chart shows 2 employees with 67% thinks they have the opportunity of career growth in the organization and 1 employee thinks opposite with 33%.

**6.3.20 Do you feel empowered by working in this culture?**

Figure : Employee’s empowerment

Most of the employees taken for the survey do not feel motivated or empowered in their organization responded as ‘no’ whereas only a few said they get empowered and responded ‘yes’.

Figure : Senior employee’s empowerment

    2 senior employees do not feel empowered while working on their organization represented by a bigger part and only one employee felt empowered that is represented with the smaller portion.

# Timeline

The dissertation schedule was created and maintained with each passing month which explains the entire timeline of the completion of the dissertation. The first activity was to identify the problem area that took one month to get finalized. The next step of reviewing literature or the previous work took two months to complete. Management of the data samples and collection of the relevant data and their analysis was again a task more than two months and at last, revealing the findings of the research conclusion taken place for long two months. Finally providing suitable suggestions took one month. In total, the dissertation needed 6 months i.e. October to March to complete.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activities** | **Oct** | **Nov** | **Dec** | **Jan** | **Feb** | **Mar** |
| Identification of the problem |  |  |  |  |  |  |
| Studying the problem from previous work |  |  |  |  |  |  |
| Managing data samples |  |  |  |  |  |  |
| Collecting data |  |  |  |  |  |  |
| Analyzing the data collected |  |  |  |  |  |  |
| Revealing final outcomes |  |  |  |  |  |  |
| Suggesting suitable ways |  |  |  |  |  |  |

# 7. Future Aspects and Suggestions

## 7.1 Future aspects

The study will provide the opportunities for the employees and the organization they are appointed in. It would include three significant future aspects for the organizations when the work culture will be satisfying for the employees. The organization with proper work culture will become a fair place for the organizations and as a result, the employees will stick with their employers for a longer period. The employees will be committed to the organization as a sign of satisfying work culture. The organizations will be earning high revenue with the trust of employees in the leaders and their goals. The organizations will be more focused on developing the skills of the employees and making them efficient to perform the tasks. The talented and eligible employees will be attracted to the organization when they will meet the satisfaction level from the work culture. Moreover, the organizations will be focused on developing all its employees. Finally, the organizations will connect the employees with specific purposes as a work culture strategy in future since having a purpose or objective affects significantly the actions employees will take and their significance. The broader purpose of the organizations will be achieving growth by incorporating the right work culture.

## 7.2 Suggestions

The organizations and the work culture that they follow must be communicative and interactive. This will only be good for the organization as the participation of the employees will in the interactive and communicative approach to improve the skills. Improvement in the organizations obtained with skills of employees will change the structure of the organization and the work culture. The beliefs, ethics, norms and moral principles are the foundation of good work culture and this is expected by the employees from each organization. The in-depth discussions are required for this purpose by the organization and its work culture. The leadership plays a vital role in this scenario where the organization will be able to handle, operate and control the work culture. The organizations are suggested to not put much pressure on the employees so that they can work with efficiencies and deliver quality work. The elements of an organization required to keep maintaining the work culture are the part where the appropriate suggestions are required so that no further organizations can lose their employees. It is to be suggested that the organizations must offer a relaxing environment and work culture to employees so that retention can be possible.

The most important suggestion for an effective work culture would be a clear indication of the organization's goals. The organizations must supervise that employees are well aware of the company's goal and try to achieve it. This will be only possible with the engagement of the employees in organizations’ decision-making procedure. Establishment of the right goal will define the work culture for that organization. The work culture has to be flexible and there is no need for practising the old beliefs and principles. The employees must be given the freedom they want for showing creativity and innovative ideas in the job. This will encourage and motivate young employees and bring the best from them. Flexibility will improve their ability and this feature of work culture will attract many new talented employees to organizations. The employees must be given the time and make them understand the value of time as an activity of organizational culture which will positively affect employees. The work culture must be in the way which will derive the trust within the employees about each other and the organization. Trust will positively surround the employees in good work culture. Give attention to the employees and listen about their issues so that they can be retained.

# 8. Conclusions and Recommendations

## 8.1 Conclusions

The vital relation between performances and work culture is demonstrated in this proposed research study. This study shows both positive and negative sides of the organization and its work culture which impacts the employees differently. This study is based on finding the impact of work cultures on the employees and managers which will decide the overall performance of the organization. The questionnaire survey was taken into account with selecting 240 employees, interview for 1 manager and 3 senior employees for conducting the study in which all the responses of the samples have been gathered who took part in this research study in order to achieve the desired outcomes about the workplace culture in the organizations. Formal interview along with a survey was arranged with the samples that had been taken for this study so as to collect the relevant data. The questions asked to those people were related to the objective of conducting the research study which is finding the impacts that regenerate from a good and poor work culture of an organization. The employee data collected through the interview and questionnaire indicated that the employees are not fully satisfied with the given work culture they belong to. The activation of the employees is very low and should not be considered as the performances for the organization as the low rate of activation reduces the performance indicator of the organization. The employees selected for the interview faced many differences and discriminations in their respective fields with respect to age, gender and experience.

The employees do not get enough recognition and are not engaged actively with the organization. This is due to the reason that organizations do not offer benefits or incentives to the employees. The management does not bother to supervise or encourage the employees which leads them from the inattentive and careless attitude towards the work. The employees were not happy with the culture they have in their workplaces. The ratings given by the participants about their work culture were mainly moderate to poor as the work culture of the organizations failed to attract the employees. Employers do not give proper attention to the needs and requirements of the employees and even do not care to listen to their problems. This is the main reason behind the dissatisfaction of the work culture of the employees. The employees most were in between satisfied and unsatisfied. The involvement of the managers and the employers are therefore extremely necessary. The employees want to experience changes in their respective workplaces where they can enjoy the work culture with the motivation, empowerment and engagement or involvement in organizations' decisions. The observations that are found after performing the analysis indicated the poor experiences of the employees in which their feedback is not considered regarding the changes that are to be made in work culture strategies and planning.

The work culture will be effective when the organization will align the objective, mission and vision of the organization with the work culture. The organization will be successful in maintaining its identity, integrity and reputation for the long term when they will consider the objective of the organization with the work culture. The employees will be interested in the well-being of the organization when they will have the knowledge about the organization and the culture it follows for the improvement of the organization. The organization will become effective and productive as well with the work culture supported with employee’s well-being. The nature of the organizations might be a restriction or challenging for the organizations to implement an effective organizational culture in association with employees. Organizations with a healthy work culture will be observed with giving motivation to the employees and encouraging them to do good work by providing them with monetary benefits and recognition. Business values and strategies are needed for the organizations and therefore need to be considered with the right implications and applications.

Consistency is another factor in improving the work culture and making it effective for employees and organizations. Management needs the support of the different departments to maintain consistency in the organization. The support of the departments and the communication between the departments will give the sign of a work culture organizations should be having for the satisfaction of the employees. The study also demonstrated the consequences of the poor work culture in the organization which results in absenteeism and employee turnover along with poor and unattractive job performance. The results of the study show that employees are not happy and satisfied with the work culture and are represented mostly with lower percentages in favour of the organization. The senior employees are also not that highly satisfied with the work culture and represented by 67%. The manager replied in favour of the organization and its culture that implies that it is suitable for employees. The absence of the employees from the work increases the most as an outcome of the wrong work culture. The disinterest in the organization and its cultures will be the cause of the rising trend of absenteeism in employees. The organization will experience employee turnover as well with a high rate when the organizations will be unsuccessful in providing a work culture suitable for the employees. The employees will find new opportunities and improved cultural work in other organizations and will leave his or her current organization. Finally, the organizations will face poor quality of performances from the employees when they lose all their interest in work because of the unsatisfying work culture.

## 8.2 Recommendations

The work culture of an organization is an important requirement for an organization to hold onto their employees. The leaders or the owners of the organization decides the fate of the work culture in an organization. The type and the characteristics of work culture vary with organizations. The leaders have to decide the right technique which will be required for the organization to implement work culture convenient and suitable for the employees. The study has found that work culture directly affects the employee's whereabouts in a company. This is why organizational leaders should always focus on the work culture and its proper maintenance for the sake of the employees. The proper work culture will generate favourable conditions for the employees so that they can work efficiently and earn profit for the organization. Some of the organizations that fail to create the work culture that is required by the employees to work efficiently generate unfavourable consequences for the employees. This results in employee turnover that is the employee's leave the organizations being unsatisfied. The most significant impact of work culture is the motivation that is given to the employees. The organizations must motivate the employees by which they can perform with their maximum capacity and with the intention of the fulfilment of an organization’s aims.

            Employees and their performances are the main assets for an organization which is needed to be protected. The employees, in turn, are dependable on the work culture they are promised to for giving their level best performances. This is why the organizations must ensure the work culture with proper attention to the satisfaction of the employees. The work culture must focus on empowerment of employees so that they can be skilled and efficient in performing. The organizations will not be able to function if the employees leave the organizations due to poor work culture. The work culture should include the training programs for the employees in which the employees will be empowered and developed to perform better. The employees must be given the recognition and opportunities to earn promotion which will influence them to work generously. The discussions with employees about each aspect of their work is also recommended in a given work culture which will motivate the employees. The employees that are senior and working for many years should be offered new opportunities so that the employees do not move out from the organizations to find new opportunities. The consideration of the new opportunities and training programs are the signs of good work culture.

            The ratings given by the employees about the organizational culture is a prime factor for the organization. Organizations should, therefore, consider the ratings given by the employees about the work culture of an organization. This will lead to the betterment of the work culture. It is recommended to organize the training programs and take feedback after the programs so that the feeling of the employees will be recognized. The organizations when decided to take feedback well, then only the changes can be made in the work culture to retain the employees and to stop the employees from turning over. Therefore, the investment has to be made by the organizations for the work culture and the improvement of the organization’s ratings in front of the world. This will attract new and talented employees to the organization in the form of freshers and also the employees from other organizations which have very low ratings. The job roles offered by the specific IT industries are recommended to follow this strategy of feedback and ratings so that they can easily retain employees and attract employees from different lower rating organizations. Work culture, therefore, should be structured with motivating every employee.

# References

# Agarwal, P., & Sajid, S. M. (2017). A study of job satisfaction, organizational commitment and turnover intention among public and private sector employees. *Journal of Management Research*, *17*(3), 123-136.

Ahmad, S. S., Zakaria, A., & Omar, M. W. (2018). THE EFFECT OF WORK CULTURE ON THE SATISFACTION OF EMPLOYEES. *International Journal of Accounting*, *3*(15), 118-127.

Ahmed, S., & Waqas, H. (2017). Occupational injuries and employees turnover intention: a moderating effect of safety culture. *Pakistan Business Review*, *18*(4), 960-977.

Ahmetoglu, G., Akhtar, R., Tsivrikos, D., & Chamorro-Premuzic, T. (2018). The entrepreneurial organization: The effects of organizational culture on innovation output. *Consulting Psychology Journal: Practice and Research*, *70*(4), 318.

Alimudin, A., Septian, D., Sasono, A. D., &Wulandari, A. (2017). Effect of Spiritual Leadership to Organizational Culture and Employee’s Loyalty. *JurnalTerapanManajemen Dan Bisnis*, *3*(2), 76-86.

Al-Sada, M., Al-Esmael, B., & Faisal, M. N. (2017). Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar. *EuroMed Journal of Business*.

Anitha, J. (2016). Role of Organisational Culture and Employee Commitment in Employee Retention. *ASBM Journal of Management*, *9*(1).

Arditi, D., Nayak, S., &Damci, A. (2017). Effect of organizational culture on delay in construction. *International Journal of Project Management*, *35*(2), 136-147.

Arief, S. (2018). Effect Of Organizational Culture And Benefit Performance of Commitment, Motivation And Performance of Employees Province Department of Marine and Fisheries South Sulawesi. *IOSR Journal of Business and Management*, *20*(2), 15-23.

Awino, Z. B., Muteshi, D. C., Kitiabi, R. K., &Pokhariyal, G. P. (2018). Firm level strategy, organization culture and performance of food and beverage manufacturing firms in Kenya. *International Journal of Business and Management*, *13*(8).

Bellini, G., Binci, S., De Gaetan, L., De Gaetano, L., & Papa, P. (2019). Effects of Istat CDC (Centralised Data Collection) approach on the reduction of the Total Survey Error: experiences in data collection implementation field.

Beloor, V., Nanjundeswaraswamy, T. S., & Swamy, D. R. (2017). Employee commitment and quality of work life–a literature review. *The International Journal of Indian Psychology*, *4*(2), 175-188.

Bijaang, J., Modding, H. B., Gani, A., Nujum, S., & Jamali, H. (2018). *The effect of organizational culture and work ethics on job satisfaction and employees performance* (No. gcep4). Center for Open Science.

Blume, M., Pareja-Lora, A., Flynn, S., Foley, C., Caldwell, T., Reidy, J., ... & Lust, B. (2019). 9 Enabling New Collaboration and Research Capabilities in Language Sciences: Management of Language Acquisition Data and Metadata with the Data Transcription and Analysis Tool. *Development of Linguistic Linked Open Data Resources for Collaborative Data-Intensive Research in the Language Sciences*, 151.

Brannen, J. (2017). Combining qualitative and quantitative approaches: an overview. In *Mixing methods: Qualitative and quantitative research* (pp. 3-37). Routledge.

Cook, J., Chatfield, K., & Schroeder, D. (2018). Promoting Equity and Preventing Exploitation in International Research: The Aims, Work, and Output of the TRUST Project', Ethics and Integrity in Health and Life Sciences Research (Advances in Research Ethics and Integrity, Volume 4).

Da Silva, Y. O., Firdiansjah, A., &Triatmanto, B. (2019). Work Satisfaction as a Mediation Tool of Organizational Culture Towards Employees’ Performance. *Work*.

Dahie, A. M., Takow, M. A., Nur, A. H., & Osman, M. M. (2016). Organizational culture and employee performance at telecommunication firms in Mogadishu-Somalia. *International Journal in Commerce, IT & Social Sciences*, *3*(1), 30-41.

Dai, J., Chan, H. K., & Yee, R. W. (2018). Examining moderating effect of organizational culture on the relationship between market pressure and corporate environmental strategy. *Industrial Marketing Management*, *74*, 227-236.

Diwan, I., &Vartanova, I. (2017, January). The effect of patriarchal culture on women’s labor force participation. In *Economic Research Forum Working Papers* (No. 1101).

Durairatnam, S., Chong, S. C., &Jusoh, M. (2019). People-Related TQM Practices, Organisational Culture, Organisational Justice and Employee Work-related Attitudes for Quality Performance: A Research Agenda. *Global Journal of Management And Business Research*.

Fuchs, M., Kronenberg, K., Kühne, S., &Rieder, B. (2016). Human-Resource-Management as Driver behind Employee Satisfaction and Organisational Performance: A Causal Analysis from the Tyrolean Hotel Sector. In *FALF Forum for Arbetslivsforskning*.

Fujimoto, Y., Ferdous, A. S., Sekiguchi, T., &Sugianto, L. F. (2016). The effect of mobile technology usage on work engagement and emotional exhaustion in Japan. *Journal of Business Research*, *69*(9), 3315-3323.

Giri, E. E., Nimran, U., Hamid, D., &Musadieq, M. A. (2016). The Effect of Organizational Culture and Organizational Commitment to Job Involvement, Knowledge Sharing, and Employee Performance: A Study on Regional Telecommunications Employees of PT Telkom East Nusa Tenggara Province, Indonesia. *International Journal of Management and Administrative Sciences*, *3*(4), 20-33.

Gorodnichenko, Y., & Roland, G. (2017). Culture, institutions, and the wealth of nations. *Review of Economics and Statistics*, *99*(3), 402-416.

Graneheim, U. H., Lindgren, B. M., &Lundman, B. (2017). Methodological challenges in qualitative content analysis: A discussion paper. *Nurse education today*, *56*, 29-34.

Grueso-Hinestroza, M. P., López-Santamaría, M., González, J. L., Salcedo, W., & Amaya, M. (2018). Organizational Culture Artifacts and Compassionate Human Resources Practices in a Healthcare Organization. *Asian Social Science*, *14*(4).

Günay, G. Y. (2018). Relationship between Job Satisfaction, Organizational Citizenship Behavior and Employee Performance: Sample of Edirne Financial Office Employees in Turkey. *American International Journal of Contemporary Research*, *8*(1).

Hartnell, C. A., Kinicki, A. J., Lambert, L. S., Fugate, M., & Doyle Corner, P. (2016). Do similarities or differences between CEO leadership and organizational culture have a more positive effect on firm performance? A test of competing predictions. *Journal of Applied Psychology*, *101*(6), 846.

Hoque, A. S. M. M. (2018). The effect of entrepreneurial orientation on Bangladeshi SME performance: Role of organizational culture. *International Journal of Data and Network Science*, *2*(1), 1-14.

Ibrahim, R., Boerhannoeddin, A., & Bakare, K. K. (2017). The effect of soft skills and training methodology on employee performance. *European Journal of Training and Development*.

Kanyurhi, E. B., &Akonkwa, D. B. M. (2016). Internal marketing, employee job satisfaction, and perceived organizational performance in microfinance institutions. *International Journal of Bank Marketing*.

Kawiana, I. G. P., Dewi, L. K. C., Martini, L. K. B., &Suardana, I. B. R. (2018). The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance. *International research journal of management, IT and social sciences*, *5*(3), 35-45.

Khalaf, R. K. A., Hmoud, H. Y., &Obeidat, B. (2019). Reviewing the Mediating Role of Job Satisfaction on the Effect of Employee Engagement on Organizational Performance. *Journal of Social Sciences (COES&RJ-JSS)*, *8*(1), 7-23.

Kirkman, B. L., Shapiro, D. L., Lu, S., & McGurrin, D. P. (2016). Culture and teams. *Current Opinion in Psychology*, *8*, 137-142.

Koesmono, T. (2018). Analysis of the Effect of Organizational Support, Organizational Culture, Stress and Work Motivation on Work Satisfaction and Organizational Commitment, Effect of Work Satisfaction on Organizational Commitment with Moderation Variables Leadership in Private Bank Employees in Surabaya, East Java, Indonesia. *Journal of Economics and Sustainable Development*, *9*(22), 144-156.

Kumari, N., & Singh, D. (2018). Impact of organizational culture on employee performance. *Prabandhan: Indian Journal of Management*, *11*(6), 53-63.

Laforet, S. (2016). Effects of organisational culture on organisational innovation performance in family firms. *Journal of Small Business and Enterprise Development*.

Lau, P. Y. Y., Tong, J. L. T., Lien, B. Y. H., Hsu, Y. C., & Chong, C. L. (2017). Ethical work climate, employee commitment and proactive customer service performance: Test of the mediating effects of organizational politics. *Journal of Retailing and Consumer Services*, *35*, 20-26.

Leonard, L., Hasbullah, H., & Nurani, S. (2017). Learning Design of Research Methodology: A Need Analysis.

Liu, Y., &Almor, T. (2016). How culture influences the way entrepreneurs deal with uncertainty in inter-organizational relationships: The case of returnee versus local entrepreneurs in China. *International Business Review*, *25*(1), 4-14.

Ma'mun, S., Muallim, M., Yahya, M., Sulfaidah, M., &Fahreza, M. (2017, September). The Effect of Recruitment, Competence, Motivation and Organization Culture On Job Satisfaction and Performance of Government Employees In Indonesia. In *2nd International Conference on Education, Science, and Technology (ICEST 2017)*. Atlantis Press.

Manggis, I. W., Yuesti, A., &Sapta, I. K. S. (2018). The Effect of Career Development and Organizational Culture to Employee Performance with Motivation of Work as Intervening Variable in Cooperation in Denpasar Village. *International Journal of Contemporary Research and Review*, *9*(07), 20901-20916.

Mathieu, C., Fabi, B., Lacoursière, R., & Raymond, L. (2016). The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization*, *22*(1), 113-129.

Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review*, *45*(3), 101764.

Meng, J., & Berger, B. K. (2019). The impact of organizational culture and leadership performance on PR professionals’ job satisfaction: Testing the joint mediating effects of engagement and trust. *Public Relations Review*, *45*(1), 64-75.

Morgado, F. F., Meireles, J. F., Neves, C. M., Amaral, A., & Ferreira, M. E. (2017). " Scale development: Ten main limitations and recommendations to improve future research practices": Erratum.

Mujhiyat, A., Abdullah, T., & Akbar, M. (2018). The Effect of Leadership, Organization Culture, and Work Motivation on Job Performance of Principal of State Primary School in South Tangerang Banten. In *First International Conference on Technology and Educational Science*. European Alliance for Innovation (EAI).

Paais, M. (2018). Effect of Work Stress, Organization Culture and Job Satisfaction toward Employee Performance in Bank Maluku. *Academy of Strategic Management Journal*.

Pati, A. (2019). The Influence of Leadership and Organizational Culture on Employee Work Satisfaction in Bolmut Regency. *Asia Pacific Journal of Management and Education*, *2*(2), 106-112.

Pawirosumarto, S., Sarjana, P. K., &Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*.

Prasetyo, P., &Amboningtyas, D. (2018). The Effect of Motivation of Work, Leadership Style, and Organizational Culture to Performance of Employee Production Furniture Studies in PT Scancom Indonesia. *Journal of Management*, *4*(4).

Richards, K. A. R., & Hemphill, M. A. (2018). A practical guide to collaborative qualitative data analysis. *Journal of Teaching in Physical Education*, *37*(2), 225-231.

Rita, M., Payangan, O. R., Rante, Y., Tuhumena, R., &Erari, A. (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*.

Roh, Y., Heo, G., & Whang, S. E. (2019). A survey on data collection for machine learning: a big data-ai integration perspective. *IEEE Transactions on Knowledge and Data Engineering*.

Rozanna, N., Adam, M., & Majid, M. S. A. (2019). Does job satisfaction mediate the effect of organizational change and organizational culture on employee performance of the Public Works and Spatial Planning Agency. *IOSR Journal of Business and Management*, *21*(1), 45-51.

Sakarneh, B. K. (2019). Effect of Employees Empowerment in Achieving Reality and Reducing Turnover in the Jordanian Industrial Companies. *Business and Economic Research*, *9*(3), 54-59.

Sanusi, A. (2018). Organizational culture and work commitment mediate the Islamic work ethos on employee performance. *Academy of Strategic Management Journal*.

Shahzad, F., Xiu, G., & Shahbaz, M. (2017). Organizational culture and innovation performance in Pakistan's software industry. *Technology in Society*, *51*, 66-73.

Shanker, R., Bhanugopan, R., Van der Heijden, B. I., & Farrell, M. (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of vocational behavior*, *100*, 67-77.

Soomro, B. A., & Shah, N. (2019). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee’s performance. *South Asian Journal of Business Studies*.

Sujarwo, E., Ratnasih, C., &Sodikin, A. (2018). The Effect Of Organizational Culture And Environmental Work On Employee Performance Through Organization Commitment Pt. CiwangiBerlian Motor. *International Journal of Business and Applied Social Science (IJBASS) Vol*, *4*.

Tobing, D. S. K., &Syaiful, M. (2018). The Influence Of Transformational Leadership And Organizational Culture On Work Motivation And Employee Performance At The State Property Service Office And Auction In East Java Province.

Ujiarto, T., Rusdarti, R., Rifai, R. C., &Raharjo, T. J. (2017). Effect of the School Principal’s Management, Academic Supervision, Organizational Culture, and Work Motivation to the Teacher’s Professionalism. *The Journal of Educational Development*, *5*(3), 414-424.

van de Brake, H. J., Walter, F., Rink, F. A., Essens, P. J., & van der Vegt, G. S. (2019). Benefits and disadvantages of individuals’ multiple team membership: the moderating role of organizational tenure. *Journal of Management Studies*. Retrieved on 2020 from

Xenikou, A. (2017). Transformational leadership, transactional contingent reward, and organizational identification: The mediating effect of perceived innovation and goal culture orientations. *Frontiers in psychology*, *8*, 1754.

You, Y., Noh, H., Park, J., Kim, Y., KwaK, Y., & Kim, Y. (2018, October). A development of a speech data transcription tool for building a spoken corpus. In *2018 International Conference on Information and Communication Technology Convergence (ICTC)* (pp. 1437-1439). IEEE.

Zeffane, R., &Melhem, S. J. B. (2017). Trust, job satisfaction, perceived organizational performance and turnover intention. *Employee Relations*.

Zhang, X., Chen, S., Zhao, Y. C., Song, S., & Zhu, Q. (2019). The influences of social value orientation and domain knowledge on crowdsourcing manuscript transcription. *Aslib Journal of Information Management*.

Zheng, W., Wu, Y. C. J., Chen, X., & Lin, S. J. (2017). Why do employees have counterproductive work behavior? The role of founder’s Machiavellianism and the corporate culture in China. *Management Decision*.

Žukauskas, P., Vveinhardt, J., &Andriukaitienė, R. (2018). Philosophy and paradigm of scientific research. *Management Culture and Corporate Social Responsibility*, 121.

# Appendices

## Appendix I: Questionnaire for employees and senior employees

1. What is the age group you belong to?

* 23-33 years
* 34-43 years
* 44-53 years
* 54 years and above

1. What is your gender?

* Male
* Female

1. What is your monthly salary income?

* $10,000-$29,000
* $30,000-$49,000
* $50,000-$69,000
* Above $70,000

1. Do you receive the salary in time?

* Yes
* No

1. Are you satisfied with your salary?

* Highly satisfied
* Satisfied
* Unsatisfied
* Highly unsatisfied

1. Are you satisfied with the work culture of your organization?

* Highly satisfied
* Satisfied
* Somewhat satisfied
* Not satisfied

1. Are you happy with your workplace culture?

* Yes
* No

1. How supportive is your management in the organization?

* Very supportive
* Somewhat supportive
* Somewhat unsupportive
* Very unsupportive

1. How do you rate the level of communication in your organization?

* Highly satisfying
* Satisfying
* Somewhat satisfying
* Unsatisfying

1. Do you enjoy working in your organization?

* Yes
* No

1. Does your organization take feedback from you?

* Yes
* No

1. Do you get respect from your team members?

* Yes
* No

1. How actively engaged are you in your organization?

* Very actively engaged
* Actively engaged
* Somewhat engaged
* Not engaged

1. Do you get recognition for your work?

* Yes
* No

1. Do you get a bonus or incentives for your work?

* Yes
* No

1. Do you get trained in your organization?

* Yes
* No

1. How satisfied are you with the training?

* Highly satisfied
* Satisfied
* Moderately satisfied
* Unsatisfied

1. Do you face any discrimination in your workplace?

* Yes
* No

1. Does your organization provide opportunities for career growth?

* Yes
* No

1. Do you feel empowered by working in this culture?

* Yes
* No

**1. What is the relevance of having a suitable work culture?**

The first senior employee said, “I think that a suitable work culture will motivate the employees to perform actively for the organization”.

The second senior employee replied, “work culture will help the employees to work ethically for the organization”.

The third senior employee said, “I think the relevance of work culture lies in the employee's satisfaction level in the organization”.

**2. What changes can be seen in employee’s performances with the implementation of convenient work culture?**

The first senior employee replied, “I think poor work culture will fail to retain employees in the organization for many years”.

The second senior employee said, “Organization must change their work culture to retain employees and to get efficient work performances”.

Third, senior employee “change can be observed in the performance rate of the employees when organizations arrange a convenient work culture”.

**3. Describe the perfect work culture for employees of an organization**.

The first senior employee replied, “I think that the definition of a perfect work culture means understanding the needs of the employees”.

The second senior employee replied, “According to me the perforce work culture is that which recognizes the potential of the employees and awards them”.

The third senior employee said, “I think that work culture would be perfect when the employees will feel empowered”.

## Appendix IV: Interview questions for 1 manager

**1. What effect does work culture have on the employees of an organization?**

Manager replied “The effects of work culture are huge for organizations and its employees. In my organizations, the work culture is very satisfying for employees and do not have any discrimination”.

**2. What should be the ideal work culture for the employees of a particular organization?**

The manager said, “The ideal work culture of an organization for its effective employees is a work environment that is satisfactory for employees which is exactly the same for my organization”.

**3. Why is it important for the organization to focus on maintaining a suitable work culture in the organization?**

    Manager replied, “The organization’s focus is on earning profit and the work culture has to be maintained by the organization to affect employee’s performance".

**4. How workplace culture influences the employees and what relevance those influences have on an organization's growth?**

Manager replied, “Growth of an organization implies the work culture is healthy for making employees work with efficiency”.

**5. How can the effect of the organizational work culture be represented in terms of employee’s performances?**

The manager stated, “A well-defined work culture will increase the activeness and efficiency of employees”.