

Relationship of Organisation Work Culture with Organisational Effectiveness and Employee Well- being

*Preeti P. Masih

Assistant Professor, Department of Psychology, St. John's College, Agra, India

Abstract

This article is about understanding and explaining the importance of work culture and its effect on the performance and wellbeing of the employees, by reviewing the existing literature. After a wide stream of literature was analysed, it's found that organizational culture has a major effect on every organization process, employees and their performance as well as wellbeing. This article also explains the multiple areas i.e., at home, educational centres, social institutions where culture should be inculcated. Research shows that if employees are sincere and dedicated and their values and norms are in coherence with organizations', increases their performance which ultimately helps in achieving the high goals of an organization. Those who're having higher wellness than others also are much less possibly to be impatient through monetary decision-making, moving to higher choices and much less stress from the preference for short-time period gratification. With ever changing conditions more interest should be taken and research need to be conducted to understand the impact of work culture and nature of work on the performance of employees in an organization and before that wellbeing, both physical and mental. Good subculture withinside the place of work has been proven to impart many advantages as well, for each employer and personnel. Managers and leaders are endorsed to increase the sturdy subculture in an institution to enhance the well- being of personnel with the intention to decorate typical overall performance of the personnel and an institution.

Keywords: *organisation work culture, culture building, organisational effectiveness, employee well- being*

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*Author's Correspondence

Preeti P. Masih

Assistant Professor, Department of Psychology, St. John's College, Agra, India

preetimasih2007[at]gmail.com

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Introduction

The intention of having any culture either in family systems, social systems or works such systems is to have a productive and meaningful. Living climate will contribute to the welfare of the individual, society and work organisations. And for this purpose, how do we go about accomplishing our intentions?

Jim Shaw and Pedro Reyes (1992), investigated elementary and highschool teachers' structure, commitment and work ethic. Shein's model of structure culture was wont to interpret the findings of the study. A cross-sectional style was wont to do the study, and survey strategies were wont to collect the info. The results indicate that variations exist between elementary and high colleges relating to however the work ethic relates to teacher structure commitment. We propose potential applications of the findings to the body.

Well- being

Everyone wants to choose, do and keep well in all spheres of life. It takes a holistic approach to attain complete well- being. When I say complete well-being it includes all facets of life i.e., dimensions of well-being include emotional, environmental, economic, intellectual, occupational, physical, social, and spiritual. Employees who are able to manage their routine anxiety and depression can improve resilience power. It is necessary to learn skills to understand self-thought process, feelings, and behaviours. This can help to reduce symptoms of stress and anxiety. This difficult time of pandemic has again forced us to think about the future of employer-employee

relationships. Now is the time to review that humans are not mere resources. Acknowledging employees as humans and having real concern for their well being should be the focus of all HR strategies.

Kirk Chang, Luo Lu (2007), in a Taiwanese work environment, researchers looked at common organisational culture (OC) traits and common drivers of job stress. The scientists also wanted to see if there was a link between OC features and stressors. Family relatives, informal work duties, organisational loyalty, and subgroup involvement were recognised as four features of OC. Characteristics of the job, and the relationship between home and work, workplace stress was recognised as a result of interpersonal connections and job advancement, also. Based on the employees' perceptions and attributions, content analysis demonstrated that OC traits could either ease or aggravate stress. According to a double-coding analysis, stressors connected to job features appear to be particularly associated to informal work obligations, but not to organised employment.

Culture and climate building in family systems

In the family systems the parents and the elders spend a lot of their time with the children to install in them what is called *samskaras* (healthy principles of living created around certain values) so that they grow up as responsible and well-behaved members of the society and state. But when children grow up and experience typical role models of behaviour which are domestically opposite to each other, that is *very well behaved* and *not so well-behaved* ones. The development of these models of behaviour, is solely dependent upon the extent to which a particular individual practices and in himself the *Samskara*. Fred Rothbaum, Karen Rosen, Tatsuo Ujiie and Nobuko Uchida (2004) in their study explored the family frameworks hypothesis and the connection hypothesis have a lot in common and complement each other. They look at two areas where the speculations intersect: (a) in the depiction of an overly intimate, or "enmeshed," mother-youngster dyad by family framework academics, which connection experts view as the partnership of children's indecisive connection and mothers' engrossed connection; (b) in the depiction of the "follower distance cycle" of conjugal conflict by family framework researchers, which connection scholars perceive as the association of distracted and cavalier accomplices. They briefly examine family frameworks hypothesis proof and, more broadly, connection hypothesis proof in relation to these gathering locations. They also cover a wide range of topics, leading us to believe that the aspects depicted in the two hypotheses mirror, to some extent, Western viewpoints and examples of relatedness. Evidence from Japan suggests that extremely intimate links between mother and child are viewed as more flexible and normal, and that children suffer less negative consequences as a result of such relationships. Furthermore, in Japan, there is less emphasis on the importance of the limiting spousal connection, and there is less of a need for the mother and father to find time alone to renew passionate, close sentiments and to resolve conflicts by openly communicating their differences. As a result, the "maladaptive" design of an incredibly intimate mother-youngster bond, an unromantic, conflictual marriage characterised by minimum verbal correspondence, and a fringe, far away father typically referred to by Western experts may work differently in different countries. While they accept that the two hypotheses will be incredibly enhanced by their mix, they alert against the use of one or the other hypothesis outside the way of life in which they were created.

Additionally, if this socializing process is such where they come across more and more samples of such people practicing the *Samskara* which was talked to him by his elders when he was young then his *samskara* have a great possibility of being reinforced.

Culture and climate building in educational institutions

The second responsibility for making people into good human beings is that of the schools and colleges. But that can happen only when teachers, Gurus, professionals and others in the education system see this as their associated and important responsibility in addition to imparting education.

Soumya Mary Mathews and Savarimuthu Arulsamy (2020), suggested in their study, education has a significant part in cultural transmission, which occurs when cultural preservation is carried out from one generation to the next. Cultures have the ability to have a significant impact on education and societal transformation. Culture is the social transformation of any individual in society. The educational system's primary goal is to pass on cultural heritage to future generations. However, in a dynamic society, they continue to change from generation to generation, and the educational system in such a society must not only convey the cultural heritage, but must also communicate the values of the society. However, it also assists in preparing the young for any changes that may have occurred or are anticipated to occur in the future. Education can help to develop culture. For the evolution and development of society, education brings about the desired changes in culture and values. Preservation of culture, transfer of culture, promotion of culture, equipping man to adapt to changing cultural patterns, moulding the personality, restoring mankind's unity through diffusion of culture, and erasing cultural lag are some of the influential facts of education on culture. Culture prepares the path for education, while education is in charge of infusing cultural values into everyday life. As a result, both must be intertwined in diverse ways.

Culture and climate building in social systems

In the social system there is no particular agency engaged in the development of an individual as a role model of behaviour except perhaps the religious order to which the individual belongs to.

Noa Truskanov and Yosef Prat (2018) opined in both humans and non-human animals, cultural transmission fosters the spread of behaviours within social groups and may lead to the creation of durable traditions. Transmission fidelity is typically emphasised as a key component of cultural evolution and a requirement for cumulative culture. Fidelity is frequently used interchangeably with exact replication of observed behaviours. While perfect copying ensures reliable transmission in an ideal static world, it may be vulnerable in the real world due to genuine variability. They believe that fidelity is more naturally accomplished when social learning procedures include trial-and-error, and that this increases the robustness of social transmission. They used a simple model to show how culture created by perfect replication is vulnerable in a (even slightly) noisy world. Cultures are more easily developed in a stochastic setting and are less prone to infrequent ecological changes when a certain amount of trial-and-error is included. They argue that looking at trial-and-error learning as a stabilising component of social transmission can help us understand cultural evolution in a realistic, changeable world.

People who can run the state cannot take it for granted that everybody has received the necessary training from their parent figures and/or the educational institutions, to become a responsible and well-behaved citizen. So, they made their own laws and enforcement process in pursuit of this goal. The role model of a good citizen is directly proportional to the quality of the law enforcement process.

Culture building in work organisations

When people join work organisations, they come from different social backgrounds. Some of them are well educated and the others are not. They have also been exposed to different philosophies and beliefs by so many different influencing factors in their life. In brief they all have different orientations.

Organisation strike and survive on two major factors namely;

- a. technical excellence
- b. IT manager real and human excellence.

Those who run organisations know that the greatest problem is managerial and human excellence and not technical excellence. If closely examine the organisation process, it will be found that everybody is so busy in his achievements that you can almost justify any kind of behaviour whether functional or dysfunctional and its impact on relationships. Whether a manager is conscious or not somewhere is responsible for building the work culture of the organisation and the people in the workplace either become a beneficiary or a victim of the same.

Organisation work culture is well understood by concentrating on the climate of employee discipline and motivation and the level of satisfaction and or his satisfaction in an organisation studies have shown a high correlation between organisational success and high employee motivation and satisfaction.

How to build a healthy organisation work culture?

Starting point is conducting some surveys. The survey will throw up certain areas of concern, where interventions will have to be made to improve the conditions.

These surveys should be conducted through a questionnaire method first and supplemented with personal contact programs and interviews in order to obtain a realistic feedback to understand the gravity of the issue. Any good survey must investigate the practices and experiences around the following important organisation process:

- (a) Recruitment/Selection Practices
- (b) Induction and Orientation Programs and its contents
- (c) Compensation Packages
- (d) Employee appraisal and promotion practices
- (e) The use of authority in decision making
- (f) Psychological rewarding process for employee motivation
- (g) Grievance handling procedure
- (h) Conflicts and differences handling procedures and the next step is to decide necessary improvement programs and practices to address the various issues.

This takes years of hard work. Heath Janie, Johanson Wanda and Blake Nancy (2004) in their study found Nursing leaders are under a lot of pressure to make sure that safety and quality are present at all times. Many calls to action were made in landmark studies to enhance healthcare delivery by transforming systems and practises of care. Healthy work environments (HWEs) appear to be at the heart of the solutions for influencing patient outcomes and professional nursing practise. According to the findings of a HWEs literature analysis and focus groups, nursing leaders must prioritise efforts to improve the work environment's culture. To assist nursing leaders in setting the tone and quality of practise for HWEs, three elements emerged: (1) good communication, (2) collaborative relationships, and (3) encouraging nurses to make decisions.

Some strong indicators of poor organisation work culture are:

If employees do not get good work conditions, they may feel anxious and frustrated working with their office peers. There are certain indications to be aware of when culture does not motivate employees. Surprisingly, most people are not always aware of these signs and this can greatly affect the brand and image of the company.

- (a) Using threat as a way of getting things done
- (b) Not using compliments and appreciation openly and widely to raise the morale of the employees when they do a good job.
- (c) Frequent fault finding and over concentrating on deficiencies
- (d) Favouring some employees for personal gains and benefits
- (e) Not being impartial and consistent in implementation of policies and practices.
- (f) Comparing employees to sit beyond office hours.
- (g) Not trusting subordinates and involving them in joint problem solving and decision making.
- (h) Shouting and criticizing others in the open.
- (i) Choking the freedom of expression on facts and feelings.
- (j) Losing cool and balance when things don't happen the way they were desired or planned.
- (k) Indulging in dishonest and corrupt practices.
- (l) Encouraging 'yes sir' behaviour.
- (m) Not valuing the suggestions made by subordinates.
- (n) Over centralising decision-making.

- (o) Using frequent meetings as a way of postponing action.
- (p) Encouraging those behaviours that strengthen the need for Security, Affiliation and Personal Power in David McClelland model.
- (q) Avoiding delicate issues.
- (r) Boss try to hear what they want to hear instead of hearing the truth.

Conclusion

As the second wave of COVID-19 has seen an exponential rise, organizations should stay committed to the well-being of their employees. In these unprecedented times, they should urge their employees to put their health and that of their family members above everything else. The well-being of the employees and the organisation are dependent upon a healthy 'Organisation Work Culture'. As it has been seen that the negative traits of work culture are very minor but they can bring a major negative impact on both employees and employers which does not support the positive growth of an organization. On the other end, if everyone collectively decides to build a healthy organisation work culture, it will bring solutions to every problem. Obviously, these practices and habits cannot be inculcated in only a few days, it takes years of hard work, commitment, sincerity and motivation to bring the change. Building positive culture should not be done solely at work organization but there should be a gestalt approach. Culture and climate building is equally important in social systems, as in educational and family systems. When people will have the environment and this tendency since onset only, much effort will not be required to develop a good culture in any particular system only. Living climate will contribute to the welfare of the individual, society and work organisations.

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