

Effect of Organizational Culture on Personal and Organizational Outcomes in Pakistan

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Abstract: This study is conducted to see whether HRD practices can play an important role in personal and organizational outcomes of employees of the private organizations. The organizational culture has played a leading role in business progress in private organizations in the twenty-first century. The organizational culture can improve and promote the employee performance. This research was designed to inspect the effects of Reward System, Innovation, Control, Identity, Compromise with Conflict, Integrity, Leadership, Communication Pattern, Management Support and Organizational Culture on the performance output of employee in private organizations of Pakistan. Result of study shown that the effects of these factors influences performance of employees in private organizations. Many other factors contribute in employees performance including instinct, attitude, commitment and intact Pattern. The nine variables jointly as Organizational culture. The conclusion focuses on the increased management concern for the betterment of organization as well as employees.

Keywords: Culture, organizational excellence, performance, private organizations

INTRODUCTION

Organizational excellence has become an increasingly strategic and serious critical issue for organizations in the current competitive environment (Yaqoob, 2009). Most of the managers do not rely on their employees, ultimately employ don't feel a belonging with them. Management Behavior seems compulsory for organizational outcomes (Farvardin and Ghorbanpanah, 2012). Organizational policies helps in promising a profitable culture to support improvement in an organization.

The main factor distressing employee engagement are organizational facet (Salim, 2011). Different types of innovations in the public sector, including products, ser (vices, methods, positions, policy, governance and affection). In addition, innovations in personal organizations are not just techniques or methods, but also new practices, new ideas which not only contain physical substance, but can also contain changes in the relations. Pestoff (2012) most of the leaders do not seek to guide. Instead, they seek to convey themselves entirely by taking on risks and mistakes and learning from difficulty. They use these skills to inspire others, to follow them and vary organizations into societies that recognize and alternate each member's highest output (US, 2012).

Values hold up and show the decision making of every staff member, helping the organization conclusion its task and attain its dream in proper way Harry (2012) and Brennecke (2012) explained the ways of dealing with subordinates.

Integrity provide complete data and reporting on the mechanisms in place to keep away from misapplications of authority and encourage public consistency. Clearness, both in language of our methodology and findings, exemplifies the worldwide reality approach and develops the strength and reliability of our findings. As we carry on to improve our methodology and study from our exploration experiences, we welcome and value severe feedback. (The Global Integrity Report, 2011).

Employees must have a clear knowledge about the connections between their efforts, efficiency and performance results between company outcome and their return opportunities (Heng, 2012) the kind of employment needed today requires employees to be high-level information workers who recurrently more on their own professional knowledge as well as that of their profession. But people who see themselves as knowledge employees are not afraid by systematized assembly line, with employees working as alternative widgets in a organizational command-and-control atmosphere to illustrate and develop knowledge workers, employment systems need to change the direction and work association of their organizations to an environment in which professional standards of management enhancement bureaucratic and organizational forms of control, with the, pay, grade, professional independence and the high quality Private organization that go with authority work and with helpful systems of employee result, with discriminated career paths and career collection for employees (Schleicher, 2012).

A compound skilled quality does not necessarily engage a required change to practices and observations; In addition, that this relation is an opportunity for enhanced examinedistribution and increased levels of job satisfaction and job safety. Robinson (2012) Participation of employees in decision making gives them a confidence of belonging (Saboordavoodian, and Alireza, 2012). Performance evaluation of employees effect their working style (Schleicher, 2012). Reward system plays an important role in employees performance (Minbaeva, 2005).

Performance management and reward system are the key areas which can be improved to get concert from employees. (Yaqoob, 2009). In personal organization, too, law makers have often decided that top-down initiatives alone were deficient to achieve deep and strong changes in practice because organizations focused on aspects that were too reserved from the instructional center of employment and learning; (Schleicher, 2012). A good arrangement of fight exists about how best to aggravate the methodological challenges facing the field of public estimation research (Zhang, 2010). A conflict of interest, which can affect scientific objectivity, arises when scholars must choose between capable obligations and personal achievement. The incidence of a conflict of significance does not fundamentally mean that anything inappropriate has occurred and in some cases there may only be the appearance of a conflict of interest rather than an authentic one (Steven, 2009). Comproise with conflict shows the good internal environment of the organization (Feng *et al.*, 2010).

Training and development is necessary for employees for attainment of their responsibilities (Katsirikou, 2012). Different viewpoint of work relations reduce job satisfaction because these different outlooks are often country or region specific, more courtesy should be paid to the cultural individuality of the country. Country's cultural disinterest and the challenges, it creates differencesin cultural values and communication patterns (Peltokorpi, 2011). Management follows that employee believes lead to organizational outcomes linked to higher profitable returns. These are:

- Self-managed teamsand decentralization of decision making
- Employment Security
- High Compensation Contingent on Employee Training and Performance
- Selective Hiring

Reduced Status Differentials and Information giving out. These management practices are people centred (Adekola, 2012). Rizvi *et al.* (2011) proved that identity plays an important role in performance of employees.

Scholars have worked a lot over the previous two decades for resolving control of manpower issues,

associated with eachother and other organizational outcomes (Zehir *et al.*, 2012). Control shows the beruocratic face of organizaion, so organizations have to mangae the employees not to control them. Christian *et al.* (2002) and Chatmanc and Margaret (2010) investigated how management behavior effect the performance of the employees. Tennakoon and Ponnus (2009) also investigated the effects of management behavoir on employees performance.

MATERIALS AND METHODS

Hypothesis development:

- H1:** There is a positive relationship between innovation and risk taking and Personal and Organizational Outcomes.
- H2:** There is a positive relationship between Leadership and Personal and Organizational Outcomes.
- H3:** There is a positive relationship between Integrity and Personal and Organizational Outcomes.
- H4:** There is a positive relationship between Management support and Personal and Organizational Outcomes.
- H5:** There is a positive relationship between Control and Personal and Organizational Outcomes.
- H6:** There is a positive relationship between Identityand Personal and Organizational Outcomes.
- H7:** There is a positive relationship between Rewards system and Personal and Organizational Outcomes.
- H8:** There is a positive relationship between Compromise with conflict and Personal and Organizational Outcomes.
- H9:** There is a positive relationship between Communication pattern and Personal and Organizational Outcomes.

Methodology: Primary data was used in the study, considering the aim of study, the research method is descriptive and Likert Scale with following choices (Strongly Disagree- Disagree-Neutral Agree-Strongly agree) was used.

Conceptual model of the study: Following is the conceptual model developed for study. In this model, Organizational culture is the independent variable and dependent variable is personal and organizational outcomes (Fig. 1).

Theoretical framework: The independent variables which basically shows the organizational cuture, include. Innovation, Control, Reward System, Identity, Compromise with conflict, Leadership, Integrity, Communication Pattern and Management Support With dependent variable Personal and Organizational Outcomes. The main focus of the sutdy is to find the relationship between these varibles and Personal and

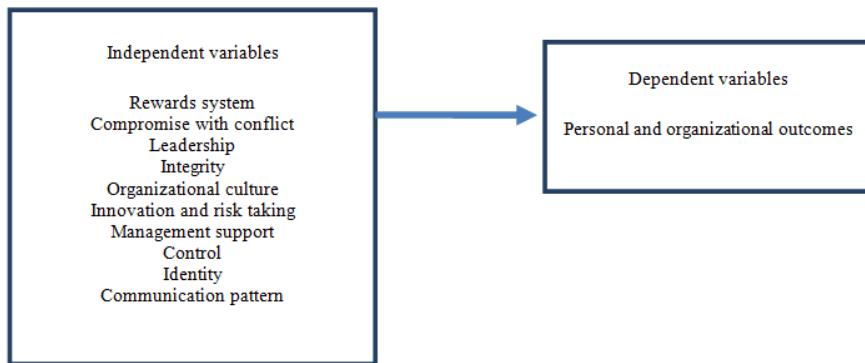


Fig. 1: Conceptual model of the study

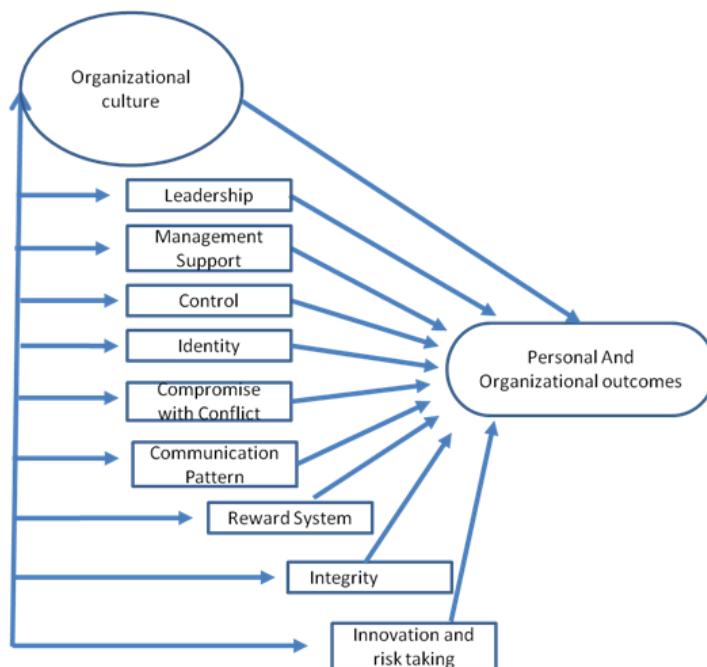


Fig. 2: Framework of the study

organizational outcomes. The dependent variable will be calculated through Innovation, Reward System, Control, Identity and Compromise with Conflict, Leadership, Integrity, Communication Pattern, Management Support. The framework of the study is shown in Fig. 2:

Conceptual model of the study is shown in Fig. 1. The dependent variable Personal and organizational outcomes will be calculated through Independent variable Innovation, Reward System, Control, Identity, and Compromise with Conflict, Leadership, Integrity, Communication Pattern, Management Support .

Participants: The population of this study consists of private organization employees working in the area of Rawalpindi and Islamabad.

Data sample information: A total of 200 questionnaires were floated from which 184 were

received back, out of which 54 forms were blank and 19 survey forms rejected ambiguous and missing information. Finally, 126 survey forms were considered for the study. The survey was done in Private organizations of Pakistan having offices in Rawalpindi and Islamabad. Including banking sector, telecommunication sector, hotel industry and other organizations. Different types of data analysis is performed to find out the results.

RESULTS AND DISCUSSION

Demographics exposes that the Female members were 24.8 and Male were 74.9 distribution of age was as follow Below 18 12.4%, 18-25 = 48.8%, 26-35 = 17.1%, 36-45 = 13.2%, Above 45 = 6.2% The results for experience were as follow fewer than 5 years 27.9%,

Table 1: Cronbach's alpha

Variable	Cronbach's alpha	No. of items
Communication	0.746	2
Integration	0.726	2
Leadership	0.716	2
Management support	0.742	2
Reward system	0.763	3
Comp with conflict	0.719	2
Control	0.799	2
Innovation	0.739	2
Identity	0.790	3
Personal and organizational outcomes	0.886	9

Table 2: Items statistics

	Mean	S.D.	N
Innovation	3.380952	0.9908150	126
Control	3.305556	0.9939260	126
Identity	3.198413	0.9860616	126
Comp with conflict	3.464286	0.9363302	126
Reward system	3.289683	0.7751395	126
Leadership	3.365079	1.0888759	126
Management support	3.309524	1.0636863	126
Integrity	3.357143	1.0370287	126
Communication	3.531746	0.9523571	126
Per and org outcomes	3.388007	0.9452933	126

S.D.: Standard deviation

5-9 Years 37.2%, 10-14 Years 14%, 15-19 Years 11.6%, More than 20 Years 7%. Qualification of participants were as follow Matric 10.1%, Intermediate 23.3%, Bachelors 33.3%, Masters 24%, MPhil/PHD 7% Designation of respondents were as follow Managers 16.2% Middle Managers 26.97% Workers 53.8%.

Reliability test with cronbach's alpha: The following rules of thumb for checking the Cronbach's Alpha is as follow:

If value of Cronbach's Alpha is >0.9 , it is Excellent, if >0.8 then it is Good, if >0.7 Acceptable, >0.6 Questionable, if >0.5 -Poor and if its value is <0.5 it is considered as Unacceptable" (Joseph and Gliem, 2003).

Reliability statistics: Table 1 shows that data is acceptable for test and found reliable as mentioned by Gliem (2003), the value of Cronbach's Alpha for all the variables is more than 0.7, which is accepted value for reliability.

Table 3: Inter-item correlation matrix

	Innovation	Control	Identity	Comp W conflict	Reward system	Leadership	Management support	Integrity	Communication	Per and org outcomes
Innovation	1.000	0.425	0.740	0.722	0.785	0.613	0.240	0.721	0.638	0.743
Control	0.425	1.000	0.525	0.298	0.703	0.314	0.649	0.394	0.207	0.382
Identity	0.740	0.525	1.000	0.592	0.894	0.536	0.323	0.669	0.546	0.735
Comp W conflict	0.722	0.298	0.592	1.000	0.645	0.607	0.069	0.648	0.623	0.662
Reward system	0.785	0.703	0.894	0.645	1.000	0.664	0.521	0.808	0.553	0.759
Leadership	0.613	0.314	0.536	0.607	0.664	1.000	0.004	0.737	0.440	0.616
Management support	0.240	0.649	0.323	0.069	0.521	0.004	1.000	0.151	0.073	0.187
Integrity	0.721	0.394	0.669	0.648	0.808	0.737	0.151	1.000	0.545	0.704
Communication	0.638	0.207	0.546	0.623	0.553	0.440	0.073	0.545	1.000	0.584
Per and org outcomes	0.743	0.382	0.735	0.662	0.759	0.616	0.187	0.704	0.584	1.000

In Table 2 items minimum mean is 3.19 and Maximum 3.88, which shows that our independent variables are showing positive skewness towards strongly agree.

Table 3 shows that all the variables except control and Management Support are showing strong correlation with personal and organizational outcomes.

Table 4 shows whether, how much all independent variable affect the model if deleted from the model, all except Personal and organizational outcomes show values more than 0.90 which shows their strong reliability.

Regression analysis: Regression Analysis is used to estimate the fundamental relationship between independent variables, Reward System, Innovation, Control, Identity and Compromise with Conflict, Integrity, Leadership, Communication Pattern, Management Support and Organizational Culture with dependent variable Personal and Organizational Outcomes. So, we can see what amount Personal and Organizational Outcomes are dependent upon independent variables and how much significant they are.

In Table 5 The R-squared statistics measures success of the regression in forecasting the values of Dependent variable Personal and Organizational Outcomes with all other variables. It is the fraction of distinction in the dependent variable explained by this regression model. This model shows that R is 0.825. It shows that 82.5% of dependent variable (Personal and Organizational Outcomes) is explained by its ten independent variables.

In Table 6 the significance is not above 0.05 which proves the model used in the study is good.

Multiple regression equation:

$$Y = C + \beta X_1 + \beta X_2 + \beta X_3 + \dots + \beta X_n$$

Y = Prediction relationship of types of variables toward Personal and Organizational outcomes

C = Constant value

β = Un-standardized coefficient

X = Dimension of independent variable (innovation, Control, identity, Reward System, Compromise with Conflict, Leadership, Integrity, Management Support and communication pattern)

Table 4: Item-total statistics

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's alpha if item deleted
Innovation	30.209436	42.609	0.830	0.733	0.897
Control	30.284832	45.860	0.556	0.697	0.913
Identity	30.391975	42.825	0.816	0.915	0.898
Comp W conflict	30.126102	44.612	0.707	0.626	0.905
Reward system	30.300705	43.925	0.954	0.979	0.894
Leadership	30.225309	43.773	0.650	0.709	0.908
Management support	30.280864	48.774	0.298	0.780	0.929
Integrity	30.233245	42.576	0.789	0.846	0.899
Communication	30.058642	45.682	0.601	0.493	0.911
Per and org outcomes	30.202381	43.593	0.788	0.681	0.900

Table 5: Regression

Model	R	R Square	Adjusted R square	S.E.E.
1	0.825 ^a	0.681	0.656	0.5543514

^a: Predictors: (constant), communication, innovation, integrity, compromise with conflict, management support, identity, reward system, leadership, control; S.E.E.: Standard error of estimate

Table 6: Analysis of variance

ANOVA^b

Model		S.S.	d.f.	Mean square	F	Sig.
1	Regression	76.050	9	8.450	27.497	0.000 ^a
	Residual	35.647	116	0.307		
	Total	111.697	125			

^a: Predictors: (constant), communication, management support, leadership, identity, comp W conflict, control, integrity, innovation, reward system; ^b: Dependent variable: per and org outcomes; S.S.: Sum of squares

Table 7: Coefficients

Model		Un-standardized coefficients		Standardized coefficients		
		B	S.E.	β	t	Sig.
1	(Constant)	0.309	0.260		1.185	0.238
	Innovation	0.179	0.095	0.188	1.879	0.063
	Control	-0.083	0.090	-0.087	-0.919	0.360
	Identity	0.142	0.172	0.148	0.822	0.413
	Reward system	0.488	0.439	0.400	1.111	0.269
	Comp W conflict	0.106	0.086	0.105	1.236	0.219
	Leadership	0.046	0.084	0.053	0.549	0.584
	Integrity	0.042	0.122	0.046	0.346	0.730
	Management support	-0.069	0.099	-0.077	-0.692	0.490
	Communication	0.071	0.073	0.072	0.978	0.330

^a: Dependent variable: Personal and organizational outcomes; S.E.: Standard error

Based on Table 7 we have derived the following equation:

$$Y = 0.309 + 0.179X_1 + (0.083) X_2 + 0.142X_3 + 0.488X_4 + 0.106X_5 + 0.046X_6 + 0.042X_7 + (-0.069) X_8 + 0.071X_9$$

This can be expected whether increase of 1 unit of innovation (X1) may increase 0.102 units in Personal and organizational outcomes (Y). For the independent variable Control will incise of 0.19 which is very less increase which show whether people are not interested rating the control as organizational outcomes, another variable which is Management Support is also having lowest value even in negative. The identity, Reward System, Compromise with Conflict, Leadership, Integrity, Management Support and communication pattern are positive and effecting the dependent variable Y as explained for innovation and control:

- **Innovation:** Value of beta for innovation is 0.179 which shows that standard deviation change in innovation increases Chances of Personal and organizational outcomes by 0.179 units, having all other factors fixed.
- **Control:** The Value of beta for Control is -0.083 which shows for every Standard deviation change in the use of a Control increases Chances of Personal and organizational outcomes by -0.083 units, having all other factors fixed.
- **Identity:** The Value of beta for Identity is 0.142 which shows that standard deviation change in Identity increases Chances of Personal and organizational outcomes by 0.142 units, having all other factors fixed.
- **Reward system:** Value of beta for Reward System is 0.488 that shows for every S.D. change in the use of a Reward System raises the predicted probability of Personal and organizational

- outcomes by 0.488 units, having all other factors fixed.
- **Compromise with conflict:** Value of beta for Compromise with Conflict is 0.106. For every standard deviation change in the use of a Reward System increases Chances of Personal and organizational outcomes by 0.106 units, having all other factors fixed.
 - **Leadership:** Value of beta for Reward System is 0.046 For every standard deviation change in the use of Leadership increases the chances of Personal and organizational outcomes by 0.046 units, having all other factors fixed.
 - **Integrity:** Value of beta for Integrity is 0.042. It means for every standard deviation change in the use of an Integrity increases Chances of Personal and organizational outcomes by 0.042 units, keeping all other factors fixed.
 - **Management support:** Value of beta for Integrity is -0.069. It means for every standard deviation change in the use of Management Support increases the predicted probability of Organizational outcomes and Personal by -0.069 units, holding all other factors fixed. It is as Personal and Organizational outcomes not only base on Management support, there are some others factors that also effect Personal and Organizational outcomes. As this analysis, it is looking that Management support is not so much important for getting required personal and organizational outcomes.
 - **Communication:** Beta was found to be considerably lower than zero as hypothesized. Beta shows the lower interdependency 0.071 which recounts whether for every standard deviation change in the use of Communication Pattern Chances of Personal and organizational outcomes by 0.071 units, keeping all other factors unchanged.

CONCLUSION

Results of the study will be useful for the higher management of private organizations to understand how they can perform better to develop their an organizational culture where employees can better execute for their selves and for the organization how employees make out about different organizational facets which they think need to be improved, what is the importance of Communication, Innovation, Integrity, Control, innovation, Compromise with Conflict, Management Support, identity, Reward System, leadership, Control features from which they motivate to do better for their organization as well as for their own. Hence, managers must have to be known with the needs of employees in creating new ideas

designation of power, the desire for spirit growth their basic needs and requirements which can help them in their personal and organizational satisfaction, in the shape of better outcomes. Future study can be conducted in the whole country or in the other cities; these do not completely cover the organizational outcomes so more variables can be taken for good results.

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