

# THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE ON JOB PERFORMANCE – A DESCRIPTIVE STUDY AMONG POLICE PERSONNEL

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## ABSTRACT

The performance of the police personnel and their motivation are affected in different ways by their work place cultures. The police personnel, if they have the feeling of oneness with the police organization, work hard to accomplish the goals of the police organization. The performance of the police personnel also gets affected by the varied cultural environments in the police organization. If there is a presence of a strong organizational culture inside the police organization, it paves the way to higher order commitment among the police personnel for the achievement of the organizational goals. This strong culture proves to be very helpful for increasing the police personnel's performance. In this regard, the present literature makes a review of the influence of organizational culture on the job performance of the police personnel. The study was performed among the police inspectors and sub inspectors of police department in Tamilnadu who were selected as respondents using simple random sampling. The data for the study was gathered using a questionnaire and analysis portion was completed with the help of regression. Findings show that Organizational culture has positive relationship with job performance of police personnel.

**KEYWORDS:** organizational culture, job performance, police organization, simple random sampling.

## INTRODUCTION

The term organizational culture refers to the unwritten beliefs, behaviors and customs which define the rules of the organization and help for making decisions and establishing the power and structure. The organizational culture is framed on the basis of the shared traditions and history of the entity together with the existing leadership values. In its sense, organizational culture is the method of carrying out a business and also the one which helps for the successful survival of the organization (Dave H. and Jeanne Ulrich, 2011). In the presence of a strong organizational culture, the workers get motivated to perform their duties

as they believe that they will be rewarded for their activities. The concept of organizational culture is inclusive of the system of ideas, traditions, customs, habits and procedures for carrying out the activities (Harris P. R, R.T Moran, 1981; 103-104). Handy C.B, (1986) had said that organizational culture comprises of a set of standards, belief and values. according to Scholz Z (1987; 80), organizational culture is invisible, implicit, informal and intrinsic awareness which makes the employees to control their actions.

Armstrong (2006) had defined the employee performance as the ability of the individual to efficiently and effectively perform the tasks which are assigned to him/her in the organization. Further, Armstrong had argued that the performance of the employees is not just the matter of goal accomplishment of a single employee or a group. It also deals with the way in which the employee makes a concern and shows interest towards the values and norms of the organization and also shows interest in promoting those values. The directors and managers of the top level are assigned the duty to assess the performance of the employees either annually or quarterly for recognizing the gaps in performance which needs improvement. As a result, they establish strategies along with the employees by taking their suggestions regarding the ways in which improvements can be made.

## **STATEMENT OF PROBLEM**

The bad level of performance of the employees as well as of the organization is not due to the poor policies of recruitment and selection or absence of employee motivation or any other strategies; rather it may be due to the inability of the employees, management and leaders in understanding the impact of organizational culture on the performance of the employee and the organization.

## **OBJECTIVES**

The purpose of this research paper is to explore the impact of organizational culture on the performance of the police personnel.

## **NEED FOR THE STUDY**

The concept of corporate culture is considered as an essential element of organizational behavior as well as of the business ethics. The current literature will prove to be beneficial and will be of a great help for the members of the organization to clearly apprehend the importance of organizational culture and its

impact on the performance of the police personnel.

## REVIEW OF LITERATURE

Abbas et al., (2018) had examines the effect of organizational culture on the job performance. The research was done in the work culture of public sectors in Saudi Arabia. The authors had also reviewed the effect of every sub-element of the organizational culture on the job performance of the employees. All the previous studies were done in the context of work cultures of western countries. Hence, the authors in the present paper had made the study in the context of work cultures in Saudi Arabia. The data collection tool was a questionnaire which was dispersed among the employees of government sectors of a place called Alkharj. The outcomes of the study revealed an optimistic relation amidst the job performance and the organizational culture. The authors had explored that the sub elements like achievement of goals, management of the change, cultural strength and coordination of teamwork had optimistic association with the job performance, whereas, the sub element of customer orientation was negatively associated with the job performance. Rajinikanth et al.,(2012) found the importance of social support in work performance among police personnel. In 2013, Rajinikanth and Sritharan analysed into the impact of negative exposures into the work performance in police profession.

Fakhar Shahzad et al., (2013) has studied the effect of organizational culture on the job performance of the employees. It was an empirical study done among the software industries in Pakistan. It was a study which was based on survey method. Both secondary and primary data were used in this research study. Questionnaires and interviews were implemented to collect the primary data, whereas, the secondary data was gathered from previous literatures, magazines and papers. The variables of the study were customer service, system of rewards, employee participation, system of communication, innovation and the risk-taking process. The sample population of the study numbered to 110. Analysis was made through regression, correlation and descriptive statistics. The findings of the study proved the fact that the organizational culture had a positive impact on the performance of the employees in job. It is toughest task to maintain sound mind state of police personnel in their work life (Rajinikanth, 2013). Personality traits of the police officers can also played important role in their work outcomes (Rajinikanth and Sritharan, 2012 ; Violanti and Aron 1993).

Anozie Obinna Paschal (2016) has reviewed the impact of organizational culture on the performance of the employees. The study was done among the telecommunication sector of Singapore. Data collection tool of the study was a questionnaire which was developed based on the previous studies. The reliability and validity of the study was checked by performing a pilot study. The research design of the study was descriptive. The data collection tool consisted of 25 items. The sample size of the study was 100, in which 60 were seniors and 40 were juniors. The respondents were selected on the basis of convenient sampling. SPSS 20 was employed to analyze the data of the study. The findings showed that the regular ritual functions will enable a positive impact on the employee performance in job. Rajinikanth (2017) found that even the personality traits of police officers have the strong influence in the day today work performance of policing.

## RESEARCH METHODOLOGY

The study done here has been done with a wide scope. The data for the study has been collected systematically. The study topics include clarifying the objectives of the study, collection data as per the research type and the analysis of data for arriving at the conclusion. The study was carried out among the inspectors and subinspectors in Tamilnadu from whom the data was collected with the help of a questionnaire. Respondents were selected as respondents using simple random sampling. Regression was done to analyze the data and the methodology of the study was descriptive. The samples size was 119 for the study. organizational culture scale adopted from Njugi Anne wanjiku , Nickson Lumwagiagusioma (2014)

## ANALYSIS AND INTERPRETATION

### Model Summary

R	R Square	Adjusted R Square	F	Sig.
.888(a)	.789	.776	59.258	.000(a)

a Predictor: (Constant), Organizational Culture

**Coefficients(a)**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.062	.200		5.305	.000
I have the necessary skills to achieve my goals	.147	.051	.175	2.870	.005
I am familiar with the overall organization strategic plans	.256	.049	.344	5.190	.000
I am encouraged to be innovative within my role	.060	.033	.110	1.829	.070
I am empowered to perform my role to the best of my ability	.093	.033	.137	2.850	.005
My supervisor trusts me to perform within my role without micro managing me	-.174	.028	-.312	-6.201	.000
I am encouraged to think independently in the course of carrying out my duties	.193	.032	.320	5.967	.000
I am familiar with the organization's standard operating procedures (SOPs)	.164	.034	.239	4.797	.000

a. Dependent Variable: job performance

The table also shows a positive coefficient, which entails that independent variable had a positive relationship with the dependent variable. Data analyzed through regression exhibited that all the 7 factors had an influence on job performance. The value of  $R^2$  was determined as 0.780 with the help of multiple regression. This implies that 78 % of the variables which were independent had an impact on the dependent variable, that is, job performance. Organizational culture has positive relationship with job performance.

**CONCLUSION**

The top officials of the police organization have the essential duty to fulfill the activities of organizational culture. It is the top managerial personnel who are responsible to maintain a culture which comprises of transparent strategies and policies. The organizational culture and the norms are established by the department of human resource in police organization. The employee's performance is manipulated and maintained through rewards, code of conduct and motivation. In order to reduce the conflicts, for improving the corporate culture and for promoting the performance, the management has to conduct open discussions with the employees and also has to conduct meetings on a regular basis. Organizational culture has positive relationship with job performance.

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