# IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL EFFECTIVENESS – A STUDY OF EASTERN RAILWAYS

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## ABSTRACT

*The present study has been conducted with the purpose of examining the impact of organizational culture on organizational effectiveness in Eastern Railway. Data was gathered with the help of five point likert scales from 700 employees of all the divisions, workshops as well as the headquarters of Eastern Railway. The findings of the study reveal that organizational culture has a moderately strong relationship with effectiveness and is also a significant predictor of organizational effectiveness of Eastern Railway.*

## KEYWORDS
Organizational Culture, Organizational Effectiveness, Eastern Railway

## INTRODUCTION

Organizational culture is one of the many important, but to a certain extent ambiguous factor which has affected the effectiveness of an organization, but is nevertheless very difficult to measure. Studies have revealed that culture has a significant relationship with organizational effectiveness. Nevertheless, because of its qualitative nature, it is often overlooked. Unlike quantitative factors, the effect of constructs such as culture cannot be virtually seen on the surface. Time and again, organizations have realised the importance of a favourable organizational culture which creates an environment that is conducive for the achievement of the various organizational goals. Organizational culture cannot be seen directly and yet it percolates all the aspects of organizational behaviour and therefore has been rightfully called the 'Corporate Soul' (Singh and Paul, 1985) and 'the spirit and ethos' (Pareek, 2004) of an organization. The importance of culture for an organization is such that Schein (2004) has highlighted that 'the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work with culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional' (p.11). Organizational culture gives a sense of identity to an organization through the organization's legends, values, symbols, meanings, norms, languages, rituals, cognitions, myths, stories, rules, practices, structures and so on that characterize the dynamics of the organization, the 'way things are done around here'. It acts as a sense-making and control mechanism that guides and shapes the attitudes and behaviours of employees (O'Reilly and Chatman, 1996). Therefore one of the most vital functions of organizational culture is to define the way of doing things in order to give meaning to organizational life.

Today's market is characterized with many dimensions and complexities. Organizations, in order to stay competitive must have a balance among all the factors that are responsible for their effectiveness. Business organizations have one overall goal to attain, which is to make

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profit. Organizations which are not profitable, cannot last for a long time in today's competitive scenario. But in order to remain profitable, they need to attain many other objectives which have a direct or indirect effect on their overall profitability. Some of such factors are often difficult to measure quantitatively but can eventually make or break an organization. The concept of organizational effectiveness, thus becomes very important because it not only measures the effectiveness of an organization only on the basis of the quantitative factors but also considers the qualitative aspects. It deals with how effectively an organization meets its goals and objectives. The study of organizational effectiveness plays an important part in the study of organizations. Researchers such as Cameron and Whetton (1983) have considered an understanding of organizational effectiveness to be very essential for organizations because of the importance that it holds for them and hence they regarded the construct of organizational effectiveness to be "the ultimate dependent variable in organizational research". It is a topic that managers and administrators in all organizations are concerned with (Jackson and Morgan, 1982). There were many studies done on organizational effectiveness which started in the 1960s and became extremely popular in the late 1970s and early 1980s (Cameron and Whetten, 1996). Organizational effectiveness has always been the focus of increasing interest in the academic research of organizational behaviour since every aspect of human behaviour within an organization can be examined in terms of its contribution to organizational effectiveness (Pennings and Goodman, 1977). Although it is a known fact that every business organization's main objective is to remain profitable for the longest of times possible, yet there are other numerous and often contradictory goals that organizations have which directly or indirectly have an impact on their profitability and sustainability. Therefore, the extent to which an organization fulfils all such various goals at the organizational level determines its level of organizational effectiveness (Cameron &Whetton, 1983; Quinn &Rohrbaugh, 1983; Thibodeaux &Favilla, 1995).

However conceptualizing organizational effectiveness has never been an easy task and hence it has often been an unclear and ambiguous subject to many researchers. It is still unclear what researchers mean when they refer to the term 'Effectiveness' which has resulted in ambiguities while interpreting results of their work (Cameron, 1984). Therefore, organizational effectiveness conceptually is an enigma for researchers although its importance as the ultimate dependent variable can never be undermined or overlooked. Since there is no one standard criterion of effectiveness because of multiple and contradictory goals (Warner, 1967; Perrow, 1970; Hall, 1972, 1980), different approaches to organizational effectiveness have emerged such as the goal approach, the systems resource approach, the strategic constituencies approach, and the competing values approach. Campbell (1977) enlisted thirty criteria of organizational effectiveness on the basis of a thorough review of literature on the subject and concluded that since the effectiveness of an organization depends on many facets that might be relatively dependent or independent of each other, it is therefore not possible to give any operational definition to the construct. In today's time, when rigid, hierarchical organizations are restructuring themselves to become more flexible, horizontal and agile, the concepts of organizational culture and organizational effectiveness are assuming more importance than ever before.

## REVIEW OF LITERATURE

The sustained success of organizations not only depend upon market forces, competitive positioning, and resource advantage but also on company values, beliefs, and vision which are responsible for shaping the culture of the organization. Successful and effective organizations almost always have a distinctive culture that is clearly identifiable by its employees (Cameron

and Quinn, 1999). A strong, unique culture, therefore, has the ability to make an organization more effective by reducing collective uncertainties and facilitating a common interpretation system for members, creating a social order by making clear to organizational members what is expected of them, creating a collective identity and commitment by binding members together and elucidating a vision of the future by energising a movement forward (Trice and Beyer, 1993). Most organizational scholars and observers now recognize that organizational culture has a powerful effect on the performance as well as long term effectiveness of organizations.

Many empirical researches have produced findings that revealed the importance of organizational culture in the enhancement of the effectiveness of organizations (Cameron and Ettington, 1988; Trice and Beyer, 1993). Daniel R. Denison (1990) showed in his study using survey-based measures that cultural traits such as involvement, consistency, adaptability, and mission do have a significantimpact on organizational effectiveness. A study conducted by Kotter and Heskett (1992) on 75 highly regarded financial analysts revealed that only one among them indicated that culture had little or no impact on the performance and effectiveness of the firm. A review of 22 empirical studies done by Boggs (2004) found that organizational culture had a relationship with organizational effectiveness and influenced it significantly. Acar and Pinar (2012) found innovation and organizational culture to be having significant impact on business performance. Deshpande and John (2004) conducted a series of studies which showed that open organizational cultures, stronger market orientation and innovativeness, all had a pattern of positive effects on organizational performance and its effectiveness. Shinichi et al. (2007)found that corporate culture and its various dimensions contributed to better corporate performance.A study conducted by Hartnell et al. (2011) showed that types of culture such as clan, adhocracy, and market cultures are differentially and positively associated with the organizational effectiveness criteria.Denison and Mishra (1995) in their study 'Toward a Theory of Organizational Culture and Effectiveness' found that the traits of consistency and mission were the best predictors of profitability, the traits of adaptability and involvement were the best predictors of innovation, and the traits of mission and adaptability were the best predictors of sales growth. Smart, C. John (2003),through his study 'Organizational Effectiveness of 2-Year Colleges: The Centrality of Cultural and Leadership Complexity', found out a strong and positive relationship between perceptions of the organizational effectiveness and organizational culture as well as leadership.

Despite the strong relationship between organizational culture and organizational effectiveness, measuring and quantifying them still remain a challenge for researchers because of the qualitative nature of culture and the ambiguity that clouds the construct of organizational effectiveness. Nevertheless, the contribution of organizational culture towards the enhancement of the overall effectiveness of organizations cannot be undermined because of the existence of a vast literature that shows supporting empirical evidence of the same.

**NEED FOR STUDY**

Eastern Railway like the other zones of Indian Railways has its reach to the most remote parts of the eastern region of the country. It regularly carries approximately 60.33 million tonne of freight traffic. Eastern Railway is one of the important zones of Indian Railways which currently provides employment to 116101 employees (Ministry of Railways, 2016). It is headquartered at Fairlie Place andhas four divisions and three major workshops. Each division of Eastern Railway has 12 departments carrying out various functions for the organization. Therefore, employees of different categories specializing in different fields are found across the various departments of Eastern Railway. It is because of this strength and diversity of employees of Eastern Railway that makes its organizational culture assume all the more importance for the

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organization because a strong favourable culture not only facilitates organizations to achieve their goals and objectives more holistically but also ensures long term profitability and organizational health.

The review of literature suggests that not many attempts have been made in India to examine the impact of organizational culture on organizational effectiveness. Indian Railways is the largest employer of the country. The organization is an industry on its right. Its history traces back to the British Raj. Therefore, a prolific organization like Indian Railways does open up multiple avenues for research in various disciplines. Yet, there have been very few studies which tried to explore the relationship of organizational culture with the overall effectiveness of the zones of Indian Railways. In order to bridge the gap, this study aims to examine the cultural traits of Eastern Railway which is one of the 17 zones of Indian Railways, and also to find whether organizational culture has any impact on its effectiveness.

## OBJECTIVES OF THE STUDY

1. To study the relationship between organizational culture and organizational effectiveness in Eastern Railway.
2. To measure the impact of organizational culture on organizational effectiveness in Eastern Railway.

## HYPOTHESIS

1. $H_{01}$: There is no relationship of organizational culture with organizational effectiveness in Eastern Railway:
    i. $H_{01a}$: Involvement has no significant relationship with organizational effectiveness.
    ii. $H_{01b}$: Consistency has no significant relationship with organizational effectiveness.
    iii. $H_{01c}$: Adaptability has no significant relationship with organizational effectiveness.
    iv. $H_{01d}$: Mission has no significant relationship with organizational effectiveness.

2. $H_{02}$: Organizational culture does not have any impact onorganizational effectiveness.
    i. $H_{02a}$: Involvement has no impact on organizational effectiveness.
    ii. $H_{02b}$: Consistency has no impact on organizational effectiveness.
    iii. $H_{02c}$: Adaptability has no impact on organizational effectiveness.
    iv. $H_{02d}$: Mission has no impact on organizational effectiveness.

## METHODOLOGY

The present study is an attempt to analyse the impact of organizational culture on the organizational effectiveness of Eastern Railway. Organizational culture has been studied as the independent variable whereas organizational effectiveness has been considered as the dependent variable. Executives and the working staff of the headquarters, divisions, and workshops belonging to the category of Group A, Group B, and Group C of Eastern Railway have been taken as the units of the study. All the four branches, three workshops and the headquarters of Eastern Railway have been considered. The sample for the study has been drawn from the departments of the headquarters and all the divisions and workshops of Eastern Railway.

There were 1,16,101 employees in Eastern Railway out of which 666 were in group A, 417 were in group B, and 1,12,825 in group C. The respondents were selected with the help of convenience

and judgement sampling from the headquarters as well as all the divisions and workshops of Eastern Railway. Questionnaires were distributed to 1000 respondents across group A, B, and C of which 700 questionnaires were returned, yielding to a response rate of 70%.The responses collected through questionnaires for organizational culture and organizational effectiveness have been analysed with the help of descriptive as well as inferential statistical tools such as Mean, Standard Deviation, Correlation, and Multiple Linear Regression. All the calculations to arrive at the results of the study have been done with the help of SPSS 20.

The study being empirical in nature has relied on both primary as well as secondary sources of data. Primary data were collected with the help of well-designed questionnaires which were administered to the staff of the headquarters, four divisions viz.,Malda Division, Sealdah Division, Howrah Division and Asansol Division and three workshops viz., Liluah, Jamalpur, and Kanchrapara Workshops of Eastern Railway. Interpersonal interactions and observations have also been used for cross checking the questionnaires. The secondary data has been collected from various reliable sources such as journals, office records, periodicals, magazines, newspaper, past researches done in the field, projects, internet, reports of Ministry of Railways and many other such sources that have been found to be valid and reliable.

## RELIABILITY OF THE INSTRUMENTS USED

Two instruments have been used to measure organizational culture and organizational effectiveness respectively. The questionnaire started with a set of demographic questions relating to the respondent's age, gender, designation, educational qualification, and tenure of the employees. This was followed by two sections which measured organizational culture and organizational effectiveness respectively. Organizational culture was measured with the help of the 60-item Denison Organizational Culture Survey (DOCS) scale constructed by Denison and Neale (1999). The DOCS scale is a comprehensive measure of organizational culture as it contains four important cultural traits that are instrumental in determining the culture of an organization.

These four traits of organizational culture are
(a.) Involvement,
(b.)Consistency,
(c.)Adaptability, and
(d.) Mission.

Organizational effectiveness was measured by a 36-item scale known as the Organizational Effectiveness Scale (OES) constructed by Srivastava, A. K., and Banerjee, R. (1997). The scale has been developed to measure the overall effectiveness of the organization with the help of five dimensions, viz.,
(a.) Efficient organizational system,
(b.)Efficiency,
(c.)Efficient leadership,
(d.) High morale, and
(e.) Job satisfaction and commitment.

The items of both the scales were scored on a five-point Likert Scale. Reliability coefficient, i.e., Cronbach Alpha for the two scales was calculated for a sample of 700 employees which is exhibited in Table 1.

### Table 1: Reliability Coefficients of Variables

|                | Organizational Culture | Organizational Effectiveness |
|----------------|------------------------|------------------------------|
| **No. of Items** | 60                   | 36                           |
| **Cronbach Alpha** | 0.917              | 0.883                        |

## RESULTS AND DISCUSSIONS

The demographic variables of the sample profile consisted of Age, Gender, Educational Qualification, Tenure, and Group the employee belongs to. Table-2 shows that 253 respondents fall under the age group of 41-50 and 221 employees belong to the age group of 51-60 years, 164 respondents fall in the age bracket 31-40 years and only 62 employees were between 21-31 years of age. This shows that the organization has less young employees. The number of male respondents was 543 whereas the female respondents were 157. The sample profile shows that most of the respondents were graduates. Respondents whose highest qualification was Higher Secondary were 138 in number, 73 of them were Diploma holders, 360 were graduates, 126 were post-graduates and 3 of the respondents were Ph.D. 137 respondents had an experience of 1-10 years, 191 of them had 11-20 years of job experience, 280 respondents had an experience of 21-30 years whereas 92 respondents had a job experience of 31-40 years. Most of the respondents, i.e., 559 of the employees in the sample profile belonged to group C, 70 of the respondents were group B employees whereas 71 of them belonged to group A.

### Table 2:Demographic Profile of the Respondents (N = 700)

| Particulars | Classification | Frequency | Percentage |
|-------------|----------------|-----------|------------|
| **Age** | 21-31 | 62 | 8.86 |
|  | 31-40 | 164 | 23.43 |
|  | 41-50 | 253 | 36.14 |
|  | 51-60 | 221 | 31.57 |
| **Gender** | Male | 543 | 77.57 |
|  | Female | 157 | 22.43 |
| **Educational Qualification** | Higher Secondary | 138 | 19.71 |
|  | Diploma | 73 | 10.43 |
|  | Graduation | 360 | 51.43 |
|  | Post-Graduation | 126 | 18 |
|  | Ph.D | 3 | 0.43 |
| **Tenure** | 1-10 | 137 | 19.57 |
|  | 11-20 | 191 | 27.29 |
|  | 21-30 | 280 | 40 |
|  | 31-40 | 92 | 13.14 |
| **Group** | A | 71 | 10.14 |
|  | B | 70 | 10 |
|  | C | 559 | 79.86 |

# IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL EFFECTIVENESS

Pearson's correlation was run to see whether all the dimensions of organizational culture as well as overall organizational culture were associated significantly with the dimensions of organizational effectiveness and overall organizational effectiveness. As is evident from table-3, the study has found that all the dimensions of organizational culture are positively related to all the dimensions of organizational effectiveness at a significance level of 99%.Involvement ($r = 0.652$; $p < 0.001$), Consistency ($r = 0.701$; $p < 0.001$),

Adaptability ($r = 0.639$; $p < 0.001$), and Mission ($r = 0.743$; $p < 0.0001$) and overall organizational culture ($r = 0.789$; $p < 0.001$) are strongly related to overall organizational effectiveness. The relationships between the four cultural traits and overall organizational culture with the five dimensions of organizational effectiveness as well as overall organizational effectiveness have been found to be moderately strong. The cultural trait Mission ($r = 0.700$; $p < 0.001$)as well as overall organizational culture ($r = 0.715$; $p < 0.001$)have shown a strong relationship with the dimension Efficient Leadership. Therefore, Hypothesis $H_{01}$, $H_{01a}$, $H_{01b}$, $H_{01c}$, and $H_{01d}$have been rejected by the study which clearly shows that organizational culture has a significantly positive relationship with organizational effectiveness in Eastern Railway.

**Table 3:Correlation Analysis – Organizational Culture and Organizational Effectiveness**

| Dimensions | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Involvement | 1 | | | | | | | | | | |
| Consistency | .730** | 1 | | | | | | | | | |
| Adaptability | .588** | .599** | 1 | | | | | | | | |
| Mission | .654** | .702** | .718** | 1 | | | | | | | |
| Overall Organizational Culture | .871** | .879*\* | .828** | .881** | 1 | | | | | | |
| Effective Organizational System | .499** | .637** | .466** | .568** | .627** | 1 | | | | | |
| Efficiency | .530** | .542** | .585** | .624** | .656** | .548** | 1 | | | | |
| Efficient Leadership | .573** | .626** | .583** | .700** | .715** | .592** | .658** | 1 | | | |
| High Morale | .530** | .497** | .451** | .551** | .587** | .464** | .572** | .597** | 1 | | |
| Job Satisfaction & Commitment | .485** | .490** | .470** | .515** | .565** | .496** | .544** | .533** | .557** | 1 | |
| Overall Organizational Effectiveness | .652** | .701** | .639** | .743** | .789** | .779** | .820** | .865** | .777** | .769** | 1 |

Correlation is significant at the 0.01 level (2-tailed). **

# MULTIPLE REGRESSION ANALYSIS OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL EFFECTIVENESS

Multiple regression analysis was used to study if organizational effectiveness was significantly predicted by organizational culture. In the model, all the traits of organizational culture, viz., Involvement, Consistency, Adaptability, and Mission served as independent variables and overall organizational effectiveness as the dependent variable. Table – 4 depicts the regression model summary whereby it reports the strength of the relationship between the model and the dependent variable. The table also displays the adjusted $R^2$ and the Durbin Watson test of independence of errors. It is therefore evident that the regression model has explained 63.3% of variance in organizational effectiveness and the value of Durbin Watson Test is between 1-3 which fulfils the assumption of independence of errors.

The results of the analysis of variance have also been summarized by the table which shows that the significance value of the *F* statistic is less than 0.05, which suggests that the variation explained by the model is not due to chance. All the four traits of organizational culture, viz., Involvement, Consistency, Adaptability and Mission have been found to be significant predictors of organizational effectiveness in Eastern Railway.Mission is the strongest predictor of organizational effectiveness with a standardised β coefficient of 0.375 followed by Consistency (β = 0.253), Involvement (β = 0.143), and Adaptability (β = 0.134).

Therefore, it is evident from the findings that Hypothesis $H_{02}$, $H_{02a}$, $H_{02b}$, $H_{02c}$, and $H_{02d}$have been rejected by the study. Thus, it can be concluded that organizational culture has a significant influence on organizational effectiveness in Eastern Railway.

## Table 4: Multiple Regression Analysis – Organizational Effectiveness

| Dimensions | Standardized Coefficient (Beta) | *T* | Sig. | Regression Model Summary | |
|---|---|---|---|---|---|
| **(Constant)** | | 7.370 | 0.000 | **Adjusted $R^2$** | **= 0.633** |
| **Involvement** | .143 | 4.043 | 0.000 | **ANOVA (F)** | **= 302.784** |
| **Consistency** | .253 | 6.772 | 0.000 | **Sig.** | **= 0.000** |
| **Adaptability** | .134 | 3.965 | 0.000 | **Durbin Watson** | **= 1.613** |
| **Mission** | .375 | 9.793 | 0.000 | | |

• Beta co-efficient is the standardized regression coefficient, which allows comparison of the relatives on the dependent variable of each independent variable.
• t-statistics help to determine the relative importance of each variable in the model.

## CONCLUSION AND IMPLICATIONS

This study was carried out with the aim of measuring the impact of organizational culture on organizational effectiveness in Eastern Railway. The major findings of the study reveal that all the cultural traits have a moderately strong influence on all the dimensions of organizational effectiveness. Overall organizational culture has also been found to be strongly related to overall organizational effectiveness. The results of Multiple Regression show that all the four cultural traits are positive and significant predictors of organizational effectiveness. These findings are consistent with previous studies which have shown organizational culture to be significantly

related with and a strong predictor of organizational effectiveness (Miranda et al. 2015; Prajogo and McDermott, 2011; Tseng, Mei-Shu, 2010; Gordon. G, George and D, Nancy, 1992).Therefore, the findings of the study clearly demonstrate the importance organizational culture holds for an organization. The cultural trait Mission has emerged out to be the strongest predictor of organizational effectiveness which shows the significance of a clear direction and goals that define an appropriate course of action for the organization and its members.A sense of mission allows an organization to shape current behaviour by envisioning a desired future state. The internalization of and identification with an organization's mission contributes to both short and long-term commitment to the organization.

The cultural trait Consistency has also been found to be a strong predictor of organizational effectiveness for Eastern Railway which implies that effective coordination, integration, and control contribute to the effectiveness of the organization. Consistent organizations have highly committed employees, key central values, a distinct method of doing business, and a clear set of dos and don'ts. This helps in the creation of a "strong" culture which impacts the effectiveness of the organization. Involvement and Adaptability too have been found to be significant predictors of organizational effectiveness in Eastern Railway which show that organizational effectiveness can be achieved when the organization has a culture which promotes employee involvement and that creates a sense of ownership and responsibility in them. Effectiveness is also achieved when an organization has the ability to adapt itself according to changes – both internal as well as external in order to increase its chances for growth, development, and survival.

Keeping in view the importance organizational culture holds for the effectiveness of an organization, future researchers can further investigate the existing organizational culture of the various zones of Indian Railways and also propose a culture that could lead to the increase of effectiveness and efficiency of the organization.

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