



Influence of experience, organizational culture and work engagement on performance of the industrial employees

Sarath P¹, Manikandan K²

¹ Assistant Professor, Department of Psychology, Center for Distance Education and Virtual Learning, Jain (Deemed-to-be) University, Bengaluru, Karnataka, India

² Professor in Psychology, Department of Psychology, University of Calicut, Malapuram, Kerala, India

Abstract

The industries in the era of technological revolution expect high level performance from their employees, as all the industries are facing tight competition from other industries. Performance of the person who is working with the industry consists of behaviors that are related to their assigned work which satisfy the goals of the organization. The present study is an attempt to understand the influence of personal factor - experience and organizational factors such as organizational culture, work engagement and work stress on the performance of the employees. The participants include 302 blue collar employees working in different spinning mills functioning in the state of Kerala, India. Standardized research instruments were used to collect data related to the variables under study. Three-way ANOVA was used to consolidate the data. Results revealed that personal as well as organizational variables significantly influence the performance of the employees.

Keywords: employees, experience, organizational culture, performance, work engagement, work stress

Introduction

The present business environment is characterized by competition. Because of these competitions, every organization has to improve its productivity. Enhancing the performance of the employee who is working with the organization is one of the important ways to increase the productivity. "Performance" of an employee represents all the behaviors of him/her in an organization which will contribute to the organization in its development. According to Kavanagh (1982) [7].

Performance of an individual employee is a dynamic, multidimensional construct which indicate their behavior in performing the requirement of a given organizational role. An employee's performance is related with his/her knowledge, skills and competencies, work effort and other behaviors. All the above mentioned factors are again influenced by some other factors such as organizational factors and environmental factors. The factors which are related with work setting can be termed as organizational factors and among them, organizational culture and work engagement have a significant role in organizational researches. In addition to organizational factors, personal factors such as age, gender, experience, education etc., also have a great role in determining the performance of employees. Among the personal factors, experience of the employee in the work setting is one of the most significant factors which influence the performance of the employees in an organization. This brings the significance of the study and the investigator tried to know more about the variables-organizational culture, work engagement, and experience in determining the performance of employees.

Importance of organizational culture, work engagement and experience in determining performance

As the 'performance' of employees govern the productivity

of organization, scholars shows a keen interest in studying the factors that influence the performance of employees. Both organizational as well as personal factors have a special part in organizational research while addressing the performance of employees.

Organizational culture is one of the most important factors among organizational factors. It includes everything in the organization which influences the employee behavior in the organization directly or indirectly, depending upon the extent to which how the employee perceives it. According to Schein (2004) [13], organizational culture can be expressed at three levels- Cultural artifacts which is related with dress, observable rituals and ceremonies; espoused beliefs which is related with strategies, goals and policies of the organization; and underlying assumptions which is related with unconscious thoughts, beliefs, expectations and theories. Work engagement is another organizational factor in which scholars are interested. According to Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002) [12] it is a positive work-related state of mind which is characterized by vigor (strength or energy level), dedication (devoted effort), and absorption (fascination) which will positively influence the work behavior of an individual.

Various studies have reported that, these organizational variables- organizational culture (Ritchie, 2000; Ginevicius & Vaitkunaite, 2006) [10, 5] and work engagement has an important role in determining the performance of employees (Crawford, Le Pine, & Rich, 2010; Bakker *et al.*, 2004) [3, 11]. By recognizing the importance of these variables, various scholars were tried to analyze the performance of employees working in industrial context. For example, Sarath and Manikandan (2019) [11] analyzed the predictive capacity of organizational culture and work engagement and reported that all the dimensions of organizational culture and work engagement have an important role in predicting the

performance of workers.

Different studies also brought the influence of experience of employees in the work setting on the performance of them (Bigliardi, Dormio, Galati, & Schiuma (2012) ^[2]; Manikandan, 2010) ^[8]. From these literatures, it can be concluded that, organizational culture, work engagement and experience of the employee has a significant role in determining the performance of employees in an organization or industry. It was also observed that, most of the studies related with the selected variables were conducted outside the state of Kerala, India. This literature gap motivated the investigators to know the role of organizational culture, work engagement and experience of the employee in determining the performance of them, in Kerala industrial context.

Need and Significance of the Study

The world of work during these days is marked by high competition. Therefore, all the industries have to produce more quality based products in order to survive in the present competitive world. The productivity in any industry/organization is determined by the work behaviors/performance of the employees working with it. There for, it is important to study the factors which influence the performance of the employees. Both the organizational factors and personal factors have its own role in determine the performance of the employees as well as the performance of industry or organization. The present study investigates the influence of organizational variables such as organizational culture and work engagement; and personal variable such as experience of the employee on the performance in the Kerala industrial context. There is strong need for such studies in Kerala context, because industrial production in the state is low compared to other Indian states. Uncovering the influence of these factors will help managements to take necessary steps to improve the performance of industrial employees in the state and also useful, not only in Kerala state but also other states in taking necessary actions to improve the effectiveness of individual employees to produce more quality based goods and services. The result will be magnificent for both the industrial sector and for the government.

Objective

- To know the interaction effect of experience, organizational culture and work engagement on performance of the industrial employees.

Hypothesis

- There will be significant interaction effect of experience, organizational culture and work engagement on performance of the industrial employees

Method

Participants

The participants of this study consist of 302 employees working in spinning mill industries located different parts of Kerala state. Among the participants, there were 266 male employees and 36 female employees. Experience of the participants in the work ranged from 1- 37 years.

Instruments

1. Organizational Culture Inventory (OCI): developed by George and Jayan (2010) ^[4] consists six dimensions (39

items) and the total of that dimensions constituted the organizational culture. The reliability coefficient of organizational culture inventory (OCI) is 0.802 and with 0.945 content validity.

2. Utrecht Work Engagement Scale (UWES) developed by Schaufeli and his colleagues (2002) ^[12], consist of 17 items to measure the work engagement of employee towards their work. The reliability of the scale was reestablished through the method of Cronbach Alpha and was found to be 0.92. The scale has reasonable construct validity.
3. Performance Rating Scale: developed by Jayan and Dharmangadan (1995) ^[6], consist of five scales with one statement each to rate the performance of employees. The average of these five rating constitute the performance of an individual worker.
4. Background information schedule was used to gather personal information about the participants such as sex, experience, level of education, religious affiliation etc.

Procedure

The investigator contacted the authority of selected organizations formally and explained the importance, purpose and application of the research work. After getting the permission from the authority, the investigator contacted the employees with the assistance of supervisor in charge on the early fixed date. After getting oral consent from the employees and establishing a good rapport with them, all the standardized instruments along with background information schedule were administered individually and requested them to respond to the instruments. All doubts related with the instruments were cleared and ensured assurance of privacy. Filled instruments were collected back and checked for omissions and errors. The scoring of each scale was done as per the instructions in the manual. Then the scored data was entered into a spread sheet for further statistical analysis.

Results and Discussion

The productivity/effectiveness of every organization is determined by the performance of employees working in that organization. The present study aimed to study the influence of organizational culture, work engagement, and experience of employees on their performance. Three-way ANOVA was carried out to know the main and interaction effect of organizational culture, work engagement and experience on performance of the industrial employees.

To execute ANOVA, the independent variable which was measured in interval level was categorized into different categories based on certain statistical principles. The first variable, Organizational culture was categorized into two groups as weak culture (N= 154, %=50.99) and strong culture (N= 148, %= 49.01) using median as cut off point (Median = 128.37). Strong culture happen when most of the employees incorporate the same sort of beliefs and values related with the organization. A weak culture exists when an employee loosely connects the same sorts of beliefs and values related with the organization. Similarly work engagement was classified into three groups as low (N= 66, %= 31.79), average (N= 115, %= 38.08) and high (N= 91, %= 30.13) based on the principle of Mean \pm 1/2 SD of each variable (Mean = 70.14, SD = 11.99). Experience of the participants was classified into three (3) groups as employees with an experience of 10 or below as group I

(n=96, 31.79%), between 11 to 20 years as group II (n=115, 38.08%), and employees with an experience of 21 to 37

years as group III (n=91, 30.13%). The results of ANOVA are presented in table 1.

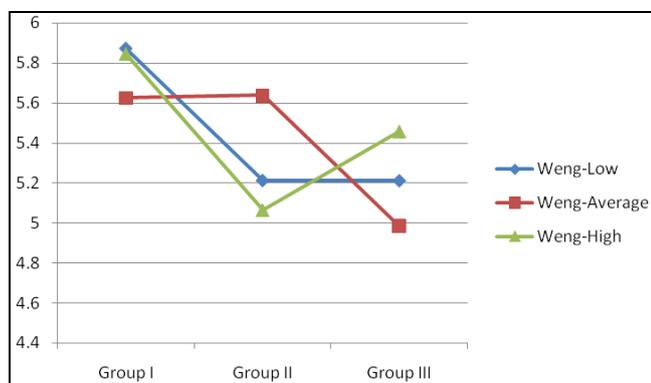
Table 1: Summary of 3-way ANOVA of Performance by Experience, Work engagement and Organizational Culture (3 x 3 x 2)

Source of variance	Sum of Squares	Df	Mean Square	F
Experience	9.10	2	4.55	7.83**
Work engagement	4.85	2	2.42	4.17*
Organizational Culture	7.20	1	7.20	12.40**
Experience * Work engagement	6.59	4	1.65	2.84*
Experience * Organizational Culture	1.84	2	0.92	1.58
Work engagement * Organizational Culture	10.17	2	5.08	8.75**
Experience * Work engagement * Organizational Culture	1.18	1	1.18	2.03
Error	166.79	287	0.58	
Total	9072.56	302		

*p<.05., **p<.01.

From table 1, it can be seen that there exist no significant three-way interaction of organizational culture, work engagement and experience on the performance of the employees. It suggests that, the interaction of different levels of the variables did not yield a significant influence in ratings of the performance of industrial employees. Even though the three-way interaction was absent on performance, there exists significant two-way interaction of experience and work engagement (F = 2.84, p<.05), work engagement and organizational culture (F = 8.75, p<.01) which suggests the importance of the variables in determining the performance of industrial employees. The results also revealed a significant main effect of experience (F = 7.83, p<.01), organizational culture (F = 12.40, p<.01) and work engagement (F = 4.17, p<.05) on performance of employees which again proves the determining role of selected variables on performance of the employees. Supporting to this, previous research works also reported that the role of these variables on performance of employees in different organizations or industries (Manikandan, 2010; Ginevicius & Vaitkunaite, 2006)^[8, 5].

As table 1 shows the significant two way interaction of the organizational culture, work engagement and experience on performance of the industrial employees, it is important to know more about the interaction. For this purpose, cell means were calculated for each two way combination and calculated cell means were graphically plotted and presented in figure 1.



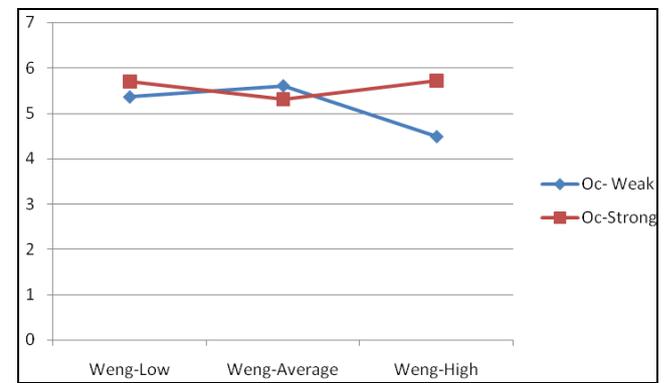
(Note: Weng=work engagement, Group I =Experience 1-10 years, Group II =Experience 11 to 20 years, Group III = Experience 21 to 37 years)

Fig 1: Interaction graph of Performance by experience and work engagement

Figure 1 suggests that, participants who have entered (fresher's) in to the job (Group I) have high performance

rating irrespective of their work engagement while comparing the performance of the participants with more than 10 years of experience in the work (Group II & Group III). Similar to this, Bigliardi, Dormio, Galati, and Schiuma (2012)^[2] reported that when the employee were new to the organization they will show a good performance because new employees who join the organizational may put an effort to participate in the organization which resulted in high performance. The effort they put in work to impress others as well as to improve self-esteem may have contributed to the high performance of the employee who is new to the industrial work setting. The interaction graph also shows that, the employee with high work engagement performs better than employees with average and low work engagement during the last years of their industrial life. Various other studies also outlined the importance of having work engagement in the employee to perform well in the organization (eg. Crawford, LePine, & Rich, 2010; Bakker *et al.*, 2004)^[3, 1]. The results also revealed a better performance of highly engaged participants at first years of work life and last years of life in the organization. But, in between first years and last years, the performance of the participants went down drastically. There may be some intervening factors like job satisfaction, interference of trade unions, family issues, life related developments etc which influence their performance in the organization.

To know more about the two-way interaction of work engagement and organizational culture on performance rating, the cell means for performance by work engagement and organizational culture was calculated and the cell means were graphically plotted in the figure 2.



(Note: Weng=Work Engagement, Oc=Organizational Culture)

Fig 2: Interaction graph of performance by Work Engagement and organizational culture

Figure 2 shows the performance rating of the participants when work engagement and organizational culture taken together. High and consistent performance of the participants was observed from the figure, which suggests

the importance of having strong organizational culture in the working environment. Even when the participants had a low work engagement, they performed well when they perceive their organizations culture in a positive way. Studies in the area of organizational culture also suggested that, employee who scored high in organizational culture develops different organizational variables which influence the productivity of them (Naqshbandi, Kaur, & Ma, 2015; Tastan & Turker, 2014) ^[9, 14]. Thus, the result suggest to make every organization's culture as strong which will motivate the workers to show a consistent and high performance in their work setting.

Conclusion

Industries in modern era are characterized by biggest competition from all over the world. To survive in this competitive world, it is important to increase the productivity of industries. Human resource is one of the important factors which influence the performance or productivity of any industry. How the authority treat the individuals definitely influence the work behavior of them which ultimately result in the performance. The present study attempted to know the influence of personal factor-experience as well as the influence of organizational factors such as organizational culture and work engagement on the performance of the employees working in different spinning mills functioning in Kerala. The results suggest that, performance of employees differ at different levels of organizational culture, work engagement and experience. The result of the present study will help the managements to get more idea about the interaction of experience, organizational culture and work engagement in determining the performance of industrial employees.

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