Chapter 5

SUMMARY AND CONCLUSION
Competition is the face of modern business world. Those who compete with their potential, survive in this business world. To maintain the “survival of the fittest” rule, each organization/industry has to improve the productivity. The productivity of any organization is depends upon multiple factors; human resource is one of the important factors which determine the productivity of any organization. To improve the effectiveness or performance of the individual employee who are working in the organizations, authorities are searching for the connection between performance and organizational factors. Among them, organizational culture, work engagement of the employees, and work stress experienced by the employees are having an important role in determining the performance of the employees.

Organizational culture refers to the culture that exists in an organization, which connects all the employees to work together, to achieve something and differentiates the organization from other organizations in the method of working. The definitions of organizational culture given in different literatures state that culture exists in every organization in the form of values, norms and behaviors that influences the performance of individual employee which in turn reflects in group performance. When most of the employees incorporate the same sort of beliefs and values related with the organization, the culture is believed to be strong and when an employee loosely connects the same sorts of beliefs and values related with the organization, the culture is considered to be weak. Researches in the organizational area have confirmed that, if the employees perceive their culture as strong, they show a good performance in the organization. Thus, how the employee perceive their organizations culture has an important role in determining the performance of the employees. Because the importance of the organizational culture in the
Work engagement or employee engagement is one of the newly developed job attitude dimension which has a special role in the organizational research. According to Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002), it is a “… a positive, fulfilling, work-related state of mind, that is characterized by Vigor, Dedication, and Absorption”. Bakker and Demerouti (2008) stated that highly engaged workers perform better in the organization and suggested the reasons for good performance of engaged workers better than non-engaged workers. They identified that engaged employees often experience positive emotions, experience better health; create their own resources which will help them to perform well; and transfer their engagement to others. Thus it is clear that work engagement is a positive organizational factor. As the variable considered to be an important factor which determine the performance of an employee, various studies conducted in this area and commended that those who are engaged to the work will show more productive behavior in the organization (Sonnentag, 2003; Bakker & Demerouti, 2008; Knight, Patterson & Dawson, 2017). The major models of work engagement which explain the nature and processes of work engagement includes the models of Kahn (1990), Saks (2006), Bakker and Demerouti (2008), Sonnentag, Dormann, and Demerouti (2010), etc

Work stress is not a new concept in organizational researches. Even it is an old concept, it still dominates organizational researches. Rollinson (2005) defined workplace stress as the condition of an individual which emerge from the working
environment that is different from normal working condition of him/her. Every individual have to face stress from their working environment, but when it become excessive in nature, different physiological, psychological and behavioral problems will follow and finally lead to low performance of the employee in the organization. To maintain an optimum level of work stress, which will positively influence the performance of the employees, one have to know more about the construct stress. From the literature, it can be seen that there exists different studies which tried to bring out the factors that cause stress (eg- Pienaar, 2003; Lapane & Hughes, 2007) and tried to analysis the consequences of stress (Lundberg, 2002, Ranjith & Mahespriya; Palmer, Cooper & Thomas, 2004) in the organization. As work stress is an important factor in organizational research, there exists different models of work stress such as the work of Lewin (1951), French (1973), Hobfoll (1989), Karasek and Theorell (1990), Palmer, Cooper, and Thomas (2004), etc which explain the nature of work stress.

From various research literatures and models mentioned above, one can conclude that organizational culture, work engagement and work stress may directly or indirectly influences the performance of the individual employee in the organization/industry. To know more about the organizational culture, work engagement, work stress and performance, more studies to be conducted.

**Statement of the Problem**

The present study is entitled as “**ORGANIZATIONAL CULTURE, WORK ENGAGEMENT, WORK STRESS AND PERFORMANCE OF INDUSTRIAL EMPLOYEES IN KERALA**”
Objectives

1. To find out the extent of the organizational culture, work engagement, work stress, and performance of the industrial employees.

2. To know how the organizational culture, work engagement, work stress, and performance of the industrial employees are related.

3. To know the joint and relative contribution of organizational culture, work engagement and work stress in predicting the performance of industrial employees.

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

Hypotheses

1. Organizational culture, work engagement, work stress, and performance of the industrial employees will be normally distributed.

2. The relationship between organizational culture, work engagement, work stress, and performance will be significant.

3. Organizational culture, work engagement and work stress will be significant predictors of performance of industrial employees.

4. The main and interaction effect of experience, organizational culture, work engagement and work stress on performance will be a significant.

Participants

The participants of this study consist of 302 blue collar employees working in different industries (spinning mills) located different parts of Kerala state, India. All the selected industries belong to public sector. Among the participants, 164 participants were belonged to industries located at Northern part of Kerala, 93
participants belonged to central part of Kerala and 45 were belonged to Southern Kerala. Participants were belonged to Hindu religious affiliation (N =122), Islam (N = 169) and Christian (N = 11). Most of them were from poor educational background (SSLC and below= 212; higher secondary= 52; degree and other higher education= 38). The work experience of the participants was ranged from 2 years to 37 years. Among the participants, 263 were married and 39 were unmarried; and 240 of them live in their own home and 17 were stayed in rented house and 45 were stayed in quarters like facilities. Almost all the participants (N=296) were linked to some trade union activities but a few of them (6) were stayed away from union activities.

**Instruments**

To collect information related with organizational culture, work engagement, work stress and performance of the industrial employees in Kerala, following instruments were used:

i. Organizational Culture Inventory (George & Jayan, 2010)

ii. Utrecht Work Engagement Scale (Schaufeli, Salanova, González-Roma & Bakker, 2002)

iii. Work stress scale (G) (Sarath & Manikandan, 2018).

iv. Performance Rating Scale (five rating scales), (Jayan & Dharmagadan, 1995) Department of Psychology, University of Kerala.

v. Background information Schedule

Information regarding organizational culture, work engagement, work stress, and performance were collected with the standardized instruments which were in
regional language (Malayalam) and demographic details such as experience, region, religious affiliation, membership in union etc., were collected using background information schedule. The instructions related to marking the responses of each instruments was written in the regional language on the top of each instruments.

**Procedure**

The investigator contacted the authority of selected industries personally and explained the importance, purpose and application of the present research work. After getting permission from the authority, investigator contacted the employees, working in the industries with the assistance of their supervisors in charge. Investigator established a good rapport with the employees and explained the importance of research work to them. After getting consent from the employees, all the standardized instruments along with background information schedule was given to the employees individually and requested them to respond to all the instruments. Doubts related with the instruments were cleared. After responding to the instruments, they 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 data were fed into a spread sheet for further statistical analysis.

**Statistical techniques used**

The statistical techniques used were based on the objectives set forth and hypotheses formulated. The following were the statistical techniques used.

- Descriptive statistics
- Pearson product moment correlation
- Regression (enter method)
- Analysis of Variance (ANOVA).
Major findings of the study

Relationship among organizational culture, work engagement, work stress and performance

- There is a significant positive relationship between organizational culture and work engagement.
- Organizational culture has a significant positive correlation with work engagement dimensions- dedication and absorption.
- All the dimensions of organizational culture- organizational glue, organizational leadership, organizational mission, organizational group, organizational adaptability and organizational autonomy have a positive relationship with work engagement.
- Organizational culture has a significant positive correlation with performance.
- Organizational culture dimensions namely organizational glue, organizational leadership and organizational autonomy have a positive relationship with performance.
- Organizational culture dimension namely organizational adaptability is negatively related with performance.
- Organizational culture dimensions viz., organizational mission and organizational group has no significant relationship with performance.
- Organizational culture dimension- organizational group has a positive correlation with work stress.
- Organizational culture dimensions- organizational glue, organizational leadership, organizational mission, organizational adaptability and
organizational autonomy do not have a significant correlation with work stress.

• No significant relationship between the organizational culture and work stress.
• The variables work engagement and work stress is positively related with each other.
• Work engagement dimensions- vigor and dedication has a positive relationship with work stress
• Work engagement did not have any significant relationship with performance.
• Work stress was negatively correlated with performance.

*Prediction of performance by organizational culture, work engagement, work stress*

• The different predictor variables like organizational glue, organizational leadership, organizational mission, organizational group, organizational autonomy, organizational adaptability, vigor, dedication, absorption and work stress together predicted the performance by 32.3%.
• Organizational glue (OGL), organizational leadership (OL) and organizational autonomy (OA), vigor (V), absorption (A), organizational mission (OM) and organizational adaptability (OAD) was found to be the best predictors of performance.
• The equation to predict the performance of the employees can be summarized as:
PERFORMANCE = 5.763(constant) + (-.039*V) + (-.016*A) + (.057*OGL) + (.107* OL) + (-.139* OM) + (-.094*OAD) + (.174*OAU).

**Influence of experience, organizational culture, work engagement and work stress on performance**

- There was no combined effect of experience, work engagement and organizational culture on performance of the employees.

- There was a significant three-way interaction between experience, work engagement and work stress on the performance of employees where the combined effect of low work stress, average work engagement and more than 20 years of experience resulted in high performance; and the combined effect of average work engagement, high work stress and more than 20 years of experience bring low performance.

- There was a significant three-way interaction between experience, organizational culture and work stress on performance of the employees where the combined effect strong organizational culture, low work stress and more than 20 years of experience lead to in high performance; and the combination of the strong organizational culture, high work stress and more than 20 years of experience occasioned in low performance.

- There was a significant three-way interaction between work engagement, organizational culture and work stress on the performance of the employees where the combination of high work engagement, strong organizational culture and low work stress resulted in high performance; and the
combination of high work engagement, weak organizational culture and high stress resulted in low performance.

**Conclusion**

From the present study, it can be seen that, there exist a positive relationship between organizational culture and work engagement, work engagement and work stress, and organizational culture and performance. A negative relationship between work stress and performance was also observed. At the same time, no significant relationship between work engagement and performance, organizational culture and work stress was also observed. When the prediction of selected variables on performance considered, prediction of organizational glue, organizational leadership, organizational autonomy, vigor, absorption, organizational mission and organizational adaptability was found to be significant. When experience, organizational culture, work engagement and work stress interacted with each other, the interaction was found to be significant in determining the performance. In the light of the above findings, any step in the policies of the authorities in modulating these variables will positively influence the performance of the employee.

**Organizational Implications**

Every study in the area of organizational behavior or industrial psychology has its own implication in the organizations or industries. The implications of the present study can be summarized as:

- Organizations/industries as well the government who manage these units can make use of the findings of the study that how organizational culture, work engagement and work stress related with each other. The present study was useful to know about the predictive capacity of the dimensions of
organizational culture, work engagement and work stress to the performance of employees in the organizations. In addition to these, authorities can also use the findings to get more idea how the interaction effect of experience, organizational culture and work stress which determine the performance of the employees.

• By understanding the relationship between organizational culture, work engagement and work stress; the predictive capacity of organizational culture, work engagement and work stress; and knowing the interaction effect of experience, organizational culture, work engagement and work stress on the performance of the employees, the authorities or organizational psychologist can develop intervention plans or necessary steps to maintain a strong organizational culture so as to develop optimum work engagement and maintain optimum work stress.

• The present study adds a body of literature about organizational culture, work engagement, work stress and performance of the employees which will give insights to future researchers about the variables.

Limitations of the Study

Each study has its own limitations. The present study also had its own limitations. The major limitations of the study were:

• The sample was collected only from spinning mill to ensure the homogeneity. But it is not representing the whole blue collar employees who are working in the state.

• Only blue collar workers participated in this study, hence generalization was not possible.
• All participants belong to public sector industries hence the findings may not be applicable to private sector workers.

**Scope for Further Research**

• Conduct more researches to develop intervention strategies and policies which can improve the performance of the employees.

• Identify the casual factors including experience, work engagement, organizational culture and work stress that bring significant differences in the performance of the employees.

• The study can be replicated among industrial employees who are working in the industries other than spinning mills.

• Can extend the study among employees who are working in private sector also.

• Can add more variables other than organizational culture, work engagement and work stress in the future studies which influence the performance of the employees.

• Can study the interaction effect of organizational culture, work engagement and work stress with more demographic variables other than work experience.