



An empirical study of organizational culture dimensions impacting employee's performance in IT industry, Tamilnadu

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Abstract

Every company has their own unique culture. Organizational culture is a set of norms, values, beliefs and vision that define how employees and managers intermingle within an organization. Irrespective of whether a preset list of company values present or not, an organization develops its own culture. However, organizations haven't been paying as much attention to organizational culture until now. A 2015 study by Deloitte University Press found that 87% of the organizations surveyed now cite culture and employee engagement as their top challenges. Thus the current study aims at analyzing the impact of cultural dimensions on performance management in IT organizations. Analysis, conclusion and recommendations were drawn out based on the research and findings. The study found a significant association between experience of the respondents and their responses towards often getting reminder and warning to complete their tasks. The study has also found a significance variance between age of the respondents and the practices of Human Resource Department. The study has also found an association between variety of tasks being handled and employees' performance.

Keywords: Employee Performance, Human Resources, Organizational Culture Dimensions, Stress, Tasks Variety.

1. Introduction

Culture is transmitted to the organization's employees by means of communication network, socialization, training, rites and rituals, and symbols. Schein, 2011 stated that organizational culture is the set of shared beliefs, values, and norms that influence the way the employees think, feel, and behave in the workplace. As per Nelson & Quick, 2011 organizational culture has four functions. That includes 'giving sense of identity to members, reinforcing organizational values, increasing the commitment, and serving as a control mechanism for shaping behavior. Leaders shape culture by what they pay attention to, how they allocate rewards, how they behave, and how they hire and fire individuals. Sometimes organizations must change their culture. Leaders can do so by helping current members to buy into a new set of values, by socializing newcomers into the organization. Kotter 2012 stated that organizational culture has the potential to augment the organizational performance, the sense of certainty about problem solving ability and employee job satisfaction. Burns & Stalker, 1961; Burt, Gabbay, Holt & Moran, 1994 stated that based on what we know about culture-performance relationships, a contingency approach seems to be a good one for leaders to adopt. If an organizational culture becomes incongruent with the changing expectations of internal and/or external stakeholders, the organization's effectiveness can decline as has occurred with some organizations (Ernst, 2001).

2. Research objectives

1. To study association between the experience of the respondents and their responses towards often getting reminder and warning to complete their tasks.
2. To find the variance between age of the respondents and their responses towards the practices of Human Resource Department.
3. To find the association between the varieties of tasks handled by the employees and the performance attributes of the respondents.

3. Review of the literature

3.1. Organizational culture and performance:

Alharbi Mohammad Awadh. (Mar 2013) stated that different values and beliefs based upon employee performance helps in organization association. The organization culture helps in internalizing joint relationship that leads to manage effective organization processes. The job performance of organization has a strong impact of strong organization culture as it leads to enhance productivity. Anuradha Reddy (Oct 2011), stated that culture is the best way in which group of people solves problems and reconciles dilemmas and Inter culture communication is essential for exchange of ideas and emotions. Bhumika Raval (Jul 2016) concluded that trustworthy culture, work security, employee welfare activities have positive impact on employee satisfaction and career growth. Hasan

Raza, Mehmood Anjum and Syed Muhammad Zia. (Apr 2014) revealed that organizational culture impacts the performance and productivity of organization significantly. The research also identifies that employees are the most integral instrument of the organization. Khan MA, Afzal H, Chaudhry IS, Khan MFA. (2010) established strong positive relationship between mission and organization performance. Olu, O. (Aug 2009) identified that corporate culture is an essential element in every organization and it has positive impact on employee's job performance. The research also revealed that corporate culture has impacts organizational productivity. Olu.O. also found a positive relationship between organizational culture and employee job performance.

3.2. Human resources practices and organizational culture:

Luftim Cania. (2014) revealed that human resource practices enable the organizations possessing their employees with the right skills and positioning the employees according to the level of their skills and qualifications. Luftim has also forced the organizations to understand the expectation of the employees, so that employees show their skills, motivational level and behave in a manner required by the company to reach the performance. Naveed Ahmad, Muqadas Jameel. (2016) revealed that HRM practices such as recruitment, career growth and job security have significant association with employee performance and work fulfillment. Nongmaithem Robindro Singh. (2016) found an association between human resource practices and organizational performance. Osibanjo Omotayo Adewale, Adeniji Adenike Anthonia. (Dec 2013) examined a positive association between human resource practices such as recruitment and selection; training and development; compensation; and performance appraisal and organizational culture attributes (value, belief, and practice).

3.3. Variety of tasks and employee performance:

Kees Zoethout, Wander Jager, Eric Molleman (2008) found that the performance of specialists would decrease when task variety increases, whereas the generalists would perform better in a high task variety condition. They have also identified that performance is better when task variety is low. Weidong Li, Amelia Lee, Melinda Solmon (Oct 2007) stated that perception of task difficulty were negatively predicted by self-perceptions of ability. C Chipunza, A Mandeya (2005) examined that tasks for each group is differed in terms of similarity and difficulty.

4. Research methodology

4.1. Type of research and sample size

Descriptive study is adopted in this research. The size of the sample is 300 employees working in IT industry situated in and around Chennai, Tamilnadu. The respondents who are approachable and willing to respond the questionnaire became the sample size of this study.

4.2. Research instruments

This research study is an empirical in nature. Hence, questionnaire is the only instrument to collect primary data from target respondents. A well-structured questionnaire developed by the researcher was used as gather primary information from the target respondents.

4.3. Data analysis procedures

The collected data were entered in SPSS software and different statistical tools were used to analyze the data. Pearson's chi-square test was used to find out the level of association between experi-

ence of the respondents and their responses towards often getting reminder and warning to complete their tasks. ANOVA was used to find the significant variance between one independent variable (age of the respondents) with the dependent variable of HRD practices. Discriminant analysis was used to find an association between variety of tasks being handled by employees and their performances.

5. Data analysis

5.1. Chi-square test

H1 There is a significant association between the experience of the respondents and their responses towards often getting reminder and warning to complete their tasks.

From Table 1, it infers that 95 respondents out of 115 (82.6%) in the experience of 0 – 5 yrs were often getting reminder and warning to complete their tasks and 20 (17.39%) respondents were not often getting reminder and warning to complete their tasks. Seventy respondents out of 93 (75.23%) in the experience of 5 – 10 yrs were often getting reminder and warning to complete their tasks and 23 (24.73%) respondents were not often getting reminder and warning to complete their tasks. Thirty seven respondents out of 58 (63.79%) in the experience of 10 – 15 yrs were often getting reminder and warning to complete their tasks and 21 (36.2%) respondents were not often getting reminder and warning to complete their tasks. Twenty three respondents out of 34 (67.65%) in the experience of more than 15 years were often getting reminder and warning to complete their tasks and 11 (32.35%) respondents were not often getting reminder and warning to complete their tasks.

From Table 2, the Pearson Chi-square value (0.038) is lesser than the Hypothetical value of 0.05. Hence, alternative Hypothesis is accepted. Hence there is a significant difference between experience of the respondents and their responses towards often getting reminder and warning to complete their tasks.

From Table 3, shows the Crammer's V value is 0.168, it infers that there is no moderate association between experience of the respondents and their responses towards often getting reminder and warning to complete their tasks.

From Table 4, infers that the lambda value is 0.000, which infers that there is 0% error can be reduced in predicting the employees often getting reminder and warning to complete their tasks if the experience of the respondents were known.

Table 1 Crosstab

Particulars		Experience				Total
		0 - 5 yrs	5 - 10 yrs	10 - 15 yrs	More than 15 yrs	
Often getting reminder and warning to complete the tasks	Yes	95	70	37	23	225
	No	20	23	21	11	75
Total		115	93	58	34	300

Table 2 Chi-Square Tests

Particulars	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.42	3	0.038
Likelihood Ratio	8.352	3	0.039

Linear-by-Linear Association	7.063	1	0.008
N of Valid Cases	300		

Table 3 Symmetric Measures

Particulars		Value	Approx.Sig.
Nominal by Nominal	Phi	0.168	0.038
	Cramer's V	0.168	0.038
N of Valid Cases			

Table 4 Directional Measures

Particulars		Value	Asym p. Std. Error	Approx. T	Approx. Sig.
Nominal by Nominal	Lambda Symmetric	0.012	0.025	0.458	0.647
	Often getting reminder and warning to complete the tasks Dependent	0	0		
	Experience Dependent	0.016	0.035	0.458	0.647
	Goodman and Kruskal tau	0.028	0.019		0.039
	Often getting reminder and warning to complete the tasks Dependent	0.01	0.007		0.024

5.2. ANOVA-one way

H2 There is a significant variance between age of the respondents and their responses towards the practices of Human Resource Department.

H2a There is a significant variance between age of the respondents and their responses towards HR creating exciting work environment.

H2b There is a significant variance between age of the respondents and their responses towards HR playing a major role in employee's welfare.

H2c There is a significant variance between age of the respondents and their responses towards HR ensures that everyone treated fairly.

H2d There is a significant variance between age of the respondents and their responses towards HR ensures ethical practices and justices prevail in the organization.

H2e There is a significant variance between age of the respondents and their responses towards HR addressing employee's queries and grievances immediately.

H2f There is a significant variance between age of the respondents and their responses towards HRD's best practices to identify the talents.

H2g There is a significant variance between age of the respondents and their responses towards the meaningful of HR policies and practices.

H2h There is a significant variance between age of the respondents and their responses towards that HR are being very tough to approach.

From Table 5, it infers that irrespective of age all respondents agreed that HR tries to create an exciting work environment in the organization. The table also infers that 138 respondents in the age group of 20 – 29 yrs and 117 respondents in the age group of 29 – 39 yrs were neutral that HR plays a major role in employee's welfare. Thirty eight respondents in the age group of 39 – 49 yrs and 7 respondents in the age group of 49 – 59 yrs agreed that HR plays a major role in employee's welfare. Also, 138 respondents in the age group of 20 – 29 yrs and 117 respondents in the age group of 29 – 39 yrs were neutral that HR ensuring everyone treated fairly in all aspects in the organization. Thirty eight respondents in the age group of 39 – 49 yrs and 7 respondents in the age group of 49 – 59 yrs agreed that HR ensuring everyone treated fairly in all aspects in the organization. Also, 138 respondents in the age group of 20 – 29 yrs and 117 respondents in the age group of 29 – 39 yrs were neutral that HR ensuring ethical practices and justices prevail in the organization. Thirty eight respondents in the age group of 39 – 49 yrs and 7 respondents in the age group of 49 – 59 yrs agreed that HR ensuring ethical practices and justices prevail in the organization. Also, 138 respondents in the age group of 20 – 29 yrs, 117 respondents in the age group of 29 – 39 yrs and 7 respondents in the age group of 49 – 59 yrs were neutral that HR addresses valid queries and grievances of employees immediately. Only 38 respondents in the age group of 39 – 49 yrs agreed that HR addresses valid queries and grievances of employees immediately. Also, 138 respondents in the age group of 20 – 29 yrs and 117 respondents in the age group of 29 – 39 yrs were neutral that HRD has best practices to identify the talents. Thirty eight respondents in the age group of 39 – 49 yrs and 7 respondents in the age group of 49 – 59 yrs agreed that HRD has best practices to identify the talents. Also, 138 respondents in the age group of 20 – 29 yrs and 117 respondents in the age group of 29 – 39 yrs were neutral that HR practices and policies are meaningful. Thirty eight respondents in the age group of 39 – 49 yrs and 7 respondents in the age group of 49 – 59 yrs agreed that HR practices and policies are meaningful. Also, 138 respondents in the age group of 20 – 29 yrs, 117 respondents in the age group of 29 – 39 yrs and 38 respondents in the age group of 39 – 49 yrs were neutral that HR personnel were very tough to approach. Only 7 respondents in the age group of 49 – 59 yrs disagreed that HR personnel were very tough to approach.

From Table 6, there is a significance variance between age of the respondents and the practices of Human Resource Department. Since the significance value is less than 0.05. Accept alternative Hypotheses H2a, H2b, H2c, H2d, H2g. Hence there is significant variance between age of the respondents and their responses towards HR try to create an exciting work environment, HR playing a major role in employee's welfare, HR ensures that everyone treated fairly in all aspects, HR ensures that ethical practices and justice prevails in the organization, HR practices and policies are being meaningful. The other Hypotheses H2e, H2f, H2h are rejected. Hence there is no significant variance between age of the respondent and their responses towards HR addresses the valid queries and grievances of employees immediately, HRD having best practices to identify the talents and the HR personnel are being very tough to approach.

Table 5 Descriptive

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
HR creates Exciting Work Environment	20 - 29 yrs	138	3.6087	1.30934	.11146	3.3883	3.8291	1.00	5.00
	29 - 39 yrs	117	3.7949	1.31659	.12172	3.5538	4.0360	1.00	5.00
	39 - 49 yrs	38	4.2895	1.03735	.16828	3.9485	4.6304	2.00	5.00
	49 - 59 yrs	7	4.4286	.78680	.29738	3.7009	5.1562	3.00	5.00
	Total	300	3.7867	1.28842	.07439	3.6403	3.9331	1.00	5.00
HR Plays Role in Employee's Welfare	20 - 29 yrs	138	3.1884	1.13697	.09679	2.9970	3.3798	1.00	5.00
	29 - 39 yrs	117	3.4274	1.19132	.11014	3.2092	3.6455	1.00	5.00
	39 - 49 yrs	38	3.7368	1.05739	.17153	3.3893	4.0844	1.00	5.00
	49 - 59 yrs	7	3.7143	.75593	.28571	3.0152	4.4134	2.00	4.00
	Total	300	3.3633	1.15286	.06656	3.2323	3.4943	1.00	5.00
HR Ensures Everyone Treated Fairly	20 - 29 yrs	138	3.2536	1.19036	.10133	3.0532	3.4540	1.00	5.00
	29 - 39 yrs	117	3.4872	1.30394	.12055	3.2484	3.7259	1.00	5.00
	39 - 49 yrs	38	4.0789	.91183	.14792	3.7792	4.3787	2.00	5.00
	49 - 59 yrs	7	4.0000	1.00000	.37796	3.0752	4.9248	2.00	5.00
	Total	300	3.4667	1.22770	.07088	3.3272	3.6062	1.00	5.00
HR Ensures Ethical Practices and Justices Prevails	20 - 29 yrs	138	3.1159	1.10124	.09374	2.9306	3.3013	1.00	5.00
	29 - 39 yrs	117	3.4017	1.14515	.10587	3.1920	3.6114	1.00	5.00
	39 - 49 yrs	38	3.8684	.90557	.14690	3.5708	4.1661	1.00	5.00
	49 - 59 yrs	7	4.0000	.81650	.30861	3.2449	4.7551	3.00	5.00
	Total	300	3.3433	1.11786	.06454	3.2163	3.4703	1.00	5.00
HR Addresses Queries Immediately	20 - 29 yrs	138	3.2391	1.18725	.10107	3.0393	3.4390	1.00	5.00
	29 - 39 yrs	117	3.4615	1.24248	.11487	3.2340	3.6890	1.00	5.00
	39 - 49 yrs	38	3.6842	1.14148	.18517	3.3090	4.0594	1.00	5.00
	49 - 59 yrs	7	3.4286	1.51186	.57143	2.0303	4.8268	1.00	5.00
	Total	300	3.3867	1.21466	.07013	3.2487	3.5247	1.00	5.00
HRD has Best Practice to Identify Talents	20 - 29 yrs	138	3.1884	1.29316	.11008	2.9707	3.4061	1.00	5.00
	29 - 39 yrs	117	3.3333	1.40197	.12961	3.0766	3.5900	1.00	5.00
	39 - 49 yrs	38	3.7632	1.02494	.16627	3.4263	4.1000	1.00	5.00
	49 - 59 yrs	7	4.0000	.57735	.21822	3.4660	4.5340	3.00	5.00
	Total	300	3.3367	1.30729	.07548	3.1881	3.4852	1.00	5.00
HR Practices and Policies are Meaningful	20 - 29 yrs	138	3.1377	1.22738	.10448	2.9311	3.3443	1.00	5.00
	29 - 39 yrs	117	3.3761	1.20148	.11108	3.1561	3.5961	1.00	5.00
	39 - 49 yrs	38	3.8421	.82286	.13349	3.5716	4.1126	2.00	5.00
	49 - 59 yrs	7	3.8571	.37796	.14286	3.5076	4.2067	3.00	4.00
	Total	300	3.3367	1.18095	.06818	3.2025	3.4708	1.00	5.00
HR Personnel Very Tough to Approach	20 - 29 yrs	138	2.6449	1.19488	.10172	2.4438	2.8461	1.00	5.00
	29 - 39 yrs	117	2.6239	1.19429	.11041	2.4052	2.8426	1.00	5.00
	39 - 49 yrs	38	2.8158	1.41144	.22897	2.3519	3.2797	1.00	5.00
	49 - 59 yrs	7	2.2857	1.11270	.42056	1.2566	3.3148	1.00	4.00
	Total	300	2.6500	1.21893	.07037	2.5115	2.7885	1.00	5.00

Table 6 ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
HR creates Exciting Work Environment	Between Groups	16.870	3	5.623	3.472	.017
	Within Groups	479.477	296	1.620		
	Total	496.347	299			
HR Plays Role in Employees Welfare	Between Groups	10.866	3	3.622	2.774	.042
	Within Groups	386.531	296	1.306		
	Total	397.397	299			

HR Ensures Everyone Treated Fairly	Between Groups	22.550	3	7.517	5.197	.002
	Within Groups	428.117	296	1.446		
	Total	450.667	299			
HR Ensures Ethical Practices and Justice Prevails	Between Groups	21.030	3	7.010	5.885	.001
	Within Groups	352.607	296	1.191		
	Total	373.637	299			
HR Addresses Queries Immediately	Between Groups	7.036	3	2.345	1.599	.190
	Within Groups	434.110	296	1.467		
	Total	441.147	299			
HRD has Best Practice to Identify Talents	Between Groups	13.027	3	4.342	2.581	.054
	Within Groups	497.970	296	1.682		
	Total	510.997	299			
HR Practices and Policies are Meaningful	Between Groups	17.250	3	5.750	4.258	.006
	Within Groups	399.747	296	1.350		
	Total	416.997	299			
HR Personnel Very Tough to Approach	Between Groups	2.056	3	.685	.459	.711
	Within Groups	442.194	296	1.494		
	Total	444.250	299			

5.3. Discriminant analysis

H1: There is a significant association between the variety of tasks handled by the employees and the performance attributes of the respondents (Quality of work, Productivity, Job knowledge, Resourcefulness, Interest and Involvement, Consistency, Ability in meeting deadline and managing time effectively).

Consistency, Ability in meeting deadline and managing time effectively).

H1: There is a significant association between the variety of tasks handled by the employees and the performance attributes of the respondents (Quality of work, Productivity, Job knowledge, Resourcefulness, Interest and Involvement, Consistency, Ability in meeting deadline and managing time effectively).

Table 7 Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	Df	Sig.
1 through 2	0.954	13.962	14	0.453
2	0.983	4.964	6	0.548

Table 8 Standardized Canonical Discriminant Function Coefficients

	Function	
	1	2
Quality of Work	0.2	0.867
Productivity	-0.605	-0.89
Job Knowledge	0.891	-0.396
Resourcefulness	0.109	0.09
Interest and Involvement	0.08	-0.689
Consistency	0.384	0.881
Ability in meeting deadline and managing time effectively	-0.559	0.281

Table 9 Classification Group

Original	Count	Variety of Tasks	Predicted Group Membership			Total
			Too Many	Enough	Not Enough	
		Too Many	49	41	39	129
		Enough	42	58	33	133
		Not Enough	11	11	16	38
	%	Too Many	38	31.8	30.2	100
		Enough	31.6	43.6	24.8	100
		Not Enough	28.9	28.9	42.1	100

a. 41.0% of original grouped cases correctly classified

Table 10 Functions at Group Centroids

Variety of Tasks	Function	
	1	2
Too Many	-.200	.018
Enough	.166	.078
Not Enough	.099	-.333

The classification matrix, Table.9 shows that the discriminant function obtained is able to classify 41.0 percent of the 300 objects correctly. The Wilk's Lambda value in Table.12 is 0.954, this value is closer to 1. Hence it shows low discriminating power of the selected variables. The probability value of the F test indicates that the discrimination between Companies is highly significant. This is because $P < 0$, which indicates that the F test would be significant at a confidence level up to $(1-0) \times 100$ or 100 percent. Therefore, H1 is accepted. There is a significant association between the variety of tasks handled by the employees and the performance attributes of the respondents (Quality of work, Productivity, Job knowledge, Resourcefulness, Interest and Involvement,

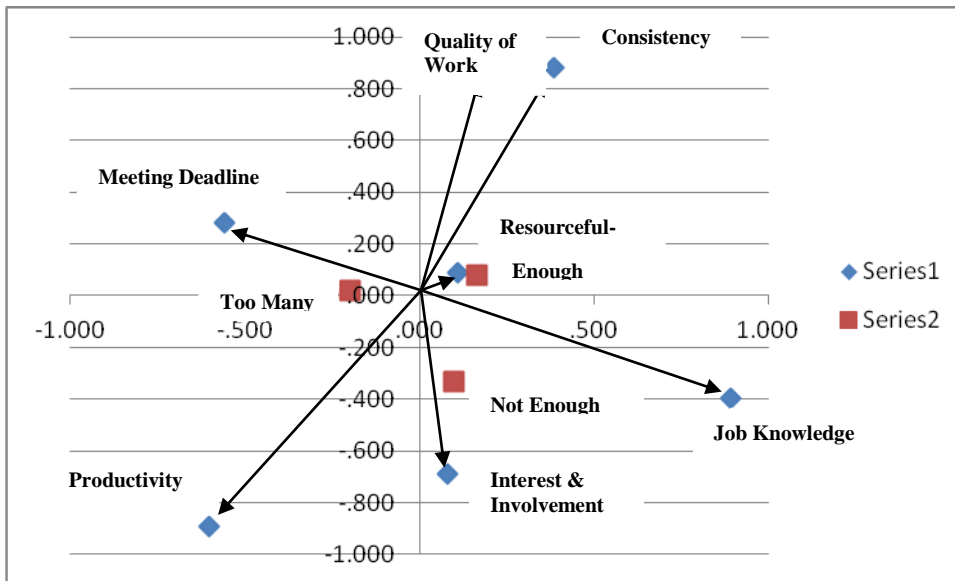


Fig. 1: Attribute based perceptual mapping

From Figure 1 Attribute based Perceptual mapping shows that all the three variety of tasks (Too many, Enough, Not enough) have their individual position. The same map also represents the plotted value of the attributes as well as two types of dimensions (each discriminant function is represented by a dimension). The map also indicates that dimension 1 (variety of tasks handled is not enough) comprises of interest and involvement, and job knowledge. Table 8 Standardized discriminant function coefficient appears to be evidence for interest and involvement (0.080) and job knowledge (0.891). Likewise dimension 2 (variety of tasks handled is enough) comprises of resourcefulness (.109) and consistency (.384). Likewise dimension 3 (variety of tasks handled is too many) comprises of ability in meeting deadlines and managing time effectively (.281) and productivity (-0.605). Respondents who are not handling enough variety of tasks are stronger on dimension1 (interest and involvement, job knowledge).

This analysis would reveal that the respondents who are not handling enough variety of tasks are with interest and involvement and possess good job knowledge when compared to who are handling enough and too many varieties of tasks. Respondents who are handling enough variety of tasks are identified to be resourcefulness and consistency when compared to other respondents. Respondents who are handling too many varieties of tasks are identified to be productive and ability in meeting deadlines and managing time effectively.

6. Findings and conclusions

Using chi-square analysis, the researcher revealed that there is a significant association between the experience of the respondents and their responses towards often getting reminder and warning to complete their tasks. It is inferred that 95 respondents out of 115 (82.6%) in the experience of 0 – 5 yrs were often getting reminder and warning to complete their tasks and 20 (17.39%) respondents were not often getting reminder and warning to complete their tasks. Seventy respondents out of 93 (75.23%) in the experience of 5 – 10 yrs were often getting reminder and warning to complete their tasks and 23 (24.73%) respondents were not often getting reminder and warning to complete their tasks. Thirty seven respondents out of 58 (63.79%) in the experience of 10 – 15 yrs were often getting reminder and warning to complete their tasks and 21 (36.2%) respondents were not often getting reminder and

warning to complete their tasks. Twenty three respondents out of 34 (67.65%) in the experience of more than 15 years were often getting reminder and warning to complete their tasks and 11 (32.35%) respondents were not often getting reminder and warning to complete their tasks. The researcher has used one way Anova to find the significance variance between age of the respondents and the practices of Human Resource Department. Since the significance value is less than 0.05, the alternate hypothesis is accepted that there is significant variance between age of the respondents and their responses towards HR try to create an exciting work environment, HR playing a major role in employee's welfare, HR ensures that everyone treated fairly in all aspects, HR ensures that ethical practices and justice prevails in the organization, HR practices and policies are being meaningful. The researcher has used Discriminant analysis and found that the respondents who are not handling enough variety of tasks are with interest and involvement and possess good job knowledge when compared to who is handling enough variety of tasks and too many varieties of tasks. Respondents who are handling enough variety of tasks are identified to be resourcefulness and consistency when compared to other respondents. Respondents who are handling too many varieties of tasks are identified to be productive and ability in meeting deadlines and managing time effectively.

7. Implication of the study

Companies with a healthy organizational culture gain a positive reputation among potential workers, which may attract talented and skilled workers to the organization. It is suggested to the management to hire well experienced candidates for a better performance because the experience of the employees is associated in getting reminder and warning to complete their tasks. The management should ensure to set up high effective Human Resources Department since they are directly responsible for creating exciting work environment, ensuring employee's work-life balance, employee engagement, employee welfare, ensuring and maintaining neutrality, ensuring ethical practices, taking immediate action on employee's queries and grievances, implementing best practices to identify talented employees, framing the policies and procedures. Also, it is suggested to the management to properly utilize the employees who have interest and involvement, and possess good job knowledge to handle variety of tasks. It is suggested to have good learning practices to all employees how to be more

productive and managing deadlines and time effectively while handling too many variety of tasks.

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