

5. Building and Sustaining a Positive Culture- Literature Review

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Abstract:

Building and sustaining positive culture in organization is very important for performance improvement and overall organizational growth. Organizational culture affects the growth and efficiency of the organization. Not only the positive culture, sustainability in the positive cultural environment is also plays vital role. As it is not sustainable, then it has negative impact on the performance of the organization. First culture to be made then it is to be shifted positively culture. Since people play very crucial role in building positive culture, people to be motivated and training programmes to be arranged for the same.

Keywords:

Organizational Practices, Organizational culture & Organizational sustainability.

5.1 Introduction:

This study is being conducted because, as a result of globalization, the demand for quality increases in order to meet the needs and demands of customers. Additionally, in order to remain competitive in the market, organizational performance is critical.

When organizational performance improves, organizational development occurs. The organizational culture has a significant impact on management practices, also known as organizational practices. A positive organizational culture fosters effective management practices.

There are Two Types of Best Cultural Practices in an Organization:

Internal best practices - Internal best practices are the result of internal knowledge management efforts.

External (industry) best practices - External best practices are introduced to the company through the hiring of skilled, educated, and experienced employees, as well as through external training.

5.2 Objectives of the Study:

- The Researchers have considered the following objectives for the study:
- To understand the essence of Organizational Culture.
- To study the concept of Organizational sustainability.
- To review the existing literature on Organizational culture & Organizational sustainability.

5.3 Research Methodology:

This research is based on the secondary data which is collected through the books, journals, article, research paper, thesis and google scholar. In this research above mentioned elements were referred and

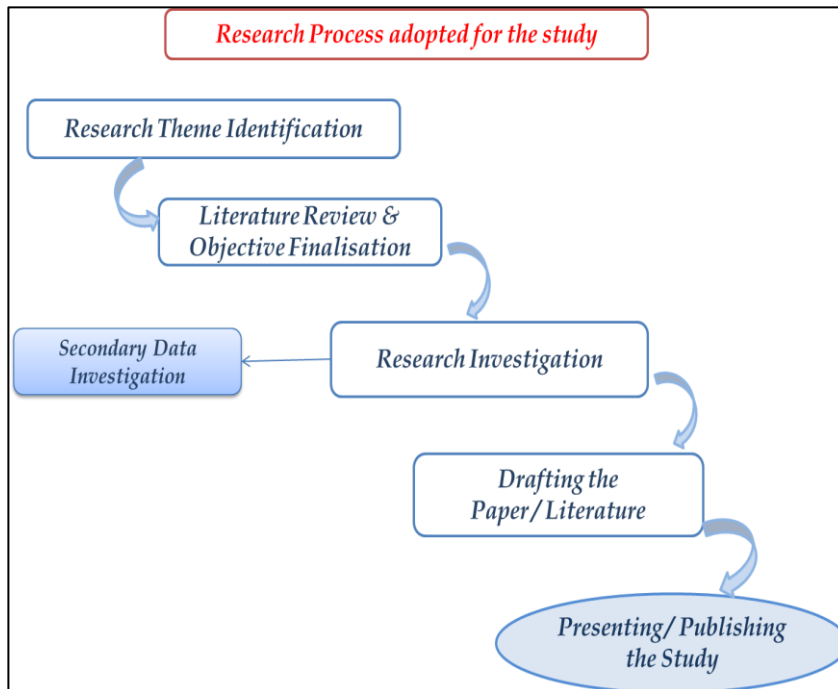


Figure 5.1: Research Methodology

5.4 Literature Review:

Dr. Orogbu Obiageli Lilian, Dr. Onyeizugbe Chinedu Uzochukwu & Onuzulike Nkechi Francisca, "Business Process Reengineering and Organizational Performance of Selected Automobile Firms in Southeast of Nigeria", *European Journal of Business, Economics and Accountancy*, ISSN 2056-6018, Vol. 3, No. 5, 2015, With this research it is found that business process reengineering is implemented in the organization because of organizational culture and organizational practices. Organizational culture shall be such that there must be a chance to implement new things and it helps to sustain in the competitive environment.

Culture Sangeeta Trehan and Karan Setia, "Human Resource Management Practices and Organizational Performance: An Indian Perspective", *Global Journal of Finance and Management*, ISSN 0975-6477, Volume 6, Number 8 (2014), This research

studies that implementation of HRM practices related with organizational culture in the organizations helps to improve the organizational performance to sustain in the global market.

Syed Muhammad Ali, Ieng Mimeche, “Impact of Quality Management On Organizational Performance”, *International Journal of Scientific & Technology Research*, ISSN 2277-8616, VOLUME 3, ISSUE 8, AUGUST 2014, This study shows that quality management practices have a positive relationship with organizational performance. Quality management practices are important factors in meeting the customer's demand, need, and expectations by providing the best possible product quality. As product quality improves, so does customer satisfaction and, in turn, organizational performance. Customer satisfaction is the key element that tells sustainability in the global market era.

Ganyang, Machmed Tun, and MM SE, “Positive Work Environment as Well as Positive Organizational Culture on The Overall Performance of Organization”, *Archives of Business Research* 7.9 (2019): 64-70., 2019, TQM has been considered as an infrastructural strategy in the operations management research field. It is one of the most widely recognized models for operational excellence, alongside lean operations, supply chain management, and technology management. This strategy is commonly used by manufacturing and service organizations to maintain their competitive advantages. The evolution of total quality management as a set of practices and its positive effects on organisational performance.

Evans Sokro, “Analysis of The Relationship That Exists Between Organisational Culture, Motivation and Performance”, *Problems of Management in the 21st Century*, Issue Year: 3/2012, This study investigates the relationship between organizational culture, employee motivation, and performance. Individual beliefs, working conditions, organizational values, employee motivation, employee relationships, and performance were all investigated as aspects of organizational

culture. This study investigated whether organizational culture has a direct impact on employee motivation, and thus on organizational performance. A better organizational culture increases employee motivation, and as employee motivation increases, so does their performance and, in turn, organizational performance.

Shahzad, F., Luqman, R. A., Khan, A. R., & Shabbir, L., “Impact of Organizational Culture on Organizational Performance: An Overview.”, *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 2012, This study investigates the relationship between organizational culture, employee motivation, and performance. Individual beliefs, working conditions, organizational values, employee motivation, employee relationships, and performance were all investigated as aspects of organizational culture. This study investigated whether organizational culture has a direct impact on employee motivation, and thus on organizational performance.

A better organizational culture increases employee motivation, and as employee motivation increases, so does their performance and, in turn, organizational performance.

Massoud Moslehpour, Ka Yin Chau, Yu-Te Tu, Khanh-Linh Nguyen, Momodou Barry & Kamasani Dhanasekhar Reddy, “Impact of Corporate Sustainable Practices, Government Initiative, Technology Usage, and Organizational Culture on Automobile Industry Sustainable Performance”, Springer, July 2022, The purpose of this article is to investigate the impact of core corporate sustainable practices, as well as attributes of sustainable practices, government initiative, technology use, and organizational culture, on the long-term performance of the Indian automobile industry. The conclusion of this article stated that corporate sustainability practices, as well as technology usage and organizational culture, have a positive impact on the automobile industry's long-term performance. In addition, the conclusion of this article stated that corporate sustainable practices, as well as technology usage and

organizational culture, have a significant relationship with the automobile industry's long-term performance. The article provides guidance for developing regulations to improve long-term organizational performance through the use of sustainable corporate practices. Christopher D. IttnerDavid F. Larcker, "Quality Strategy, Strategic Control Systems, and Organizational Performance", ELSEVIER, Volume 22, Issues 3–4, April–May 1997, Pages 293-314, Previous research indicates that few American or European firms use formal strategic control systems. Strategic quality control influences organizational performance.

Kavita Singh, "Predicting Organizational Commitment Through Organization Culture: A Study of Automobile Industry in India", Journal of Business Economics and Management, Patyal and Koilakuntla (2018) It was discovered that hierarchical and rational cultures are the dominant types of culture, with top management commitment and Six Sigma structure being the most important aspects of infrastructure and core QM practices in Indian manufacturing organizations. Furthermore, the study's findings revealed that group and development cultures are the most supportive of both infrastructure and core QM practices.

Mohd Akhir, Ahmad, Mohd Norhasni Asaad, Rohaizah Saad, Rosman Iteng, Mohd Kamarul Irwan, Abdul Rahim, "Quality Management Practices and Organizational Performance: Impact of Sustainable Product Development", International Journal of Supply Chain Management (IJSCM), ISSN 1935-5726 AND E-ISSN 1935-5734, Vol 5, No 4 (2016), In the automotive industry, sustainable product development is an innovative way for companies to meet global regulatory standards. This study found that quality management practices have a positive relationship with organizational performance, with continuous improvement making the greatest contribution to organizational performance. Once quality management practices are implemented in the organization, the quality of customer products will improve. Organizational performance improves in alternating cycles.

Roscore and Subramanian (2019) discovered that green organizational culture promotes pro-environmental HRM practices such as hiring, training, appraisal, and incentivization. According to the authors, key enablers of green organizational culture are leadership emphasis, message credibility, peer involvement, and employee empowerment.

Setting specific, quantifiable goals has been shown to positively correlate with both quantity and quality performance (Verbeeten, 2008). In addition, using incentives is linked to higher quantity rather than higher quality. Lastly, the success of performance management techniques in public sector organizations is influenced by institutional factors. According to the findings, in public sector organizations, the behavioral effects of performance management practices are just as significant as the economic ones.

5.5 Findings and Conclusion:

The study's findings and conclusions will lay the groundwork for future research in areas where there is a need to establish a meaningful link between organizational transformation and employee performance. Organizational cultural practices help in building and sustaining in the competitive environment. Sustainability of organizations depends on the HRM practices, SCM practices, Organizational Culture, TQM practices, BPR practices and Green SCM practices.

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