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Conclusion, Limitations and Suggestions
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CONCLUSION, LIMITATIONS AND SUGGESTIONS

5.0 Introduction

The present chapter highlights the outcomes of the study which have been derived from the analysis of primary data on influence of organizational culture on work performance in banks of Jaipur and draws conclusion and suggestions on the same. The investigator has succeeded to draw certain logical conclusion of the present research on the strength of the analysis and interpretation and comparison of results in the proceeding chapter. “

The main objective of the study was to analyse the linkage of organizational culture traits with employee work performance in selected banks of Jaipur. There are numerous researches showing influence of organizational culture traits on employee performance. Organizational learning has positive association with performance (Jiménez et. al., 2011; Skerlavaj et. al., 2007; Jones, 2000; Baker & Sinkula, 1999; Garver, 1996). There are handful studies showing the linkage of organizational learning with adaptive performance. Findings revealed consistent result with the study of (Pradhan et al., 2017). Empowerment has significant linkage with performance (Fernadez et al., 2013; Nzuve, 2012; Bartram et al., 2007; Hechanova et al., 2006). Result is similar to the research of (Tutar et al., 2011) who stated that employee empowerment has positive impact on contextual performance. Strategic intent has positive relation with performance (Odita & Bello, 2015; Richard, 2013). There are some authors who stated that culture traits have negative impact on performance. Mousavi et al. (2015) revealed negative association of involvement and adaptability with performance. Booth (2009) and Rotenbery’s (2007) studies that showed there is negative linkage between involvement and performance. Involvement and consistency trait of culture has no effect on employee performance (Leskaj et al., 2013)

Organizational commitment significantly influences organizational culture and performance (Memari et al., 2013; Patulak et al., 2013; Chen et al., 2003).
Affective, normative and continuance commitment influence employee performance. Workforce who is affectively dedicated to the association is additionally eager to keep up their organization. Employees who are normatively committed have sense of obligation for organization. Hence employees who are affectively and normatively committed influence employee performance because they want to stay in organization and feel obligation for organization.

Readiness for change has positive association with organizational culture and performance (Carver, 2012; Hon et al., 2011). Readiness for change dimensions self efficacy has significant connection with performance (Stajkovic et al., 1998; Wood & Bandura, 1989).

On the basis of results analysed it can be concluded that if an organization with creating change, organizational learning and customer focus will able to understand business environment and foresee future changes. Customer focus is important to survive and dynamic business environment.

Empowerment, capability development and team orientation plays vital role in any organization. By building groups to complete the work, as through working together individuals slowly build up their own particular manner, a habitual or sometime taken for-granted approach to accomplish unitary targets. The organizations ought to empower their workforce with genuine responsibility so they feel a feeling of ownership and pride in releasing their commitments in a desired way. Organizations develop their workforce skills to remain competitive.

Agreement, coordination & integration and core values are also important for all organizations. Organizations should share basic set of qualities with a specific end goal to make a strong sense of identity and clear arrangement of expectations in organizational individuals.

The findings also indicated that strategic direction and intent, organizational goals & objectives and vision are significant culture traits. Organizations ought to be clear how an individual could contribute towards the end and an individual ought to be provided with unambiguous direction about their job.
In spite of the fact that there might be a few factors that can impact the achievement of an organization, yet the impact of organizational culture ought not to be belittled. In view of the after effects of the present examination and prior investigations, every organization do have specific culture traits, so it can be closed with a few precautionary measures that the organizations low on these traits won't be that powerful contrasted with those high on these traits. It is in this way, proposed organizations ought to focus on these traits keeping in mind the end goal to enhance employee performance.”

5.1 Conclusion of the study

This study assesses the relation of culture traits and individual performance in public and private bank in Jaipur. There is substantial evidence that culture of organization has effect on employee performance. First, based on the results of the study, it can be safely concluded that organizational culture traits are associate with employee performance.

- The findings indicated that different cultural traits are associated with different dimensions of employee performance. The earlier findings that have shown association of different organisational culture trait with employee performance (see for example, Githui, 2015; Shahzad, 2014; Leskaj et. al., 2013; Prajogo, 2010).
- The results of the study reveal that the 12 cultural traits empowerment, capability development, team orientation, creating change, organizational learning, customer focus, vision, strategic direction & intent, goals & objectives, core values, coordination & integration, agreement have significant positive correlation with task, contextual and adaptive performance while negatively correlated with counterproductive work behaviour performance.
- In relation with moderator (Organizational commitment) hypothesis is partially supported because only affective commitment has significant influence on the relationship of team orientation, core values and coordination & integration and task performance. In the presence of Readiness for change only management support and appropriateness for change has significant positive impact on task performance.
Conclusion, Limitations and Suggestions

- In the context of contextual performance hypothesis is partially supported because only affective commitment significantly influence the relationship between core values, coordination & integration, team orientation, empowerment, and contextual performance. In the presence of other moderator (Readiness for change) only appropriateness for change has significant impact in the linkage of empowerment and coordination and integration and contextual performance.

- In term of counterproductive work behaviour performance the hypothesis is supported. As in the presence of moderator (Organizational commitment) no cultural traits and moderator have impact on counterproductive work behaviour performance. In the presence of other moderator (Readiness for change) only personal benefits has significant impact on counterproductive work behaviour performance.

- In context of adaptive performance hypothesis is partially supported. Because in the presence of organizational commitment only the normative commitment has significant influence on the relationship of adaptive performance. In the presence of the moderators appropriateness for change and change self efficacy have significant impact in the relationship of customer focus, strategic direction & intent, core values and adaptive performance.

- There is insignificant difference in the perception about performance on the basis of gender hence we consider the hypothesis here is supported. We can deduce that not much difference was found in the task, contextual, counter productive work behaviour and adaptive performance of male and female employee. Males were more oriented towards contextual performance and females were more oriented towards counterproductive performance. And the results are also consistent with (Agrawal et. al., 2009) as they mentioned that employees’ perception about performance of male and female is not much varying.

- Comparatively private bank employees are more task and adaptive performance oriented than public banks therefore the hypothesis is not supported. And the outcome is similar with the research of (Memari et. al.,
It can be concluded from the results that private banks are performing better than public banks.

- It can be deduced from the results that in the private banks the views among the employees towards organizational culture traits (Team orientation, agreement, coordination and integration, goals and objectives and vision) are more favorable than public bank employee. Thus the hypothesis may be rejected.

### Table 5.1 Results of Analysis

<table>
<thead>
<tr>
<th>Performance Sub variables</th>
<th>Organizational culture Traits</th>
<th>Organizational culture traits + Organisational Commitment</th>
<th>Organizational culture traits + Readiness for change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task Performance</td>
<td>Core values, Team orientation, coordination &amp; integration and vision.</td>
<td>Team orientation, coordination &amp; integration and core values.</td>
<td>Management support and appropriateness for change.</td>
</tr>
<tr>
<td>Contextual Performance</td>
<td>Empowerment, coordination &amp; integration and core values.</td>
<td>Empowerment, team orientation, coordination &amp; integration and core values.</td>
<td>Empowerment and coordination &amp; integration.</td>
</tr>
<tr>
<td>Counterproductive Work Behaviour Performance</td>
<td>No culture trait has significant impact on dependent variable.</td>
<td>No variable has impact on dependent variable.</td>
<td>Personal benefit has significant impact on counterproductive work behaviour performance.</td>
</tr>
<tr>
<td>Adaptive Performance</td>
<td>Customer focus, strategic direction &amp; intent and core values.</td>
<td>Core values and strategic direction &amp; intent.</td>
<td>Core values, strategic direction &amp; intent and customer focus.</td>
</tr>
</tbody>
</table>
5.2 Limitation:

There is a famous saying that there is always a room for improvement. Inspite of an exhaustive research method and rigorous analysis procedure, during research work several limitations have been identified. For further research limitations along with recommendations are discussed below.

- The limitation is that the survey used in this research was a cross-sectional in nature, which involves acquiring the outcome at one time only. A longitudinal study, carried out at regular intervals, would be of value to determine the impact of changing organizational culture traits on employee performance.

- This research has been done in banking sector therefore results might not be generalized to other industries. Future research can be carried out in different industries to generalize the results.

- The model used in the study (Denison’s Organizational Culture Survey) was developed and validated in American context. Presently no data is existing for its validation in India and particularly in the State of Rajasthan.

- During the research work data collection was a crucial task due to demonetization declared by the Govt. of India.

- Researcher has also faced behavioral and attitudinal constrains of the respondents during demonetization period.

5.3 Recommendations for Future Studies

The results of this research have opened various avenues for further study. Traits of organizational culture have emerged as imperative aspects for continuous assessment and research.

- Longitudinal researches suggested having an improved insight into the true influence of the variables (Organizational culture traits) on the various variables of work performance (Task, contextual, counterproductive work behaviour and adaptive performance) as shown in the limitations of this study. This will enable to create causality and also assist in improving job performance of the banking sector.
Conclusion, Limitations and Suggestions

- This research is confined to public and private banks. To generalise the results outside the banking sector, a future study can be done on a larger sample that includes a variety of organisations in different industries, which will provide more insight into culture. This could be compared with the results of empirical studies in other countries.

- Few culture traits of the study have influence on employee performance (Task, contextual, counterproductive work behaviour and adaptive performance). Future studies could identify the reasons behind why other culture traits are not showing impact on employee performance.

- There are numerous models of organizational culture, and Denison model has been used in this study. Further research can be done by using other approaches of culture (Cameron and Quinn 2011, Deal and Kennedy 2000 & Harrison 1972).

- Despite the limitations, this research made explicit suggestions for banks to address further research. Similar types of study can be carried out in different banks working in the region. Other culture approaches can be compared with Denison organizational culture model.

- Additional studies can deal with governmental, nongovernmental and foreign banks that might provide interesting findings and may be important contribution to the cultural research.

5.4 Implications of the Study

To assess the impact of culture of organizational traits work performance variables gives comprehensive idea for practitioners to focus on key traits of culture of organizations for improving the performance of employees and organizational as well. Not only organizational culture but other independent variable such as organizational commitment and readiness for change also influence the association of organizational culture traits and employee performance.

- To implement culture development program in organization at all levels which will help employees in developing a greater understanding of the importance of organizational culture and to foster a cohesive culture in organization.
• Banks should communicate the results of the research to their employees for creating awareness about culture of organization and employees performance. This is also suggested to the authorities of bank to conduct culture based evaluation of performance.

• If these surveys and analysis is conducted regularly it will improve the deficiencies and also will help in enhancing employees performance.

• Private banks perform better than public banks because private banks are more oriented towards their culture. Therefore public banks should focus more on culture to improve their performance.