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Organizational Ethos: Impact on Work Performance of Employees

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Abstract

The objective of this study is to explore how organizational ethos affects employees' work performance. This study is based on meta-analysis research design and the literature review. Organizational principles, practices, and distinctive features of culture all contribute to the dimension of corporate culture. The foundational element of an organization's ethos is its value system. The corporate ethos fosters professionalism among the employees. Workplace performance was found to be positively impacted by four organizational ethos sub-elements: managing change, attaining goals, coordinating teamwork, and cultural strength. Organizational ethos has a significant impact on the operations, personnel, and productivity of a wide range of services. This study demonstrates that if employees are dedicated and has the same values as their organizations; their performance in attaining organizational objectives will be achieved. To enhance the overall performance of the workforce and the services, managers and executives are encouraged to foster a strong organizational ethos. The study's findings show that organizational ethos has a major impact on employee motivation, develops personal growth, influences communication, and enhances organizational values, group decision-making, and conflict resolution.

Keywords: Organizational ethos, work performance, productivity, effectiveness.

Introduction

The researcher has worked as a higher education instructor for several organizations, mostly on constituent campus, public and private campuses. Where organizational practices have been seen and their importance for organizational development has been noted by the researcher. As experienced of researcher the community and private campus has less incentives and facilities for the faculties' in comparison of constituent campus however the performance of the organization is better than constituent. Organizational development depends on organizational effectiveness and employee efficiency. Managers and organizations are ready to increase employee loyalty, which can develop the productivity of an organization. The idea of organizational culture was first discussed in the field of management and organization studies in the late 1970s, and in the early to mid 1980s (Geert et al., 2010). Researchers hypothesized that organizational ethos may have a major impact on organizational outcomes, arguing that it could be utilized as a tool to influence employee behavior and performance (Pettigrew, 1979). Examining the job place culture of the organization is one of the best locations to begin making adjustments. The beliefs and attitudes of the employees, according to Stewart (2010), are the most important aspect of the workplace culture. In order for employees to take hold of the organizational culture, management would like to introduce them to the norms, values, and goals of the organization. Culture has been described in a wide range of ways and by a wide variety of theories.

Culture is our values, beliefs and attitudes. Kotter and Heskett (1992) highlighted culture is as

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“a set of beliefs, values, and behaviors commonly held by a society, being derived from social anthropology as a framework for understanding ‘primitive’ societies.” Finally, culture was simply put as “the way we do things around here” by Deal and Kennedy (1982). It is the management’s duty to explain the organizational culture to the staff so that they can become familiarized to the structure of the organization. Therefore, culture norms of an organization have a significant impact on all of its members. Although these norms are essentially invisible, they are one of the first things to look at if we want to increase performance and productivity. Understanding the corporate culture and how it relates to organizational performance will be made feasible by being aware of these attitudes and standards. The most common standards for measuring organizational performance, according to a lot of literature, are financial profitability and growth. Performance among employees is regarded as the foundation for organizational development.

The ability to analyze an organization’s behavior that supports management and leadership should be improved by having a thorough understanding of organizational culture (Brooks, 2006). Identification of the organizational ethos of the workforce is crucial for management. It should be necessary to establish the organizational culture in such a way as to enhance employee performance and continuously improve the quality of the work. Investigating different viewpoints on organizational ethos and how it affects employees’ performance is the primary goal of this study. Therefore, it is essential to understand how organizational ethos impact employee work performance in order to enhance management and allow an organizational ethos to have the desired impact on employees.

Employees are an organization’s fundamental resources, and the culture is the set of shared principles and standards that all members of the personnel remain to. In order for workers to perform to the best of their abilities, and working environment should be harmonious interpersonal interactions. A corporate ethos enables workers to feel accountable, have a sense of mission, and contribute to the ultimate goal of the organization. Organizational competitiveness is represented not only in technology but also in organizational culture.

A healthy organizational ethos can encourage effectiveness, efficiency, growth, actively mobilize personnel performance, and increase employees’ enthusiasm for their jobs. Additionally, it might increase production effectiveness. In conclusion, the advantages of a healthy corporate culture are observable. An organization’s top priority is to build its client- based faithfulness. As a result, a positive corporate reputation must be built. In other words, a positive corporate reputation increases productivity, and a positive corporate reputation depends on a positive organizational culture. It is crucial to find out the potential effects of corporate culture on behavior and performance of employees. The study thus concentrates on the cultural dimensions that affect employee performance and may enhance productivity and efficiency at work. In this context the government funded campus have qualified and competent faculties however private and community campuses have only few subject wise faculties, who are working with less salary and no incentive however they are performing well. Thus, this study intends to explore how organizational ethos affects employees’ work performance.

Literature Review

In all recent studies, the idea of the organization as a heart of social groups has taken hold, with cultural behavior, traits and core competences serving as the primary determinants of how an organization grows and how it will perform in the future. Two fundamental social group characteristics—structural group stability and the integration of a single item into a higher standard—could be used to create an organizational culture (Schein, 1995). The various traits connected to organizational culture are described by Hodgetts and Luthans (2003). People who come from different backgrounds and work

at different organizational levels describe the same organizational culture, according to Robbins and Sanghi's (2007) definition of culture as a set of shared values.

Hofstede (1980) stated that organizational ethos is the mental software. In fact, it may be demonstrated that any analysis of a person's position, their development, and their performance has its origins and ultimate purpose in organizational culture. He argues that differences in organizational cultures—which, in turn related to differences in country cultures—are the causes of disparities in strategies, behavior, and output. Individual performance improvement initiatives may be successful if the company manages its organizational culture and upholds principles that support its workers, foster open communication, and advance justice and transparency. As a result, decision-makers who want greater performance from both individuals and teams must attempt to create an inspirational workplace culture (Cameron & Quinn, 2011).

According to Peter and Waterman (1982) strong organizational ethos and excellent financial performance are significantly correlated. People differ from one another because of this relational tendency because the performers' behaviors in a cultural setting reflect their pattern of learnt mental processes over the course of their life (Kotter & Heskett, 1992). Coexistence of organizational culture and organizational practices has an impact on the socioeconomic value that job generate. According to Schein (2006), a good and strong corporate culture is a crucial factor in organization's ability to address problems, modify its management approach, and perform at levels that are expected of them.

According to O'Donnel and Boyle (2008), organizational culture is made up of both more external elements like behavioral patterns and observable symbols and rites, as well as more embedded and underlying values, assumptions, and beliefs.

Nearly all studies believe that organizational culture is a comprehensive process of interconnected and interdependent shared values that systematically shape organizational behaviors, norms, and approaches to problem-solving and success. In order to cope with intra- and inter-organizational transformations to meet with people's backgrounds, expectations, and satisfactions, organizational culture must adapt over time to dynamic settings. This discussion is crucial because it helps organizational decision-makers understand the ties that exist between organizational culture and employee performance, which directs them to develop strategies that will help the organization accomplish its strategic goals.

Process and Methods

This study is based on meta-analysis research design and the literature review. For the literature review, I mostly obtained scientific articles. The use of a qualitative research method centered on ontological and epistemological (Crotty, 1998) philosophical assumptions, supported by interpretive and epistemological constructivism, indicates that knowledge is constructed and of a subjective nature and that reality is multiple and multidimensional (Creswell, 2014). Thematic-narrative analysis (Riessman, 2008) focuses on the themes and content of stories and their true meanings by using social and cultural knowledge to analyze the dialogues in question and determine their true meanings.

Result and Discussion

In this study, qualitative research methods were applied. Therefore, the key findings were presented in a detailed manner. This study was consistent with the documents, publications, and journals listed below that were reviewed in the associated literatures:

Perspectives on Culture

Regarding the interpretation of culture, there are three main theoretical schools of thought. According to functionalists, culture is a mirror of societal ideals. Conflict theorists believe that culture is fundamentally unfair because of things like age, gender, class, and ethnicity. An interactionist's main focus is on culture as it is experienced in people's everyday interactions with the symbols that make up a culture. These ideas can explain a wide range of cultural and sociological phenomena, but there is no one "correct" perspective on culture.

According to Forehand and von Gilmer (1964), culture is a grouping of several characteristics that express an organization and set the compact apart from others. Hofstede (1980) defined culture as the collective mentality that distinguishes members of one group from those of another. According to Schein (1990), culture is a collection of many beliefs and practices that may be used as a road map for organizational achievement. Kotter and Heskett (1992) defined culture as a broadly held set of beliefs, behaviors, and values that society possesses. In layman's terms, we may comprehend that ethos is the information, justifications, values, beliefs, communication, and actions of a substantial population, at the same time and place. Serpa (2016) describes that an organizational ethos is "a shared way of being, thinking, and doing in a collective and coordinated people with reciprocal expectations."

Organizational Ethos

"The set of shared values, beliefs, and norms that affect how employees think, feel, and behave in the workplace" is what is known as organizational ethos (Agwu, 2014). A system of collective meaning that distinguishes one organization from others is referred to as organizational culture. An informal, shared perspective on an organization and membership in the organization that unites members and shapes how they view themselves and their job is described as organizational culture (O'Donnel & Boyle, 2008). Organizational culture is defined by Schein (2009) as the collective behavior of the individuals within an organization. Onyango (2014) cites Schein as looking at organizational ethos in terms of "leadership styles and the dominant values and beliefs, both conscious and unconscious, uniform codes, job titles, among others in an organization."

According to Pettigrew (1979), organizational ethos describes how employees think and make decisions that ultimately affect performance. The management of the organizations should clearly define the performance variables of the staff, such as task knowledge, task expectations, achievement levels, and satisfactory levels of performance, and correlate these with the dimensions of the corporate culture that have been distinctly defined (Lund, 2003).

In order to maintain superior performance, Kozlowski and Klein (2000) put emphasis on the need for a solid corporate culture built on real values and belief systems. According to Denison (1990), management choices and behavioral patterns are a direct result of the shared norms, values, and beliefs that an organization develops over time. Brown (1998) highlighted that organizations are the results of experiences and learning, which in large part result in the development of norms, values, and processes that assure the organization's sustained existence in the field. He makes it quite evident that the organization has strong cultural principles that guarantee reliable achievement.

Distinct Features of Organizational Ethos

According to Trice and Beyer (2002) the following qualities are an organizational ethos:

Collective. It is presupposed that collective behaviors, rather than solitary acts by individuals, are what give rise to cultures. Belonging to a culture entail adopting the group's attitude on issues and ways of thinking.

Emotional. Culture's essence and forms are rich in both emotions and meanings, which is why they aid in managing and overcoming worries.

Historical. It is impossible to separate or quickly modify cultural phenomena from the organization's history and traditions.

Symbolic. Symbols are the most universal and persuading cultural form. On the one hand, they represent a particular kind of cultural form.

Dynamic. Even if an organization's culture is joined to its past, it is still alive and changing. Numerous variables contribute to ongoing cultural development.

Spread. The components of organizational culture become increasingly dispersed as circumstances become more complicated.

Similarly, Robbins and Judge (2011) state seven fundamental features of corporate culture: violent behavior, stability, attention to detail, output, people orientation, and innovation and risk taking. Additionally, they claim that "the result from the above sets the foundation for shared feelings, and how tasks should be performed in the organization."

Good Organizational Ethos

Every organization has a unique culture. But certain traits that we ought to work to foster are consistently present in the cultures of high-performing organizations:

1. When an organization's goals and its employees' motivations are in line with one another, alignment occurs. The vision, purpose, and goals of exceptional job are continuously cultivated (Schein, 2010).
2. Different kinds of appreciation exist, such as a public status update, a thank-you email, or a promotion. A team environment where everyone frequently acknowledges and expresses thankfulness for the efforts of others is known as an appreciation culture (Schein, 2010).
3. An organization needs trust to function. Team members may express themselves and rely on others to support them when they try something new when there is a culture of trust in place (O'Donnell, 2008).
4. Performance is essential because excellent organization promote a culture of service. Talented employees encourage one another to succeed in these workplaces, which leads to higher effectiveness and productivity (Ricardo, 2001).
5. In highly dynamic environments where change is stable, flexibility is a crucial trait. Leaders will learn to recognize and hold change with easily in a flexible culture (Brown, 1998).
6. Collaboration, communication, and respect among team members are all parts of teamwork. Employees will complete more work and feel happy while working when everyone on the team encourages one another (O'Donnell, 2008; Schein, 2010).

7. When teams depend on one another to make decisions, analyze findings, and build partnerships, integrity, like trust, is essential. This feature of culture must be characterized by honesty and openness (Schein, 2010).
8. If we want to promote an innovative culture, we need to apply creative thinking in all aspects of our job (Schein, 2010).
9. Psychological safety gives workers the encouragement they need to take chances and offer truthful feedback. Managers must take the initiative to create a protected workplace where everyone feels comfortable contributing (Schein, 1990).

Significance of Organizational Ethos

According to certain academics, there are some cultural characteristics that are related to economic performance (Denison, 1990). One of the most significant factors that affect organizational performance is organizational culture. According to Ahmed and Shafiq (2014), “the idea of organizational performance is related to the patience and success of any organization.” Divyarajaram (2014) asserts that corporate ethos plays a significant role in encouraging employees to uphold a code of conduct, supports motivation through recognition, fosters self-satisfaction, and serves as a model for employees’ decisions and behavior. According to Ahmed & Shafiq (2014) and Schein (2010), organizational culture serves four functions: fostering a sense of identity among employees, improving employee readiness, supporting organizational ideals, and shaping behavior through a control mechanism.

“Organizational beliefs, employee attitude, and value system, as part of organization ethos, has an impact on change management,” was found in an empirical study on the effects of organizational culture on change management (Onyango, 2014). According to Agrawal and Tyagi (2010), “all organizational managers and leaders must have a clear understanding of organizational ethos because it affects how their institutions respond to the dynamic challenges faced by organizations.” Knowledge management can be used to foster an innovative culture, ensuring that an organization integrates prosperous cultural values into its vision and mission is one of the major drivers of a successful knowledge management strategy (Agrawal & Tyagi, 2010).

Organizational Ethos: Strong and Weak

There are two types of organizational ethos: strong and weak (Deal & Kennedy, 1982). The kind of ethos that an organization adopts depends on how well its people fit within it (Maseko, 2017). A poor organizational culture, according to Ashipaoloye (2014), is defined as values and beliefs that are not strongly and broadly held within the organization. Because they are afraid of the consequences of their inaction, employees in weakly cultured firms “simply hold on to organizational norms and regulations” (Maseko, 2017). They don’t do it because they enjoy their jobs.

Owoyemi and Ekwoaba (2014) argue that strong ethos is a “main tool that can affect both management and the employees.” They suggested those strong ethos’s that are positive should be promoted while strong cultures that are bad should be discouraged. For instance, Onyango (2014) claims that strong cultures result from collaboration and appear when individuals share particular views and value systems with the significant people, but weak cultures are typically linked to authoritarian supervisors. An employee will be more impacted by a strong culture than a weak one. As a result, a strong corporate ethos that upholds high ethical standards will have a deeply positive impact on employee behavior.

Dimensions of Organizational Ethos

According to Onyango (2014), bureaucratic culture is focused on the rituals carried out by organizational leaders that result in lasting transformation processes, whereas adaptability culture is flexible in approach to the change process in meeting the demands of the external environment.

Another source distinguishes between participative and manipulative organizational ethos dimensions. In a manipulative culture, people are frequently thinking about how they can gain power, no matter what it takes. On the other side, people in a participative culture strive to be at harmony with themselves and others. From the foregoing, it can be incidental that if an organization fosters a culture of participation, its members will feel happy to be affiliated with it and will want to get active. However, in a manipulative culture-based organization, despite people's loyalty to the organization, there is a complete lack of involvement and dedication, and as a result, they are less likely to function as excellent representatives of the organization. Hofstede (1980) contends that history is the source of values, identity, and institutional rules, and that under the relativistic assumption, these ethos dimensions are:

Power distance. This is the standard by which a community judges the legitimacy of an unequal allocation of power among individuals and institutions.

Individualism vs. collectivism. The level of accountability for an individual's or a group's conduct.

Masculinity/femininity. The degree to which social and emotional characteristics are assigned to certain genders.

The degree. The degree to which uncertainty and ambiguity are accepted as a possibility and, as a result, the avoidance of such circumstances.

Long-versus-short-term orientation. The extent to which a society's members must be socially, materially, and emotionally conditioned to endure delayed fulfillment.

Organizational Ethos' Impact on employees' performance

Daft (2000) highlights organizational performance is the ability of the organization to achieve its objectives by making effective and efficient use of its resources. Organizational performance, according to Richardo (2001), is the capacity of the organization to meet its aims and objectives. He again states that performance is a more general indicator that could take into account quality, consistency, and other elements in addition to productivity. Productivity is result-oriented. He argues necessary foundational knowledge, abilities, and values for performance management could be developed through education, training, concepts, and instruments, such as management development and leadership training. The term "performance" should be expanded to cover effectiveness, efficiency, financial system, quality, consistent conduct, and normative indicators. According to Chien's (2004) research, there are five key aspects that affect organizational performance: leadership personalities, organizational culture, job design, a motive model, and human resource management practices.

According to Kotter and Heskett (1992) organizational ethos can play in causing competitive advantage. The final findings indicate that there is no relationship between culture and employee performance that is valuable. It is assumed that there is a relationship between culture and performance after critically examining the methodology and results of current researches (Lim, 1995).

The idea building organizational competencies that are both superior and inadequately repeated by competitor's results in long-term competitive advantage is additionally challenged by theorists (Saa-Pere & Garcia-Falcon, 2002). Practitioners and scholars have claimed that how thoroughly the ideals of the culture are shared affects an organization's performance. To some degree, learning of organizations as a management style and new environmental needs is up to date; this would lead us to believe that older enterprises have less of a cultural orientation toward learning (Schein, 2010).

Strong organizational ethos, according to the majority of researchers and successful managers, is crucial organization because it serves three key purposes: First, organizational ethos is highly fixed and subject to social control, which may have an impact on employees' choices and actions. Second, organizational ethos serves as social attach that binds workers together and helps them feel deeply a part of the corporate experience, both of which are important for bringing in new hires and keeping the top performers. Third, organizational ethos is a great tool for supporting the sense-making process and assisting employees in understanding corporate goals and events. This improves employee productivity and effectiveness.

A strong ethos has nearly always been viewed as a motivating factor for employees to perform better. Employee dedication and self-assurance are increased, job stress is decreased, and employees' ethical behavior is improved. Barney (1991) asserts that organizations can offer a determined competitive advantage. He proposed three requirements: first, that the culture be viable; second, that the culture be uncommon and have characteristics; and third, that the culture be imperfectly imitable. These can offer support for longer-term or quick improvements in organizational performance. Long-term improvement in organizational performance may result in gaining a competitive improvement.

Conclusions

Every employee in the organization has unique values and beliefs that they apply to their work. When someone joins any job, they give themselves permission to first assimilate the organizational ethos so they can determine if they fit in or not. A group of people's way of life has been referred to as their ethos. It is focused on how staff members view the qualities of their organization. Employee motivation is significantly influenced by organizational culture. Employee performance is significantly influenced by organizational ethos, which can increase productivity and improve organizational performance. The majority of the study's findings point to a significant correlation between strong culture and increased performance. When everyone in the organization is moving in the same direction, positive development is simpler to accomplish. In this particular study, it is concluded that a strong organizational ethos is essential for personnel's motivation, job performance and productivity.

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