

The Management Culture on Productivity of the Ministry of Parliamentary Affairs in the Kingdom of Bahrain

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Abstract: In the following research work the Ministry of Parliamentary affair Bahrain is selected to evaluate the impact of a management culture on human resource performance. The Ministry of Parliamentary affairs is a government organization and therefore expected to deliver the best for a better society. The ministry has 59 employees who enable it to link the Shura and the representative Councils among the other different parties. Management culture is a set of values and concepts that are shared by members of the organization, and the culture of organizations is very important because of their direct impact on the performance and success of these organizations. The importance of the current study comes from the fact that it deals with a vital and modern subject in the field of the efficiency of management culture on human resources productivity. In this study the impact of management culture on productivity were examined. Four dimensions of management culture significantly predicted productivity. The study demonstrated that numerous attributes of management culture have significant positive influence over the performance of organization. The paper has mapped out different cultural aspects of organizations as well as showed the vital relationship between culture and performance. The findings of this study would assist in improving understanding of the role of management culture in the achievement of organizational objectives in the Ministry of Parliamentary Affairs in the Kingdom of Bahrain.

Keywords: Management Culture, Teamwork, Participation, Creativity, Commitment, Productivity, Parliamentary Affairs, Kingdom of Bahrain.

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I. Introduction

Management culture is a set of values and concepts that are shared by members of the organization, and the culture of organizations is very important because of their direct impact on the performance and success of these organizations. The organization's positive culture reflects its values, objectives and vision and helps to reduce the control of the culture of groups, parties, organizations and blocs within the work environment. When the culture of the organization is clear to everyone and is applied and be committed begins the top management to the employee, in order to establish a positive work environment which encourages creativity and development. One of the most important conditions of a positive management culture is to be adapting to the policies and strategies of the Organization and to include between its factors of success and excellence.

The productivity of individuals stems from the special nature of the human element which members are composed of emotions and feelings about the work they perform and the environment surrounding them, which is a function of human happiness and stability. The impact of satisfaction on many indicators of the performance of organizations such as improving the performance of individuals, raising productivity, attendance, regularity of work, and the preservation of human capital from leakage and loss.

Clients and stakeholders in the organization's working environment have been associated with the cultural and social mix. This has allowed the individual's goals to be aligned with the organization's goals. Organizational structure that helps to succeed as values of discipline, rigor, seriousness, competition, appreciation of competency and creativity, as well as encouraging suggestions, all these elements fall within the organization's management culture.

The ministry focuses on providing a conducive working environment for its employees to enable them concentrate and bring out the best performance. Some of the ministry's objectives include building a positive image and confidence in its work to gain the trust of the citizens. Others include strengthening its employees through training and giving them tasks to handle on their own. Well trained employees are able to work without supervision and solve conflicts that arise within the workplace. Employee development is necessary for the ministry's growth. A positive culture at the workplace is necessary for the development of the organization and determines the number of people willing to work for that organization. Remuneration among other reward

packages determines the attitude of the employees towards work. The ministry, therefore, has a positive culture, their remuneration is good, enjoys a conducive working environment, and the management is supportive. Growth of talents is also encouraged in the workplace.

II. Objective of the Study

The purpose of the study is to assess the impact of management culture on productivity of the ministry of parliamentary affairs Bahrain. Specifically,

1. To examine the status of the management culture in the ministry of parliamentary affairs in the Kingdom of Bahrain in terms of teamwork, participation, creativity and commitment.
2. To identify the level of productivity in the ministry of parliamentary affairs in the Kingdom of Bahrain in terms of teamwork, participation, creativity and commitment.
3. To analyze the relationship between management culture and productivity in the ministry of parliamentary affairs in the Kingdom of Bahrain?
4. To bring out the problems encountered and the recommendations by the respondents in relation to the culture and productivity in the ministry of parliamentary affairs in the Kingdom of Bahrain?

III. Review of Literature

Suellen, (2014) in the continuously working environment around the globe the innovation has become a key to success of an organization to attract more potential customer and improve the organizational performance. In this regard, the researchers Suellen and Leonard has identified that the management culture has great impact on the organizational innovation by using the Schein's multi-layered model According to the researchers the multi-layers of the management cultures including norms, artifacts, and innovative behaviors has great impact on the organizational performance.

Parker Rachel, Bradly Lisa (2015), the aim of this study is to define the culture of public sector institutions and the extent to which institutions accept organizational change aimed at bringing about new administrative objectives such as focusing on efficiency, effectiveness and results, rather than bureaucratic tendencies prevailing. The study was conducted in six Australian institutions working in the field of public services and infrastructure. The size of the study sample reached 320 managers. The management culture prevailing in institutions in the culture of systems and roles. Institutions still adopt a bureaucratic approach and have not accepted the transition to modern administrative concepts.

Mahdiyeh, Nakhaei, Kebriaei (2016), study reveals that "the study seeks to explore the influence of organizational culture on the productivity in the Ministry of Youth and Sports in Iran. The population of the study was 1600 employees in the Ministry of Youth and Sports, Iran. By simple random sampling method 320 employees were selected. Analysis was applied on 289 questionnaires (90.3%) that were correctly filled out. Organizational culture was assessed using Alvani's scale. Productivity was measured using ACHIEVE model of Hersey & Goldsmith. Questionnaires were confirmed in terms of content and face validity and reliability. Analysis was carried out using SPSS 16. For analyzing, correlation, simple regression and multiple regressions were used ($\alpha = 0.05$). Finding showed organizational culture and its dimensions positively correlate with productivity. Organizational culture was a significant predictor of productivity ($\beta = .675$, $F = 240.436$, $p = .000$). Stepwise multiple regressions revealed that only the four dimensions of organizational culture (Coping with Conflict, Solidarity, Creativity, and Goal Clarity) are significant predictors of productivity. In conclusion, this study would help to fill the literature gaps on organizational culture and productivity in public organizations in Iran. It also gives new indication to earlier researches about the importance of organizational culture in improving productivity. The findings of the study would help the management of the organization to raise employees' productivity."

Ramdhani, (2017), in the research to improve the organizational performance, it is integral to create and strong sense of commitment among the employees towards their organizations. As per the findings of Ramdhani's research the management culture influences the employees' commitment up to a great level. The highly committed shows high level of performance and have lesser chances to switch the organization whereas, the employees that have low level of commitment usually shows low performance and high risk of switching the organization. However, the employee's commitment can be towards the organization can be improved by providing the affective management culture. According to Ramdhani, an appropriate management culture must consist of reward-recognition, effective communication, teamwork, training and developmental opportunities.

Iyiola (2018), expressed "the impediments in the level of productivity of most organizations are ever increasing due to several factors, yet the management is saddled with the responsibility of achieving corporate objectives and goals attainment. Amidst this dilemma, comes the role of a strong organizational culture orientation among employees and managers. Over the years, organizational culture has been described as an embodiment of norms, shared values, beliefs and assumptions; it is therefore fundamental to employees and manager's behavior at work and this in turn influence their level of productivity. Hence, this study seeks to identify the different organizational culture types and their significance in organizational productivity. The respondents included a sample of 212 people drawn from a population of 475. A total number of 152 questionnaires were collected and analyzed using the SPSS Pearson correlation analysis. Findings revealed that market culture has a significant relationship with effectiveness and this implies that the efforts put in place by organizations in a bid to improve their market share translate into higher productivity levels. This was revealed at $r=0.489$, sig. level 0.19 , $p < 0.001$ However, findings also revealed that the relationship between hierarchy culture and efficiency is weak and not statistically significant at $r=0.328$, sig. level 0.005 , $p < 0.001$. This suggests that the hierarchy culture does not facilitate effective productivity among employees. The relationship between clan culture and efficiency revealed that efforts concentrated towards building relationship among employees such as reward for team efforts or success has a positive impact on organizational productivity at level $r=0.778$, sig. level 0.341 , $p < 0.001$. The researcher recommended openness in communication to managers. Further recommendation includes managers to adequately reward employees for creativity at work especially when productivity is increased through innovation."

IV. Research Methodology

The research is based on the descriptive research method. The respondents include all employees in the ministry of parliamentary affairs in the Kingdom of Bahrain. The researcher selected all the study population using the complete enumeration method. The total population of the study is 59 respondents with 5 human resource department employees (8.4%), 4 finance department employees (6.7%), 3 computer department employees (5.0%), 5 research and legal studies section employees (8.4%), 5 minister office employees (8.4), 18 affairs of shura council employees (30.5%), 19 affairs of house of representatives employees (32.2%). The research instrument that was used in this study is a self-made questionnaire; these questionnaires were distributed to fifty nine (59) employees of parliamentary affairs in the Kingdom of Bahrain. The weighted mean and standard deviation was utilized to identify the average perception of the respondents. The research has used the T-test as it is a tool that measures the relationship between management cultures on productivity of the ministry of parliamentary affairs in the Kingdom of Bahrain.

V. Data Analysis and Discussion

This chapter represents the analysis and interpretation of result related to the management culture and productivity of parliamentary affairs in the Kingdom of Bahrain. Management culture measured using the teamwork, participation, creativity and commitment and productivity measured using teamwork, participation, creativity and commitment.

The number of male respondents is higher than female respondents sampled. The percentage of male respondents was 57.6% while the percentage of female respondent's was 42.4%. In terms of Age, the majority of respondents were From 25years to 29 years 35.6%, followed by From 30years to 34 years 28.8%, From 35 years to 44 years 20.3%, and 45years and over 15.3%. In terms of Experience, the majority of respondents were Less than 5 years 49.2%, followed by from 5 to 10 years 30.5%, 10 years and over 20.3 %. In terms of career Level, the majority of respondents were specialist and technicians 72.88%, followed by head of a department 16.95%, department manager 8.47%, and undersecretary 1.69%. In terms of academic qualifications, the majority of respondents were high qualified 76.3%, and the minority of respondents were qualified above average and postgraduate for each separately 11.9%.

Status of Management Culture of the Ministry of Parliamentary Affairs

Teamwork

In term of teamwork the results showed as follows: employees place collective goals with mean score of 3.45 (SD = 0.871), the interest of the community has priority over the special interest of the employees with the mean score of 3.33 (SD = 0.927), the ministry encourages competition between teams to develop work with the mean score of 3.11 (SD = 0.364), and employees are closely related to the general population with the mean score of 2.94 (SD = 0.442).

Participation

In term of participation the results showed as follows: the employees have an important role in achieving the objectives of the institution with the mean score of 3.30 (SD = 0.951), the participation process contributes to increasing the employee's loyalty to the organization with the mean score of 3.28 (SD = 0.997),

the employees have a significant participation in the development of the work policy with the mean score of 3.27 (SD = 0.961), and the ministry provides opportunities for the participation of employees in making decisions with the mean score of 3.18 (SD = 0.880).

Creativity

In term of creativity the results showed as follows: distinguished workers are honored in their work with the mean score of 3.42 (SD = 0.932), workers work together to do the work with the mean score of 3.25 (SD = 0.939), high management encourages employees to acquire positive behavior by working with the mean score of 3.23 (SD = 0.837), and the management praises the hard-working workers with the mean score of 3.22 (SD = 0.911).

Commitment

In term of commitment the results showed as follows: employees are committed to performing their work with all honesty and sincerity with the mean score of 3.44 (SD = 0.933), employees treat each other with respect with the mean score of 3.32 (SD = 0.105), employees express their opinions freely with the mean score of 3.23 (SD = 1.039), and the management treats employees in a good way with the mean score of 3.03 (SD = 0.889).

Productivity of the Ministry of Parliamentary Affairs

Teamwork

In term of teamwork the results showed as follows: the ministry relies on the development of methods of work to maximize productivity with the mean score of 3.27 (SD = 0.271), the worker performs the work according to the quantity required with the mean score of 3.25 (SD = 0.254), employees are selected based on their behavior and potential with the mean score of 2.14 (SD = 0.142), and the worker performs his work at the appropriate speed with the mean score of 2.07 (SD = 0.076).

Participation

In term of participation the results showed as follows: the management levels, duties and relationships with senior management clearly defined with the mean score of 3.20 (SD = 0.361), the management hears the views of the employees before making decisions with the mean score of 3.00 (SD = 0.973), the employee is meticulous in his work with the mean score of 2.98 (SD = 0.025), and the service satisfies customers' needs with the mean score of 2.93 (SD = 0.243).

Creativity

In term of creativity the results showed as follows: the employee is careful not to make mistakes with the mean score of 3.61 (SD = 0.965), the employee acquires a variety of skills as a result of the challenges he/she faces with the mean score of 3.44 (SD = 0.004), the ministry shall comply with the results of evaluating the worker's performance in order to determine his/her training needs with the mean score of 3.28 (SD = 0.039), and the employee is aware of the problems at work with the mean score of 3.23 (SD = 0.597).

Commitment

In term of commitment the results showed as follows: the employees are trained to improve their skills and acquire new skills with the mean score of 3.16 (SD = 0.833), the friction of employee with his colleagues at work enables him to acquire skills that help him/her to work with the mean score of 3.09 (SD = 0.962), employees have the skills to use the tools and software correctly with the mean score of 3.05 (SD = 0.944), and the employee in the ministry is very serious in accomplishing his work with the mean score of 3.86 (SD = 0.997).

Relationship between the Management Culture and Productivity of the Ministry of Parliamentary Affairs

<i>Variables (N= 59)</i>	<i>Pearson</i>	<i>R value</i>
<i>Management Culture</i>	0.43	0.068
<i>Productivity</i>		

That there is no relationship between the culture and productivity in the ministry of parliamentary affairs in the Kingdom of Bahrain is significantly ($p \leq 0.01$), and the correlation is average ($R=0.068$).

The previous finding indicates there is a relationship between management culture and Enterprise productivity, which is consistent with a study Lund Daulatram (2013), which confirmed a strong relationship between management culture, job satisfaction and human achievement. The current result is also consistent with the study Uddin, (2013), which emphasized that management culture has a significant impact on the

productivity of the organization. As well as a study Suellen, (2014) which also indicated that management culture affects organizational performance.

As the current result disagrees with the study Ramdhani, (2017), which indicated that management culture has a significant impact on staff performance. This therefore emphasizes that management culture has low impact on the productivity in the case of ministry of parliamentary affairs in Bahrain.

Significant differences in Productivity according to Demographic Variables

Gender

By examining statistically significant differences in productivity according to gender, a statistically significant difference was found between males and females in favor of the males (N = 34), with the mean score of 2.35, and standard deviation (SD = 1.78) in terms of productivity, with the value of t-test as 2.850 at a level of significance (P = 0.005), degrees of freedom (DF = 57) and the number of respondents (N = 59).

Age

By examining statistically significant differences in productivity according to age, a statistically significant difference was not found in terms of productivity, with the value of f-test as 1.546 at a level of significance (P = 0.203), degrees of freedom (DF = 56) and the number of respondents (N = 59).

Experience

By examining statistically significant differences in productivity according to experience, a statistically significant difference was not found in terms of productivity, with the value of f-test as 0.125 at a level of significance (P = 0.339) degrees of freedom (DF = 56) and the number of respondents (N = 59).

Career Level

By examining statistically significant differences in productivity according to career level, a statistically significant difference was found in terms of productivity, with the value of f-test as 4.313 at a level of significance (P = 0.005) degrees of freedom (DF = 56) and the number of respondents (N = 59).

Academic Qualification

By examining statistically significant differences in productivity according to academic qualifications, a statistically significant difference was not found in terms of productivity, with the value of f-test as 1.703 at a level of significance (P = 0.167) degrees of freedom (DF = 56) and the number of respondents (N = 59).

VI. Conclusion

This study would help to fill the literature gaps on management culture and productivity in public organizations in Kingdom of Bahrain. It also gives new indication to earlier researches about the importance of management culture in improving productivity. The findings of the study would help the management of the organization to raise employees' productivity. To do so, the administrators should think about factors that positively shape respondents' perception of management culture for supportive arrangements. This study was a questionnaire based one and depended on Teamwork, participation, creativity, commitment. Data were only collected from one single ministry (the Ministry of Parliamentary Affairs in Bahrain) Therefore, generalize ability of the findings to other ministries and organizations may be limited. Replication of such research in other ministries can help to validate the current results. In addition, future studies can examine effects of other factors than management culture that influence productivity. The findings of this study would assist in improving understanding of the role of management culture in the achievement of organizational objectives in the Ministry of Parliamentary Affairs in the Kingdom of Bahrain. The findings of this study would be beneficial to the Ministry because it would give them an opportunity to gain a detailed understanding of the management culture and its impact on the Ministry performance, through an analysis of existing empirical studies and models linked with the management culture and performance.

VII. Recommendations

Teamwork

Activating the communication methods between the leaders and the employees, to work in environment prevailed by outstanding social relations, who will in turn increase the productivity of employees in the ministry. Enhancing the processes and tools of knowledge management in the ministry, especially the process of knowledge distribution, to ensures the exchange of knowledge between employees increasing their ability in solving problems on one hand and avoid them on the other.

Participation

Involving the employees in decision-making and in putting the plans and strategies of the ministry, which can be reflected on their sense of responsibility and improving the quality of their performance? Increasing the Authorization of some of the powers of the employees, which can be reflected in the speed of completion of tasks and improve productivity in the ministry.

Creativity

Implementing a system of material and moral incentives for employees, based mainly on excellence in performance, ensuring the spread of the culture of appreciation of outstanding work in the ministry.

Commitment

Increasing the level of training to employees in various administrative skills, especially the skill of time management, to speed the achievement of tasks and reduce the waste of time in the ministry. Providing the tools to accomplish the tasks and perform the work in the ministry quickly and high quality, especially electronic devices and software. Establishing a job in the ministry for the quality of services provided by the ministry to other ministries, to avoid the weaknesses in the ministry's services in the future.

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