Determinants and Impact of Organisational Culture in a Cleaning Company in Mauritius

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Abstract
The success of any company is greatly dependent on the compatibility of individuals with the organisation's culture. Any misalignment of these two variables has the potential to endanger the productivity and success of the organization. Organizational culture is known as a set of operating rules that determine how people behave within the organisation's periphery. Businesses in today's world under a liberalized, privatized and globalized system operate in a more complex, dynamic and unpredictable environment than they have ever been. The formulation, implementation and performance of an organization's strategy are all influenced by its culture. It is of no surprise that managers are increasingly interested in learning more about organizational culture and how to use it to improve performance. The objectives of the study were to identify the determinants of culture and to examine the extent to which the determinants of the organizational culture influences organizational performance and to examine the impact of organizational culture on the organization. A quantitative approach method has been used to analyse the determinants, to assess the impact of the determinants on the performance of the organization and to assess the impact of organizational culture on organizational behaviour, employee's commitment, employee's engagement, job satisfaction, employee's productivity, motivation and performance in a cleaning company in Mauritius. In this study, it has been found that that the determinants namely transformational leadership and organizational communication positively influence the organizational performance and that organizational culture has a significant impact on organizational behaviour, employee's commitment, employee's engagement, job satisfaction, employee's productivity, motivation and performance.

I. Introduction

It is widely acknowledged that culture has a significant impact on how individuals act, their worldview and attitudes towards work and performance. Organisational culture is how people in an organization co-exist and go about their work since culture is often defined as the way a group of people live and interact. According to (Rashid, et al., 2003)and (Mannion, et al., 2005), culture have an impact on an organization and studies have shown that the output of the organization is significantly affected. Many facets of work including management decisions, work methodology and organization, calibre of people and promotions and who gets paid and for what are all influenced by culture. These decisions and their outcomes ultimately affect organizational performance. Organizational culture influences an organization's management methods and practices, as well as employees' attitudes towards work and performance. According to a prior study, organizational culture has an impact on organizational performance in terms of what a company believes its outcomes are and how these outcomes are accomplished, including how the company is structured and the processes and procedures it employs (Moorman & Blakely, 1995).The purpose of the study is to understand what staff perceive the determinants of organizational culture to have on organization and to assess the impact of organizational culture on the organization in the case of a cleaning company in Mauritius.

II. Literature Review

Organisational culture is a set of values, norms beliefs attitudes and assumptions that have an impact on people behaviour and shape the ways to get things done in an organization. Values are regarded to be significant about how people and organisations behave whereas the unwritten laws of behaviour are known as norms(Armstrong, 2011). A set of common ideas, attitudes, and beliefs that show people what are appropriate and inappropriate behaviour is referred to as organizational culture. Both employee behaviour and company performance are influenced by these principles. Organizational culture can also be referred to shared perceptions of organizational work practices among organizational units that differ from those of other companies (Van den Berg & Wilderom, 2004).It is vital to understand the elements, of organizational culture, which are similar but not identical as linked symbols, values and underlying assumptions to artefacts as cultural aspects(Schein, 1984). History, values, beliefs, stories, the cultural network, heroic personalities, rituals, and ceremonies have all been highlighted as elements of organizational culture(Deal & Kennedy, 1982).

Employees in a strong organizational culture have similar perspectives on the organization and act in accordance with the organizational values (Flamholtz & Randle, 2011). Culture engages and encourages employees, managers to demonstrate a strong company belonging to impact employee's work attitudes and performance(Simoneaux & Stroud, 2014).Members of an organization, with a strong organizational culture, share the organisation's values, goals and new employees readily embrace these values(Kotter, 1992).In contrast, the profitability and productivity of an organisation are affected when the organisational culture is weak or ineffective(Shahzad, et al., 2012).In organizations, power values are among the most commonly used cultural values. The degree to which individuals, organizations, and society accept inequalities in power, position, and money is referred to as power distance(Hofstede, 2001).The determinants of an organizational culture are transformational leadership and communication. Behaviour, commitment, employee's engagement and effectiveness, job satisfaction, innovation, productivity, motivation and employee's performance have a direct impact on an organization.

III. Methodology

In this paper, to collect and analyse data, a quantitative method of research has been used. A survey questionnaire has beenused whereby respondents have to reply to assertions measured on the Likert scale. Questionnaires have either been handed out to the personnel or sent to them, ensuring that they are tailored to answer the research problem in the most efficient way possible through relevant questions.

IV. Data Collection

The survey questionnaire is very straightforward to answer, consisting of respective sections on the determinants of organizational culture, the extent to which the determinants of organizational culture influence organizational performance, the impact of organizational culture on performance and the measures to be taken for a more conducive organizational culture for enhanced performance. Section Areferred to demographical information of employees, namely their gender, age, education level and length of service. Section B referred to questions for the identification of the determinants of organisational culture.Section C referred to questions identifying the extent to which the determinants of organisational culture influence organisational performance. Section D examined the impact of organisational culture on the organisationn.

4.1 Pilot Testing

A pilot test wasconducted to identify and assess the clarity of the questions. Questionnaire have been distributed to 20 employees following which a few adjustments to the wording of the questions have been made. Before distributing the questionnaires to all the respondents, some minor changes were made.

4.2 Sample Size and Selection

From a population of 158 employees of the cleaning company, the sample size taken is 113 based on the Yumane formula with a degree of error 0.05.

4.3 Reliability and Validity

Since the Cronbach Alpha coefficients for the survey data is above 0.7, it is thus confirmed that the questionnaire is a consistent measuring instrument.

V. Data Analysis

Then Statistical Package for the Social Sciences (SPSS) and Microsoft Excel have been used to analyse the data collected.113 questionnaires have been collected from a population of 133 employees giving an 84.9% response rate. 67.86 % of the respondents are male whereas 32.14% of them are female.Only 8.85% of the respondents are above 55 years old, 17.70% of thems are between 46 and 54 years old, 19.47% between 18 to 25 years old, 17.7% between 26 to 35 years old and 36.28% of them between 36 to 45 years old.36.40% of the

respondents have completed a diploma or a degree, 35.40% of them have completed the Higher School Certificate (HSC) and only 29.2% of them have a School Certificate (SC). Those with an HSC, diploma or degree are involved at higher level in the organisation, that is, human resource, accounting, finance, legal, procurement, engineering and maintenance departments whereas those SC are involved in manual, handy, clerical, transport and many other related activities. 52.21% of the respondents have been working for more than 8 years, 30.97 % of them have worked for 1 to 8 years whereas only 16.81% of them are working for less than 1 year.

66.4 % of the respondents consider transformational leadership as one of the determinants whereas 15.9 % of the respondents do not consider transformational leadership as one of the determinants of organizational culture in their organization. 16.8 % of the respondents have no idea on whether transformational leadership is considered as one of the determinants. 63.7 % of the respondents are inspired by the activities carried out by their leader, 25.7% of them are not inspired at all whereas 9.7% of them have no idea. 60.2 % of the respondents agree that they are empowered by the types of leadership prevailing in their organization. 27.4 % of them do not feel empowered whereas 12.4 % of them have no idea.75.2% of the respondents consider organizational communication as the determinant of organizational culture in contrast to 14.2 % of thems who do not consider organizational communication is the way in which members of an organization interact with each other and the people they serve.

The majority (77.0%) of the respondents consider effective communication as an important tool in fulfilling the objectives of the organization in contrast to 16.8 % of them. 76.1% of the respondents consider communication as an effective determinant in rising productivity whereas 18.6 % of them do not.65.6% of the respondent agree that transformational leadership positively influences the performance of an organization, 24.7% disagree and 9.7 % are not sure.18.8% of the respondents disagree that organizational communication positively influences the performance of an organization, 9.8% of them are not sure and 71.4% of them agree. From the respondents, 63% agree to the fact that transformational leadership helps to perform a job well. In contrast, 19.8% of them disagree.69.6% of the respondents are of the view to the fact that organizational communication help to perform a job well, 17.8% do not same this viewand the rest are neutral.62.2% of the respondentsagree that transformational leadership supports individual development and performance in contrast to 25.2% and 12.6 who disagree and are neutral.67.9% of the respondentsagree to the fact that organizational communication motivate peopleresulting in better work performance in contrast to 19.5% who disagree. 12.6% of them remained neutral.

VI.   Conclusion and Recommendations

The findings of the research have shown that the prevailing determinants and culture had a positive impact on the organization. The company has a good leadership style with passionate, energetic and enthusiastic characteristics that could inspire positive changes and help every members of the company to succeed. Moreover, the transformational leadership style contributed significantly in the individual development of the employees, empowerment of the employees, in carrying individual job well and the overall performance of the company. Furthermore, organizational communication also played an important role in fulfilling the objectives of the company, rising the productivity of both the employees and the company, improving the individual job performance and resulting better work performance.Organizational culture has a significant impact on the organizational behaviour, employee's commitment and engagement, employee job satisfaction, employee's productivity and motivation.In light of the study's findings, it is suggested that the organisation's leadership continue to search for strengths and weaknesses in the organisation's culture in order to maintain high performance. The followings recommendations are made for this purpose. It is critical that the organization develops personnel who can support and preserve that culture. The organization's mission and strategic direction must be clear, and personnel should be aware of them.It is suggested that the organization focuses on creating and bringing its shared values and beliefs by building leadership behaviours, hiring based on values, and further promoting values through new member integrating the company, promoting, and rewarding appropriately. A company will also continue to succeed if it positions itself to successfully manage change for results. This can be accomplished by involving staff in change management activities, designating internal change agents, monitoring and evaluating change efforts on a regular basis. It is recommended that the firm develop its employee value proposition in order to attract and retain employees who are culturally compatible as well as to strengthen the beneficial attributes already available. It is critical to monitor and evaluate organizational culture on a regular basis in order to assess the impact of the programs and initiatives suggested above and to ensure ongoing progress. This study, however, is limited to a cleaning company based in Mauritius. Generalizations would be possible by enlarging the number of companies studied in different sectors including comparative studies for more robust conclusion.

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