

ABSTRACT

Organisation culture is often considered as crux of a functional firm and serves as the cornerstone of success. Culture tends to deeply impact policies, procedures, mannerisms and overall performance of an organization. In this context, the study was aimed at examining the impact of four specific aspects (consistency, involvement, adaptability and mission) of organizational culture on overall performance of a firm. The study focused on manufacturing industry in UK.

In order to realize the study objective, detailed review of relevant literature was undertaken. This helped the researcher in outlining important concepts pertaining to the study. This was followed by undertaking a primary study where invites for participating in the research study were sent out to 42 manufacturing firms across UK. A positive response however was received only from three firms: Unilever, Glaxo Smith Kline and Astra Zeneca. Consent forms for requesting participant permission were sent out to all three participating firms. This was followed by mailing two separate sets of questionnaires (one for employees and the other for management employees) to three participating organization.

Results of the study indicated that presence of a clear and consistent mission statement were considered extremely important by both employees and managers. While employees believed that it helped them in defining realistic growth and development targets, managers felt that it was necessary to retain employees and derive best possible outputs from them. Further, it was also indicated that both employees and managers valued aspects of flexibility and adaptability in an organization. Employees felt that flexible work arrangements enabled them to maintain their work-life balance and perform to the best of their capability. Managers on the other hand indicated that flexible work arrangements were indeed helpful in keeping employees in their comfort zone, motivating and retaining them.

Based on these findings, it was recommended that organizational performance might be improved further by clearly displaying the mission statement at several places within the organization, adopting a management style which created a balance between allowing employees to make use of their own judgement and giving them specific directions and rationally judging flexible work requirements.

Limitations of the research could be recognized in terms of difficulties faced in generalizing results of the research. Further, research bias and lack of participation could also be recognized as significant limitations of the research.