

INTRODUCTION

Background

Organisation culture is often considered as crux of a functional firm and serves as the cornerstone of success (Uddin et al, 2013). In accordance with research literature, the role of culture in shaping procedures, policies and capabilities in an organisation is both unique and irreplaceable (Schneider et al 2013). Culture in an organization comprises of a variety of elements including mission and values of an organization, amount of flexibility offered, change resistance, policies and practices followed, language of communication, symbols, dress codes and the manner in which individuals tend to address each other (Bedarkar et al, 2016) These aspects have been found to be directly related to performance of an organization (Sukma et al, 2016).

Literature indicates culture hosted by an organization plays a key role in defining outlook of employees, retaining them and getting the best possible outputs from them. In this context, the relationship between four key aspects of culture (flexibility, adaptability, mission and consistency) has been examined with overall firm performance (Awadh & Alyahya, 2013).

The aspect of mission and having a clear mission statement has been related with overall outlook of the organization and the prospective direction of progression (Dubey et al, 2017). Flexibility on the other hand related to the extent to which an organization might be sensitive to employee needs and might respond to changing needs of the business (Liden et al, 2014). Adaptability is viewed in context of capability of an organization to adapt to change and come up with new and innovative solutions. Finally, consistency is measured and viewed in terms of adopted management practices and clearly reflects in policies and procedures followed throughout the organization (Sia, 2015).

Knowledge Gaps

A significant number of studies have been conducted so as to assess the impact of organizational culture on its performance. However, these studies are confined to exploring aspects of language, symbols and value systems and determining their impact on firm performance. This might be attributed to the fact that although the aspects of adaptability, involvement and consistency were always important, they were not treated as a part of culture.

Further, studies conducted in this regard also tend to consider organizational performance only in terms of financial profitability. Alternately, this research would concentrate on overall

performance. In other words, financial, operational and growth and development performance of an organization functioning in the manufacturing sector would be assessed.

Finally, a considerable knowledge gap has been identified in making recommendations for integrating the aspects of flexibility, adaptability and involvement in processes, policies and management styles followed by organizations so as to improve overall performance.

This study would help in adding to the existing body of knowledge of relationship between organization culture and overall performance of a firm. In other words organizations would be able to use findings of this study and improve their performance not just in terms of their financials but also in context of their management.

Research Question

How do four specific aspects (consistency, involvement, adaptability and mission) of organizational culture impact overall performance of a firm?

This research would be focused on the manufacturing industry in UK. Results obtained from this research would be used for the purpose of making recommendations for performance improvement.

Research Objectives

While trying to answer the above stated research question in an effective manner, the main question would be broken down into following smaller sub questions:

- What is the impact of being consistent on overall organization performance?
- What is the impact of being involved in corporate, social and environmental initiatives on overall performance of an organization?
- What is the impact of being able to adapt systems, processes and actions on overall organization performance?
- What is the impact of an organization's mission and vision on its overall performance?
- How can the aspects of involvement, consistency, adaptability and mission be better integrated in policies, processes and management styles adopted by the organization so as to improve organizational performance?

Structure of the dissertation

The dissertation is divided into a total of nine different sections. The first section (or introduction) provides a detailed background to the study. This is followed by identifying gaps

in current knowledge and stating the rationale for this study. Research objectives and questions that would be addressed have also been identified in this section.

The second section (or literature review) identifies relevant literature on the topic of research and presents its findings in a systematic manner. In other words, this section provides a summary of findings of secondary research undertaken in this study.

In the third section (or methodology), methods undertaken to derive both secondary as well as primary research findings have been elaborated on. In context of secondary research findings, the section provides a detailed discussion of databases used, keywords deployed, inclusion and exclusion criteria used so as to derive and summarise relevant literature evidence. In context of primary research, the section provides details of sample size, sampling strategy followed, tools used for data collection and the manner in which research participants were contacted.

The fourth section (or results) presents a systematic analysis of results obtained from primary research. This includes a thematic analysis of patterns or themes observed in collected data.

The fifth section (or discussion) serves to expand on results obtained and link them to original research questions that had been phrased. The section clearly highlights the manner in which research questions were answered and how might valuable conclusions be drawn from data that is being collected.

The sixth section (or research ethics) expands on ethical concerns that the researcher was faced with while undertaking this research. Steps undertaken so as to address these concerns were also elaborated on in the section.

The seventh section (or limitations of the study) highlighted major limitations which the researcher encountered while undertaking this study. Aspects such as researcher bias, lack of knowledge, lack of validity and generalisability of research results have been addressed in the section.

The eighth section (or conclusion) presents a brief summary of the dissertation and its findings. The section touches upon the overall aim of the study and objectives which had been undertaken. This was followed by providing a summary of methods undertaken to conduct both primary as well as secondary research and finally moving on to providing a summary of research results.

The ninth and final section (or recommendations) outlines suggestions that the researcher could make so as to improve overall performance of the organization. These recommendations were based on findings of primary as well as secondary research. Finally, the section also details out future research directions which others researchers might undertake in the same field.