Influence of Organisational Culture on Employee Behaviour and Productivity: A Narrative Review

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ABSTRACT

Background: Organisational culture is company's beliefs, values, attitudes, and how these influence the behaviour of its employees. The problem lies in the fact that, whereas lots of clarity has been established on the influence of organization culture on employees' behaviour and productivity, little or nothing has been done to unveil the degree of this influence.
Objectives: The study investigated the degree of the influence that organizational culture has on employee behaviour and productivity.
Methods: This research adopted narrative review approach where information obtained from literature formed the basis for data analysis.
Results: The study revealed that employees give in their best in the presence of positive organizational cultures. The degree to which organizational culture influences employees' behaviour and productivity is very high.
Conclusion: The study concludes that positive cultureshave been consistently linked with high employee productivity because when employees feel valued, empowered, and supported they actively participate in problem-solving, leading to high efficiency/productivity.
Unique Contributions: The study has exposed the types of organisational culture and the rate at which each of them imparts on employees' attitude and productivity for the advancement of industries and society.
Recommendations: The study recommends that managers should cultivate positive and inclusive organizational culture and align organizational goals with employee values.

Keywords: Employee behaviour, Organizational culture, Manufacturing industries, Productivity

INTRODUCTION

As the people's culture determines their behaviour and how they interact with one another and how fast such society develops, so also organisational culture determines the growth and survival of organizations. Organizational culture is a habit that lasts a long time and is used and applied in life work activities as one of the drivers for improving the quality of work of employees and company managers. An organization basically goes through stages from time to time. This means that an organization that grows and develops will undergo a life process. The direction of this life process depends on its culture (Iskamto, 2023; Mafrudoh, 2023). The employee's performance is also the backbone of any organization because it results in its development. This is why Mafrudoh (2023) outlined four types of organizational cultures in the industry namely; Clan (collaborative) Culture, Hierarchy (control) Culture, Advocacy (creative) Culture and Market (competitive) Culture.

Within the intricate tapestry of an organisation, organizational culture means shared system of values, beliefs, and norms which shapes not only the work environment but also the behaviours and productivity of its employees (Nwosu, et. al., 2018). Examining the degree to which this culture influences individuals within is essential to understanding organizational performance and success. A growing body of research highlights the profound impact organizational culture has on employee behavior and productivity. Studies by Schneider and Griffin (2004) and Coffee and Jones (2004) reveal that positive cultures, characterized by collaboration, open communication, and employee well-being, lead to increased motivation, engagement, and ultimately, productivity. Conversely, toxic cultures fuelled by fear, hierarchy, and poor communication breed dissatisfaction, absenteeism, and even sabotage (Ashkanasy, Wilderom & Peterson, 2005).

Schein (2010) conceptualizes organizational culture as comprising three distinct levels: artifacts and symbols, espoused values, and underlying assumptions. Artifacts and symbols represent the visible manifestations of culture, including rituals andceremonies within the workplace. Espoused values are the explicit beliefs and ideals upheld by an organization, often articulated in mission statements or corporate philosophies. Underlying assumptions, however, constitute the core, implicit beliefs that underpin organizational behavior and decision-making processes.

Research indicates that organizational culture significantly influences employee attitudes, motivations, and actions within the workplace (Gelfand, Aycan, Erez, & Leung, 2020; O'Reilly & Chatman, 2021). For example, an organizational culture that promotes innovation and risk-taking tends to foster creativity and entrepreneurial behaviour among employees. Similarly, a culture characterized by collaboration and teamwork enhances cooperative behavior among employees (Humberd, Knippenberg, Giessner, & Wisse, 2021). Conversely, hierarchical and bureaucratic cultures may stifle employee autonomy and creativity (Parker & Bradley, 2000).

Given the above, the significant implications of organizational culture on employee behaviour and productivity, scholars and practitioners have increasingly focused on understanding and managing organizational culture to enhance organizational effectiveness.

Gelfand et al. (2020) have highlighted the impact of cultural differences on individual behaviours, emphasizing the need for organizations to navigate cultural diversity effectively. Humberd et al. (2021) explore the moderating role of power distance orientation in shaping the relationship between organizational culture and team creativity. As a result, organizational culture exerts a profound impact on employee productivity, with recent studies providing insights into the mechanisms underlying this relationship.

Despite the recognized importance of organisational culture in influencing employee behaviour and productivity, there remains a gap in understanding the degree to which different aspects of organisational culture impact on employees and organisational outcomes. While research has highlighted the broad influence of organisational culture on employees' behaviour and productivity, there is however, a paucity of study that measures the degree of this influence in the manufacturing sector. This is because influence could be strong or weak depending on situation. Addressing these gaps in knowledge is essential for organizations seeking to leverage culture as a strategic asset to enhance employee performance and organizational effectiveness.

OBJECTIVES

Thee main objective of the study is to examine the degree of influence that different organizational cultures have on employee behaviour and productivity. Specifically, the study seeks to achieve the following objectives:

1. To determine the forms of organizational culture that exists in manufacturing industries.
2. To find out the degree to which these types of organizational culture influence the employees' behaviour in manufacturing sector.
3. To find out the degree to which these types of organizational culture influence the employees' productivity in manufacturing industries.

METHOD

The study relied on secondary sourced materials from different literature in order to measure the extent to which organizational culture influence employees' behaviour and productivity. This method of data collection involved the assessing of information from research articles, journal materials, books, monographs, newspapers and magazines relevant to the issues under discussion. The researchers adopted this method because it provided a wide range of data about the past and present. Conducting primary research can only provide information about the present events and activities in a particular organization or environment. With secondary sources, it was discovered that most of the required information for the discussions was already available and accessible.

RESULTS

Forms of Organizational Culture and their influence on Manufacturing Industries

Organizational culture in manufacturing industries encompasses the shared values, beliefs, and practices that shape the working environment and influence employee behaviour. Understanding the different forms of organizational culture is essential for leaders and managers to effectively

manage their workforce and enhance organizational performance. The unique challenges and dynamics of manufacturing operations often give rise to distinct forms of organizational culture that impact various aspects of organizational performance. This section explores the different forms of organizational culture commonly observed in manufacturing industries, drawing upon current literature to provide insights into their characteristics and implications.

Bureaucratic Culture

Bureaucratic culture is characterized by formalized procedures, hierarchical structures, and strict adherence to rules and regulations (Cameron & Spreitzer, 2018). In manufacturing settings, where precision, efficiency, and compliance with quality standards are paramount, bureaucratic cultures often emerge to ensure consistency and control over processes (Zheng, Yang, & McLean, 2020). Employees within bureaucratic cultures typically follow standardized protocols and report to supervisors who oversee their work closely.

Safety Culture

Safety culture emphasizes the importance of prioritizing employee health and well-being, as well as maintaining safe working conditions within the organization (Parker & Lawrie, 2020). In manufacturing industries, where workers are exposed to various hazards and risks, safety culture is of utmost importance to prevent accidents and injuries (Huang, Li, & Liu, 2021). Organizations with a strong safety culture promote proactive safety measures, provide comprehensive training, and encourage open communication regarding safety concerns.

Continuous Improvement Culture

Continuous improvement culture, often associated with Lean manufacturing principles, focuses on enhancing efficiency, reducing waste, and optimizing processes through ongoing innovation and learning (Womack, Smith, & Brown, 2020). In such cultures, employees are encouraged to identify areas for improvement, participate in problem-solving initiatives, and implement changes to streamline operations (Shah, Patel, & Desai, 2019).). Continuous improvement cultures foster a mindset of continuous learning and adaptation, driving organizational agility and competitiveness.

Collaborative Culture

Collaborative culture emphasizes teamwork, cooperation, and shared goals among employees (Humberd *et al.*, 2021). In manufacturing industries, where complex production processes often require cross-functional collaboration, organizations with a collaborative culture tend to excel in problem-solving, innovation, and project execution (Lan, Hu, & Chen, 2021.). Collaborative cultures promote open communication, knowledge sharing, and mutual support among team members, facilitating collective achievement of organizational objectives.

Customer-Centric Culture

Customer-centric culture revolves around meeting customer needs and delivering value through products and services (Fritz, Lam, & Spreitzer, 2021). In manufacturing industries, where customer satisfaction and loyalty are crucial for sustaining competitiveness, organizations with a

customer-centric culture prioritize understanding customer preferences, gathering feedback, and tailoring their offerings accordingly (Zhang *et al.*, 2021). Customer-centric cultures foster a customer-focused mindset among employees, driving innovation and market responsiveness.

Adhocracy Culture

Adhocracy culture prioritizes innovation, risk-taking, and adaptability. In manufacturing industries facing rapid technological advancements and market changes, adhocracy cultures encourage experimentation and flexibility (Cameron & Quinn, 2011). Employees are empowered to take risks and explore new ideas, fostering a culture of creativity and entrepreneurship (Denison *et al.*, 2006). For example, in high-tech manufacturing firms developing cutting-edge products, an adhocracy culture encourages engineers and researchers to explore unconventional solutions and technologies.

Degree of influence organizational culture has on employees' behaviour and productivity
Organizational culture plays a pivotal role in shaping the behavior and productivity of employees within manufacturing industries. It encompasses the shared values, beliefs, norms, and practices that define the working environment of a company. In this essay, we delve into the extent to which organizational culture influences employee behavior and productivity in manufacturing industries, drawing upon contemporary literature to provide insights and evidence. Organizational culture profoundly influences employee behavior within manufacturing industries. Little wonder, Schein (2010) defines organizational culture as a pattern of basic assumptions that a group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration. These assumptions guide employee behavior by establishing norms and expectations, shaping decision-making processes, and defining acceptable ways of interacting within the organization (Cameron & Quinn, 2011).

In manufacturing settings, where tasks often require precision, teamwork, and adherence to standard operating procedures, a culture of quality and excellence can foster behaviors aligned with these principles. For instance, a culture that prioritizes safety will encourage employees to adhere to safety protocols and report hazards promptly (Zohar, 2010). Conversely, a culture that values innovation and risk-taking may lead employees to experiment with new methods or technologies to enhance productivity (Zhou & George, 2001).

Moreover, the degree of hierarchy and power distance within an organizational culture can influence employee behavior significantly. Research suggests that cultures with high power distance may inhibit communication and creativity, as employees are less likely to voice dissenting opinions or suggest improvements (Hofstede, 1984). Conversely, organizations with flatter hierarchies and a more egalitarian culture may promote collaboration and empowerment, leading to higher levels of engagement and innovation (Denison *et al.*, 2006). Organizational culture also exerts a considerable impact on employee productivity in manufacturing industries. A strong culture that aligns with organizational goals and values can enhance employee motivation, commitment, and job satisfaction, thereby improving productivity (Chatman & Cha, 2003). For instance, a culture that promotes a sense of belonging and recognition can increase employee morale and reduce turnover rates, leading to higher levels of productivity (Schneider, Ehrhart, & Macey, 2017).

Furthermore, organizational cultures that prioritize continuous improvement and learning contribute to higher levels of productivity by fostering a mindset of innovation and adaptation (Brown & Duguid, 1991). In contrast, cultures that resist change or stifle creativity may impede productivity by inhibiting experimentation and growth (O'Reilly & Chatman, 2021).

Moreover, the role of leadership in shaping organizational culture cannot be overemphasized. Effective leaders who embody and reinforce cultural values can inspire employees to perform at their best and drive productivity improvements (Schein, 2004). Conversely, leadership behaviours that are incongruent with organizational culture or lack consistency can erode trust and undermine productivity (Sosik, Jung, & Dinger, 2014). Given the above, Huh and Kwon (2023)observed thatstrong safety culture fostered employee trust in leadership and colleagues, leading to increased individual and team productivity. This effect was mediated by employee effort and risk-taking behaviour.

Similarly,Afsar and Bradley (2021) found that high-involvement work systems (teamwork, participatory decision-making) positively influenced employee productivity through increased job autonomy and intrinsic motivation. They concluded that empowering employees through high-involvement practices leads to higher productivity. Also, Mujtaba and Sohal (2020) found that the positive impact of organizational justice (fairness, transparency) on employee productivity was stronger under transformational leadership, characterized by vision, inspiration, and individual development. Therefore, it can be seen that the degree at which each of these forms of organizational culture influence productivity via excellent employees' attitude is very high. The more positive each type of culture is, the higher the level of productivity and survival of the organization.

THEORETICAL FRAMEWORK

Douglas McGregor's Theory X and Theory Y

The study adopted Douglas McGregor's Theory X and Theory Y as theoretical framework. This is because the pair of theory has continued to resonate in workplaces; sparking discussions about leadership styles, employee motivation, and ultimately, organisational success. Understanding this dynamic dance between assumptions, culture, and behavior is crucial for fostering a productive and thriving workforce. Theory X paints a bleak picture of employees, assuming them to be inherently work-averse, responsibility-shirking, and needing constant external control. This pessimistic view translates into authoritarian cultures characterized by close supervision, rigid rules, and extrinsic motivation strategies like threats and rewards. While this approach might ensure minimal compliance, it stifles creativity, engagement, and ultimately, potential.

On the other hand, Theory Y presents a more optimistic outlook, envisioning employees as naturally seeking work fulfilment, possessing creativity, and motivated by intrinsic drives like achievement and self-actualization. This perspective fosters participative cultures with autonomy, empowerment, and intrinsic motivation tactics like opportunities for growth and recognition. These cultures tend to see higher levels of engagement, innovation, and overall employee well-

being. Organizational culture acts as the main stage where this drama of assumptions unfolds. It embodies the shared values, beliefs, and practices that shape employee behavior and expectations. Cultures built on Theory X assumptions create an environment of suspicion and control, discouraging risk-taking and initiative. Conversely, Theory Y-based cultures, characterized by trust and empowerment, encourage employees to contribute their full potential.

However, the world of work is not a binary choice between X and Y. As Wang *et al*. (2022) highlight, a one-size-fits-all approach might not be optimal. Cultural nuances, industry norms, and even generational differences must be considered. For example, a Theory Y approach might translate differently in a collectivistic culture compared to an individualistic one. Similarly, younger generations might hold different expectations compared to older generations. The contemporary understanding of organizational culture acknowledges its complexity and dynamism. Scholars now explore the interplay between national cultures, industry-specific norms, and generational differences, each shaping the employee experience within an organization. For instance, House *et al*. (2014) delve into how country-level values influence leadership styles and workplace practices. Furthermore, Bell and Taylor (2020) examine how understanding generational needs is crucial for creating a truly inclusive and thriving workplace culture.

DISCUSSION

Forms of organizational culture that exist in manufacturing industries

The study identified the various forms of organizational culture and their level of influence. The finding agrees with the work of Lee and Hu (2023) when theyidentified a positive relationship between safety culture and employee engagement. To them strong safety culture fosters engagement, and engaged employees contribute to a safer work environment and high productivity. On the other hand, adhocracy culture prioritizes innovation, risk-taking, and adaptability. In manufacturing industries facing rapid technological advancements and market changes, adhocracy cultures encourage experimentation and flexibility (Cameron & Quinn, 2011). Where this culture exists, employees are empowered to take risks and explore new ideas, fostering a culture of creativity and entrepreneurship (Denison *et al.*, 2006).

Similarly,collaborative culture emphasizes teamwork, cooperation, and shared goals among employees (Humberd *et al.*, 2021). In manufacturing industries, where complex production processes often require cross-functional collaboration, organizations with a collaborative culture tend to excel in problem-solving, innovation, and project execution (Lan *et al.*, 2021). Collaborative cultures promote open communication, knowledge sharing, and mutual support among team members, facilitating collective achievement of organizational objectives.

Furthermore, customer-centric culture according to Fritz *et al.*, (2021) revolves around meeting customer needs and delivering value through products and services. In manufacturing industries, where customer satisfaction and loyalty are crucial for sustaining competitiveness, organizations with a customer-centric culture prioritize understanding customer preferences, gathering feedback, and tailoring their offerings accordingly (Zhang *et al.*, 2021). Customer-centric

cultures foster a customer-focused mindset among employees, driving innovation and market responsiveness. Supporting the above finding, Chen (2022) agreed that an agile culture, characterized by flexibility, adaptability, and customer-centricity, was linked to improved customer responsiveness, leading to shorter lead times and higher customer satisfaction. He concluded that adopting an agile approach can help manufacturing companies respond to changing customer needs and preferences more effectively. He further recommended a break down siloed structures, empower teams to make decisions, and prioritize rapid experimentation and learning based on customer feedback.

Overall, the organizational culture in manufacturing industries highly influences employee effectiveness and high productivity. This is because positive culture enhances engagement, collaboration, innovation, and quality focus, leading to a more effective workforce and improved organizational performance. Degree to which organizational culture influence employees' behaviours and productivity in manufacturing industries. Whereas, many literatures exist on the influence of organizational culture on employees' behaviour and productivity, this work instead sought to identify the degree of this influence. Given the above, the study found that there are certain variables that influences this degree of influence an organizational culture can have on employees' behaviour and productivity, which include but not limited to; leadership style and forms of organizations.

This finding is in consonance with the work of Denison *et al.*, (2006) who observed that the degree of hierarchy and power distance within an organizational culture can influence employee behaviour significantly. Research suggests that cultures with high power distance may inhibit communication and creativity, as employees are less likely to voice dissenting opinions or suggest improvements. Conversely, organizations with flatter hierarchies and a more egalitarian culture may promote collaboration and empowerment, leading to higher levels of engagement and innovation (Denison *et al.*, 2006).

Moreover, Schein, (2010) observed that the role of leadership in shaping organizational culture cannot be overemphasized. Effective leaders who embody and reinforce cultural values can inspire employees to perform at their best and drive productivity improvements. Conversely, leadership behaviours that are incongruent with organizational culture or lack consistency can erode trust and undermine productivity (Sosik *et al.*, 2014).

In a similar vein, Mujtaba and Sohal (2020)found that the positive impact of organizational justice on employee productivity was stronger under transformational leadership, characterized by vision, inspiration, and individual development. They concluded that leaders play a crucial role in amplifying the positive effects of organizational justice on employee behavior and productivity. They recommended that organizations should invest in developing transformative leadership practices that promote ethical decision-making, fairness, and employee engagement.

As noted above, organizational culture also exerts a considerable impact on employee productivity in manufacturing industries. A strong culture that aligns with organizational goals and values can enhance employee motivation, commitment, and job satisfaction, thereby improving productivity (Chatman & Cha, 2003). For instance, a culture that promotes a sense of

belonging and recognition can increase employee morale and reduce turnover rates, leading to higher levels of productivity (Schneider *et al.*, 2017).

Furthermore, Brown and Duguid, (1991) agreed that organizational cultures that prioritize continuous improvement and learning contribute to higher levels of productivity by fostering a mindset of innovation and adaptation. In contrast, cultures that resist change or stifle creativity may impede productivity by inhibiting experimentation and growth (O'Reilly & Chatman, 1996).

In bringing both organizational culture and leadership style together**,** Huh and Kwon (2023) observed that strong safety culture fostered employee trust in leadership and colleagues, leading to increased individual and team productivity. This effect was mediated by employee effort and risk-taking behavior. They concluded that investing in a robust safety culture not only improves safety but also boosts productivity through positive employee attitudes and behaviours.

CONCLUSION

The intricate dance between organizational culture, employee behaviour and productivity in manufacturing industries reveals a powerful interplay of values, norms, and practices. This paper has explored the diverse forms that organizational culture can take, from hierarchical and safety-oriented to collaborative and innovative. Each form exerts a distinct high influence on employee behavior, shaping their motivation, engagement, and ultimately, their contribution to overall productivity. In other words, positive organizational culture leads to excellent employees' behaviour and high productivity.

Positive cultures**,** characterized by trust, collaboration, and open communication, have been consistently linked with high employee productivity. When employees feel valued, empowered, and supported, they are more likely to go the extra mile, share knowledge, and actively participate in problem-solving, leading to improvedefficiency and innovation.

Therefore, manufacturers must remain attuned to the evolving needs of their workforce and the increasingly dynamic business landscape. Embracing diversity and inclusion, promoting work-life balance**,** and fostering a culture of continuous learning are keys to attracting and retaining talent in a competitive market. By recognizing the high transformative power of organizational culture, manufacturing leaders can orchestrate a symphony of motivated employees, playing their part in the ever-evolving industrial landscape. Similarly, organizations should cultivate a positive and inclusive culture by providing training and development opportunities for their employees and; aligning organizational goals with employees' values.

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Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Authors' Contributions
Egwu, K. conceived the study. The study design was done by Nwosu, I. & Egwu K. Materials for the review were collated by Nwosu, I & Egwu, K. The analysis and interpretation were handled by Nwosu, I. while Egwu, K wrote the initial manuscript. All authors have critically reviewed and approved the final draft, and are responsible for the content and similarity index of the manuscript.

Availability of data and materials
The datasets on which conclusions were made for this study are available on reasonable request.

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