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Discuss the social and cultural factors that might affect effective performance of an organisation or a group of employees.

As we can see in the example of Cathie Mahon, our unique personal characteristics can have a dramatic influence on both individual behavior and the behavior of those around us. To succeed in any managerial position, it is necessary to have the appropriate skills and abilities for the situation. Moreover, when selecting subordinates, managers have similar concerns. In short, individual differences can play a major role in how well someone performs on the job. They can even influence whether someone gets the job in the first place. Because of this, we begin this section with a look at individual differences in the workplace.

Several factors can be identified that influence employee behavior and performance. One early model of job performance argued simply that performance was largely a function of ability and motivation. Using this simple model as a guide, we can divide our discussion of individual factors in performance into two categories: those that influence our capacity to respond and those that influence our will or desire to respond. The first category includes such factors as mental and physical abilities, personality traits, perceptual capabilities, and stress-tolerance levels. The second category includes those variables dealing with employee motivation. Both of these sets of factors are discussed in this part of the book as a prelude to more complex analyses of overall organizational performance.

Specifically, we begin our analysis in this chapter with a look at individual differences, including employee abilities and skills, personality variables, and work values. We will also examine the nature of culture and cultural diversity as it affects behavior in organizations both at home and abroad. Later we look at perception and job attitudes, and we review basic learning and reinforcement techniques. The basic theories of employee motivation are then introduced, including the concept of employee needs. More complex cognitive models of motivation will be examined, and finally, we review contemporary approaches to performance appraisals and reward systems in organizations. All told, this coverage aims to introduce the reader to the more salient aspects of individual behavior as they relate to organizational behavior and effectiveness.

What are the various abilities and skills that should be considered when hiring employees?

How should the personality differences and work values be taken into account when selecting employees?

What is the role of cultural diversity in selecting employees?

How do managers and organizations appropriately select individuals for particular jobs?

Because people enter organizations with preset dispositions, it is important to be able to analyze important individual characteristics, effectively select individuals, and appropriately match them to their jobs. However, this must be done carefully in light of both ethical and legal issues that face managers today. culture and its impact on the organizational performance, through an analysis of existing empirical studies and models link with the organizational culture and performance. The objective of this article is to demonstrate conceptualization, measurement and examine various concepts on organization culture and performance. After analysis of wide literature, it is found that organizational culture has deep impact on the variety of organizations process, employees and its performance. This also describes the different dimensions of the culture. Research shows that if employee are committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals. Balance Scorecard is suggested tool to measure the performance in the performance management system. More research can be done in this area to understand the nature and ability of the culture in manipulating performance of the organization. Managers and leaders are recommended to develop the strong culture in the organization to improve the overall performance of the employees and organization

This study investigates the influence of organizational culture on performance management in insurance industry. Based on the work of Goffee, Jones,

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and Caldwell a structured questionnaire was developed and distributed and data are collected from 100 employees at Zurich Insurance Malaysia using convenience sampling techniques. This study used five variables to measure organizational culture: adaptive perspective, communal, network, mercenary and fragmented culture. The results showed that there is an association or relationship between organizational cultures on performance management. The findings also showed that different types of organizational culture have different levels of acceptance of performance management. This means that certain type of organizational culture is acceptable and instills to improve performance. The results show that there is a significant and positives correlation between organizational cultures and performance management. Future studies may consider more insurance based organization to generalize the finding throughout the insurance industry. Also this study can be conducted on other sectors as well with some modification on the variable use to in recent time t years there is growing interest in examining the impact of organizational culture and performance, in particular employee performance (Racelis, 2010). These researches revealed that the right set of cultural values often create excitements, high morale, and intense commitment to a company and clarify the behaviors of employees (Rashid, Sambasivan & Johari, 2003; Ehtesham, Muhammad & Muhammad, 2011). Many theoretical models were developed throughout the years in exploring organizational culture and how to measure it. Some of the popular theories include

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 Caldwell (1991), Denison (1990) model and Schein (1992). These theories are the most well-known and acceptable theories on organizationculture. Similarly many research focus on examining the impact of organizational culture and its impact on performance. Some studies found that there is strong correlation between

5.1 Organizational culture

Culture represents the personality of an organization, having a major influence on both employee satisfaction and organizational success. It expresses shared assumptions, values and beliefs and is the social glue that holds an organization together (Trevino & Nelson 1999).Tichy (1982) also defined organizational culture as the “normative glue” that holds an organization together.Forehand and von Gilmer (1964) suggest that culture is the set of characteristics that describe an organization and distinguish it from others. Schein (2011) defines organizational cultures as shared philosophies, ideologies, beliefs, assumptions, expectations, attitudes, norms and values.Central to the culture definition is the idea that culture must be learned and shared (Titiev, 1959).According to Hofstede (1984) culture is “the collective programming of the mind which distinguishes the members of one human group from another”.

He identified the main dimensions of culture that affect work practices in different countries as power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. feminist and long vs. short-term orientation.Organizational culture is defined as “The way things get done around here” Deal and Kennedy (1982). They created a model of culture that is based on four different types of organizations which focus on how quickly the organization receives feedback, the way members are rewarded, and the level of risks taken. These are Work-hard, play-hard culture, Tough-guy macho culture, Process culture and Bet-the-company culture.

5.2Organizational Performance

According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: Financial performance (profits, return on assets, return on investment, etc.) Product market performance (sales, market share, etc.) and Shareholder return (total shareholder return, economic value added, etc.).Adkins and Caldwell (2004) found that job satisfaction was positively associated with the degree to which employees fit into both the overall culture and subculture in which they worked.

A perceived mismatch of the organization‟s culture and what employees felt the culture should be, is related to a number of negative consequences e.g. lower job satisfaction, general stress and turnover intent.Culture supports employee‟s values, which are considered to be rational assets, whose logical participation result to individual and subsequently organization learning, new knowledge formation and readiness to share with others( Dasanayaka and Mahakala 2008)Brooks (2006) stated that complete knowledge and awareness of organizational culture helps to improve the ability to examine the behavior of the organization which assists in management and leadership.According to Stewart (2010), norms are invisible but have a strong effect on those attached with the organization and if the organization wants to improve employee performance and profitability they should start at norms. Adoption of the organizational culture by employees helps them to become effecient and effective at the same time which in turn leads to enhancement of net profit of the organization (Gallagher, Brown and Brown,2008)