

# Building and Sustaining a Positive Culture- Literature review

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**Abstract -**Building and maintaining a pleasant culture in the workplace is critical for improving performance and overall organizational growth. Organizational culture influences the organization's growth and efficiency. Not only is positive culture important, but so is sustainability within the positive cultural environment. As it is not sustainable, it has a detrimental influence on the organization's performance. The first step is to create culture, followed by a favorable cultural shift. People need to be motivated and training activities should be organized because they play such an important role in creating a healthy culture.

**Keywords:** Organizational Practices, Organizational culture & Organizational sustainability.

## I. INTRODUCTION

This research is being undertaken because, as a result of globalization, the demand for quality rises in order to meet the needs and demands of consumers. Furthermore, organizational performance is crucial for maintaining market competitiveness. When organizational performance improves, so does organizational development.

Management techniques, sometimes referred to as organizational practices, are greatly influenced by the company culture. Effective management techniques are fostered by a positive organizational culture.

There are two types of best cultural practices in an organization:

Internal best practices - Internal best practices are the result of internal knowledge management efforts.

External (industry) best practices - External best practices are introduced to the company through the

hiring of skilled, educated, and experienced employees, as well as through external training.

## II. OBJECTIVES OF THE STUDY

The Researchers have considered the following objectives for the study:

- ▶ To understand the essence of Organizational Culture.
- ▶ To study the concept of Organizational sustainability.
- ▶ To review the existing literature on Organizational culture & Organizational sustainability.

## III. RESEARCH METHODOLOGY

The secondary data used in this study was gathered from books, journals, articles, research papers, theses, and Google Scholar. The aforementioned components were cited in this study.

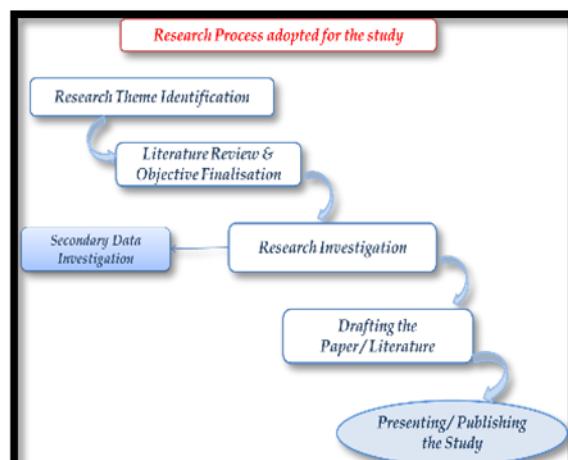


Fig. Research Process Adopted for the Study

#### IV. LITERATURE REVIEW

"Business Process Reengineering and Organizational Performance of Selected Automobile Firms in Southeast of Nigeria," European Journal of Business, Economics and Accountancy, ISSN 2056-6018, Vol. 3, No. 5, 2015, Drs. Orogbu Obiageli Lilian, Onyeizugbe Chinedu Uzochukwu, and Onuzulike Nkechi Francisca This study reveals that organizational culture and practices are the reasons behind the implementation of business process reengineering in the company. Organizational culture must be such that innovative ideas may be implemented and sustained in a competitive context. Culture "Human Resource Management Practices and Organizational Performance: An Indian Perspective," Sangeeta Trehan and Karan Setia, Global Journal of Finance and Management, Volume 6, Number 8 (2014), ISSN 0975-6477 This study examines how implementing HRM practices that are connected to organizational culture might enhance an organization's performance and help it survive in the global marketplace.

"Impact of Quality Management On Organizational Performance," Syed Muhammad Ali and Ieng Mimeche, International Journal of Scientific & Technology Research, Volume 3, Issue 8, August 2014, ISSN 2277-8616, This study demonstrates that organizational performance and quality management techniques are positively correlated. By delivering the highest quality product possible, quality management techniques play a crucial role in satisfying consumer demands, needs, and expectations. Customer satisfaction and organizational performance both rise with product quality. In the age of global markets, customer satisfaction is the primary indicator of sustainability.

"Positive Work Environment as Well as Positive Organizational Culture on The Overall Performance of Organization," Ganyang, Machmed Tun, and MM SE, Archives of Business Research 7.9 (2019): 64-70, 2019 In the subject of operations management research, TQM has been regarded as an infrastructure strategy. Along with lean operations, supply chain management, and technology management, it is one of the most well-known methods for operational excellence. Manufacturing and service companies frequently employ this tactic to preserve their competitive advantages. The development of overall

quality management as a collection of procedures and how it improves organizational performance.

The relationship between organizational culture, employee motivation, and performance is examined in Evans Sokro's "Analysis of The Relationship That Exists between Organizational Culture, Motivation, and Performance," Problems of Management in the 21st Century, Issue Year: 3/2012. Aspects of corporate culture that were examined included individual beliefs, working environment, organizational values, employee motivation, employee relationships, and performance. This study looked into whether employee motivation and, consequently, organizational performance are directly impacted by organizational culture. Improved corporate culture boosts employee motivation, which in turn boosts employee performance and, ultimately, organizational performance.

This study examines the connection between organizational culture, employee motivation, and performance. Shahzad, F., Luqman, R. A., Khan, A. R., & Shabbir, L., "Impact of Organizational Culture on Organizational Performance: An Overview," Interdisciplinary Journal of Contemporary Research in Business, 3(9), 2012. Aspects of corporate culture that were examined included individual beliefs, working environment, organizational values, employee motivation, employee relationships, and performance. This study looked into whether employee motivation and, consequently, organizational performance are directly impacted by organizational culture. Improved corporate culture boosts employee motivation, which in turn boosts employee performance and, ultimately, organizational performance.

Massoud Moslehpoour, Ka Yin Chau, Yu-Te Tu, Khanh-Linh Nguyen, Momodou Barry & Kamasani Dhanasekhar Reddy, "Impact of Corporate Sustainable Practices, Government Initiative, Technology Usage, and Organizational Culture on Automobile Industry Sustainable Performance", Springer, July 2022, The purpose of this article is to investigate the impact of core corporate sustainable practices, as well as attributes of sustainable practices, government initiative, technology use, and organizational culture, on the long-term performance of the Indian automobile industry. This paper concluded that the long-term success of the automotive industry is positively impacted by corporate sustainability initiatives, technology use,

and organizational culture. Furthermore, the article concluded that the long-term performance of the automotive industry is significantly correlated with corporate sustainable practices, technology usage, and organizational culture. The article offers recommendations for creating rules that leverage sustainable business practices to enhance long-term organizational performance.

Christopher D. Ittner "Quality Strategy, Strategic Control Systems, and Organizational Performance," by David F. Larcker, Elsevier, Volume 22, Issues 3–4, April–May 1997, pages 293–314 Few American or European businesses utilize formal strategic control systems, according to prior study. Organizational performance is impacted by strategic quality control.

Kavita Singh, "Predicting Organizational Commitment Through Organization Culture: A Study of the Indian Automobile Industry," Journal of Business Economics and Management, Patyal and Koilakuntla (2018) The most crucial components of infrastructure and fundamental QM practices in Indian manufacturing businesses were found to be top management commitment and Six Sigma structure, with hierarchical and rational cultures being the most prevalent. Additionally, group and development cultures are the most conducive to infrastructure and fundamental QM practices, according to the study's findings.

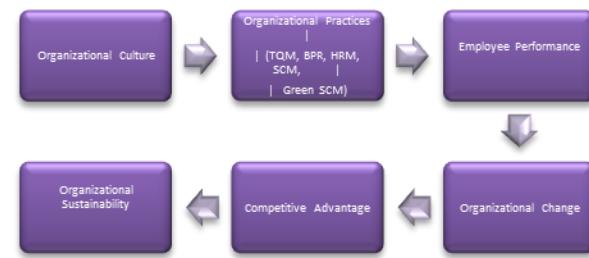
"Quality Management Practices and Organizational Performance: Impact of Sustainable Product Development," International Journal of Supply Chain Management (IJSCM), ISSN 1935-5726 AND E-ISSN 1935-5734, Vol. 5, No. 4 (2016), Mohd Akhir, Ahmad, Mohd Norhasni Asaad, Rohaizah Saad, Rosman Iteng, Mohd Kamarul Irwan, and Abdul Rahim Sustainable product development is a creative strategy used by automakers to comply with international regulations. According to this study, organizational performance and quality management methods are positively correlated, with continuous improvement having the biggest impact. The organization's customer products will be of higher quality after quality management procedures are put into place. In alternate cycles, organizational performance improves.

According to Roscore and Subramanian (2019), pro-environmental HRM procedures like hiring, training,

appraisal, and incentive are encouraged by green organizational culture. The authors claim that leadership emphasis, message credibility, peer involvement, and employee empowerment are important facilitators of a green workplace culture.

Setting specific, quantifiable goals has been shown to have a positive correlation with both quantity and quality performance (Verbeeten, 2008). Moreover, quantity rather than quality is linked to the application of incentives. Lastly, the efficacy of performance management techniques in public sector organizations is influenced by institutional factors. The findings demonstrate that in public sector organizations, the behavioral effects of performance management techniques are just as significant as the financial ones.

#### Framework Suggested:



**Fig. Model of Organizational Culture and Sustainable Competitive Advantage**

The flow diagram explains how organizational culture forms the foundation for effective management practices such as TQM, BPR, HRM, SCM, and Green SCM. These practices enhance employee performance, which facilitates successful organizational change. Improved performance and change together create a competitive advantage, leading to long-term organizational sustainability.

#### V. FINDINGS AND CONCLUSION

The study's conclusions and findings will set the stage for further investigation in fields where a significant connection between employee performance and organizational change is required. Organizational cultural practices support the development and maintenance of a competitive environment.

Organizational culture, TQM, BPR, Green SCM, HRM, and SCM practices are all critical to an organization's sustainability.

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