

Name of Scholar : **Gargi Sandilya**
Name of Supervisor : **Prof. M. G. Shahnawaz**
Department : **Psychology**
Title of thesis : **Well-being and Performance of Employees as Functions of Organizational Culture**

Abstract

The aim of the current study was to explore the wellbeing at work and performance of employees as functions of organizational culture in the context of a recent joint venture. This particular research area was chosen because review of relevant literature revealed a paucity of studies looking at these three variables in the context of a joint venture. The current study focused on one organization, VECV (Volvo Eicher Commercial Vehicles) that had undergone an international joint venture four years before the study was finalised. Since the study involved three subjective variables that can also be perceived as shared experiences, a combination of qualitative and quantitative methods was applied. Research that began with a few research questions in mind, came to its rightful end with a number of interesting findings that emerged from both the qualitative and quantitative parts of the study. Research questions were formulated for the qualitative part of the study and the relevant questions were converted to hypotheses for the quantitative study. Tools were then selected based on relevance – The Denison Organizational Culture Survey to measure organizational culture (DOCS); The Index of Psychological Well Being at Work (Dagenais-Desmarais and Savoie, 2011) to measure psychological wellbeing at work; and the performance measure by Greene-Shortridge (2008). Ten in-depth interviews were conducted to collect qualitative data in addition to informal observation and tea-time conversations. Survey data was collected from 155 employees from different levels on the above tools in addition to demographic details. In both cases attempt was made to have equal representation of pre and post JV employees. Qualitative data was analysed using Interpretive Phenomenological Analysis. After the basic descriptive statistics of mean, standard deviation and frequency analyses, statistical analyses of correlation, multiple regression, Cohen's effect size and mediation were applied to the quantitative data to test the given hypotheses. Confirmatory Factor analysis was carried out to test the Dagenais-Desmarais and Savoie (2011) psychological well-being at work measure and the performance measure (Greene-Shortridge, 2008) for the Indian organizational population and the current sample for this study respectively.

The culture of the sample organization was found to be at par with other international organizations. There was no significant difference between the pre and post JV participants on the scores of organizational culture, psychological wellbeing at work or employee performance. The dimensions of all three variables were found to be correlated with each other, effect sizes ranging from small to medium. Linear regression results indicated that three out of four dimensions of organizational culture predict 41% of the psychological wellbeing of its employees. Mediation analysis revealed that psychological wellbeing at work mediates the relationship between all four dimensions of organizational culture and employee performance and the effect size of this was found to be medium tending towards large.

The in-depth interviews corroborated the above statistical findings. The JV seems to have had a greater positive impact than negative. While the pre-JV employees were found to have their grievances about the change in culture and the lack of personal touch, they accede the tremendous technological up-gradation that the JV has brought along with salary hikes, better policies, international branding, etc.

In terms of culture, relationships, spanning from friendly to professional, emerged as an important part of the work culture. The processes such as IDPR, AWP, etc. surfaced as being their strengths along with the fact that the company needs to work on the fairness with which promotions as well as rewards and recognition are given. Further the need to work on balancing the four aspects of culture as per the Denison organizational culture model more specifically the Adaptability, Involvement and Consistency dimensions also emerged.

This study contributes immensely to the existing body of organizational literature in terms of theory as well as practical applications. It is unique in that it explores the relationship between organizational culture, psychological wellbeing at work and employee performance in the context of an international joint venture.

Keywords: *Organizational Culture, Wellbeing at work, Joint venture, Tool Validation, Mediation*