

Assessing the role of Organizational Culture in determining the Employee Performance – Empirical Evidence from Indian Pharmaceutical Sector

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Abstract: *This research study is emphasized to understand the impact of organizational culture over the employee performance in the Indian pharmaceutical industry. The researcher considered that the independent variables such as the visions of the organization, values of the organization and the practices of the organization. Further the researcher assumed that the employee motivation is the mediating factor of this study which may effect the employees performance in the organization. Researcher applied convenience sampling method and collected the data from the selected pharma companies located in Hyderabad city.*

Index terms: *Employee Engagement; Vision; Values; Practices; Employee Motivation; Employee Performance*

I. INTRODUCTION

There has been significant research in the literature to explore the impact of organizational culture on employee performance and productivity. For instance, scholars (Hofstede, 1980; Ouchi, 1981; Hofstede & Bond, 1988; Kotter and Heskett, 1992; Magee, 2002) claim that organizational culture could be used for measuring economic performance of an organization. However, organizational excellences could be varied since cultural traits differ from organization to organization and certain cultural traits could be source of competitive advantages through causal ambiguity (Barney, 1991 and Peters and Waterman, 1982). The world is changing rapidly and the level of employee expectation and satisfaction also change accordingly. Organizational culture adapts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations and satisfactions. Therefore a supportive culture as pointed out by Ritchie (2000) is considered as a motivational instrument which promotes the employees to perform smoothly and ensures better productivity (Ritchie, 2000). Research has been carried out on various issues of organizational culture, for example, organizational culture types (Tharp, 2009) emphasize the stages of culture across the organization whereas organizational psychology (Schein, 1990) focuses on how culture makes an impact on employees' psychology and performance. These two issues of organizational culture set

up equilibrium where an organization can achieve its maximum level of effectiveness and efficiency (Deem, Barnes, Segal & Preziosi, 2000) that shows the link between organizational culture and employee performance.

II. REVIEW OF LITERATURE:

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees (Kotter and Heskett, 1992). Gordon and Cummins (1979) define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Hofstede (1980: 25) summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one. Thus the above concept asserts that organizational culture could be the means of keeping employees in line and exhilarating them towards organizational objectives. Early organization behavior researchers (Peters and Waterman, 1982; Deal and Kennedy, 1982; and Pascale and Athos, 1981) find the unambiguous links between culture and organizational performance. These cultural values are consistent with organizational chosen strategies that led to successful organizations. Although the relationships between organizational culture and employee performance have been widely accepted, some researchers (Willmott, 1993; Legge, 1994; and Ogbonna, 1993) raise concerns about the relations. Thus Gordon and DiTomaso (1992) and Denison (1990) argue that culture characteristics might affect performance but restricted or conditioned to the specific context. They further argue that culture may lead to higher performance if it fits with changes of environmental factors within the context. Recently, researchers argue that cultural traits cannot be copied and therefore it could be source of organizational sustainability. Resource-based view (Barney, 1986 and 1991) suggests that sustainability depends on the values, rarity and sustainability of the culture concerned. Overall, the aim of the literature review is to examine the existing research to explore the links between culture and performance.

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Due to the subjective nature of culture, it could be challenging to precisely define the specifications of organizational culture. Despite no single theory is uniformly accepted, there is a general consent about organizational culture on being traditionally determined and socially structured that involves beliefs, behaviors, values and morals allied with different levels of the organization and incorporates to all aspects of organizational life (Pettigrew, 1990 and Hofstede, Neuijen, Ohauv and Sanders, 1990). The organizational culture is outlined by Schein (1990) as overall phenomenon of the organization such as natural settings, the rite and rituals, climate and values of the company. According to Martins and Terblanche (2003), culture is deeply associated with values and beliefs shared by personnel in an organization. Organizational culture relates the employees to organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioral set of standards. Klein et al. (1995) positioned organizational culture as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its products and services. Schein (2004) defined organizational culture as a dynamic force within the organization which is revolving, engaging and interactive and it shaped up by the employees and managements gestures, behaviors and attitudes.

III. NEED FOR THE STUDY:

Based on the past literature which is available on organisational culture's impact over the performance of employee we can conclude many aspects. The organizational culture can reflect in many aspects. The effective organizational culture will be useful to maintain the cordial relations in the organisation which resulted in production and productivity. It also may be useful to frame better policies which are much useful to their employees (Latham, G.P. (2000). The organizational culture management practices can be used as the tactical technique to control the individual, the group of employees and the different groups of employees. Organizational culture will create a healthy atmosphere, so that the firm's activities will go in a smooth way. The effective organizational culture will make abide both the employees and employers on a common platform which is very good to the organisation to share many ideas, thoughts, plans and procedures.

Though the organizational culture has a major role in the employee performance and as well as the organisational performance, no light has been thrown on this area to test the impact of organizational culture's over the employee performance. To that matter, there is a no a comprehensive study in the academic literature which tested the impact of organizational culture on employee performance through the mediating role of employee motivation. There are few studies on assessing the impact of organizational culture on employee performance. But there is no a comprehensive study which reveals the at what extent the organizational culture can impact the motivation levels of an employee and may leads to the employee performance. Hence, this study undertaken the variables of vision of the organization, values of the organization and practices of the organisation of factors affecting the organisational culture and tested their

impact over employee performance through the mediating role of employee motivation (Dijkstra, M. (2016).

IV. OBJECTIVES OF THE STUDY:

The main objective this study is to provide the comprehensive understanding on the impact of organizational culture over employee performance through the employee motivation in the Indian Pharmaceutical sector. The other objectives of the study are as follows:

1. To examine the employee motivation's mediating effect over vision on employee performance.
2. To assess the employee motivation's mediating effect over values on employee performance.
3. To test the employee motivation's mediating effect over practives on employee performance.

V. FORMULATION OF HYPOTHESES:

As the study is in exploratory in nature, it is required to frame the hypotheses of this study in the form of null. Hence, the researcher framed the hypotheses in null form as mentioned below:

H1₀: Employee motivation will not have mediating effect on the determinant factors of organizational culture on employee performance in relation to:

H1_{0a}: Vision; **H1_{0b}:** Values; **H1_{0c}:** Practices

VI. DATA ANALYSIS, DISCUSSION OF RESULTS & IMPLICATIONS

Demographic Profile of The Respondents:

As the study is in empirical in nature, the researcher collected the primary data of 888 samples from the employees of Pharma companies located in Hyderabad. The data comprises various aspects regarding the respondents of the study. The data is collected form 620 male respondents and 268 female respondents. There are 262 employees in the age range of 25-35 years, 374 employees in the range of 35-45 years, there are 183 employees fall under the age category of 45-55 years and 69 employees have the age more than 55 years. The data is collected from the different cadres like, workers/operators, executives and supervisors. Major chunk of the data is collected from 587 workers, there 273 employees of executive cadre and merely 28 employee of supervisor cadre took part in the data collection.

The data is the conglomeration of the various span of experience respondents. It is observed that, there are 338 respondents had 0-2 years of experience, 352 respondents had 2-5 years of experience and 93 respondents had 5-10 years of work experience and 105 respondents had more than 10 years of work experience. Among the total respondents, 312 respondents had either SSC or Diploma is their educational qualification, 532 respondents had degree as their highest qualification and merely 44 respondent had post-graduation as their qualification.

Cross-tabulation Analysis between Vision and demographics:

The cross-tabulation analysis revealed that, there are 127 male employees i.e 20.48 percent are extremely satisfied, 428 (69.03 percent) employees are satisfied, 50 (8.06 percent) of the employees have neutral feeling, 15 (2.42 percent) are dissatisfied and surprisingly there is no an employee who is extremely dissatisfied towards the vision and demographic statistics of the employees. The study also observed that, there are 49 (18.28 percent) respondents are extremely satisfied, 187 (69.78 percent) employees are satisfied, 21 i.e 7.84 percent of the respondents have neutral opinion, 5 (1.87 percent) of the respondents are dissatisfied and merely 6 respondents i.e 2.24 percent of the respondents are extremely dissatisfied with vision and demographic cross-tabulation analysis. The Chi Square statistics revealed that the coefficient is 9.832, degrees of freedom is 4 and p-value is below 0.005. It reveals that there is a significant association between the gender and the vision factor in determining the employee commitment and employee performance.

There are 44 respondents i.e 16.79 percent fall under the age range of 25-35 years stated that they are extremely satisfied, 191 (72.9 percent) opinioned that they are satisfied, 21 (8.02 percent) are neutral, 6 (2.29 percent) are dissatisfied and there are no employees who stated that they are extremely dissatisfied. In the age range of 35-45 years, there are 80 (21.39 percent) employees who are extremely satisfied, 245 (65.51 percent) employees stated that they are satisfied, 32 (8.56 percent) are neutral, 17 (4.55 percent) employees are dissatisfied and there are 0 employees who stated that they are extremely dissatisfied. In the age range of 45-55 years, 42 employees i.e 22.95 percent are extremely satisfied, 126 (68.85 percent) of the respondents are satisfied, 9 (4.92 percent) respondents are neutral, 3 (1.64 percent) employees are dissatisfied and 3 respondent i.e 1.64 are extremely dissatisfied. In the age range of above 55 years, 21 (3.43 percent) employees are extremely satisfied, 42 (60.87 percent) are satisfied, 6 (8.7 percent) employees are neutral and there is no employees wither dissatisfied or extremely dissatisfied. The corresponding Chi Square statistics revealed that, the coefficient value is 27.926 with degree of freedom 12 and found that p-value is below 0.05 which states that the age factor has significant association in vision and demographical factors.

Among the cadre of employees, the cross-tabulation analysis is as follows. Among the workers group, 111 (18.91 percent) are extremely satisfied, 411 (70.02 percent) are satisfied, 45 (7.67 percent) are neutral, 17 (2.9 percent) are dissatisfied and merely 3 (0.51 percent) are extremely dissatisfied. Among the executives, 73 (26.74 percent) are extremely satisfied, 173 (63.37 percent) are satisfied, 18 (6.59 percent) are neutral, 9 (3.3 percent) are dissatisfied and there is no an employee in the executive group is extremely dissatisfied. There are 3 (10.71 percent) are extremely satisfied, 20 (71.43 percent) are satisfied, 5 (17.86 percent) are neutral and there is no an employee who has either dissatisfaction or extremely dissatisfaction opinion. The Chi Square statistics revealed that the coefficient is 14.849 with the degrees of freedom 8 and the p-value is found to be greater than 0.005 which indicates that there is

no significant association between vision and cadre of the workers. It implies that irrespective of cadre employees has the vision opinion.

With respect to the span of experience it is observed that, the employees who have 0-2 years of experience 57 (16.86 percent) are extremely satisfied, 251 (74.26 percent) are satisfied, 24 (7.1 percent) are neutral, 6 (1.18 percent) are dissatisfied and 0 are extremely dissatisfied. Among the 2-5 years of experienced employees, 82 (23.3 percent) are extremely satisfied, 221 (62.78 percent) are satisfied, 29 (8.24 percent) are neutral, 17 (4.83 percent) are dissatisfied and only 3 (0.96 percent) are extremely dissatisfied. Within the span of 5-10 years, 24 (25.81 percent) are extremely satisfied, 63 (67.74 percent) are satisfied, 3 (3.23 percent) are neutral, 3 (3.23 percent) are dissatisfied and 0 are extremely dissatisfied. The employees who have more than 10 years of experience among them, 24 (22.86 percent) are extremely satisfied, 69 (65.71 percent) are satisfied, 12 (11.43 percent) are neutral and there is no an employee who is either dissatisfied and extremely dissatisfied category. The Chi-Square statistics revealed that the coefficient is 26.434 with the degrees of freedom of 12 and its p-value is found to be less than 0.05. This clearly indicates that there is a good association between the span of experience and the variable of vision in the data.

The cross-tabulation between the educational qualification and the vision revealed interesting findings. Results revealed that the employees who had either SSC or Diploma qualification, 75 (24.04 percent) are extremely satisfied. 200 (64.1 percent) are satisfied, 22 (7.05 percent) are neutral, 12 (3.85 percent) are dissatisfied and merely 3 (0.96 percent) are extremely dissatisfied. Among the degree qualification possessed employees, 102 (19.17 percent) are extremely satisfied, 379 (71.24 percent) are satisfied, 37 (6.95 percent) are neutral, 14 (2.63 percent) are dissatisfied and there is no employee with extremely dissatisfaction. With respect to the PG qualified employees 10 (22.73 percent) are extremely satisfied, 25 (56.82 percent) are satisfied, 9 (20.45 are neutral and no employees are either dissatisfied or extremely dissatisfied. The Chi-Square statistics related to educational qualification and vision revealed that the coefficient value is 22.386 with the degrees of freedom of 8 and the p-value is found to be less than 0.05. It clearly indicates that there is a good association between the educational qualification of the employees and the vision among the employees in the data.

Based on the cross-tabulation and followed by the Chi-Square statistics of the given data it is interpreted that the demographics such as gender, age, span of experience and educational qualification are associated and the factor of cadre of the employees did not find any association with the employee relationship factor of vision in provoking the employee commitment which turn in to the employee performance.

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VII. MEDIATION ANALYSIS:

Testing the mediation effect of vision on employee performance through employee motivation:

The relationship between independent variable i.e. vision on employee motivations is tested through the significance of regression coefficient of vision. This path is denoted as “a” and the standard error derived is mentioned as SE(a). The mean scores of the vision variable is regressed upon the mean score of employee motivation. The results revealed that the regression coefficient is 0.481 and the standard error of the model is 0.026. T statistic results i.e. the regression coefficient (0.481/0.026) is found to be significant at 5% alpha which means the $p < 0.05$. The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.4305 and the upper control limit is 0.5330. As there is no existence of zero in between these two control limits we can validate the results.

Further, the impact of mediating variable and the dependent variable i.e. employee motivation and employee performance were tested. This path is denoted as b and the standard error derived in this path is mentioned as SE(d). The significant effect of employee motivation on employee performance is tested through significance of regression coefficient of employee motivation, when mean score of employee motivation is regressed upon mean score of employee performance. The test results revealed that the regression coefficient is found to be 0.661 and the standard error is found to be 0.039 respectively. The T statistic corresponding this regression coefficient (0.661/0.039) was found to be significant at 5% alpha ($p < 0.05$). The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.5848 and the upper control limit is 0.7377. As there is no existence of zero in between these two control limits we can validate the results.

The effect of independent variable i.e. vision on the dependent variable i.e. employee performance is tested in this path. This path is denoted by “c” and the standard error derived in this path can be noted as SE(c). The mean score of vision is regressed upon mean score of employee performance. The analysis derived the results of regression coefficient as 0.580 and the standard error is found to be 0.034. The T statistic corresponding this regression coefficient (0.580/0.034) was found to be significant at 5% alpha ($p < 0.05$). This path is also named as “**TOTAL EFFECT**”.

The significant effect of independent variable i.e. vision on the dependent variable i.e. employee performance in the presence of mediating variable i.e. employee motivation is tested in this path. This path is denoted as “c’” (C-Dash), the regression coefficient is named as “c’” and the standard error is denoted as SE(c’). The derived regression coefficient is found to be 0.261 and the standard error is 0.035. The T statistic corresponding this regression coefficient (0.261/0.035) was found to be significant at 5% alpha ($p < 0.05$). This path is also denoted as “**DIRCT EFFECT**”. The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.1926 and the upper control limit is 0.3308. As there is no existence of zero in between these two control limits we can validate the results.

According to Hayes (2016) mediation analysis, the model predicted that the path a, path b and path c’ is found to be significant as their p-values are less than 0.05. Further, it is also noted that the direct effect of the model (0.261) is less than the total effect (0.580). Hence, we conclude that, there is a partial mediation is evidenced in the model.

In order to determine the size and significance of the mediation effect in the proposed model, we have to consider the indirect effect results in the model. The indirect effect of the model is found to be significant. The regression coefficient is 0.3185 and the standard error is 0.0277. The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.2678 and the upper control limit is 0.3776. As there is no existence of zero in between these two control limits we can validate the results.

Conclusion: At alpha =0.05, p value of the Z statistic was found to be less than 0.05 implying indirect effect of vision on employee performance through employee motivation and evidenced the partial mediation.

Testing the mediation effect of Values on employee performance through employee motivation:

The relationship between independent variable i.e. values on employee motivations is tested through the significance of regression coefficient of Values. This path is denoted as “a” and the standard error derived is mentioned as SE(a). The mean scores of the Values variable is regressed upon the mean score of employee motivation. The results revealed that the regression coefficient is 0.520 and the standard error of the model is 0.033. T statistic results i.e. the regression coefficient (0.520/0.033) is found to be significant at 5% alpha which means the $p < 0.05$. The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.4542 and the upper control limit is 0.5863. As there is no existence of zero in between these two control limits we can validate the results.

Further, the impact of mediating variable and the dependent variable i.e. employee motivation and employee performance were tested. This path is denoted as b and the standard error derived in this path is mentioned as SE(d). The significant effect of employee motivation on employee performance is tested through significance of regression coefficient of employee motivation, when mean score of employee motivation is regressed upon mean score of employee performance. The test results revealed that the regression coefficient is found to be 0.721 and the standard error is found to be 0.037 respectively. The T statistic corresponding this regression coefficient (0.721/0.037) was found to be significant at 5% alpha ($p < 0.05$). The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.6472 and the upper control limit is 0.7958. As there is no existence of zero in between these two control limits we can validate the results.

The effect of independent variable i.e. Values on the dependent variable i.e. employee performance is tested in this path. This path is denoted by “c” and the standard error derived in this path can be noted as SE(c). The mean score of Values is regressed upon mean score of employee

performance. The analysis derived the results of regression coefficient as 0.600 and the standard error is found to be 0.044. The T statistic corresponding this regression coefficient (0.600/0.044) was found to be significant at 5% alpha ($p < 0.05$). This path is also named as “**TOTAL EFFECT**”.

The significant effect of independent variable i.e. Values on the dependent variable i.e. employee performance in the presence of mediating variable i.e. employee motivation is tested in this path. This path is denoted as “c” (C-Dash), the regression coefficient is named as “c” and the standard error is denoted as SE(c’). The derived regression coefficient is found to be 0.224 and the standard error is 0.421. The T statistic corresponding this regression coefficient (0.224/0.421) was found to be significant at 5% alpha ($p < 0.05$). This path is also denoted as “**DIRCT EFFECT**”. The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.1421 and the upper control limit is 0.3075. As there is no existence of zero in between these two control limits we can validate the results.

According to Hayes (2016) mediation analysis, the model predicted that the path a, path b and path c’ is found to be significant as their p-values are less than 0.05. Further, it is also noted that the direct effect of the model (0.421) is less than the total effect (0.600). Hence, we conclude that, there is a partial mediation is evidenced in the model.

In order to determine the size and significance of the mediation effect in the proposed model, we have to consider the indirect effect results in the model. The indirect effect of the model is found to be significant. The regression coefficient is 0.375 and the standard error is 0.037. The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.3050 and the upper control limit is 0.4510. As there is no existence of zero in between these two control limits we can validate the results.

Conclusion: At alpha =0.05, p value of the Z statistic was found to be less than 0.05 implying indirect effect of Values on employee performance through employee motivation and evidenced the partial mediation.

Testing the mediation effect of practices on employee performance through employee motivation:

The relationship between independent variable i.e. practices on employee motivations is tested through the significance of regression coefficient of Practices. This path is denoted as “a” and the standard error derived is mentioned as SE(a). The mean scores of the Practices variable is regressed upon the mean score of employee motivation. The results revealed that the regression coefficient is 0.272 and the standard error of the model is 0.034. T statistic results i.e. the regression coefficient (0.272/0.034) is found to be significant at 5% alpha which means the $p < 0.05$. The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.2052 and the upper control limit is 0.3389. As there is no existence of zero in between these two control limits we can validate the results.

Further, the impact of mediating variable and the dependent variable i.e. employee motivation and employee performance were tested. This path is denoted as b and the standard error derived in this path is mentioned as SE(d). The significant effect of employee motivation on employee

performance is tested through significance of regression coefficient of employee motivation, when mean score of employee motivation is regressed upon mean score of employee performance. The test results revealed that the regression coefficient is found to be 0.778 and the standard error is found to be 0.034 respectively. The T statistic corresponding this regression coefficient (0.778/0.034) was found to be significant at 5% alpha ($p < 0.05$). The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.7100 and the upper control limit is 0.8470. As there is no existence of zero in between these two control limits we can validate the results.

The effect of independent variable i.e. Practices on the dependent variable i.e. employee performance is tested in this path. This path is denoted by “c” and the standard error derived in this path can be noted as SE(c). The mean score of Practices is regressed upon mean score of employee performance. The analysis derived the results of regression coefficient as 0.358 and the standard error is found to be 0.036. The T statistic corresponding this regression coefficient (0.358/0.044) was found to be significant at 5% alpha ($p < 0.05$). This path is also named as “**TOTAL EFFECT**”.

The significant effect of independent variable i.e. Practices on the dependent variable i.e. employee performance in the presence of mediating variable i.e. employee motivation is tested in this path. This path is denoted as “c” (C-Dash), the regression coefficient is named as “c” and the standard error is denoted as SE(c’). The derived regression coefficient is found to be 0.146 and the standard error is 0.036. The T statistic corresponding this regression coefficient (0.146/0.036) was found to be significant at 5% alpha ($p < 0.05$). This path is also denoted as “**DIRCT EFFECT**”. The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.0755 and the upper control limit is 0.2170. As there is no existence of zero in between these two control limits we can validate the results.

According to Hayes (2016) mediation analysis, the model predicted that the path a, path b and path c’ is found to be significant as their p-values are less than 0.05. Further, it is also noted that the direct effect of the model (0.146) is less than the total effect (0.358). Hence, we conclude that, there is a partial mediation is evidenced in the model.

In order to determine the size and significance of the mediation effect in the proposed model, we have to consider the indirect effect results in the model. The indirect effect of the model is found to be significant. The regression coefficient is 0.211 and the standard error is 0.030. The bootstrapping results of the model also yielded the positive results as its lower control limit is 0.1556 and the upper control limit is 0.2741. As there is no existence of zero in between these two control limits we can validate the results.

Conclusion: At alpha =0.05, p value of the Z statistic was found to be less than 0.05 implying indirect effect of practices on employee performance through employee motivation and evidenced the partial mediation.

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Table – 5: Mediation Results Summary based on Hayes (2016) Mediation Analysis:

Independent Variable (X)	Mediator (M)	Dependent Variable (Y)	Step 1 X->M a=Coeff of X a ;SE(a) ; p;	Step 2 M-> Y b=Coeff of M b; SE(b) ; p	Step 3 Total Effect X->Y c=Coeff of X c;SE(c) ; p	Step 4 Direct Effect X,M -> Y Coeff of X c', SE(c'); p	Indirect Effect Coeff*; (SE)**; p
Vision	Employee Motivation	Employee Performance	0.481, 0.026,0.000	0.661, 0.039, 0.000	0.580, 0.034, 0.000	0.580, 0.034, 0.000	0.318, 0.027, 0.000
Values			0.520,0.033, 0.000	0.721, 0.037, 0.000	0.600, 0.044, 0.000	0.224, 0.421, 0.000	0.375,0.0371, 0.000
Practices			0.272,0.034, 0.000	0.778, 0.034, 0.000	0.358, 0.044, 0.000	0.146, 0.036, 0.000	0.211,0.030, 0.000

Table- 6: Results summary of indirect effect of determinants of Organizational Culture

Independent Variable (X)	Mediator (M)	Dependent Variable (Y)	Result @ alpha =0.05
Vision	Employee Motivation	Employee Performance	Significant partial mediation effect is evidenced
Values	Employee Motivation	Employee Performance	Significant partial mediation effect is evidenced
Practices	Employee Motivation	Employee Performance	Significant partial mediation effect is evidenced

VIII. IMPLICATIONS OF THE STUDY:

The empirical investigation of this research revealed that the proposed independent variables i.e.vision, values and practices the mediating variable employee motivation and the dependent variable of employee performance are testable factors in the context of organizational culture in Indian context. This research provided a complete and comprehensive understanding about the relationship between the proposed independent, mediating and dependent variables. The findings of this research paper generated a number of implications for both academia and industry. The various implications are follows:

1. The concerned research paper is helpful to understand the mediating impact of employee motivation on employee performance in the context of organizational culture. In fact, it is the novelty of this research study to fill the gap of lacking the empirical knowledge about the mediation impact of employee motivation.
2. This research paper emphasized on some of the empirical considerations for the employee's perception towards the factors effecting organizational culture.
3. This study will be useful to understand better the employee's perceptions in the context of organizational culture which may help to procure the clear idea about the employees for the HR managers to understand them well.
4. It is assumed that this research paper expanded the existing literature by exploring and examining the linkage between the factors of organizational culture and employee performance through the mediating role of employee motivation.

IX. CONCLUSION:

The research outcomes of the research paper contribute to the comprehend the effect of organizational culture to engendering employee performance among the Indian Pharma Companies. This study can be considered as the value-added knowledge to the existing literature which is very scant academic literature so far. The empirical results derived from this study revealed that the proposed factors of organizational culture (vision, values and practices) have the moderate effect on employee performance through the mediating variable of employee motivation. So that, it is evidenced that the HR practitioners are supposed to uphold the above-mentioned factors while they are framing the organizational culture practices in pharmaceutical industry.

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