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THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN KARACHI'S PRIVATE SECTOR

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Abstract

The purpose of this research paper is to delve into the relationship between organizational culture and employee performance, particularly in the context of the private sector in Pakistan. This exploration aims to shed light on how HR professionals can develop a more supportive organizational culture, fostering a positive attitude among employees and enhancing their performance in this challenging business environment. Pakistan's economy presents unique challenges and risks, making it difficult for private businesses to prioritize organizational culture and employee performance. Through this study, we seek to understand how these factors interrelate and how they can be improved to benefit both organizations and their employees. This research is quantitative and explanatory, building upon previous similar studies to deepen our understanding of the subject. The collected data reveals a consistent pattern, reflecting a common sentiment regarding organizational culture and individuals' perceptions of their performance. Self-administered questionnaires were distributed to various firms within the target population to gather data, resulting in a substantial sample size. The research setting was non-contrived, ensuring that responses were gathered in the participants' natural work environments without any interference. By examining the relationship between organizational culture and employee performance in Pakistan's private sector, we aim to provide insights that can inform HR practices and strategies. This research contributes to the growing body of knowledge on organizational behavior, offering practical implications for fostering a positive work culture and improving employee performance in challenging business environments like Pakistan's.

Keywords: Organizational Culture, Employee Performance, Culture, Employees.

Introduction

Organizational culture, akin to any culture, encompasses norms, values, and rules adhered to by a group of people, particularly employees within an organization. It shapes the behavior and interactions of employees, creating a shared identity and sense of belonging. A positive organizational culture fosters an environment that encourages employee engagement, innovation, and productivity.

The term "organizational culture" emerged during the 1960s, gaining significance due to its potential impact on employees and overall organizational performance. Defined as the set of values, beliefs, and norms that guide behavior within an organization, organizational culture plays a pivotal role in shaping an organization's character and identity. It influences employee behavior, job satisfaction, and effectiveness.

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Early conceptualizations of organizational culture, such as that by Méndez Martínez (2023), explored its correlation with employees' job satisfaction and effectiveness. However, differing opinions arose regarding its definition and conceptual boundaries, as evidenced by works like Beher et. al. (2023). Despite various attempts to define and conceptualize organizational culture, including discussions by Slocum and Hellriegel (2009), the focus remained on understanding its components rather than its effects on employee performance.

Few studies, such as those by Waller (2020) and Rudolph & Zacher (2021), delved into the relationship between organizational culture and employee performance. However, the literature lacks a comprehensive analysis of this relationship, with a notable shift over time toward investigating the specific impacts of organizational culture on employee performance within particular geographical and demographic contexts.

This research paper aims to explore the impact of organizational culture on employee performance in Karachi's private sector. By examining the relationship between organizational culture and employee performance within the unique context of Karachi's private sector, this study seeks to contribute to a deeper understanding of the dynamics between organizational culture and employee performance, thereby providing insights for organizational leaders and human resource practitioners.

Problem Statement

In countries like Pakistan, which are still developing (third-world Countries), organizations are not given much importance as a place of growth and learning. Firms, even large corporations, and banks usually have a pretty homogenous and dry atmosphere within their workplaces, where workplace politics is rampant, and employees are usually not engaged enough with their work. This paper is a study of Organizational Cultures in Pakistan.

Scope of study

The sample for this research is 15 million, which is the estimated population of Karachi, Pakistan. The topics discussed in this research paper are organizational Culture and its effects on Employee performance. The private sector of Pakistan may include private banks, insurance companies, independent businesses, etc. The geographical area covered by this research is Karachi, Pakistan.

Research Gap

The previous studies that have been collected and analyzed for this research paper provide a vast amount of knowledge and insight into this topic. However, previous studies, significantly earlier research papers, had their focus on defining organizational culture very thoroughly in an effort to unearth how it might be able to have any effect on employee performance. As previously mentioned, some later researchers have also made this observation (Kahrović, 2020). Even so, some later researchers have once more put forth more conclusions about the effects of organizational culture by trying to dissect that variable in complete depth. This is what Paschal & Nizam, (2016) did. The two

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researchers dissected the variable Organizational or Organizational Culture in complete depth by using Hofstede's model of organizational culture, which has already been explained in the literature review of this research paper.

Research Questions

1. What is the impact of organizational culture on overall employee performance?
2. How can organizational culture be established to improve employee effectiveness?
3. How can organizational culture encourage employees to take more initiative?
4. What factors of organizational culture help increase employee efficiency and effectiveness?

Research Objective

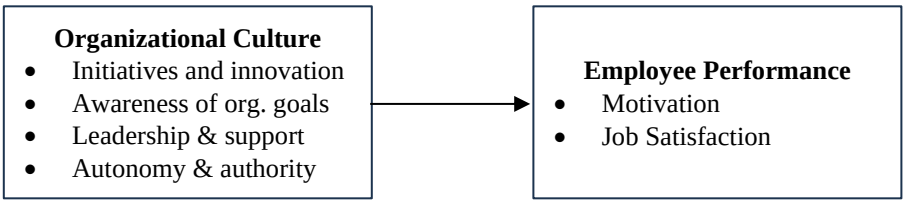
This research seeks to show the relationship between organizational culture and employee performance within Pakistan's private sector. It also hopes to carry forward the previous findings of prior research papers and organize them in its own pursuit to conclude this topic and make new discoveries that will help future researchers about similar topics.

The researchers of this research paper want to analyze current organizational cultures in Pakistan's private sector and see their effects on employees. By analyzing the relationship between Organizational Culture and Employee Performance, they can possibly find better, more supportive solutions that can help improve Pakistani workers' job performance.

Theoretical Framework

The reasons mentioned above in the literature review of this research paper are the reasons for which we have taken organizational or organizational culture as the independent variable and employee performance as the dependent variable. The primary reason for conducting this research is to explore this relationship further by studying the effects of organizational culture on employee performance from a Pakistani perspective so that firms within Pakistan can benefit from these findings.

Conceptual Framework



For the sake of this research, organizational culture has been broken down into several characteristics so that the researchers can form a basis for the data collection methods that will be used. Similarly, employee performance has been divided into characteristics of motivation and job satisfaction. These indicate how high-performing employees manage to stay motivated because of their organization's culture and how that can lead to job satisfaction. It also helps the researchers formulate appropriate questions to ask relevant elements.

The mentioned characteristics of organizational culture help provide the basis for data collection and the questions that would be employed when reaching out to potential respondents. Initiatives and innovation are values that some organizations that are not too bureaucratic and are more dynamic and competitive tend to instill into their cultures. These characteristics encourage employees to become more collaborative as well as encourage healthy competition to ensure better output. Some organizations are known to have singular or narrow vision and mission statements. For those organizations, overall awareness of the goals that need to be achieved is well-known throughout the firm, which helps managers make sure that all departments and individuals work to achieve the same long-term goals. Business executives and managers are usually seen as leaders who help guide employees toward a common cause for the sake of the organization. Strong leadership is critical, and managers certainly play a prominent role in developing a culture where leadership can help employees perform better, as previously mentioned.

Employee performance can also be explained by its characteristics. These characteristics show in observable ways how employees can express that they are in a position where they are able to perform at a higher level and how they may benefit from their organizations' cultures. Motivation can be increased by raising the morale of employees and making them feel more appreciated and appreciating their work. A culture that promotes a higher degree of performance, either through leadership prospects or autonomy, is very well suited in today's Pakistani private sector to keep its employees motivated, as will be further mentioned in the findings of this research. The research also wants to help establish a link between performances and how job satisfaction can be a facet of overall employee performance since high-performing employees will be more satisfied not just with themselves but also with their organizations.

Study Hypothesis

H_1: Organizational Culture has a significant impact on Employee Performance.

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Significance of Research

Employee performance, though it is on the individual level, aggregates and has a substantial impact on the overall functionality and performance of any organization. One of the critical factors affecting employee performance is organizational culture. Organizational culture is paramount to the effectiveness of a firm's employees, and this will be discussed in this research paper. Any firm would want its employees to be as effective of a worker as they possibly can be as their performance, if satisfactory, will not just indicate that the employees' goals and desires align with the goals of the organization but also show that if an organization has cultivated a healthy and supportive organizational culture, then the employees are also satisfied with the organization itself.

Although this research paper only covers organizations in the private sector of Karachi, Pakistan, its findings could be used as an analogy for other Asian countries like India as well. This way, more people can be positively affected to become happier and better workers who thrive in their respective organizational cultures.

Limitations

The sample size was limited to the employees of private sector firms in Karachi, Pakistan. This research was also not funded, as the researchers of this paper are University students. Most private firms are more concerned with financial measures of performance, such as incentive-based reward systems, to improve employee performance. This sometimes does not set up an organic scenario where the influence of organizational culture can be clearly observed on employee performance through data analysis and testing alone.

However, future research can help broaden the findings of this topic and help get a better understanding of the relationship between Organizational Culture and Employee Performance. This would be particularly helpful if future researchers from Pakistan were to expand the scope of overall research on this topic by discovering new findings in other sectors and industries within Pakistan, as secondary data from Pakistani research during the conduction of this research was scarce.

Literature Review

Since the last two decades, there has been growing interest in the field of organizational culture and its relationship with employee performance, as well as other facets such as employee satisfaction, turnover, motivation, and overall organizational performance. However, since these areas are not covered under this research paper's topic, the researchers of this paper will primarily focus on two variables: organizational culture and employee performance.

Akpa, Asikhia & Nneji (2021) have been one of the most influential and comprehensive when it comes to discussing the relationship between organizational culture and employee performance. Heskett has put forth three main contributions:

1. There is, in fact, a firm relationship between employee performance and

organizational culture.

2. A theoretical viewpoint about the nature of organizational culture.

3. They draw a solid connection between organizational practices, organizational culture, and employee performance.

According to Ghani et. al. (2022), there is a correlation between organizational culture and employee performance. Kahrović (2020) has stated that in many cases, organizations do not give enough importance to their culture, which leads to the underrepresentation of it. This is usually detrimental for the firm in the long run because, according to pioneering sociologists Hofstede and Minkov (2005), a firm's culture is almost fully reflected within its practices, and neglecting your own organizational culture and not giving it much importance can be considered a hostile policy.

Managers need to understand the culture within their organization to capitalize on employees' unique insights and exercise control over their organization (Stephen & Stephen, 2016). Silverthorne (2004) states that employees are much more satisfied and productive when the organizational culture of their firm is positive and nurturing. Stephen & Stephen (2016) explain that a culture where productivity and collaboration are valued will instill in employees the desire to perform better. This means that employees who belong to organizations with supportive cultures are likely to be more productive as well.

Both the independent and dependent variables of this research are synonymous and shared among all types of organizations. All firms and businesses have an organizational culture to some extent, and all employees have to perform and work. The mentioned citations, as well as the findings of this research, confirm the link between these two variables and establish how organizational cultures in Pakistan, in particular, affect Pakistani employees' performance in the private sector in Karachi.

Organizational Culture

Organizational culture is a set of values and norms in an organization that highlights the behavior, psyche, beliefs, and experiences that are collectively held within the organization. Organizational culture affects all employees' performance, motivation, ambitions, and morals, according to Ritchie (2000). Aswathappa and Reddy (2009) define organizational culture as a collection of beliefs, morals, policies, rules, and customs that an organization and its employees adopt. There are numerous ways in which a culture is shared among employees in the form of rituals, language (Ritchie, 2000), and stories that are passed on from one employee to the next.

Some researchers explain what organizational culture means by dividing it into distinct facets or parts. These parts can help characterize organizational culture as a complex collection of moving parts that must be balanced for it to be a good culture for its employees. Zehir (2011) divides organizational culture into several facets, including administrative, nurturing, and experimental. These exact dimensions are mentioned in the research of Yiing and Ahmad (2009), who relate organizational culture to its facets to the effective leadership of managers. This shows us that the leadership of any organization

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influences the type of culture that the organization will adopt. This is because higher-ups and founders will value different facets more than others; hence, why do not all cultures cultivate the same amount of productivity and performance?

Hofstede further breaks down and describes organizational culture as an onion-based shape where there are separate "levels" in a culture that can be dissected and analyzed to understand the organizational culture more fully (Hofstede & Minkov, 2005). It is imperative to point out, however, that in this model, the practices of the employees in the firm are what differentiate that firm's culture from other firms' cultures in the same nation. This is because, between countries, the main difference in cultures is derived from a difference in values; for example, some societies are more conservative because of their religion, and others are more liberal societies. However, all firms have similar values. All firms want to earn maximum profit and want a practical environment that helps their employees perform, etc.

According to Ahmed, Khan, and Memon (2014), the Hofstede Model can be used to measure the impact of organizational culture on the performance of its employees. This research, too, borrows from the same model but has different objectives from prior research carried out on this topic, which were more general in their approach, seeking to discover the relationship between these two variables (organizational culture and employee performance). In contrast, this research is more observant about carrying previous findings forward in trying to study exactly how these effects take place within the current organizational climate of Pakistan.

Employee Performance

The importance of employee performance for any organization cannot be underestimated. Weerarathna and Geeganage (2014) explain how employee performance should be one of the main focuses of all managers at any level of the organization. It is the manager's responsibility to clearly explain what they expect from their employees and what results are desirable for the organization. Employee performance for a single employee on the individual level means output good service and work well. This obviously highlights the employee's competence. However, even though employee performance is sometimes seen as a singular-level variable, i.e., concerned with a single person in the organization (Karen Jehn, 2003), other many researchers such as Schneider & Snyder (1975) have investigated the effects organizational culture can have on performance on all levels of the organization.

Employee Performance is described as a way in which an employee can strive to help achieve his or her organization's goal and contribute towards its success. All managers want their employees to perform at their best. According to Stephen & Stephen (2016), employee performance in the field of Human Resource Management usually points towards the ability of an employee to help his or her organization achieve its goals (Kemer, 2021). Kemer (2021) described employee performance as the combination of the employee's ability, personal traits such as hardworking habits and intelligence, and his or her perception of the goals that they need to complete.

There is an expectation that both parties realize exists and dictates how work is done within the organization (Weerarathna & Geeganage, 2014). According to Paschal and Nizam (2016), organizational culture and employee performance have a real relationship. Slocum & Hellriegel (2009) explain further that organizational culture can enhance performance on a larger scale, i.e., throughout the entire organization, even though it is a variable that is on the individual level, as it is something that a single person does (McCloy et al., 1994). According to them, the culture should let employees become familiar with its norms, rules, and history, as well as empower them with current regulations and practices to be accepted within the organization and perform well.

Schneider and Snyder (1975) stated that most research on his or similar topics concentrates on trying to define organizational culture more fully rather than also focusing on employee performance. Ramlall (2008) emphasizes the importance of employee performance, stating that the success of any firm hinges on the performance of its employees.

Methodology

Research Approach

The researchers of this paper used a deductive approach. Previous research has already established a relationship between Organizational Culture and Employee Performance. The main objective of this research is to analyze this relationship further in a Pakistani context.

Research Strategy

This is quantitative research. The researchers have used quantitative tools for sampling and data analysis, i.e., questionnaires. Since this research builds on previous studies and is not on a relatively unexplored topic, it is explanatory research. This is due to the primary sources of data, which are our sample of private sector employees.

The researchers have sought answers that have led to the collection of data geared towards answering the research questions of this paper, which are to understand the impact of Organizational Culture on Employee Performance and to find ways in which the current organizational climate of the private sector of Pakistan can be improved to harbor more supportive organizational cultures that benefit not only the organization but also its employees. This is why the researchers have opted for a survey research strategy.

Study Setting and Researcher Interference

The extent of the researchers' interference was minimal, as employees answered questionnaires on their own accord when the researcher was not present in their usual environment. This also makes this study non-contrived because the employees answered all questionnaires in their usual day-to-day office setting.

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Data Collection Technique

Due to the research strategy being survey research, the only data collection technique used for this research paper was a questionnaire. The questionnaire used a 7-point Likert Scale for possible answers throughout and was sectioned based on Organizational Culture and Employee Performance. Both variables' questions had their sections. The questionnaire was mainly distributed via email to relevant private sector personnel, and their results were later grouped and analyzed using IBM SPSS Software.

Unit of Analysis

The questionnaire was distributed to individuals working in the private sector in Karachi, Pakistan; hence, individuals are the unit of analysis.

Data Analysis Technique

Quantitative analysis techniques, such as Regression, Bivariate Correlation, and unstandardized regression coefficients, were used. Statistical analyses, like Variable-based Min, Max, and Average, were also used. All questionnaire results were tabulated, and the Mean was also found. The researchers ensured reliability by finding the Cronbach's Alpha of the scale used for the questionnaires distributed to the target sample of this research paper.

There are some ethical considerations worth highlighting regarding this research paper. Firstly, the researchers ensured that the questionnaires were distributed to the relevant sample, i.e., private sector employees. Secondly, the researchers ensured that all questionnaires were filled out anonymously. Thirdly, regardless of the results, the researchers withheld passing any judgment or holding any negative opinions towards the answers filled in the questionnaire.

Analysis and Interpretation

The majority of respondents belonged to either Pakistani banks or insurance companies in Karachi. Responses were recorded from Dubai Islamic Bank, MCB, AdamJee, EFU Life, Pak Qatar Takaful, and other private firms.

Reliability Test Analysis

The Validity Test used for this research was Cronbach's Alpha. This research's Cronbach's Alpha had a value of 0.876, which proves the very high reliability of the scales used during the research.

Table 01: Reliability Statistics

Cronbach's Alpha	N of Items
0.876	23

Regression Analysis

The unstandardized regression coefficient shown in the results is 0.588. This means that for every corresponding positive change in the Organizational Culture, the employees' performance increases significantly.

The value of the Coefficient of Determination R^2 is 0.346, which indicates to the researchers that this regression model is a good fit. This is because this research paper aims to predict and understand human behavior, i.e., Employee Performance when Organizational Culture affects it. This indicates that around 40% of the variance of the human behavior (performance) in the sample of the model can be explained by R^2, especially when taking into account the context of the research, which is private employees just within Karachi and their performance which is being affected by their respective organizational cultures not taking into account other external factors such as work-life balance, private life, social and minatory conditions, etc.

Table 02: Coefficients of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.926	0.204		9.441	0.000
	Organizational Culture	0.588	0.055	0.588	10.613	0.000
a. Dependent Variable: Employee Performance						
The following equation can be formed from this table: Employee Performance = (0.588) Organizational Culture + 1.926						

Table 02 mathematically displays the relationship between the two variables. It shows the baseline performance for employees who work for organizations with sub-par organizational cultures. Just a small positive change in organizational culture will result in better employee performance, which is the basis of the relationship that the literature review and findings of this research reflect.

Discussion

Previous research on the impact of organizational culture on employee performance has provided valuable insights into this topic. Weerarathna and Geeganage (2014) explored similar aspects of organizational culture and employee performance, albeit in a different context. Their findings revealed a correlation coefficient of 0.245, which is weaker compared to the correlation found in our research. However, the Cronbach's Alpha value obtained in their study (0.878) was similar to ours, indicating a high level of internal consistency. Additionally, the means of both variables, organizational culture, and employee performance, were closely aligned, with a difference of only 0.12.

Paschal and Nizam (2016) obtained an exceptionally high R2 value of 0.921, although they subdivided the organizational culture variable into four sub-variables.

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Despite this, the highest correlation coefficient they found (0.445) was similar to ours, albeit ours being slightly higher, suggesting a stronger relationship between the variables.

In another study, Isa, Ugheoke, and Noor (2016) divided the independent variable of organizational culture into three sub-variables: Bureaucratic, Supportive, and Innovative Cultures. The highest correlation coefficient they found was 0.361, lower than ours, indicating a stronger correlation between organizational culture and employee performance in our study.

The only other study focused on Pakistan was conducted by Ahmed, Khan, and Memon (2014), albeit in the public sector and not limited to Karachi, as our study did. Their research yielded similar results, with a Cronbach's Alpha of 0.895 and an R2 value of 0.466, aligning closely with our findings. These consistent results across studies reinforce the notion that organizational culture indeed has a positive effect on employee performance.

The regression analysis in our study further supports these findings, with a coefficient of 0.588 for organizational culture ($p < 0.001$), indicating a significant positive relationship between organizational culture and employee performance. Thus, the equation derived from the regression model is:

Employee Performance = (0.588) Organizational Culture + 1.926

This equation highlights the considerable impact that organizational culture has on employee performance in Karachi's private sector. Overall, the findings from previous research and our study collectively underscore the importance of fostering a positive organizational culture to enhance employee performance and organizational effectiveness.

Conclusion

The research findings strongly support the notion that organizational culture has a significant impact on employee performance. Previous studies by Weerarathna and Geeganage (2014) and Isa, Ugheoke, and Noor (2016) have shown a direct and positive relationship between organizational culture and employee performance. This conclusion is further reinforced by our findings and consistent with the broader literature (Stephen & Stephen, 2016). Employees tend to perform better and exhibit higher levels of commitment when they perceive the organizational culture positively (Ahmed et al., 2014).

Regarding the establishment of an organizational culture conducive to better employee performance, our research suggests that employees who seek autonomy and initiative in their work prefer cultures promoting innovation and empowerment. This aligns with previous findings that emphasize the importance of fostering an environment where employees feel empowered to take initiative (Stephen & Stephen, 2016).

Furthermore, our study highlights the role of managers in instilling cooperative values within organizational cultures. Managers play a crucial role in formulating policies and processes that guide employees towards taking initiatives rather than restricting them.

Encouraging open communication, setting challenging goals, and empowering employees are essential strategies for enhancing organizational culture and, consequently, employee performance.

Recommendations

- Managers and business owners should actively participate in shaping the organization's culture, communicating effectively with employees, setting ambitious yet achievable goals, and adopting values that foster innovation and empowerment.

- It is vital to avoid overly bureaucratic cultures with rigid hierarchies and instead cultivate an environment that promotes collaboration, flexibility, and continuous improvement. By implementing these strategies, organizations can leverage their organizational culture to encourage desired levels of employee performance and increase overall effectiveness.

- Organizations should allow their employees to have more autonomy regarding decisions made for their job tasks.

- Organizations should have a supportive culture that encourages employees to take initiative and carry out their tasks to the best of their abilities.

- Organizations should try to arrange help setups for employees who are struggling or unmotivated, e.g., mentoring practices, a participative competitive environment, and regular positive feedback loops, as well as developing organizational policies that encourage employees more systematically.

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