

	<h1 style="margin: 0;">GOMAL UNIVERSITY</h1> <h2 style="margin: 0;">JOURNAL OF RESEARCH</h2> <p style="margin: 0;">Gomal University, Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan</p> <p style="margin: 0;">ISSN:1019-8180(Print) ISSN: 2708-1737 (Online)</p>		
	<p>Website</p> <p>www.gujr.com.pk</p>	<p>HEC Recognized</p> <p>Social Sciences (Multidisciplinary)</p>	


EFFECT OF ORGANIZATIONAL CULTURE COMPONENTS ON EMPLOYEE JOB PERFORMANCE IN PAKISTAN

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KEYWORDS	ABSTRACT
Adaptability, Consistency, Employee Job Performance, Hospitality Sector	<p>This study is an attempt to find out effect of organizational culture components such as adaptability and consistency over employee job performance in hotel industry of Pakistan. Mostly, the organizational culture dimensions have significant impact on job performance but yet this relationship has to be explored in hotel management sector. This study further clarifies that these dimensions of organizational culture leads to amplified performance. Primary data was gathered via survey method from 110 employees. Analysis was made through descriptive statistical technique using SPSS. The findings of the study found to be promising in identifying the impact of certain dimension of culture in enhancing overall job performance of the hotel sector employees. This research is not only addressed contextual gap but give helpful guidelines how to improve performance of employees by employing such variables in discussion. This study contributes to the existing understanding of the factors influencing job performance, highlights new ways for further research and assists practitioners by presenting significance of taking organizational culture and employee job performance into account.</p> <div style="text-align: center;">  </div> <p style="text-align: right; color: red;"><i>2020 Gomal University Journal of Research</i></p>
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INTRODUCTION

Literature showed that managing workforce in businesses and firms is a challenging task for all and it is increasingly significant for business vision achievement and firm performance respectively. Every firm considered their employees as the valuable assets which need effective management and performance in return (Mujeeb, Masood, & Ahmad, 2011). Most of research focused on organizational theory in developed countries. While very limited studies have been found on testing organizational theories in developing countries (Farashahi, Hafsi, & Molz, 2005; Mujeeb et al., 2011), many researchers have asked for the examination of organizational culture dimensions with performance in the different culture context especially in developing

world (Denison & Mishra, 1995; Mujeeb et al., 2011). The connection of organizational culture and performance has been investigated by a number of scholars but certain dimensions of organizational culture and employee job performance were found unaddressed. Now a day's most of the managers in hotel sector are facing the problems of standard expectation globally (Awadh & Alyahya, 2013; Nazarian, Atkinson, & Foroudi, 2017; Singh & Ad, 2017), which is to classify what aspects of culture does impact employee and organizational performance. In the last few decades, most of the researchers have been touched with the organizational culture dimensions since they believe that the later affect the former (Nazarian et al., 2017; Singh & Ad, 2017).

This research study lengthens former studies which have examined that organizational culture dimensions influence overall job performance. Managers in the hotel industry of Pakistan are also experiencing different organizational settings giving rise to the paradox of organizational culture (Nazarian et al., 2017). Till now, such relationship has not been identified in the hotel industry particularly in non-western countries. Previous studies have examined the effect of organizational culture on job performance but were not specific to hotel industry (Nazarian et al., 2017). However, there are very few studies that highlighted such affiliation in hotel sector. For such reasons, this research strives to investigate the impact of the organizational culture dimensions i.e. adaptability and consistency on employee job performance in hotel sector of Pakistan. For current research Denison theory of organizational culture is used which focuses on organizational culture components like consistency, adaptability, involvement and mission. But this study will only focus on consistency and adaptability as key factors of organizational performance.

The objectives of this study are to know the impact of organizational culture over employee job performance. How organizational culture do influence the job performance of employees within the organization. The focus of this study is on the two components of the organizational culture which are the adaptability and consistency. The role of these two components of the organizational culture on overall employee job performance is the heart of this study. This study is significant for the hospitality industry in particular and other industries in general to know the importance of organizational culture on employee job performance. Specifically, how these two components of organizational culture do influence employee job performance. It also opens new windows for researchers to study the same relationships in other industries and contexts. The policy makers are also benefited from this study as they come across the relationships among the research variables and how the same can be used to enhance industry efficiency.

LITERATURE REVIEW

Organizational Culture

Mujeeb et al. (2011) posits an opinion that in contemporary competitive world of businesses, organizational culture is getting huge importance. Organizations having strong culture compel and motivate their work force to perform their best for the organizations. Weak organizational culture blurs competencies and performance of exceptional employees. System which places principles, customs, and philosophies in an organization is organizational culture (Schein, 2010). The organizational culture can be described as the set of inclusive working atmosphere in light of which the whole organizational works and gets its distinctive and unique identity (Alvesson & Sveningsson, 2015). Most of previous researchers termed organizational culture

as a valuable asset in any organization. Due to the complex and specific nature, organizational culture cannot be reproduced and duplicated. The culture of organization is valuable, unique and improperly replicated (Kimemia, 2013), henceforth it has got the attribute of producing durable gains (Barney, 1991). Yarbrough, Morgan and Vorhies (2011) state that organizational culture is the structure and shape of organization which set tone of the organization, it affects product of plans and policies and it also has impact on means by which task and objectives are accomplished.

Based on diverse perspectives, culture of the organization has four extents i.e. these include the clan culture; which focuses on human relations where we have teamwork, participation, coordination, employees care, and loyalty and employees commitments with the firm (Vlaicu, Neagoe, Țiru & Otovescu, 2019). In such culture, employee perform their duties and go beyond without keeping in view financial, social and psychological benefits. Employees' contribution exceeds from their stated promises. Their perceptions discover that respective organizations will fairly deal them in all respect. They feel themselves accountable to organization. Another dimension is the bureaucratic or hierarchy culture; which believes in rules, standard operating procedures, formalities, hierarchal set up, stability, continuity, order and control (Vlaicu et al., 2019). Managers specify their job as to coordinate, organize and ensure rules and procedures. The employees' roles are clearly defined. They observe openly prescribed stated rules (Naicker, 2008; Yarbrough et al., 2011). Due to the absence of long span commitment, there is very weak socialization process between employee and the firm (Naicker, 2008; Yarbrough et al., 2011). Organizational culture impact on employee job performance is positive reflected from research work of Ojo (2009). Research work by Mujeeb et al. (2011) results testifies the relationship of culture of organization and performance of employees and this relationship is significant and positive.

Consequently Ahmad (2012) study also shows that organizational culture positively affects the employees' performance. In contrast with the studies, research work of Raka (2003) revealed the notion that culture of the organization has no direct effect on the firm's performance. This relationship can be formed if it is mediated by conduct of employees. The same idea is carried out by Ghani's (2006) research work, wherein he opined that firm performance has nothing to do with organizational culture. It has got no relation at all. While on other hand, the research work of Kandula (2006) results indicated that good performance is result of strong and solid culture. Uniform policies and schemes do not yield uniform outcomes for two firms having differences in cultures though from same field and in same area. Strong and positive culture gets superlative out of normal employees and a weak and negative culture may demotivate exceptional employees to perform below par (Sokro, 2012). Thus, performance management can be increased by strong organizational culture. Ovidiu (2014) argued that organizational performance and performance management are reliant and change in one will influence the other. It is apparent from above studies that organizational culture types and dimensions have been examined closely with performance but consistency and adaptability is yet to be studied in hotel industry with employee job performance in under developed nations particularly in Pakistan.

Adaptability

Adaptability is to respond to environment and to reflect effects of environment on strategies, product and services (Eckstein, Goellner, Blome & Henke, 2015). Well integrated organization is found to be most challenging ones to change. The adaptability can be driven through their

customers for taking risks, creating and experiencing change (Imam, Abbasi, Muneer, & Qadri, 2013). Organizational system needs to be periodically changing in order to enhance collective employee abilities to give value for their customers. This component of organizational culture increases the ability of organization to make market development, new innovations and cope unanticipated threats through defensive capacity (Imam et al., 2013). Employees will always look for the new and improved ways of doing things; which should be time and cost effective. The customers' likes and dislikes need to be reflected in the decision making. Every decision should be based on opinion of customers. The ever changing needs and demands of customers are reflected. The customers' focus will remain the main focus throughout the organization. Learning is the key element in the adaptable culture. Risk taking and innovation are always encouraged. Match product and services according to the needs and wants of customers. The knowledge is shared throughout all the levels in concerned organization (Denison & Mishra, 1995).

Consistency

Consistency is defining the values and norms which is the basis for their culture. It highlights core values, agreement, co-ordination and integration amongst employees (Imam et al., 2013). The values are shared which create the great sense of identity and shared responsibility and employees are encouraged to adopt and exercise them (Tsai, 2011). Those organizations seem to be effective if they have highly consisted, well integrated and coordinated if they have strong culture. They do have clear set of expectations which guide them within organization (Mujeeb et al., 2011). Leaders remain model for employees and work according to the norms and values of the prevailing culture. Organization always easily reaches to the consensus on serious and sensitive issues. This sort of consistency is an effective tool of stability and internal integration that leads to high mark of conformity (Imam et al., 2013; Mujeeb et al., 2011). It is considered as a source of improving the effectiveness and employee performance by decreasing control management and thus providing continuous coordination and costs minimization (Imam et al., 2013). They create an environment where everyone has his/her say and contribution towards the solution of the problems. They do manage efficiently differences arising from the different opinions of the employees for the problem solution. The employees work as a team regardless of the different departments they working in. They try to minimize the differences amongst the employees on the core issues and work as a team. Thus, they always promote and encourage those actions which are in the best interest of the organization (Denison & Mishra, 1995).

Employee Job Performance

Performance is the work outcome or can be described as those actions which is scaled and observed (Khan & Afzal, 2011). Employee job performance is to achieve quality and quantity while performing their job roles and responsibilities (Nwakoby, Okoye, & Anugwu, 2019). The performance is the results after the job is completed. Performance is the achievements of an employee related to his job which is in alignment with the firm requirement, hopes and also in line with rules and regulations (Yunus, 2018). On other hand, some elaborated performance as expertise of people using efforts for accomplishment of results in some demanding situation. When outcome is expressed in terms of quantity, quality and the impact employees make to their jobs is termed as performance. When the result is on the upward trajectory combined with quality and quantity, the whole performance of establishment will have high trajectory (Sun & Yu, 2015). The steps you take while performing job which will showcase your expertise

and skills on the public is performance (Whitmore, 1997). Thus, effectiveness, efficiency and efficacy in employee's general work behavior are his performance (Hsu, 2005). The perception of tasks, the ability of an employee and joint the result of work is the performance (Williams & Anderson, 1991). Another scholar summed up performance as the employee's work outcomes attained by an employee in relevance to the designation he/she holds in firm (Nwakoby et al., 2019).

Organizational Culture & Employees' Performance

Most of researches conducted in various sectors around globe confirmed that organizational culture has significant positive impact on the employee job performance. These sectors were telecommunication, banking, education, food processing units and the other organizations (Anoliefo, 2018; Mujeeb et al., 2011; Ovidiu, 2014; Vlaicu et al., 2019). These researches were carried out in the Singapore, Nigeria, Somalia, Ghana and Pakistan. The outcome of all these research works testifies that regardless of sectors, performance of the employees is positively affected by culture of the organization. These researches hold that the strong organizational culture gets best out of an average individual. And weak culture of the organization fades the competencies of an exceptional employee. Same strategies do not work uniformly in the two different cultures. Their studies revealed that performance of employees are dependent upon solid strong cultures (Anoliefo, 2018). Therefore, it plays vital role in employees' performance. Organizational culture influences the values, attitudes, behavior and motivation of employees. These researches revealed that the change in one variable does influence the change in another variable.

The strong organizational culture guarantees the employees' performance in the positive and significant way (Ahmad, 2012; Kandula, 2006; Mohamed & Abukar, 2013; Mujeeb et al., 2011; Ojo, 2009; Olughor, 2014). On the other hand, various researches conducted on the variables and recommend no direct association between these variables. However, certain dimension of organizational culture does not bring any changes in employee job performance (Ghani, 2006; Raka, 2003). The relationship between these two variables is established if it is mediated by job satisfaction otherwise there is no direct association between performance of the employees and culture of the organization (Syauta, Troena, & Margono, 2012). Most studies were found having assessing mixed findings on the association of organizational culture and performance (Joseph & Kibera, 2019). Other scholar showed positive effect of adhocracy and hierarchical cultures on performance (Calciolari, Prenestini, & Lega, 2018), and negative impact of clan culture on performance. Based on literature discussed above, following hypotheses have been formulated.

Hypotheses

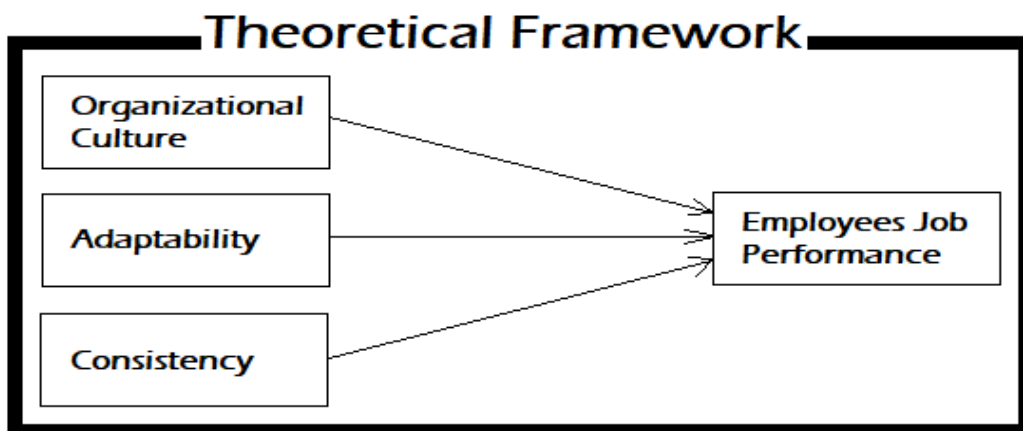
- H₁: There is positive & significant association among research variables under consideration.
- H₂: The organizational culture has positive & significant effect on employee job performance.
- H₃: The consistency has positive and significant influence on the employee job performance.
- H₄: The adaptability has positive and significant influence on the employee job performance.

Theoretical Framework

According to the several scholars organizational culture components would have a positive and significant impact on performance subject to the adaptability and consistency of the changes in working conditions (Ovidiu, 2014). Other authors suggested that if there are differences in

organizational culture and the means how firms respond to the outer environment, ultimately performance achievement would be altered. Hence, to improve job performance of employees, firms should improve their managerial practices i.e. formulating an appropriate culture with its components. Despite number of studies conducted on cultural settings, values and norms but still no agreement has been shown on its examination. Still there is paucity of research on organizational culture components with performance. The researcher observes a significant building block of organizational culture is consistency and adaptability that has obtained very scant attention in management studies (Ovidiu, 2014). This research has taken into account the Denison model and theory of organizational culture to find out the effect of organizational culture and its two dimensions on the employee job performance in hotel sector/industry of Pakistan.

Figure 1 Theoretical Framework of Study



RESEARCH METHODOLOGY

This research was descriptive in nature in which quantitative approach has been employed. A survey method was applied to collect all the desired data from the respondents in the target population. To get this aim, a self-administered survey item was distributed in the employees of known hotels in Peshawar. Being representative city of province and employment provider in province this city was selected. Another reason is presence of huge number of small to large hotels.

Sample & Procedure

Data was collected from 09 randomly selected hotels comprising of large, medium and small hotels with having employees up to 549. A total number of two hundred questionnaires were distributed manually and electronically out of which 110 were get back from the respondents. Using Rule of Thumb by Gay (1987), researcher has taken 20% sample size of the population rather than 10% as to get maximum accuracy. First three strata were made Large, Medium and Small hotels. Two large, three medium and four small hotels were selected for data collection. The stage data was collected from management hierarchy which is top, middle and supervisory management.

To foster the content validity, recommendations on the survey design and pilot testing was carried out to assess the reliability of the tools. The alpha values of all the items were found above 0.7. Stratified random sampling including proportionate technique was made in order to give equal opportunity to all organization and respondents. Proportionate technique was employed for giving proper representation to each segment keeping in view number of staff. The researchers have chosen 47% from big hotels, 31% from medium and 22% from minor hotels.

Measures

The survey form involves questions on organizational culture, consistency, and adaptability and employee job performance. Items used for this study was adopted from the study of Denison (2000) and Williams and Anderson (1991). All the items were modified to respond to the context application and alignment with the study zone. Employee job performance was measured using four items taken from study of Williams and Anderson (1991). Organizational culture, consistency and adaptability were measured with twelve items. All the questions were rated on five-point Likert scale to draw opinion of respondents effectively. SPSS technique was employed to analyze data including regression and correlation along with variables impact on one another.

DATA ANALYSIS

Table 1 Correlation Analysis (H1)

	OC	CST	ADP
Organizational Culture [OC]	1		
Consistency [CST]	.331*	1	
Adaptability [ADP]	.273*	.199*	1
Employee Job Performance [EJP]	.452	.335*	.433

The association among research variables has been determined over correlations procedure wherein the results showed the positive and significant association among research variables under considerations. It is evident from the correlation that employees job performance is significantly associated with the organizational commitment (.452), consistency (.335) and the adaptability (.433). therefore, from the results, the hypothesis # 1 about association is thus accepted.

Table 2 Regression analysis (H2)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.705	1.434		6.071	.000
	Organizational Culture	.041	.011	.453	3.665	.001

a. Dependent Variable: Employee Job Performance

a. Independent Variable: Organizational Culture

b. Dependent Variable: Employee Job Performance

Table 3 Regression analysis (H3)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	10.095	1.428		7.070	.000
	Adaptability	.123	.045	.351	2.705	.009

a. Independent Variable: Consistency

b. Dependent Variable: Employee Job Performance

Table 4 Regression analysis (H4)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	10.215	1.139		8.965	.000
	Consistency	.123	.037	.415	3.289	.002

a. Independent Variable: Adaptability

b. Dependent Variable: Employee Job Performance

In order to verify the model in this research through examining of the hypotheses mentioned above, a multiple regression analysis is displayed which shows effect of independent variables i.e. organizational culture, consistency and adaptability on job performance at the significant level of $p < 0.05$ which demonstrates significant impact in such relationship. The multiple regression analysis is carried out to identify which construct has a weaker or stronger effect on employee job performance as shown in the literature. The organizational culture and its two dimensions show 45 percent of variance in employee job performance with a significant level of $p < 0.05$. In H2 hypothesis, researcher predicts a positive effect which is supported by the analysis. Similarly, H3 and H4 hypotheses were also supported by the data and are consistent with the prediction made in these hypotheses. The tables show the regression analysis of all the variables in detail. In terms of R-values the independent variables reflects positively to the prediction of dependent variable ($p < 0.05$). The consistency has the impact on employee job performance in hotel sector with a beta value of ($\beta.415, p < 0.002^{**}$) followed by organizational culture having ($\beta.453, p < 0.001^{**}$) while, adaptability has the lower effect on employee job performance having value of ($\beta.351, p < 0.009^{**}$). All hypotheses were supported by empirical data.

DISCUSSIONS

The notion of organizational culture along with its dimensions has attained some focus in the recent past. Though, very little focus has been given in the hotel sector of Pakistan. In light of above, this research happens to strengthen this understanding by investigating the influence of organizational culture and its dimensions on employee job performance is termed to fill the gap in literature. The findings present that organizational culture components in hotel sector of Pakistan are primarily slanted towards a consistent and adaptive culture. Thus, employee job performance is significantly accounted to better organizational culture. This depicts that every culture component has not same effect on job performance of employees. In addition, this research contributes significantly to the current literature by broadening perspective of

Dennison model as suggested by Denison and Mishra (1995). Another prominent contribution has made by this research leads to relative paucity of studies about the effect of organizational culture dimension on the job performance. The hotels should develop the better organizational culture with having consistent norms and values which can enhance the work quality and job performance.

The objective of this research work was to check effect of adaptability and consistency factors of culture of an establishment on performance of staff members. This study supports positive significant impact of organizational culture on employee job performance. It was observed that substantial studies have been conducted in other industries where they checked the influence of organizational culture and its components on employee job performance as whole construct (Ahmad, 2012; Awan & Mahmood, 2010; Khan & Afzal, 2011; Mujeeb et al., 2011; Saeed, Tayyab, Haque, Ahmad, & Chaudhry, 2010), while to test the same effect in hospitality sector is the least researched area. In this study, organizational culture was split in two components i.e. adaptability and consistency. The focus of study is in the last two factors of organizational culture. The findings support that there is positive effect of the adaptability and consistency on employee job performance. The outcomes of this research work are in contradiction with the studies of Karneli, Nimran, Musadiq, and Utami (2015). On the other hand, the findings of this research supports the findings of the Ahmad (2012); Mohamed and Abukar (2013); Mujeeb et al. (2011); Nazir and Zamir (2015); Ojo (2009); Olughor (2014); and Poku, Ansah, and Zakari (2013).

CONCLUSION

The organizational culture plays a vital role in improving organizational performance among competitors. It is assumed that the organizational culture components will continue to attain much focus about further studies. Hence, this research has surfaced particular components of culture that enhances the employee job performance to a larger extent. This study only give focus to Denison model to clarify consistency and adaptability factors that we see appropriate in hotel sector of Pakistan. Though, no particular component of organizational culture is most influential across all contexts. In adaptability trait, tendency was observed that respondents feel that the way things are done is not that much flexible and adaptable. Things are relatively hard and it is hard to change which sometimes make the job a bit hard. To make operations smooth the flexibility needs to be adopted. To be in market race organizations should respond well in time to the moves of the competitors as well as to have proactive approach towards the environment. Positive change needs to be welcomed rather than resisted. The focus should always remain on your customer; the comments and recommendations of them need to be heard and incorporated. The decisions should be based on recommendations of the customers and other stakeholders. The customers' interest may need to be honored for the success of business.

Failure always is a great source of learning. It gives an opportunity to come out stronger. Learning and innovations should be the part of strategy. These measures will ensure success in business. In consistency, organizational culture this trend was observed that respondents do not observe characteristic management style, where everyone knows management response in certain situations. The management style must be known to the employees, this will help employees to carry on their assigned tasks and jobs with clarity and consideration. There has to be set of values clear and consistent for managing the business. Core values will always be

followed and never be ignored. In situation of the disagreement, the management should work together to create “win-win” situations. Sometimes it becomes hard to develop consensus on issues but management can make it happen by working as a team to find out solutions in a hard time. The success lies on participation of every employee from each part of organization. This develops team spirit in organization which is base of success. The goals should remain aligned with the employees’ competencies and it will lead to become the market leader in the industry.

Limitations & Recommendations

Data collection was limited to only one city of the province Khyber Pakhtunkhwa Pakistan, although it is among one of the huge cities of the country. The data was collected at one point of time without any time intervals. It was a quantitative study only. For future studies the data may be collected from the different other cities as well as sectors. The longitudinal studies are recommended. This study inquired direct relationship among variables; future studies can inquire relationship by putting some mediating and moderating variables in it. The change in research design by employing mix data collection method will increase its generalizability and depth.

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