EXAMINING THE INFLUENCE OF ORGANIZATIONAL CULTURE IN SHAPING EMPLOYEE BEHAVIOR AND PERFORMANCE

Aliata Issahaq Mumuni ✉

Dr. Hilla Limann Technical University,

Department of Secretaryship and Management, Business School

Box 553, Wa, Upper West Region, Ghana

balungma@yahoo.com

Desmond Puopelle Banye

Dr. Hilla Limann Technical University

Department of Purchasing and Supply

Box 553, Wa, Upper West Region, Ghana

dessybanye@gmail.com

Augustine Badii

Dr. Hilla Limann Technical University

Department of Accountancy

Box 553, Wa, Upper West Region, Ghana

augustinebadii@gmail.com

Abstract

This study examines the impact of organizational culture on employee behavior and performance in the telecommunication and transport sectors in Wa municipality, Ghana. A survey research designs was employed with a purposive sample of 142 employees completing a self-designed structured questionnaire. The study utilized quantitative methods including Analysis of Variance (ANAVA) and Multiple Lenear Regression (MLR) analysis. The) results reveal a strong positive correlation between employee performance and organizational performance (r =0.897). additionally, significant correlations were found between competency,

reliability, and efficacy, while a weak correlation was observed between readiness and organizational performance (r = 0.113). the ANOVA results indicate a statistically significant relationship between organizational culture and employee performance. The MLR analysis reveals that workplace practices (β = 0.912) are a significant determinant of organizational culture, while consistency (β = 0.877) is a significant determinant of employee performance, though leadership styles and mission were not found to be significant predictors. The study recommends future research considerations in various dimensions of organizational culture in relation to customer satisfaction and productivity and investigate the extent to which organizational culture promotes organizational performance

Keywords: Organizational culture, Performance, Influence, Employee, Behavior, Shaping

INTRODUCTION

Organizational culture is a vital element of any successful organization, inducing employee behavior, job satisfaction, and performance in various industries, (Schein, 2010). It involves the values, norms, and artifacts that outline the work environment and relations among employees, leaders, and stakeholders (Hofstede, 2001). A positive organizational culture can foster employee engagement, motivation, and commitment, leading to improved productivity, innovation, and overall performance (Denison, 1990). Conversely, a negative or toxic culture can lead to turnover, absenteeism, and decreased job satisfaction (Kotter & Heskett, 1992).

The current world is rapidly evolving towards business perspective and organizations are being confronted with unprecedented challenges driven by the risk, uncertainty and complexity. The identified challenges necessitate a fundamental re-evaluation of conventional approaches to strategy implementation and performance management (Eisenhardt & Sull, 2001).The roles played by employee towards the implementation of concepts of organizational culture have surfaced as the key factors that can significantly influence an organization's success in navigating the complexities of the digital world (Cameron & Quinn, 2011) There is the need to also explore a comprehensive understanding of how these interconnected elements of organizational culture influence one another and, in turn, shape an organization's ability to thrive in an environment characterized by volatility, uncertainty, complexity, and ambiguity. The organization culture coupled with employee behavior play pivotal roles in translating strategic objectives of an organization into actions and effective results - oriented outcome (Chen et al., 2019). It includes the attitudes, actions, and decisions made by each employee or an individual at all levels of the organization (Gong et al., 2021).

Moreover, organizational culture, has varied definition based on the perspective of various researchers as defined as the shared values, beliefs, and norms that guide behavior within an organization that influences the collective mindset, behaviors, and actions of employees during strategy execution jointly with the understanding the interplay between employee behavior, organizational culture, and strategy implementation of vision and mission of an organization (Lund, 2003). Employee workplace practices on specific behavior coupled with strategic objectives and culture will supports strategy execution of an organizational goals that can enhance their ability to adapt, innovate, and achieve superior performance outcomes According to Lunenburg, (2011). earlier research work has examined the individual effects of employee workplace practices and behavior relating to organizational culture on strategy implementation for a comprehensive conceptual framework that integrates critical and complex situations.

The concepts of social cognitive theory dealt with the insights into how personal attitudes, self-efficacy, and motivation influence employee behavior during strategy implementation of an organizational goals and plan of actions. Attitudes play a vital role in shaping employee mood and the potential outcome are aligned with actions Positive attitudes toward the strategy, its goals and its potential outcomes are more likely to motivate employees to align their actions with the strategic objectives (De Clercq et al., 2018). The characteristics exhibited by employee with regards to fully participation in the goal-setting process can significantly impact their commitment and motivation to achieve strategic objectives. When employees are involved in setting their own goals and have a voice in determining how to accomplish them, they develop a sense of ownership to carry out responsibility for better performance and evaluation and responsibility for their performance that will result in increasing employees' engagement and commitment for strategic implementation of goals (Kristof-Brown et al., 2005). There is the need to investigate how positive organizational culture fosters innovation, collaboration, and commitment as well as how leaders can strategically influence and modify culture to meet the changing demands of the modern workplace during this technological and digital age.

Impact of organizational culture on employee performance

The main focus of organizational culture is to assist the organization's overall efficiency and rivals in their competitive advantage that promises to boost the levels of employee efficiency, handle problem- solving, and employee satisfaction, and the ability to address issues as a whole been outlined (Sempé et al., 2002). These challenges include increasing global price competition and satisfying demands of different stakeholders (Sempé et al., 2002). Research

showed that there have been rapid changes in organizational management in the world (Schein, 2011) that has been attributed to new aggressive competition in the marketplace alongside the growing diverse employees in many organizations. The challenge and complexity of business environment have also forced organizations to search for more efficient and effective management strategies focusing on organizational culture in the business sector. According to the view of Kotter & Heskett (1992), organizational culture has a direct impact on a variety of organizational parameters or variables where employees are guided by the same norms and values in their organization for better performance and improvement

The report on the success information of any well organizations revealed that sustained competitive advantage could be attributed to continued internal innovation through a set of beliefs, values and shared norms in the organization (Hodgetts & Luthans, 2003). The identified beliefs, values and principles symbolized the culture of an organization and function as a source of management practices for the organization. The strategy influences decision making, policy formulation, leadership style and overall working environment within an organization (Hofstede & Hofstede, 2005). Again, strong cultural values are reported to promote innovation, internal flexibility, better utilization of human capital (Robbins et al., 1994) and enduring strategic goals in an organization.

Research Questions

1. What is the effect of organizational culture on employee performance?
2. How does employee performance influence organizational performance?

Hypotheses

H0 1: Organizational culture has no positive and significant influence on employee performance

H0 2: Employee performance has no positive and significant influence on organizational performance.

LITERATURE REVIEW

Racelis, (2010), reported the impact of organizational culture on management practices with the aim of expanding understanding and testing the relationship between the components of organizational culture and organizational performance that modelled with regression and correlation analysis and found out that consistency and adaptability were some of the cultural attributes which significantly influenced management practices. Furthermore, Racelis (2010) studied the influence of organizational culture on performance management in insurance industry and focused on five variables namely adaptive perspective, communal, network,

mercenary and fragmented culture. The results of the study established a connection between organizational cultures and management practices. However, the study revealed that different types of organizational cultures had varied acceptance levels of performance management.

Research by Ernst (2001) explored the impact of culture on organizational performance in textile companies. The study employed a mixed-methods approach, combining qualitative and quantitative methodologies. The findings indicated that, regardless of their cultural backgrounds, workers had adapted to the industrial work environment. A significant association was found between cultural variables and employee commitment, staff attrition, and positive attitude towards work. However, the study noted that the identified cultural variables did not directly translate to improved organizational performance.

A study by Akinyomi (2012) examined the relationship between organizational culture, employee commitment, and productivity. The research findings indicated a statistically significant positive correlation between organizational culture and both employee commitment and productivity. Specifically, the results suggest that a robust organizational culture can enhance employee commitment, which in turn, leads to increased productivity. This study provides valuable insights into the importance of organizational culture in driving employee outcomes and organizational performance.

These studies provide valuable insights into the complex relationship between organizational culture and performance. While the findings suggest a positive association between cultural variables and employee outcomes, further research is necessary to fully understand the dynamics of this relationship and its implications for organizational performance.

A study conducted by Belias & Koustelios (2014) investigated the impact of organizational culture on performance in non-financial institutions, specifically focusing on World Vision Kenya. Utilizing linear regression analysis, the research examined the correlation between organizational culture and performance. The findings revealed that organizational culture has a significant influence on performance, enhancing key aspects such as organizational philosophy, work atmosphere, performance targets, and organizational stability. These results underscore the importance of organizational culture in driving performance and achieving organizational objectives.

Conceptualizing Organizational Culture

Culture could be perceived in both negative and positive ways that has led to the assertion that it affects the thoughts and feelings of people and even people's accomplishments in the context of groups and companies. This, thus bring about the major improvement in organizational culture (Baker et al., 2004). The culture of an organization is influenced by

numerous parameters as the organization faces and learns how to cope with external and internal business challenges. The concepts of organizational culture are very dynamic that can either elevate or hinder an organization's success. These can be viewed as culture that promotes trust, collaboration, and innovation leads to higher levels of employee engagement, productivity, and overall performance. Organizational managers who actively cultivate the habit and manage their organizational culture are better positioned to navigate positive change, foster loyalty, and drive long-term success. The exhibiting of frequent understanding and strategically shaping their culture, organizations can create an improve work environment that supports both individual and collective goals. (Ahmad et al., 2021). There are various principles within an organization's as it found its way of doing business in an effective adaptation to environmental problems to maintains success where new members are taught certain principles and ways of doing business. Many researchers argued that the role of organizational culture is to establish within the organization a feeling of success. To this end, this study explores organizational culture as an important topic in the area of industrial and human relations management to a large degree (Lok et al., 2005).

Culture can be described as a framework of common values that can be estimated to represent the similar culture of the organization, even with different backgrounds within the organization at different levels (Robbins & Sanghi, 2007). Stewart (2010) also claimed that the principles and values of the organization have a direct influence on all those who are attached to the organization The original organizational culture could be considered a threat to this form of culture. Organizational culture encompasses values and attitudes that contribute to an organization's unique social and psychological environment. According to Needle (2004), organizational culture reflects the organizational members' common values, beliefs and covered numerous scopes such as such as history, product, market, technology and strategy, employee type, management style, and strategy. The culture involves the organizational vision, principles, standards, structures, symbols, vocabulary, assumptions, beliefs, and behaviors

Again, with regards to perception, it is also regarded as the pattern of such group behaviors and assumptions that are taught to new organizational participants. Organizational culture main attributes and functions help to shape the way individuals and groups connect with each other, with customers, and stakeholders. Moreover, the organizational culture can influence how strongly workers associate with an organization or an enterprise.

According to Brown (1998), organizational culture plays several key roles, including:

1. Conflict Reduction: Organizational culture promotes consistency in perception, problem definition, and evaluation of issues and opinions, thereby reducing conflict.

2. Coordination and Control: Culture facilitates organizational processes of coordination and control, enabling effective management and decision-making.

3. Reduction of Uncertainty: By adopting a cultural mindset, individuals can reduce uncertainty and navigate complex situations more effectively.

4. Competitive Advantage: A strong organizational culture can improve an organization's chances of success in the marketplace, driving competitiveness and achievement of goals.

These roles highlight the significance of organizational culture in shaping behavior, guiding decision-making, and driving performance. By understanding and leveraging these roles, organizations can cultivate a culture that supports their objectives and enhances their competitiveness.

Dimensions of Organizational Culture

Organizational culture is a multifaceted concept that encompasses various dimensions, each influencing the behavior and performance of individuals within the organization. This section explores four key dimensions of organizational culture: power culture: Role culture, achievement culture and team orientation.

Power Culture Dimension

The power culture dimension is characterized by the use of power to exert control and influence actions within the organization (Harrison & Stokes, 1992). This dimension is centered on the inequality of access to resources, where power is concentrated among a few individuals or groups. In a power-oriented culture, decision-making authority rests with those who possess the power, and subordinates are expected to follow instructions without question.

Role Culture Dimension

The role culture dimension emphasizes the importance of individual areas of expertise and specialization within the organization (Harrison, 1993). This dimension focuses on defining and specializing workers' roles, with procedures and rules governing job descriptions. In a role-oriented culture, the role is more critical than the person who fills it, and employees are expected to adhere to established protocols and procedures.

Achievement Culture Dimensions

The achievement culture dimension is characterized by a achievement-oriented perspective that aligns individuals behind a shared vision or purpose (Harrison & Stokes, 1992). This dimension focuses on the mission culture, which directs organizational participants towards

realizing defined goals and objectives. An achievement-oriented culture requires skilled and goal-oriented employees who are motivated to achieve organizational objectives (Brown, 1998)

Team Orientation

Team orientation is a critical aspect of organizational culture, where work activities and actions are organized around teams rather than individuals (Martins & Martins, 2003). By bringing together individuals with diverse expertise, organizations can satisfy consumer demands and achieve their objectives. In a team-oriented culture, teamwork and communication among team member are important for achieving shared goals.

By understanding these dimensions of organizational culture, organizations can design and implement strategies that promote a culture that supports their goals and objectives

Classification of Organizational Culture

Several studies have classified organizational culture based on certain parameters that conceptualized along four primary characteristics. These are involvement Trait, Consistency Trait, Adaptability Trait, and Mission Trait. These could be developed in a organization that has the competitive advantage of value-based, the management needs to pay attention to its organizational culture, because organizational culture is a set of values, beliefs and attitudes among members of the organization that adds to employees' performance and consistency of behavior (Hakim, 2015). These led to the choice of employees as one of the most important determinants and leading factors that determine the success of an organization in a competitive environment.

The Relationship between Organizational Culture and Employees' Performance

The connection between organizational culture and employees' performance has been extensively explored in the work. Studies have constantly shown that a cohesive business culture is positively associated with higher productivity, improved employee morale, and enhanced work attitudes (Ojo, 2009: Hakim, 2015). Organizational culture plays a crucial role in shaping management behavior, influencing decision-making, problem-solving, and strategy formulation, ultimately impacting employee performance.

Employee performance is a critical component of organizational success, driving development and effectiveness. The loyalty and commitment of employees are significantly influenced by their understanding and awareness of the organizational culture, which in turn affects their behavior and performance. Organizational culture serves as a guiding framework,

outlining what is acceptable and unacceptable within the organization, and empowering employees to work towards achieving targets.

The Impact of Employee Performance in an Organization

Employee performance is a critical component of organizational success, encompassing the ability of employees to achieve goal, both personal and organizational by utilizing resources efficiently and effectively (Daft & Weick, 1984). It focuses on what employees do or do not do, and how they execute their tasks. Employee performance plays a vital role in determining organizational performance, and its attributes are a major concern for organizations, regardless of external factors.

Employees are considered valuable resources, and their levels of performance significantly impacts the effectiveness of an organization. High-performing employees contribute to the success and effectiveness of an organization. While underperforming employees can hinder progress. Employee performance is a multidimensional concept aimed at achieving results and strongly linked to the direct objectives of an organization (Mwita, 2000).

The measurement of employee performance involves assessing outcomes achieved for each job function over a specified period. Various parameters can be used to describe an employee's pattern.

Effect of Organizational Culture on Employee Performance

There are several effects of organizational culture on employee performance reported by numerous researchers depending on whether the company's culture is strong or weak. The positive effects that may surface when a company makes strong effort to establish a strong positive organizational culture at the work place would be reflected in different ways. Numerous employees spend more and more time at work if they are happy with the settings of their organizational environment or the working conditions (Hakim, 2015). Employees enjoy task and want to be interested in whatever is happening on that day, or long-term goals. Being part of something meaningful that the worker enjoys makes the whole experience of work better, which makes them more productive. A strong organizational culture should assist to provide this situation which focuses on the environment it creates for its workers because this helps and encourages a more efficient and productive company. Directing attention on building and sustaining organizational culture shows employees that they are considered an important part of the company. This category action by the company generally has the best response from its employees and

this also has a much better chance of achieving its goals. There are five major reasons for aiming to create suitable and positive culture for organizations (Hakim, 2015).

1. A strong organizational culture attracts high level talent employee.

2. A strong organizational culture will help to maintain your top-level talent

3. A strong organizational culture creates energy and momentum within the employee engagement.

4. A strong and successful organizational culture should change the employee's perception of work

5. A strong and positive organizational culture helps in make employees more efficient and successful.

Organizational performance is a vital section that determines the success and sustainability of companies. It includes the various dimensions, including financial results, productivity, customer satisfaction, and employee engagement. Manager as well as executive leaders need to assess and understand their organization's performance to make informed decisions and adapt to evolving corporate dynamics. Aside the hint on main issue of organizational performance, there is the need to differentiate between performance and productivity. In the first place, the performance involves multiple factors such as competence, reliability, efficacy, and readiness, in addition to productivity measures (Mbah, 2019). Again, in order to improve organizational performance, it is necessary to identify and comprehend the factors that influence it.

RESEARCH METHODOLOGY

The study employed survey research designed and purposely sampled 142 employees from telecommunication and transport sector using self-designed structured questionnaire. The research focused on quantitative aspect inclined to ANOVA, descriptive and multiple linear regression model. Multiple Linear regression was conducted to identify cause and effect between independent and dependent variables. And Regression analysis was used to estimate or predict the influence of independent variable on dependent variable. The significance level of 0.05 with 95% confidence interval was used. The dependent variable was Employee performance, and the independent variables include the various determinants of organizational culture related to the various categories of dimensions such as involvement, Consistency, Adaptability and Mission. The reason for using regression analysis was to assess the direct influence of Organizational culture on Employee performance as well as organizational performance.

RESULTS AND DISCUSSION

Table 1:   Employee Performance

Statements	N	Mean	SD
1. Competency	142	4.91	.003
2. Reliability	142	4.62	.024
3 Efficacy	142	3.72	.033
4 . Readiness	142	2.74	.022

The table discusses the results of employee performance with regards to organizational culture that covered the number of respondents (N=142) including the mean and standard deviation. The mean from the table 1 shows that the respondents generally agree to most of the determinants of employee performance in an organization. The respondent's showed that competency with the mean of 4.91 is between 4 (agree) and 5(strongly agree) but approximately closer to 5 which suggests that the respondents strongly agree that competency is an influential determinant towards employee performance. Again, the mean of reliability, efficacy and readiness covered the state of strongly agree, agree and neither for the given values of 4.62, 3.72 and 2.74 respectively. Finally, the standard deviation indicated that there was coherence in the data obtained which shows closeness in term of values. The values of the standard deviation were approaching zero.

Table 2: Organizational Performance

Parameters	N	Mean	SD
1. Financial Results	142	4.80	.004
2. Productivity	142	4.74	.003
3 Customer Satisfaction	142	4.87	.221
4. Employee Engagement	142	4.68	0.03

Table 2 indicated the results of organizational performance indicators based on the identified parameters selected as financial results, productivity, customer satisfaction and employee engagement. Furthermore, the mean of the selected parameters was between 4.74 to 4.87 which covered between agree (4) and strongly agree (5) but approximately closer to strongly agree which implies that the respondent strongly agree that the parameters were influential factors towards organizational performance. However, with regards to the standard deviation, only customer satisfaction was not close to zero as compare to the remaining

parameters implying that employees are not fully satisfied with the working practices within the organization.

Table 3: Traits in Organizational Culture

Traits	N	Mean	SD
1. Adaptability	142	4.77	.027
2. Mission	142	3.10	.015
3 Consistency	142	4.54	.011
4 . Involvement	142	4.13	.013

Table 3 shows the parameters for the traits of the organizational culture including adaptability, mission, consistency and involvement respectively. The table indicated that the respondents strongly agree that all the parameters are influential factors towards organizational culture except mission with the mean of the mean (3.10) indicating neither agree nor disagree. The dispersion of the standard deviation also showed coherence of the obtained data which are closed to zero.

Table 4: Concepts of Organizational Culture

Concepts	N	Mean	SD
1. Values	142	4.26	.013
2. Workplace Practices	142	4.66	.026
3 Leadership Styles	142	4.23	.014
4 . Communication patterns	142	4.65	.241

Table 4 shows the concepts of organizational culture with the following parameters: values, workplace practices, leadership styles and communication patterns. The respondents agreed that the parameters as a concept of organizational culture which contributed to the organizational performance as well as the closeness of the standard deviation.

Table 5: Domains of Organizational Culture

Domains	N	Mean	SD
1. Basic underlying assumptions	142	4.73	.011
2. Artefacts	142	4.84	.003
3 Espoused Values	142	3.33	.113

Table 5 shows the domain in terms of theory of organizational culture. The respondents agreed with the contribution of the identified towards the function of the organization. The mean of the espoused values only showed the neutrality of the responses of 3.33 indicating neither agree nor disagree. The dispersion shows consistency in the standard deviation.

Table 6: Organizational Culture Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886[a]	.743	.632	.4423

The results in table show that there is strong correlation (0.886) between organizational culture and employee performance. Again, the R^2 shows that 74.3% of the dependent variable (employee performance) were explained by the predictors (organizational culture) respectively.

Table 7: Employee Performance Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897[a]	.843	.712	.333

The model summary for employee performance was shown in table 7. The results indicated that there is strong correlation (0.897) between employee performance and organizational performance. Moreover, the R^2 shows that 84.3% of the dependent variable (organizational performance) were explained by the predictors (employee performance) respectively.

Table 8: Organization Culture ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.862	2	10..431	19.210	.000[b]
	Residual	75.477	139	.543		
	Total	96.332	141			

The ANOVA table for an organizational culture was shown in table 8 that indicates positive and statistically significant between organizational culture and employee performance (competency, reliability, efficacy and readiness). The table indicated the sum of squares, degree of freedom, mean square, F statistic (19.210) and the P- value (0.000). The regression and

residual were also shown. If this p-value is less than α = .05, we reject the null hypothesis of the ANOVA and concluded that there is a statistically significant difference between the means of the organizational culture. The results of this particular example, the p-value is 0.000. So we reject the null hypothesis. This means we have sufficient evidence to say that there is positive and statistically significant difference between the mean of organizational culture and employee performance.

Table 9: Coefficient of Organizational Culture

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.883	1500		.452	.0.00
	Values	.866	.54	.776	0.291	.000
	Workplace Practices	.721	.221	.913	2 .11	.004
	Leadership Styles	.544	.822	.133	0.302	.0641
	Communication Patterns	0.778	0.421	.810	5.217	0.001

Table 9 displays the coefficient of regression model of the dependent variable (Employee performance) and the predictors (Organizational culture). The model shown below:

Employee Performance = 0.883 ₊ 0.886Values + 0.721 Workplace Practices- + 0.533 Leadership styles + 0.778 Communication patterns

The multiple linear regression above indicates that a unit increase of each predictor will increase the dependent variable by the amount of coefficient in each predictor. The optimal determinant of the model from the Beta values covered for the workplace practices (0.913) and all the parameters were significant except leadership styles (0.0641)

Table 10: Coefficient of Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.654	652		.541	.0.00
	Adaptability	.943	.554	.657	0.654	.002
	Mission	-.261	.722	.231	3 .754	0.721
	Consistency	-933	.541	.877	0.664	.003
	Involvement	0.312	0.621	0.584	6.23	.002

Table 10 Shows the coefficient of regression model of the dependent variable (organizational performance) and the predictors (Employee performance) .The regression model shown below

Organizational Performance = 0.654 + 0.943 Adaptability - 0.261 Mission- + 0.933 Consistency + 0.312 Involvement.

The model above indicates that a unit increase of each predictor will increase the dependent variable by the amount of coefficient in each predictor except mission which will decrease the organizational performance by 0.261. The optimal determinant of the model from the Beta values covered for the consistency (0.877) and all the parameters were significant except mission (0.0721)

Hypothesis 1

H_{01}: There is no significant difference between organizational culture and employee performance.

Table 11: Correlation between Organizational culture and Employee Performance

Organizational Culture	Employee Performance
Pearson Correlation	.896
Sig. (2-tailed)	.001

The above table 11 shows the correlation between organizational culture and employee performance. Based on 95% significant level, the p-value (0.001) which is less than the alpha value (0.05), the null hypothesis is therefore rejected indicating that there is statistically significant difference between the mean of organizational culture and employee performance.

Hypothesis 2

H_{02}: There is no significant difference between Employee performance and organizational performance

Table 12: Correlation between Employee Performance and Organizational Performance

Employee performance		Organizational Performance
Competency	Pearson Correlation	.932
	Sig. (2-tailed)	.002
	N	142

Reliability	Pearson Correlation	.711	Table 12…
	Sig. (2-tailed)	.012	
	N	142	
Efficacy	Pearson Correlation	.931	
	Sig. (2-tailed)	.002	
	N	142	
Readiness	Pearson Correlation	.540	
	Sig. (2-tailed)	.0113	
	N	142	

The results from table 12 show strong correlation between competency, reliability and influence and efficacy but weak correlation (0.113) between readiness and organizational performance. Again, only v readiness showed p-value greater than alpha value of 0.05.

MAJOR FINDINGS

The results indicated that there is strong correlation (0.897) between employee performance and organizational performance and also strong correlation between competency, reliability and efficacy but weak correlation (0.113) between readiness and organizational performance. Again, only v readiness showed p-value greater than alpha value of 0.05.

The ANOVA results for the organizational culture indicates positive and statistically significant between organizational culture and employee performance (competency, reliability, efficacy and readiness).In relation to organizational culture, the optimal determinant of the model from the Beta values revealed workplace practices (0.912) and all the parameters were significant except leadership styles (0.0641) and with regards to employee performance, the optimal determinant of the model from the Beta values covered for the consistency (0.877) and all the parameters were significant except mission (0.0721).

CONCLUSION AND RECOMMENDATIONS

This study examined the impact of organizational culture on employee behavior and performance, focusing on the telecommunications and transportation sectors, which are characterized by high levels of human interface. The research explored the relationship between organizational culture traits and employee performance within DBE.

The findings revealed that three key variables of organizational culture - involvement, adaptability, and consistency - were positively related to employee performance. However, the mission variable did not exhibit a significant relationship. Descriptive statistical tools and multiple

regression analysis were employed to gain a deeper understanding of organizational cultural traits. Particularly, the adaptability culture demonstrated a significant effect on employee performance, highlighting the importance of flexibility and responsiveness in driving employee outcomes. These findings provide valuable insights into the role of organizational culture in influential employee behavior and performance, with implications for organizational effectiveness and competitiveness.

Finally, the following recommendations are highlighted:

(i) The mission variable could be reevaluated using collinearity to test more effect on organizational culture

(ii) Again, with regards to regression model relating to the employee performance as the dependent variable, the communication pattern as the independent variable could be paired on t-test to assess the level of effects on organizational culture.

(iii) The leadership style could also be considered as the dependent variable and employee performances as the predictor to assess the level of the model fit.

(iv) Finally, the study recommends the extension of more variables and study environment relating to the organizational culture to examine more effects on productivity.

LIMITATIONS AND FUTURE RESEARCH

This study was limited by time constraints and a heavy workload, which restricted a more detailed examination of organizational culture and its characteristics. Future research should investigate the relationship between organizational culture and motivation, focusing on the determinants that influence employee productivity and organizational goal attainment.

Furthermore, subsequent studies should explore the various dimensions of organizational culture in relation to customer satisfaction and productivity, considering the perceptual nature of respondent feedback. Additionally, future research should aim to quantify the extent to which organizational culture promotes organizational performance, providing a more comprehensive understanding of this complex relationship. By addressing these research gaps, future studies can provide valuable insights into the role of organizational culture in driving performance and achieving organizational objectives.

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