

An Investigation of the Relationship between Organizational Culture and the Employee's Role Based Performance: Evidence from the Banking Sector

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Abstract

The operation of any organizations is very much influenced by their culture either its Banking sector or any other sector. Culture of any organization is not inborn; it is what people learn over the time period which they spend within the organization. It helps them to solve internal organizational problems. Every organization forms a bond between the employee and organizational culture. These forms of bond related to culture differentiate one organization from another and ultimately leads to a guaranteed success. Variable Organizational culture was composed of these dimensions i.e. Involvement, Consistency, Adaptability and Mission, while the elements were Capability development, Team orientation, Empowerment, Coordination/Integration, Agreement, Core values, Creating change, Customer focus, Organizational learning, Strategic direction, Goals and objectives, Vision. Employee's Role based Performance was a combination of Job, Career, Innovator, Team and Organization dimensions, while the elements were Quantity

of work, Quality of work, Accuracy of work, Customer service, Personal career goals, Skills for future career, Progress in career, Career opportunities, New ideas, Implement new ideas, Improved ways to do things, Better processes and routines, Working as team or group, Seeking information from others, Work group success, Responding to needs of others, Doing things to help others, Working for company, Promote the Organization. These variables were first elaborated and then operationalized for data collection. The variables and their dimensions in a relationship framework were analyzed and tested using Correlation Analysis and Regression Analysis. Considering all the dimension of organizational culture and performance level, correlation coefficient analysis showed the significant two tailed p value, which shows there was a strong positive relationship between organizational culture and role based performance

Keywords: *organizational culture, Role based performance, Regression Analysis, Banking Sector*

1. Introduction

Banking is the most significant business in today's economy. Banks always play a pivotal role running every business. Banking system includes commercial banks, central banks and large no. of institutions which provide maximum financial services to different sectors. The idea of organizational culture got importance in the late 1980s and early 1990s when management explorers came with the idea that why American firm were unable to compete Japanese firms (ojo). In this highly competitive world many businesses are unable to survive due to rapid changes in the business environment (Tripathi, Kapoor, & Tripathi, 2000). In order to sustain in this competitive corporate world, organizations focus to change their culture, management style and relationship with their employees and try to change their internal environment in order to survive. The fundamental aim of this research is to find how core cultural elements affect the role based performance of the employees. Culture of any organization is not inborn; it is what people learn over the time period which they spend within the organization. It helps them to solve internal organizational problems. Culture is said to be a set of assumption that is developed over a time period to cope with organizational problems that is why cultural knowledge should be delivered to the new employees. Every organization forms a bond between the employee and organizational culture. These forms of bond related to culture differentiate one organization from another and ultimately leads to a guaranteed success.

The paper is structured as follows. Firstly, the impact of organizational culture on Role based performance is reviewed. Then secondly, identifiers of Organizational Culture and Role based performance indicators of banking sector are listed. Thirdly, a theoretical framework describing the relationship between Organizational Culture and Role based performance is discussed. Fourthly, statistical analysis is performed on Organizational Culture and Role based Performance variables. Finally, the findings are discussed.

2 Literature Review

2.1 Organizational Culture and Performance

Culture is also being discussed from the economic viewpoint and it can manipulate the competence and success of the organization (Denison & Mishra, 1995). Chih et al. (2011) said that culture is the back bone of any organization and it highly influences the corporate world Saffold (1988) said that it is

commonly assumed that culture of an organization contributes to increase the performance only when the culture is strong and have distinguishing characteristics. The combination of experiential and theoretical studies will lead to relative study of strong culture and hence increase the organizational performance (Denison & Mishra, 1995). Chih et al. (2011) claimed that culture is the set of ideas and assumptions about organizations operations.

Organizational culture is about the norms, values and beliefs that employee shares in an organization. It is about the interaction of employees with each other. Strong organizational culture leads to achieve goals more efficiently and effectively. (All About Positive Organizational Culture For Your Team, n.d)“Organizational culture refers to the 'underlying values, beliefs, and principles that serve as a foundation for the organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles” (Tishler). Strong organizational culture shapes the life of employees in such a way that they can mold themselves according to the culture as a result the organizational performance will be enhanced (Saffold, 1988). According to Tripathi et al. (2000) organizational culture can be understand in many ways but very few researchers try to authenticate this concept empirically. Culture either strong or weak have a strong influence on organizations overall performance but in strong culture employees are working to achieve the organizational goal but in weak culture employees are working for their individual goals (Saffold, 1988). Culture as manipulative variable can improve organization effectiveness (Wang & Abdul-Rahman, 2010). Saffold (1988) explains organizational culture as harmonized, established, concentrated and extensively shared. Organization culture is about behavior of employee and managers in an organization means how they interact think and work in an organization (Heck & Marcoulides, 1993). Organizational culture is about the way of working and their decision making related to strategic decision (Oparanma, 2010). If their focus on organizational culture is poor and improper then it is difficult for organization for proper implementation and evaluation of outcomes (Heck & Marcoulides, 1993). Culture determines the way corporations and individual work (Wang & Abdul-Rahman, 2010). Strong culture with participative principles produces return on investment two times as compared to the organizations that lack participative principles (Saffold, 1988).

“Performance is an account of how agents (individuals groups, departments, organizations, nations, continents or whatever) under certain circumstances, manage to get from state A to state B, the latter being in some way better than the former” (Jirasinghe, 2006). “Performance deals with the outcomes, results and accomplishments achieved by a person, group or organization” (William J. Rothwell, 2000). Performance management defined by Weiss and Hartle(1997): “a process for establishing a shared understanding about what is to be achieved ,and how it is to be achieved ;an approach to managing people which increases the probability of achieving job related success.” (Jirasinghe, 2006). According to Armstrong (2000), to get better results from the teams or individuals working in the organization within an agreed time of the framework of the already planned goals, competency requirement and standard is performance management. (James Kagaari). According to Swanepoel et al. (2000), “performance appraisal is a formal and systematic process of identifying, observing, measuring, recording and developing the job-relevant strengths and weaknesses of employees.” (Anastasios Palaiologos). Appraisal practices shifted from personality to goal settings and assessment of the abilities related to the performance. Performance Appraisal became an essential mechanism towards managing people and business. (Jirasinghe, 2006). Performance expectations are related to the output because expectations are standards and goals related to output. (William J. Rothwell, 2000). “Performance can be viewed from

several vantage points; including the organizational level, the work or process level and the individual performer level.” Organizational level analysis focus on the organizational ability to meet the customer’s needs, compete in the market, carry out the strategies related to the organization and achievement of the goals. Work or the process level analyzes the internal system and related processes to achieve the organizational goals. Individual performer level is related to the people that are performing activities related to work; these people contribute to the overall performance of the organization (William J. Rothwell, 2000). Performance can be viewed in two forms in-role and extra-role. in role performance is about the actions of the employee that fulfill its requirements according to his job description whereas extra-role performance is about the action that are outside the formal requirements regarding his role. Open communication as well as participatory leadership is positively related with the employee performance regarding both roles. Such practices enhance employee’s job satisfaction level and ultimately higher performance according to his roles. (Soumendu Biswas). Performance level of any organization is increased when that organization has well-managed, well-defined and strong culture (Heck & Marcoulides, 1993). Researchers are agreed that level of well managed and strong culture is related to level of performance of an organization (Emmanuel & Lloyd, 2000). The link between organizational culture and organizational performance is like cause-effect relationship means organizational performance is effect of organizational culture (Heck & Marcoulides, 1993). Researchers have asserted that positive cultural characteristics enhance performance in proportion to the power of their demonstration (Saffold, 1988).

Past evidences show that if organizational managers allocate much of their time, resources and quality of their work toward organizational culture then they can earn higher level of productivity (Heck & Marcoulides, 1993). Organizational success or failure can be predicted by observing organizational culture because well-managed organizational culture causes the success of organization (Oparanma, 2010). Byles et al. (1991) said that only the performance of those organizations will increase which have a strong culture in their organizations. “Role based performance is satisfying or exceeding standard quantity or quality by Katz and Kahn. Welbourne et al. defined role performance as the output quantity and quality, while Murphy defined role performance as the accomplishment of duty and obligations related to the specific job. The term role performance was also referred by Williams and Anderson when they verified the performance structure, and in their performance inventory, they expressed the main content as also about satisfying the job position or the job specifications” (Yuan LI)

For this study, the hypothesis therefore is:

H1: The Role based performance is positively affected by their organizational cultures.

To test this hypothesis, a framework describing the relationship between variables of organizational culture and role based performance indicators is analyzed using Correlation and regression Analysis.

2.2 Identifiers of Organizational Culture

By making strong culture organization can achieve their targeted goals (Oparanma, 2010). Strong culture can also help the managment to create an environment where every employee works according to their desire (Emmanuel & Lloyd, 2000).

Strong organizational culture is very effective as it performs three main functions

- Organizational culture is a fully embedded social aspect that influences employee behavior and decision

- Organizational culture bond people together and feel them that they are part of the organizational experience. This aspect is also important for attracting new employees and retaining top performers.
- Organizational culture assist in sense making process, helps employees to understand organizational events and makes communication more effective and efficient (ojo)

According to McShane and Glinow (2005) when a firm's strong culture is misaligned with its environment, it is unable to effectively serve customers and other dominant stakeholders (ojo) A list of dimensions can be assembled together with the help of literature review to reflect a variety of viewpoints adopted by different researchers. However, having too many dimensions may make the framework lose importance as interest may be diverted. The identifiers of organizational culture suggested by different researchers and which are used in this research are summarized in Table 1. According to the model organizational culture can be identified by four cultural dimensions; Involvement (I), Consistency I, Adaptability (A) and Mission (M).

2.3 Role based Performance Indicators (PI)

“Performance evaluation serves a number of purposes. One purpose is to help management make general human resource decisions. Evaluation provides input into important decisions such as promotions, transfers and terminations. Evaluations also identify training and development needs. They pinpoint employee's skills and competencies that are currently inadequate but for which remedial programs can be developed. Evaluations also fulfill the purpose of providing feedback to employees on how the organization views their performance” (Judge, Robbin, & Sanghi) “The criteria that management choose to evaluate when appraising employee performance will have a major influence on what employees do. The Role based Performance Indicators used in this research are summarized in Table 2. According to the model role based performance can be identified by three dimensions; Job (JO), Career (CA), Innovator (IN), Team (TE) and Organization (OR).

The independent variable has four sub components that are involvement (Fey & Denison, 2003; Denison & Mishra, 1995), adaptability (Chih et al. (2011); Fey & Denison, 2003 ; Denison & Mishra, 1995), Mission (Fey & Denison, 2003; Denison & Mishra, 1995) and consistency(Oparanma, 2010; Heck & Marcoulides, 1993). “Strong, powerful cultures have been hailed as keys to improve performance” (Saffold, 1988). The more the coordination in cultural values the more will be the productivity of the organization that will as a result increase the organization performance (Saffold, 1988). Tripathi et al. (2000) said that strong culture is linked with effectiveness of the organization which means that the working condition of the organization will increases effectiveness which results in increased performance. They further said that strong culture leads to increased individuals and organizational performance which ultimately enhances organizational commitment and effectiveness.

In this study Regression analysis is proposed to investigate the relationship between organizational culture and role based performance. Further correlation analysis is performed within the variables and across the variables. Inferential statistics is applied on demographical factors.

Questionnaire was based on two main variables; organizational culture and role based performance and other demographic variables. Total items of the questionnaire were 67 and were measured by using Likert scale. Unit of analysis were bank employees having designation of AVP, OG-I, OG-II, and OG-III. Sample size was 400 employees working in the bank on the designation level of middle level managers.

3. Results

3.1 Reliability Test of Questionnaire

Reliability test of questionnaire and variables was being checked by using the Chronbach's alpha and the details were showing a good internal consistency of data.

To make sure the aptness of the alignment of the operational statements for the variable organizational culture and role based performance indicators, internal consistency of the variables was checked. Table 3 details the results of the Cronbach alphas reliability tests. Both variables Cronbach alpha values were above 0.8, suggesting that the operational statements were significantly related to the respective OC identifiers and role based performance indicators.

3.2 Correlation Analysis

According to the table 4, there is a strong relationship between the dimensions like Involvement, Consistency and Adaptability. Further among Consistency and adaptability, Team and organization. While a mild relationship with other dimensions.

Hypothesis

“H₁: Impact of culture is positively related to work performance”

“H₀: Impact of culture is not positively related to work performance”

“The null hypothesis is that there is no relationship”, i.e., the beta coefficient was not different from zero. The p-value for beta coefficient of Culture was 0.000. Thus we couldn't accept the null hypothesis. In other words, we claimed that the Impact of culture is positively related to work performance

4. Conclusion

This research has highlighted the impact of organizational culture on role based performance of the employees. It also has heightened the importance of the strong organizational culture that affects the employee performance. Cronbach alpha value shows a very well-built reliability value or one could say it indicates a high internal consistency of data. Considering all the dimension of organizational culture and performance level correlation coefficient value is high showing a strong positive relationship between organizational culture and role based performance. The beta coefficient for regression analysis was not different from zero. The p-value for beta coefficient of Culture was 0.000. Thus we couldn't accept the null hypothesis. In other words, we claimed that the Impact of culture is positively related to work performance. So overall this research shows that culture of organization has direct impact on the performance of employees.

Limitations & Recommendations

This study has a number of limitations. The first is linked with sampling technique. The data for this study was collected in Lahore via non Probability Technique, and thus the findings have to be discussed in this geographical context. Secondly, valid responses used in this study are considered reasonable; although a larger number is preferred further Respondents were reluctance in filling the questionnaire. Thirdly, this research is based on banking sector; further these results can be used for other sectors. Every employee has different norms, values and beliefs with which he works in the organization after joining and organization itself has totally different culture. So first of all he must be allowed to accommodate

himself with the organizational culture so that he can understand the culture and whether he can accommodate or not.

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Table 1. Identifiers of Organizational Culture (OC)

Organizational Culture (OC) Dimensions	Elements	Statements	
Involvement	Capability development	Authority is properly delegated in my bank	
		I think capability of employees in my bank is constantly improving by providing them adequate training	
		Employees of our bank have the sufficient skills to do the job so problems arise once in a blue moon	
	Team orientation	In my bank all the departments have a high degree of cooperation	
		The culture of my bank provides every employee with the feeling that they are the part of a team	
		I think Primary building block of my bank is its cooperative team work	
	Empowerment	I think work is divided by following a scheme that everyone can see the importance of their work while achieving goals of the bank	I think majority of the employees are highly involved in their work while in banking hours
			Information is widely shared in our bank with employees in the time of need
			Everyone in this bank feels that he or she can have a positive impact on this bank
		The planning process in our bank involves everyone to some degree	Our approach to run basic operations of our bank is very consistent and simple
			I think all departments work together to achieve goals of the bank
			We never give up in case of disagreements; we just work hard with a winning attitude
Consistency	Agreement	We tried to wind up difficult issues in a simple way	
		The employees of my bank do what they say	
	Core values	In my bank there is a clear set of rules to follow	
		I think basic operations of my bank are very flexible and we can easily adapt new technology	
Adaptability	Creating change	We respond very well to our competitors and changes in the banking environment	
		In my bank improvements related to work are constantly adopted	
		Our bank culture is open for bringing change in terms of its operations	
		My bank accepts customer recommendations and suggestions as a positive feedback	
	Customer focus	My bank never ignored the interest of customers while making decisions	
		In my bank direct customer contact is encouraged	
		My bank accepts customer recommendations and suggestions as a positive feedback	

	Organizational learning	In my bank innovative ideas are encouraged
	Strategic direction	The strategy of my bank provides other banks to change the way they compete in the industry My bank provides a clear future strategy
Mission	Goals and objectives	Ambitious but realistic goals are settled by top management in my bank We continuously track the progress against the stated goals of our bank
	Vision	We have a shared vision of what our bank will be in future Vision of our bank creates excitement and motivation for our employees

Table 2. Role Based Performance Indicators

Role	Based	Elements	Statements
Job	Performance Dimensions	Quantity of work	I think if I am given an increased quantity of work I can produce same output
		Quality of work	It's my 1st priority to produce quality work regardless of number of tasks assigned
		Accuracy of work	I am not concerned with the number of tasks; my priority is that my work should be accurate
		Customer service	I tried my level best whenever I interact with the customer to provide him with the best services
Career		Personal career goals	I think that my organization supports me to achieve my personal goals along with the organizational goals
		Skills for future career	My organization provides me enough training opportunities to increase my skills set
		Progress in career	I think if I compare the point from where I have started my professional career to this point I think I am making progress in my career
		Career opportunities	I am in search of better career opportunities
Innovator		New ideas	I present my new creative ideas to solve the problems
		Implement new ideas	I am in search of the opportunities to implement my ideas
		Improved ways to do things	I talked to people to explore internet and discuss with friends to find efficient ways to solve problem
		Better processes and routines	I use the advice of others and my experiences in order to perform my routine tasks
Team		Working as team or group	I am able to perform both in team as well as an individual
		Seeking information from others	I share information with my team members or colleagues regarding my work
		Work group success	I am always in a search of getting useful information from my colleagues or group members
		Responding to needs of others	I always support my team and try at my best level that my team succeeds at the end
Organization		Doing things to help others	I help and provide my knowledge and expertise to my team members or colleagues in time of need
		Working for company	For me above all, it is my organization; I tried at my best level to serve my organization I am working for making my organization successful
		Promote the company	I always disseminate positive information to improve image of my organization
		Company is a good place	I recommend others to be a part of this organization as it is a good place to be

Table 3. Results of Cronbach alphas reliability testing

Variable	Cronbach Alpha Value
Organizational Culture (OC)	.935
Role Based Performance	.898

Table 4. Correlation Analysis

	Variable 1	Variable 2	Pearson Correlation
Organizational Culture	Involvement	Consistency	.766
		Adaptability	.760
		Mission	.566
	Consistency	Adaptability	.704
		Mission	.598
		Adaptability	.578
Role Based Performance	Job	Career	.523
		Innovator	.426
		Team	.507
		organization	.510
	Career	Innovator	.491
		Team	.521
		organization	.572
	Innovator	Team	.513
		organization	.474
		Team	.737

Table 5. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.914	.126		7.255	.000			
	Culture	.799	.030	.798	26.373	.000	.798	.798	.798

a Dependent Variable: Performance Variable