A Review

Organizational Culture and its Impacts on Employee Job Performance

Mohammedhussen Mama Irbo

College of Business and Economics, Madda Walabu University, Ethiopia, Email:
mmohammedhussen@yahoo.com, mume1974mama@gmail.com

Abstract
The purpose of any organization is to enhance level of performance by designing different strategies which would help employees achieve high level of performance. This study tried to make an assessment on the impact of organizational culture on employee job performance by going through detailed reviews of previous researches. Literature review was used to conduct the study; hence, detail reviews of relevant literatures were made. The findings of this study revealed conclusive evidence in the sense that the reviewed literatures all indicated organizational culture as having very important effect on employee job performance. It was also identified that organizational culture determines the productivity level of organizations. Certain dimension of cultures actually identified to affect employee performance in particular ways in the sense that strong culture of an organization helps in improving level of employee performance more than others. Managers relate organizational culture to employee performance as they help in providing competitive advantage to their firms.

Keywords: *Culture, Employee Performance, Organizational Culture, Strong Culture*

Corresponding Email: *Email:mmohammedhussen@yahoo.com;mume1974mama@gmail.com*
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Introduction
Organizational development is affected by factors that improve continued existence on the basis of achieving the objectives set from the onset. Improved productivity increases employee commitment. The reason is norms, values and objectives help in improving culture of an organization which motivate employees. Organizational system need to be based on the establishment of effective culture that keep learning environment which strongly improves the performance of employees in an organization. An employee performance is considered as a crucial element for an organization because it leads to its development and growth effectively. The loyalty of employee relies upon knowledge and awareness of culture that improves behaviour of organization (Brooks, 2006).

According to Cascio (2006) performance refers to the degree of accomplishment of the task that makes up an employee's job. On the other hand, Jones (2003) defines job performance as the net effect of an employee's effort as modified by abilities and roles or task perceptions.

Hallett (2003) explains that organizational culture finds expression through the thoughts, intentions, actions and interpretations of members of the organization. Looking at the relationships between organizational culture and employee performance Kotter (2012) indicated that organizational culture has the ability to increase employee performance. If the organizational culture becomes incompatible with the dynamic expectations of internal and/or

external stakeholders, the organization's success will decrease as it has happened with some organizations (Ernst, 2001).

Kandula (2006) contends that strong culture is the key to good employee performance. He further stated that a strong culture results in an average employee performance and achieve dramatically while a weak culture may make an outstanding employee to perform and achieve low. Ahmed (2012) contends that organizational culture has an active and direct role on employee performance. Aluko (2013) examined that there a significantly positive relationship between organizational culture and employee's performance, and found that an organizations and its employees were not performing and working together very well because of weak culture. Lunenburg (2011) investigated the relationship between organizational culture and performance and stated that organizational culture influences the way employees think, feel, and behave in the workplace.

According to Awadh and Saad (2013), there is a need from management that its employees own and live its organizational culture. This will enable the employee to get familiar with the organizational system. Developing and instilling organizational culture in the minds of employees help learn about an organizational culture and either accepts or rejects it. This implies that each organization is a learning environment which would help proper understanding of the organizational culture that improves the performance of the employee in an organization.

Though various scholars present positive relationships between organizational culture and employee performance (see the above paragraphs), some researchers have different views. For instance, Ojo (2009) claims that the empirical evidences emerging from various studies about the effect of organizational culture on performance have so far yielded mixed results that are inconclusive and contradictory. The findings from the research conducted by Rousseau (1990 as cited in Shahzad *et al*., 2012) to overcome some of the limitations in measuring the culture of organization supported Ojo's claims. The result of the study showed that there was negative correlation between culture and employees performance. Moreover, Dension and Sorenson (2002) and Dension (2015) claim that there is no consistent relationships between organizational culture and employee performance.

The purpose of this study was therefore, to go through the existing literatures to know whether these differences in views of different scholars supported or opposed by the majority of researchers in the past and to come up with clear insights about the impacts of organization culture on employee performance.

Organizational Culture

This section of the research highlights the review of related literature in order to make clear understanding on organizational culture and its impacts on employee performances. The culture of an organisation can be defined as "the embodiment of its collective systems, beliefs, norms, ideologies, myths and rituals. They can motivate people and can become valuable source of efficiency and effectiveness" (Sudarsanam, 2010). Schein (2011) defines organizational cultures as shared philosophies, ideologies, beliefs, assumptions, expectations, attitudes, norms and values. Central to the culture definition is the idea that culture must be learned and shared.

According to Yilmaz (2008), "organizational culture manifested in beliefs and assumptions, values, attitudes and behaviours of its members is a valuable source of firm's competitive advantage since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides solutions to the problems faced by the organization, and, thereby, hindering or facilitating the organization's achievement of its goals". Maximizing employee's values are considered as rational assets that required a culture to support their logical participation both for individual and organizational learning, new knowledge formation and readiness to share with others (Dasanayaka and Mahakalanda, 2008).

The different attributes of culture have been arranged on the basis of norms and attitudes which help in differentiating one firm from another (Forehand and von Gilmer, 1964). The process of thinking helps in identifying one member from another on the basis of cognitive thinking (Hofstede, 1980). "The set of beliefs, behaviours, norms and values helps in making culture most effective" (Kotter and Heskett ,1992). Johnson and Scholes (1988) describe a cultural web, identifying a number of elements that can be used to describe or influence organizational culture which identifies six interrelated elements that help to make up the pattern or model of the work environment.

Control Systems: The processes in place to monitor what is going on.
Organizational Structures: Reporting lines, hierarchies, and the way that work flows through the business.
Power Structures: Who makes the decisions, how widely spread is power, and on what is power based?
Symbols: These include organizational logos and designs, but also extend to symbols of power such as parking spaces and executive washrooms.
Rituals and Routines: Management meetings, board reports and.
Stories and Myths: about people and events, and convey a message about what is valued within the organization.

Types of Organizational Culture
Organizational culture is categorized into four dimensions. A brief presentation of each of them was given as follows.

A. **Strong Culture**
According to Madu (2012), a strong organizational culture refers to the set of values and beliefs that are strongly adhered to and shared widely within the organizational goals, but such a culture requires the organization to do more culture specific investments, and such a culture is unlikely to change. This implies that in this form of culture, organizational managers should take serious actions to instil and spread its norms and values to its employees. The strength of the organizational culture is determined by the level of shared meaning of principles, norms and values; and the more universal the meaning is shared among the organization's members, the stronger the culture (Uddin *et al.,* 2012).

B. **Sub Culture**
Subculture is the part of organizational culture which is concerned with various norms, values, beliefs and behaviour of employees as a result of difference in geographical areas or departmental goal and job requirements (within organization). Lok *et al.* (2005) believe that perception of employees about subculture is connected to employee's commitment towards the organization.

C. **Weak Culture**
According to Ashipaoloye (2014), a weak organizational culture refers to "values and beliefs not strongly and widely shared within the organization". One can understand from this that personal principles, norms and values are more

used by employees in organization. Organizations which have weak organizational culture invest little on culture and will have volatile cultures (Taurisa and Ratnawati, 2012). Organizations with weak organizational cultures have more tendency to use rules and regulations than on a shared understanding of values and beliefs (Yeh and Chien, 2012).

D. **Counter Culture**
These are shared beliefs and values which are the direct opposite of the values and beliefs of the broader organizational culture are recognized as countercultures, and are mostly formed around a forceful manager or leader (Kerr, *et al.*, 2005). These types of culture may be a dangerous and may negatively affect the well being of an organization's original organizational culture.

Characteristics of Organizational Culture:
Dasanayaka and Mahakalanda (2008) believe that maximizing employee's values through a culture of support for their participation both for individual and organizational learning helps, new knowledge formation and readiness to share information with others in an organization. Hodgetts and Luthans (2003) describe some of the characteristics of the organizational culture as follows:
1. Norms are measured by things like as amount of work done and also the level of cooperation between management and employees of the organization.
2. Rules are defined clearly for employee's behaviour associated to the productivity, intergroup cooperation and customer relationship.
3. Observed behavioural regularities, as illustrate common language and formal procedures
4. Coordination and integration between the organizational units for the purpose of improvement in efficiency to works, quality and speed of designing, manufacturing the products and services.

Employee Performance
The capacity of a company to efficiently achieve independent goals can determine organisational performance. Organizational performance is the result of employees' performance through the level of their productivity. Several researches have been introducing various methods to evaluate organisational performance (Wong and Wong, 2007; Prajogo, 2007) which according to them include the quality, quantity, knowledge or creativity of individual towards the accomplished works that are in accordance with the responsibility during a

specified period. In other words, the assessment systems must have some standard parameters that can be relied upon. The degree of an achievement to which an employee fulfils the organizational mission at workplace is called performance (Cascio, 2006).

The author further elaborates that the job of an employee is built up by degree of achievement of a particular target or mission that defines boundaries of performance (Cascio, 2006). The capability of an organization to establish perfect relationship with resources presents effective and efficient management of resources.

Adkins and Caldwell (2004) found that job satisfaction was positively associated with the degree to which employees fit into both the overall culture and subculture in which they worked. A perceived mismatch of the organization's culture and what employees felt the culture should be related to a number of negative consequences for example, lower job satisfaction, general stress and turnover intention. Brooks (2006) stated that complete knowledge and awareness of organizational culture helps to improve the ability to examine the behaviour of the organization which assists in management and leadership. According to Stewart (2010), norms are invisible but have a strong effect on those attached with the organization and if the organization wants to improve employee performance and profitability they should start to develop good norms in the organization. Afshan *et al.* (2012) define performance as; "the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers".

Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they established for, and finally to achieve competitive advantage. Employees` performance is a very significant factor affecting profitability of an organization (Bevan, 2012). Inefficient employees` performance will bring about a tragedy to the organization as associated with lower productivity, profitability and impairment of overall organizational effectiveness (Okoyo and Ezejiofor, 2013). As pointed out by Viswesvaran and Ones (2000), employees` performance is the core construct of today's work place. Performance is important for organizations as employee performance leads to business success and performance is important for individual as accomplishing tasks can be a source of satisfaction (Muchhal, 2014).

Employees` performance plays an important role for organizational performance. Employees often are responsible for the great bulk of necessary work to be done as well as customer satisfaction and the quality of products and service and employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely affect its goal achievement (Elnaga and Imran, 2013).

Literatures show that employee performance is affected by several factors. Some of the factors affecting employee performance are training, motivation, leadership style, work place environment, organizational communication and organizational culture. Literatures on the relationships between each of the factors and employee performance were presented below.

Training
In the development of organizations, training plays a vital role, improving performance as well as increasing productivity. There is a significant difference between the organizations that train their employees and organizations that do not (Benedicta and Appiah, 2010). There exists a positive association between training and employee performance. Organizations that are dedicated to generating profits for its owners (shareholders), providing quality service to its customers and beneficiaries, invest in the training of its employees (Shaheen, 2013).

Work place environment
The workplace environment also gives a great impact towards the changes of lifestyle, work-life balance and also the health fitness whether towards the positive or negative impact (Chandrasekar, 2011). The concept of 'workplace environment' means that the factor of workplace environment that is being provided by the employer to their employees that could support the employees performance at work (Clements-Croome, 2006). By having a high level performance of employees, it will increase the levels of the corporate productivity and thus will increase the company's profit. Some research had shown that there are some positive effects of applying a proper workplace environment strategy such as the machine design, job design,

environment and facilities design (Burri and Halander, 2009).

Leadership

Leadership is one with the most dynamic effects which reflects the ability of management to execute "collaborated effort" depends on leadership capability. Lee and Chuang (2009), explain that the excellent leader not only inspires subordinates` potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals.

Motivation is the force that energizes, directs and sustains behavior. It provides the personal and dynamic element in the concept of engagement. High performance is achieved by well-motivated people who are prepared to exercise discretionary effort (Armstrong, 2010).

Motivation

Motivation in employees always remains an important factor when it comes to success and attainment of organization's goals. According to the study conducted by Eisenberger *et al.* (2009), factors such as good performance, high perceived self-determination, and performance-reward expectancy positively impact employees` intrinsic motivation. According to Adewunmi *et al.* (2011), job satisfaction and motivation are major determining factors that assist in channeling the employee efforts towards the attainment of organizational goal. Similarly, Tella *et al.* (2007) consider motivation as a factor which affects the individual's performance. As the human resource is the most essential asset of an organization, employees` motivation should be the focal point for the managers to get superior work behaviour and performances.

Organizational Communication

Organizational communication as human interaction allows raise employees`` performance by using the power of communication (Erogluer, 2011). Research has shown that "when employee needs are met through satisfying communication, employees are more likely to build effective work relationships" (Gray and Laidlow, 2004), quoted in Tsai and Chuang 2009). According to Stephen (2011), communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives. By creating understanding it enhances co-operation and promote effective performance. This paper assessed the impact of organizational

culture on employee performance with the help of detail reviews of existing literatures.

Impact of Organizational Culture on Employee Performance

The impact of organizational culture on employee behaviour and performance is based on the following important ideas (Bulach *et al.,* 2012):

1. Having knowledge of the organization culture permits employees to understand the history and functioning of the organization. This knowledge provides information about projected future behaviours.
2. Organizational culture raises devotion to the organization's philosophy and values. This commitment creates shared feelings of achieving common goals. It means organizations can achieve greater success only when employees share values.
3. Organizational culture, with its norms, deal as a control mechanism to direct behaviours toward expected behaviours and away from unfavourable behaviours. This can also be achieved by recruiting, selecting, and retaining employees whose values match with the values of the organization. This type of organizational culture may be linked directly to greater efficiency and performance than others.

The culture of the organization should be developed to support continuous improvement in employees' performance so that employees are able to identify with the values, norms and artefacts of the organization, hence the need for organizational culture (Ojo, 2009). It is through this process that employees learn about the organizational culture and decide whether they can cope with it or not, meaning that an organization is a learning environment. It makes employees understand that organizational culture makes employees perform better, hence understanding more of performance as the extent to which an individual is carrying out an assignment or task (Cascio, 2006).

When organizational culture is strong, it can be a determinant of performance through employee behaviour and decision-making patterns. Bigliardi *et al.* (2012) argued that even if people can change organizations, their effectiveness is partly dependent on that organization's culture. This implies that organizational culture creates the platform for employees to perform their duties. Yeh and Chien (2012) further contends that creativity while carrying one's tasks, job satisfaction, the inclination to taking risks, job involvement, and the

possibility to leave the job are affected by organizational culture. Organizations with strong organizational cultures are also argued to be more successful than organizations with weak cultures as a result of unity among employees as they hold common beliefs and values (Uddin *et al.,* 2012).

According to Awad and Saad (2013), the different values and beliefs based upon employee performance helps in organization association. They argue that the organization's culture helps in internalizing joint relationship that leads to manage effective organization processes. They also confirm that the productivity and culture of an organization helps in improving employee performance. In their study, they observe that strong impact of strong organization culture leads to increased productivity. In addition, Shazad *et a*l. (2013) assert that a strong culture within the organization leads to raise the employees' commitment towards achieving the goals of the organization on a common path because it is very helpful to increase the performance of the employees. They also contend that personal beliefs are different from the organizational values when an employee is entering in the organization, whereas in a strong culture, employees are on the common path towards achieving organizational goals, which provide the opportunity to the employees to grow and perform well in the organization. These imply that organizations with strong cultures have a greater propensity to achieve their goals than those with relatively weak cultures.

Mcshane and Von Glinow (2008) have the view that "organizational culture consists of shared values and beliefs which guide a person to adopt specific behaviour." Organizational culture has three main functions such as controlling of organization, building strong relationship among employees and develops a feeling of unity and also developing a feeling among employees that they are the part of organization (Al-Qutop and Harrim, 2014). When values of employees are matched with organization values then they can show high level of commitment and performance in achieving goals of organization (Shahzad *et al.*, 2012).

Ahmed and Shafiq (2014) conclude that organizational cultures have a positive effect on the performance of organization. When an organization creates conducive environment then there is possibility of developing spiritual intelligence of employees (Chin *et al*., 2011). Performance of the organization can be increased or decreased with the change of strong and weak culture in an organization (Ahmad, 2012). O'Neill *et al.* (2001) found out that organizational culture can reduce uncertainty from employees and influence on employee's behaviour to achieve specific objectives.

According to Abu-Jarad, *et al*. (2010) organizational cultures have imposing link with the performance of an organization which to a greatest degree affected by employees' performance in an organizational setting. Shahzad *et al.* (2012) concluded from their research findings that good leaders want only strong culture at work place to enhance organizational performance. Competitive advantage of organization is usually based on employee's performance and also on organizational culture because in reality these two factors can increase organizational performance very rapidly (Awadh and Saad, 2013). But strong cultures at work improve employee performance.

Organizational culture has long been linked to economic performance and organization viability/success (Sorensen 2002; Devis, 2007). For example, organizations which are determined to improvement in a continuous manner, with managements who look forward and are known to walk the talk and focus on a set of core values, have been shown to be more financially successful in the long-term. According to Plakhotnik and Tonette (2005), successful innovation of new product and organizational change are the effect of strong organizational culture.

Geldenhuys (2006) argues that organizational culture is an important contributor to employees' performance. But it is to be remembered that it is not the sole contributor to performance. Literatures suggest that that organizational culture has a deep impact on the variety of organizational process, employees and its performance. According to the studies of Ojo (2009); Zakari, *et al.* (2013), Rehman (2012), Shahzad *et al.* (2012), Awadh and Alyahya (2013), it has been proven that organizational culture has a direct impact on performance.

Ojo (2009) emphasizes in his study that organizational culture is very important for every organization and that it has positive impact on employee job performance. According to Gallagher (2008), more than 60 research studies was conducted between 1990 and 2007, which covered more than 7600 small business units and

companies to find out the cultural impact on the employee performance reveals positive association between strong culture and performance improvement.

Dasanayaka and Mahakala (2008) claim that the perception that there is a mismatch between organizational culture and what employees believe the culture should be is related to lower job satisfaction, overall stress and the intention for turnover. Culture supports employee's values, which are considered to be rational assets, whose logical participation result to individual and subsequently organization learning, new knowledge formation and readiness to share with others. According to Stewart (2010), norms are invisible but have a strong effect on those attached with the organization and if the organization wants to improve employee performance and profitability they should start to develop good organizational culture in the organization. After studying and analyzing different literatures, it was reasoned out that organizational culture has a deep impact on the variety of organizational process, employees and its performance.

Conclusion
This study tried to look at the impact of organizational culture on employee job performance using review of literature. The study was able to find out that organizational culture is very important in every organization and that it has positive impact on employee job performance. The study further showed that there is a positive relationship between organizational culture and employee job performance.

It can be concluded from the study that organizational culture helps in internalizing joint relationship that leads to manage effective organization processes that contribute to success. The culture of organization helps in improving performance. Literatures suggest that small business units and companies' performance which is the result of employee performance is positively related with organizational culture. Based on the literature the researcher further concludes that organizational culture has a direct impact on performance.

It was also concluded that the job performance of employees is the result of strong impact of strong organizational culture as it leads to enhance productivity. The norms and values of organization based upon different cultures influence on work force management to expend effort to create common path for employees in order to make perfect use of resources in an organization. In this manner, organizational culture is helpful in improving and providing competitive edge as the nature and power of organizational culture influence upon sustainability and effectiveness of organization.

A strong organizational culture is the set of values and beliefs that are strongly adhered to and shared widely within the organizational goals, but such a culture requires organizations to do more culture specific investments, and such a culture is unlikely to change. The strength of the organizational culture is determined by the level of shared meaning of principles, norms and values; and the more universal the meaning is shared among the organization's members, the stronger the culture. Therefore, managers should take serious actions to instil and spread its norms and values to its employees in manner employees' goals are aligned to the organization's goals in order to develop successful cultures as was suggested by Karlsen (2011).

This study concentrated on the impacts of organizational culture on employee performance. The limitation of this research is the use of secondary data alone. The research result would help policy makers, business and non business institutions in giving due emphasis to organizational cultures in order to improve their employee performance. It would also serve as references for anyone who has the intention of conducting research in the area. In this sense future research may include primary data in the effort to conduct in the same subject.

Conflict of interest
The author didn't declare any conflict of interest to this work

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