

Analysis of the Influence of Organizational Culture on Employee Performance through Job Satisfaction and Organizational Commitment as Mediating Factors: Empirical Evidence from the Manufacturing Sector

Discipline: Management

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Abstract

The paper is prepared on the basis of the study conducted in a manufacturing company in India. The study was performed to gather the influence of organizational culture on performance of employees. It has analyzed whether job satisfaction and organizational commitment intercede and facilitate the relationship between organizational culture and employee performance. The data was collected from seventy full time employees using survey method through questionnaire. The study tests two forms of relationship (direct and mediating) which provides final explanation for the association amongst organizational culture and employee performance. Data was analyzed through Correlation and Regression analysis. Partial Least Squares Structural Equation Modeling Technique (PLS-SEM) was employed to analyze the data. The study exposed that organizational culture has moderate positive effect on employee performance. Job satisfaction has positive interceding influence on association between organizational culture and performance of employees. Organizational commitment has positive mediating effect on association amongst organizational culture and performance of employees and has influence on performance. The variables viz., organizational culture, performance of employees, job satisfaction and organizational commitment are having significant association between each other with value of positive moderate correlation.

Keywords: organizational culture, organizational commitment, job satisfaction, employee performance

Introduction

Culture is what a group learns over a period of time as that group solves its problems of survival in an external environment and its problems of internal integration (Schien, 1990). It is the totality of values, expectations and practices of an organization.

This culture directs the thoughts, actions and behavior of the staff of the enterprise. In other words, culture means group of traits deciding the behavior of a company what it is and decides its uniqueness among the other players in the industry. Good cultural practices enhance the employee performance; while undesired cultural practices thwart the performance of employees. Organizational culture is replicated in every feature of the business; from time consciousness and punctuality to employee rewards and benefits. It should be kept in mind that congruence or alignment between the work place culture and employees' values and belief systems bring out better employee and organizational performance. Companies can take advantage of its unique culture for attracting and retaining the talents. 77 percent of workers consider a company's culture before applying and almost half of employees would leave their current job for a lower-paying opportunity at an organization with a better culture (Martins, 2021). The culture of an organization is also one of the top indicators of employee satisfaction and one of the main reasons that almost two-thirds (65%) of employees stay in their job (Martins, 2021). Trust in each other, teamwork, innovation and experimenting with new ideas and emotional security are some of the outcomes of positive work culture. Hence it is important to establish a highly desirable work place culture to bring out the best performance from employees.

Objectives of the Study

This study was carried out to reach the following two objectives:

1. To examine the influence of organizational culture on employee performance
2. To know whether job satisfaction and organizational commitment intercede the association amongst organizational culture and employee performance

Literature Review

As mentioned above, the major drive of this study is to ascertain whether there is association amongst organizational culture and employee performance using job satisfaction and employee commitment as mediating variables. The literature cited below exhibit organizational culture and its impact on employee performance. These are few of the contemporary studies, conducted to ascertain the role of organizational culture on performance of employee. There are various empirical researches that support the association amongst organizational culture and employee performance specifically. Hence the researcher has gone through the various studies on organizational culture and employee performance and tried to figure out the influence of culture on the performance of employees with the help of following research literature:

- Zia & Khan (2019) identified that organizations have different kinds of culture, depending upon its strength, which have considerable impact on attitudes and

behavior of the employees, their job performance, satisfaction and even of the employee turnover.

- Kawiana (2018) determined the influence of organizational culture, employee satisfaction and personality on organizational commitment and employee performance. The results obtained were: (1) the influence of organizational culture on organizational commitment was significant; (2) The influence of employee satisfaction on organizational commitment was significant; (3) The influence of personality on organizational commitment was significant; (4) The influence of organizational culture on employee performance was significant; (5) The influence of employee satisfaction on employee performance was significant; (6) The influence of personality on employee performance was significant; and (7) The influence of organizational commitment on employee performance was significant.
- Nusari *et al.*, (2018) examined the impact of project management assets (value and imitability) and organizational culture (individualism) on employee performance (quality). There were two main results: first, project management assets (value and imitability) have positive impact on employee performance (quality); second, organizational culture (individualism) has negative impact on employee performance (quality).
- Odiakaose (2018) believes that every organization has something unique about the way it operates. He did an in-depth review of the relationships between organizational culture parameters and individual performance, organizational performance and sustainability. The ways an organization operates vis a vis, its beliefs, values and assumptions is what is conceptualized as organizational culture, he asserts.
- Durgadevi *et al.*, (2017) opines that organizational culture is a complex phenomenon and is formed in diversity of ways, it might initiate from the challenges and obstacles that organization features; it may perhaps be an intentional creation of the management and employees working in the organization. An organization that practices either a clan or support culture tends to experience high performance and satisfaction levels; this type of culture encourages employees to be innovative and also supports socialization and teamwork.
- (Stephen *et al.*, 2017). They examined the impact of organizational culture on employee performance and job satisfaction, using Niger Delta University as a case study. Majority of the respondents agreed that organizational culture does have an impact on performance and satisfaction levels of employees.

- Gochhayat *et al.*, (2017) explored how a strong or weak organizational culture (OCL), irrespective of its taxonomy, affects organizational effectiveness (OE) in Indian technical education. It also examined the mediating role of organizational communication (OCM). Data were collected from 167 heads of engineering and management schools on OCL and OE and 334 of their subordinates on OCM through a questionnaire survey. Results indicated that organizations with strong and deep-rooted culture perform more effectively than organizations with weak culture. The effect of OCL passes to institutional effectiveness through OCM. Hence, the researcher suggests that higher educational institutions need to focus on strengthening OCL and OCM in order to improve their effectiveness.
- Chaudhary & Singh (2017) are of the opinion that organizational culture can be seen as an organization specific system of widely shared values and assumptions that give rise to typical behavior patterns. After an extensive study in existing literature on organizational culture, they suggested to note the fact that with the advent of globalization and companies crossing border, culture has become extremely fluid in nature. Therefore, organizations must adapt to this rise in new cultural community emerging in global businesses and accept this cross-verging of cultures across the globe.
- Nikpour (2016) investigated the mediating role of employee's organizational commitment on the relationship between organizational culture and organizational performance. The findings of the research indicated that suggested model had appropriate fit and organizational culture beyond its direct impact exerted indirect impact on organizational performance through the mediation of employee's organizational commitment that the extent of indirect impact was significantly higher than direct impact.
- Paschal and Ismail (2016) studied the impact of organizational culture on employee's performance in Singapore Telecommunication with the objective of measuring and establishing how organizational culture affects the performance of its employees. This research work has cleared the fact that frequent ritual activities in the organization has great and positive impact on employee's performance but other studies also can be carried out based on different organizations that have different organizational cultural system.
- Dorai Ponnu and Hassan (2015) investigated the influence of organizational culture on performance management in insurance industry. The results showed that there is significant and positive correlation between organizational culture and performance management.

- Daniel *et al.*, (2010) opine that there should be fit between the organization's culture and the strategic direction of the firm. Their study also established the relationship between the corporate culture and organizational performance.

Research Gap

Based on the review of literature presented above the gap found is that the authors have not discussed about, culture gap analysis. This analysis can help both the organizations and researchers to understand what the culture embodies in an organization.

Methodology

Descriptive correlational research design was employed in this study. The sampling techniques used to select employees for this survey was convenient sampling method. It was difficult to use simple probability sampling as most of the staff were not based in the office, but in different locations. Therefore, once the company granted the permission, researcher approached employees who were available in the office. Once the procedure is explained and when respondents gave their consent, the questionnaire was given and requested to complete it as truthfully as they can. The completed questionnaires were collected immediately after the respondents completed the questionnaire. The sample size for the study was 70. The respondents represent full-time working employees in the company. Primary Data was collected through Questionnaire using Google forms from 70 employees. The questionnaire was prepared based on the variables found from previous literature review and adding few variables which were omitted (as identified in research gap analysis). The questionnaire comprised of 5-point Likert scale to measure the influence of variables. (Where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree). The respondents were asked to give their opinion on organizational culture, commitment of the employees working in the organization and performance of the employees. This helps to have different response patterns when responding to questionnaires. Questionnaire is designed in three sections, that is, Section A (Demography), Section B (Organizational Culture) and Section C (Employee performance).

Variables of the study

Independent variable:

Organizational culture - Hofstede (1984) defines culture as the collective programming of the mind, distinguishing the members of one group or category of people from others. According to him, national and organizational cultures are phenomena of different structures. At the national level, cultural differences reside in values, while, at the organizational level, they reside in practices. Hofstede (2001) identified the following

dimensions of culture: Power distance, Uncertainty avoidance, Individualism / collectivism, Masculinity/femininity, long term orientation, Indulgence/restraint.

Dependent variable

Employee performance- Employee performance means the ability of employees to attain goals, personal / organizational, efficiently and effectively. There are certain parameters to be considered to know the impact of organizational culture on employee performances (Kotter and Heskett, 1992). These are employee participation, innovation and risk taking, reward system, openness of communication, and customer service orientation. A performance- criterion is also considered (Campbell, 1977; Robbins and Barnwell, 2002).

Mediating variables

Organizational commitment- “The degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization”, (Robbins, 2003). The dimensions considered are affective commitment, continuance commitment and normative commitment.

Job satisfaction - “Job satisfaction is a positive attitude and behavior at workplace and influence employees to commit to their job requirement” (Vroom, 1964). In human resource perspective, job satisfaction refers to a person’s feeling of satisfaction on the job, which acts as motivation to work. The various dimensions of job satisfaction are: satisfaction due to empowerment, job fulfillment, pay, work group, security, work facilitations etc.

Hypotheses

H1: Organizational culture has positive impact on employee performance

H2: Job satisfaction mediates the relationship between organizational culture and employee performance and has impact on employee performance.

H3: Organizational commitment mediates the relationship between organizational culture and employee performance and has impact on employee performance.

Scale Reliability

The value of Cronbach’s alpha for each variable is given in Table 1 and in Fig. 1 and Fig. 2:

Table 1 Cronbach’s alpha

Sl.No	Variables	Cronbach's alpha	Composite liability
1	Employee performance	0.770	0.817
2	Organizational culture	0.734	0.799
3	Job satisfaction	0.806	0.874
4	Organizational commitment	0.729	0.830

Here, all the four scales (Independent, Mediating and Dependent Variables) are reliable with the value more than 0.7.

Fig. 2 Scale Reliability (Cronbach's alpha)

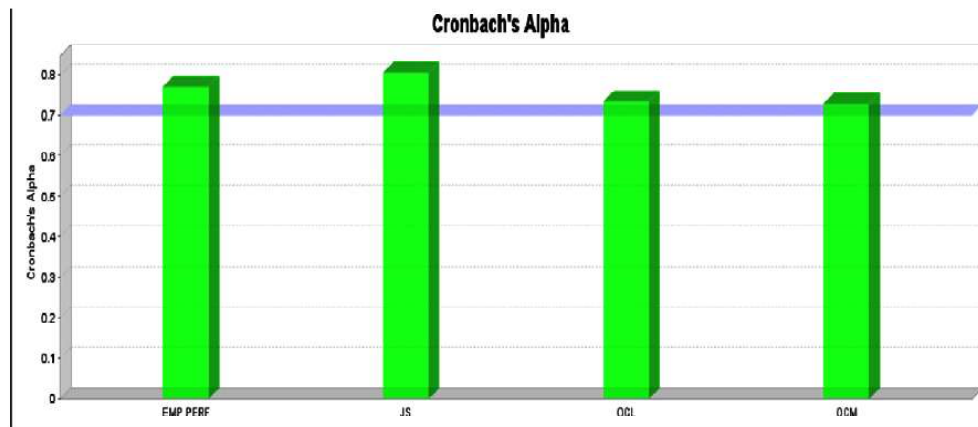
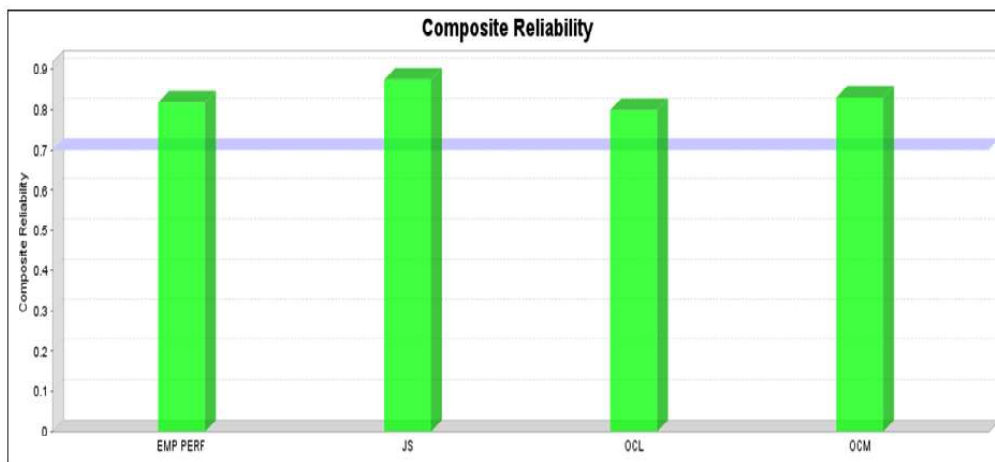


Fig. 3 Scale Reliability (Composite reliability)



Checking the Validity of the Model

Convergent Validity

The extent to which the items or constructs converge is called convergent validity. The indicators of convergent validity are item loadings, construct reliability (CR) and average variance extracted (AVE). Generally, item loadings, construct reliability and AVE should be greater than 0.5. An AVE of less than 0.5 indicates that more error remains in the items. Construct reliability is a measure of internal consistency of the

items. All the constructs showed adequate convergent validity measures confirming the convergent validity. AVE, construct reliability and communality are all well above the threshold value of 0.5 indicating the items / variables converge under a single construct.

Table 2: Convergent validity

SL. No.	VARIABLES	CRONBACH'S ALPHA	COMPOSITE RELIABILITY	AVERAGE VARIANCE EXTRACTED (AVE)
1.	Employee performance	0.770	0.817	0.546
2.	Organizational culture	0.734	0.799	0.635
3.	Jobsatisfaction	0.806	0.874	0.537
4.	Organizational commitment	0.729	0.830	0.550

Note: Convergent validity - more than 0.5

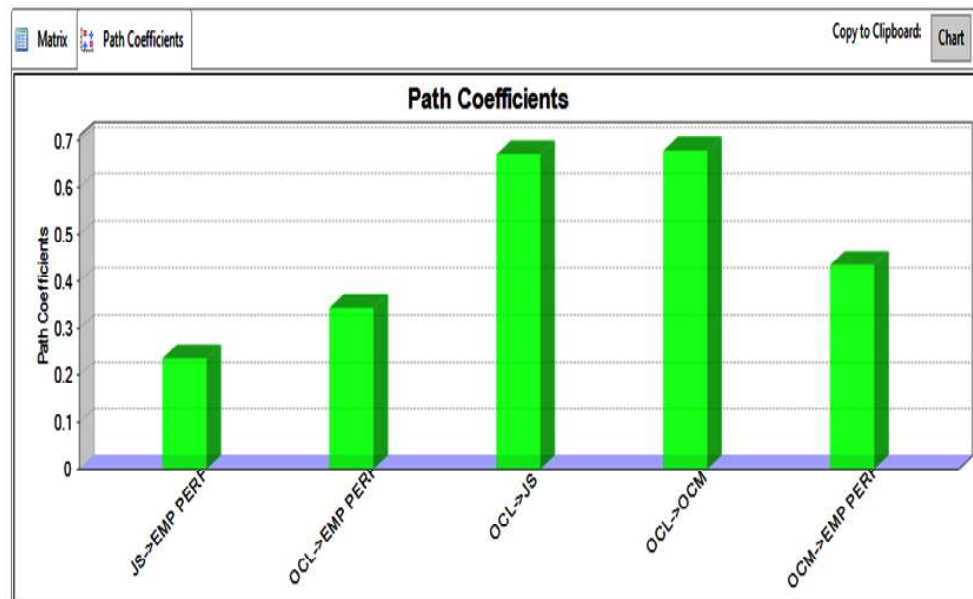
Descriptive Analysis

a) Path Coefficient

The study tests two forms of relationship (direct and mediating) which provides final explanation for the relationship between organizational culture and employee performance. InPLS algorithm we get standardized path coefficient same as multiple regression. Path coefficients like standardized regression coefficients can be larger than one. The figure given below also shows the relationship between the variables as mentioned in hypotheses.

Table 3: Path Coefficients

Table3 Path	Employee performance Coefficients	Jobsatisfaction	Organizational culture	Organizational commitment
Employee performance	-	-	-	-
Jobsatisfaction	0.235	-	-	-
Organizational culture	0.342	0.669	-	0.667
Organizational commitment	0.434	-	-	-

Figure10: Path coefficients**a) Regression****Path Coefficients****Table 4: Rvalue**

MODELSUMMARY		
	RSquare	RSquare Adjusted
EMPPERF	0.811	0.802
JS	0.447	0.439
OCM	0.458	0.450

Predictors (constant): Organizational culture.

AnovaTest

An Anova test is the way to find out if the survey or experiment results are significant. It helps to figure out if one needs to reject the null hypothesis or accept the alternate hypothesis. One -way Anova is used here, as the research has one independent variable (organizational culture converted into nominal scale).

Table 5: Anova

	df	ss	Ms	F	Significance F
Regression	3	9.7	3.2	38.3	0.0
Residual	66	5.6	0.1		
Total	69	15.3			
Dependent variable: employee performance Predictors (constant): organizational culture					

The significant value is to be less than 0.05 to be qualified/accepted for every variable and hence there is positive influence on dependent variables.

a) Correlation

The correlation is classified into 2 categories, -1 to 0 which is negative correlation and 0 to +1 which is positive correlation. And 0 to 0.4 is considered to be weak correlation, 0.4 to 0.7 which is considered to be moderate correlation and 0.7 to 1.0 is considered as strong correlation.

Table 6: Correlation

Correlations					
		OC	OCM	PF	JS
OC	Pearson Correlation	1			
	Sig.(2-tailed)				
OCM	Pearson Correlation	.54**	1		
	Sig.(2-tailed)	0			
PF	Pearson Correlation	.65**	.66**	1	
	Sig.(2-tailed)	0	0		
JS	Pearson Correlation	.53**	.55**	.67**	1
	Sig.(2-tailed)	0	0	0	
**.Correlation is significant at the 0.01 level (2-tailed).					
*.Correlation is significant at the 0.05 level (2-tailed).					

In its job satisfaction and employee performance results are the variables which have high impact on their relationship which is reported at 0.67**.

Positive weak correlation	None
Positive moderate correlation	Organizational culture& organizational commitment, employee performance & organizational commitment, job satisfaction and employee performance.

a) PLS-SEM

Reliability of data has been observed using Cronbach's alphas value. Data was analyzed through Correlation and Regression Analysis using Smart PLS tool. Partial Least Squares Structural Equation Modeling Technique (PLS-SEM) was employed to analyze the data. It is an emerging data analysis tool in business management, to handle small size data (Ringle *et al.*, 2005). This technique is more appropriate when research aims at testing existing theories and involves complex model structure. PLS-SEM involves two stages of analysis: measurement model specification and structural model evaluation. Measurement model specification assures that only constructs having good indicator loading, convergent validity, composite reliability and discriminant validity will be used in the structural model. Structural model evaluation is meant for assessing the path coefficient and testing their significance.

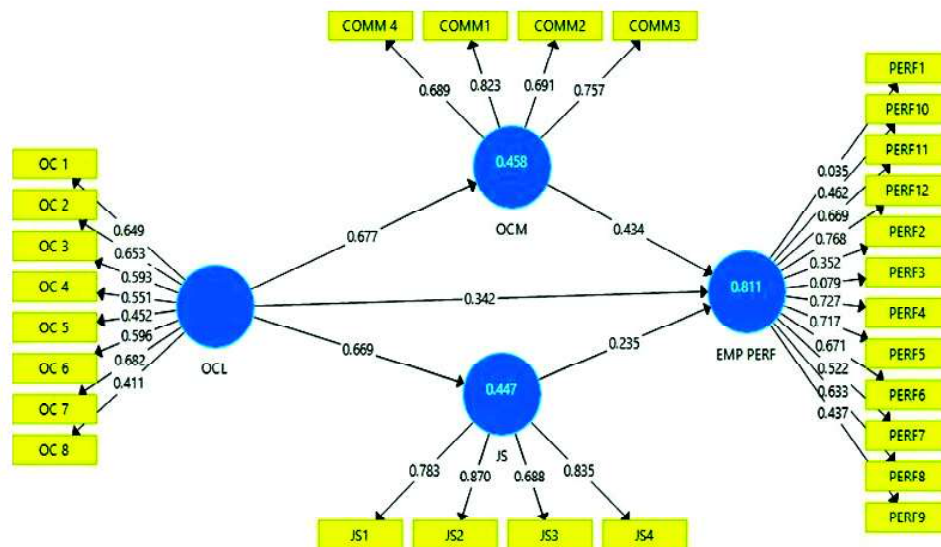


Figure11: Sem Model

Structural Model Analysis

Table 7: Structural Model Significance

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Significance Result
JS -> EMP PERF	0.235	0.236	0.103	2.287	0.023	**supported
OCL -> EMP PERF	0.342	0.338	0.084	4.076	0.000	**supported
OCL->JS	0.669	0.688	0.054	12.494	0.000	**supported
OCL->OCM	0.677	0.692	0.055	12.331	0.000	**supported
OCM->EMP PERF	0.434	0.438	0.095	4.576	0.000	**supported

Results

Showing the path coefficients along with their bootstrap values, T values

The t-value and beta coefficient for each of the connecting variables establishing validity and its strength between each other were measured with the help of partial least square structural equation modeling (PLS-SEM) using Smart PLS application

Checking structural path significance through bootstrapping calculation

***** p < 0.01; ** p < 0.05**

The t-values (shown within brackets) help in identifying the existence of relationship between the constructs, while beta coefficient values (mentioned outside the brackets) explain the strength of the relationship between the constructs. The accepted limit for testing the significance through t-value in Smart PLS is >1.96. Therefore, significant relationship between variables is established wherever t-value is noted to be > 1.96.

Findings and Conclusion

Findings

- The principal objective of this study was to analyze the impact of organizational culture on employee performance along with analyzing the mediating effect of job satisfaction and organizational commitment on the employee performance.
- In order to come up with valid research, the collected primary data has been analyzed through reliability test, correlation analysis and path coefficient analysis using smart PLS Software.
- The results of the path coefficient and bootstrapping for H1 model indicated a significant and positive relationship between the independent variable (organizational culture) and the dependent variable (employee performance), thus confirming the first condition of this model.

- **H1- Organizational culture has moderate positive effect on employee performance (Accepted).**
- **H2 and H3 -** Job satisfaction has positive mediating effect on relationship between organizational culture and employee performance. Organizational commitment has positive mediating effect on relationship between organizational culture and employee performance and has impact on performance. (Accepted)
- The variables viz., organizational culture, employee performance, job satisfaction and organizational commitment have significant relationship between each other with value of positive moderate correlation.
- The relationship between job satisfaction and employee performance is the highest correlation at .67**. The next strong correlation is organizational commitment and employee performance at .66**. But the least relationship is organizational culture and organizational commitment at .54**.
- The overall analysis of relationship identified amongst variables suggest that the correlation with each other has positive moderate relationship and also the test showed that no positive weak correlation or the negative correlation amongst the variables which explain there would be variables to understand organizational performance.
- The relationship between organizational culture and job satisfaction is the highest correlation (0.669)
- The impact of organizational culture on employee performance is moderately positive.

Suggestions

On the basis of analysis, results and findings the following recommendations are suggested:

- A workshop can be conducted to demonstrate employees that their involvement is valued and is important.
- Every aspect of business should be aligned in such a way that the employees contribute to the culture through collaboration and innovation.
- Employees should very well understand the working environment and organizational culture so that they can involve well into the culture of the company carrying their own perception and culture along.
- Conduct a periodic culture audit to evaluate whether management efforts towards culture is working.

- Training and development programs / mentorship programs can help building a positive workplace and also help in boosting employee morale.
- A behavioral interview can be a part of hiring the employees which can give the insight of the candidate's culture, behavior and whether they are job-fit.
- Company can make a unique identity which influences the transformation of their culture with the fast-moving world.
- As the company values work-life balance by providing the flexibility of work and other allowances, they can focus more on internal benefits so that talent gets attracted more.
- Usage of emotions can be used to bridge the cultural gap. Cultural evolution requires connections between strategy and culture, leaders and rest of the organization.
- Engage and empower with **AIL**- Authentic Informal Leaders, as they are the best way to hear the heartbeat of organization. These employees have a ground level view about the work in the organization.

Managerial Implication

By developing and understanding of organizational culture, organizational leaders can manage the culture to improve the employee performance. As strong culture can sometimes be difficult to change, these cultures should be fixed in short run. Selecting new hires that fit well into the organization is essential for motivation, job satisfaction, commitment and turnover. And as a manager, one action can be a role model that helps in creating the cultural values of ethics and positive culture. The suggestions given as per the research can also be implemented for the betterment of employees and organization. Leaders cannot expect to see results from the culture initiatives unless they connect with their organization at emotional level.

Limitations

Due to pandemic Covid-19, it was difficult to collect responses from most reliable sources within the office and also the end of financial year. As the ground staffs are at lower literary rate, the hard copies of forms were taken and got filled by explaining in multilingual ways.

Conclusion

The organization culture helps in internalizing joint relationships that leads to manage effective organizational processes. The culture of organization helps in improving performance. The positive association between culture and performance of employees

help in improving the business of the organization. The employee performance in the organization has strong impact of strong organization culture as it leads to enhance productivity. The norms and values of organization based upon different cultures influence on work force management. In an organization strong culture enables the effective and efficient management of work force. The net profit in an organization helps in enhancing performance of employees.

The common path for making perfect use of resources in same cultural association helps in positive development of organization. On basis of particular conditions, organizational culture is helpful in improving and providing competitive edge. The employee commitment and group efficiency help in improving performance leading to organization's sustainability. The nature and power of organization culture influence upon sustainability and effectiveness of organization. The study about the organizational culture and productive behavior of employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and rewardsetc. The present culture is doing good but little changes can be helpful. Because of this favorable culture the employees show positive behaviors like high involvement, high commitment to the organization, highly motivated and highly flexible to the organizational changes etc.

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