Impact of Organisational Cultural Dimensions on Employee Performance

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Abstract

This research article focuses on studying the different dimensions of Organizational Culture and their impact on employee performance. An extensive literature review was done regarding the cultural dimensions. A structured questionnaire consisting of items related to various dimensions of Organisational Cultural and Employee Performance was designed and distributed to the target sample. The target sample was chosen based on simple random sampling technique. A total of 424 questionnaires were issued to employees of various IT Organisations to collect data, and after deleting the invalid responses, a total of 404 valid responses were chosen for analysis and further investigation. The results indicated a significant contribution of the study dimensions towards employee performance. It is observed from the study that the organizations need to focus more on encouraging Risk-Taking behaviour and maintain a flexible Organization Structure and imbibe these two dimensions into their culture so as to improve employee performance, which will contribute to the success of the Organization as a whole.

KeyWords:-Organizational Culture, Employee Performance, Organizational Structure, Risk taking, Teamwork, Spend Culture.

1 Introduction

Many issues which could not be solved through formal structures and procedures get solved through informal way of functioning of an organization. That is where Organizational Culture comes into the rescue. A system where there is a supportive culture in place leaves no stone unturned to ensure the success of its members.

Organisational culture coordinates and moderates employee conduct to achieve organisational goals through collaboration, harmonisation, and united efforts (Owoyemi & Ekwoaba, 2014). Companies create distinct cultures to show what they stand for, why they exist, what they want to achieve, and how they and their employees should act (Kokilia & Ramalingam, 2015). Despite knowing the importance of organisational culture, getting all employees to agree to a set of values and beliefs is difficult (Mathis & Jackson, 2008).

However, with competent leadership and well-planned efficiency and productivity tactics, an organisation may encourage its staff to embrace its distinctive culture. Organisational culture can affect employment recruitment, satisfaction, retention, and performance (Ben Saad & Abbas, 2018; Catanzaro et al., 2010; Habib et al., 2014; Kofi Osei-Owusu, 2016). When it comes to Human Resource Management, culture is something that can be cultivated and developed over the course of an extended period of time (Hofstede, 1994).

Understanding the relevance of organisational culture, business executives and corporate strategists are increasingly pushing for the formation and promotion of consistent, clear, and creative corporate cultures as a requirement for corporate success in today's environment (Personio, 2019). To reflect their beliefs, ideals, and philosophies, corporations are creating unique corporate cultures. In the competitive Indian IT business, corporations have tried to create corporate cultures based on their values.

This study examined how company culture affects IT staff performance in Hyderabad. It addresses essential research questions on vision and strategic goals, leadership structure, shared values, teamwork, shared-risk taking, and spending pattern to give useful results and recommendations.

2 Review Of Literature

2.1 Organizational Culture

(Feyisayo Arogundade, n.d.) defined Culture as 'Culture' comes from the Latin word 'colere,' which means 'to cultivate and nurture'. Organizational culture is a set of assumptions that dictates appropriate behaviour in certain situations. It could also be accumulated conduct and presumptions imparted to new employees as a way of sensing, thinking, and feeling. "A set of informal norms that spell out how people act most of the time" is a concise definition of culture (Deal & Kennedy, 1982) (Sbm, 2017) defined Culture as the way in which an organisation treats its own employees and other internal stakeholders.

(John A. Pearce & Richard B. Robinson, 2011) discussed the pros and cons of Culture as Culture can improve communication, decision-making, and commitment. Culture can hinder strategy implementation by resisting change. If an organisation has several subcultures, few values and behavioural norms, and few traditions, its culture is weak. Such companies lack loyalty, dedication, and identity. These are wage-earners. Organizational Culture is a critical component of development strategy because it connects all aspects of an organisation, such as production, planning, marketing, controlling, motivation, and leadership (Kuronzwi, n.d.). (Parmar & Shah, n.d.) mentioned that an organization's culture consists of its shared beliefs, norms, and practises, as well as its outward and inward identities, as well as its past, present, and projected future. Freedom of decision making, innovation, and personal expression, the movement of power and information throughout the organization's structure, and the dedication of employees to the company's goals are all aspects of corporate culture.

(Jasimuddin et al., 2013) defined Organizational culture as something which refers to the unique set of beliefs, values, work methods, and interpersonal interactions that set one organisation apart from another. It also encompasses certain aspects of an organisation that contribute to the creation of a particular type of working environment. (Ekaningsih et al., n.d.) stressed on its importance as Organizational Culture is the most important factor in resolving both internal and external issues, and its implementation must be carried out in a consistent manner by a group before it can be passed on to new members as a proper way to comprehend, think, and feel in response to the problems that already exist. (Robbins S.P., 2005) defined the term "organisational culture" as the unique set of values and beliefs that members of a group have about their own group. Closer inspection reveals that this system of shared meaning corresponds to a collection of highly prized qualities inside the company.

(Kuronzwi, n.d.) stated that every business relies on a solid foundation, and one of those is the company's culture. The term "corporate culture" refers to the set of common beliefs and practises about how an organisation should run that are held by both its employees and its management. When you walk into a business, you'll get a sense of the company's culture, which in turn affects the way employees communicate with and relate to customers. (Khalif et al., 2017) argued that since organisational culture determines the norms for daily operations, the ethos of the workplace, the standards of performance expected of employees, and the sustainability of the business as a whole, it has a substantial impact on productivity. Employees want a place of employment that encourages and facilitates their natural curiosity, ability to think outside the box, and ability to operate independently and cohesively with their peers. Culture in an organisation is like a network: its performance is dependent on and contributes to the efforts of everyone involved. (Jiddah et al., n.d.) focused on company's culture and mentioned as it serves serves four purposes: it fosters cohesion, motivates employees, protects institutional values, and controls undesirable actions. Leaders influence and sustain culture through their attention, actions, reward systems, and hiring and firing practises.

(Mohsen et al., 2020) mentioned that beliefs, philosophies, attitudes, approaches, expectations, anticipation, opinions, standards, and values define organisational culture. Organization culture is the set of assumptions employees learn while solving problems. Companies create standards, then measure employee performance. (Needle, 2004) focused on another definition of organisational culture as the conduct or interaction of individuals when they are working for an organisation. Numerous studies have found a correlation between the culture of an organisation and a wide variety of the behaviours that occur inside that company. (Schein Edgar H., 2010) has classified Organizational Culture into three levels: artefacts and

symbols, exposed values, and basic underlying assumptions. In reality, the three levels of the organisational culture model are frequently portrayed as an onion model since they are built on various layers. The outer layer is quite simple to adjust and change. The deeper the layer, the more difficult it is to change.

(Black, 2004) stated that Organizational Culture is the common beliefs and standards that govern how employees and stakeholders interact. Organizational values are views and ideas about what aims and standards of behaviour organisational members should seek to attain these goals. From corporate values, build norms, standards, or expectations that prescribe proper employee conduct in certain contexts and manage employee behaviour toward each other. (Schein, 1990) referred to a popular definition, an organization's culture is its shared set of core beliefs and norms that have proven effective in helping the group adapt to its environment and integrate its members. These beliefs and norms are then passed on to new recruits as the standard by which they should view the world and act. (Quinn & Cameron, 1983) explained the term "organisational culture" to describe an establishment's unspoken norms and normative, as well as its accumulated knowledge, history, and defining characteristics. It is symbolic of the current state of affairs in this area. It is a reflection of the prevalent worldview that people hold in their minds. It helps people feel like they belong somewhere, gives them unstated rules to follow, and strengthens the social structure to which they contribute.

(Kilmann, 1985) stated that according to the definition provided, organisational culture consists of the group's common underlying assumptions, beliefs, attitudes, and conventions. (Benjamin et al., 1984)viewed that many authors and academics hold the view that culture is the sum total of a people's social, political, economic, and religious norms and forms of organisation that set them apart from others and help them deal with the unique problems of their environment. As a result, a company's culture shapes its normative, cognitive, value, production, and authoritative structures.

2.2 Employee Performance

Performance in the workplace is defined as an individual's skill in carrying out the responsibilities and functions assigned to them by their employer. Performance is not just a measure of how well a team or an individual does in terms of meeting objectives; it also takes into account how ready, enthusiastic, and motivated they are to uphold the organization's core values (Michael Armstrong, 2006). Employee performance may be impacted directly by an organization's culture as well as indirectly through factors such as work satisfaction. This demonstrates that adjustments made inside a business will be able to increase the performance of its employees. It is important to take notice of the level of job satisfaction held by employees so that they may continue to not only maintain but also improve their performance (MULIATY et al., 2017). (Nami Nasution et al., 2018) concluded that Employee performance is evaluated based on factors such as a worker's adherence to work schedules, occupational quality, effectiveness in making use of corporate resources, level of independence in fulfilling activities, and cooperation with co-workers and superiors.

(Sultana et al., 2012) described Performance as the accomplishment of a particular activity that is evaluated based on whether or not it meets established or predefined requirements of accuracy, completeness, cost, and speed. The term "performance" as used in a contract of employment refers to the fulfilment of an obligation in a way that absolves the performer of all obligations.

(Altındağ & Kösedağı, 2015) referred the term "performance" as either the execution and completion of a task or an effort made toward achieving a certain objective. The term "performance" is used to describe an individual's actual or projected use of their own knowledge, skills, and talents to accomplish anything. Employee performance is evaluated so that pay, advancement, and termination may all be determined based on the data collected.

(Armstrong, 1995) stated that the performance of an employee is often evaluated based on the outcomes they provide. On the other hand, one may also consider it from the standpoint of conduct.

The term "performance" originates from the words "job performance" and "real performance," both of which imply "work performance" or "actual achievement" (Hermina & Yosepha, 2019). Work performance, or simply performance, is the quality and quantity of results an employee produces while fulfilling his job duties in line with his job description and supervisory expectations.

(Ellinger et al., 2003) stated that Employee Performance takes into account the final results of their expertly executed efforts. Employee performance in a business context is the cumulative outcome of everyone's efforts to increase output and

get closer to the organization's stated goals. Enhanced organisational performance is indicative of continuous effort toward goal attainment, but it also places a greater demand on employees to raise their own performance standards.

2.3 Benefits Of good Organizational culture

Good physical environment can be highly attracted by the employees there by having its comfort in their mindset which leads to motivating employees to boost the organizational performance and set goals. An employee can get satisfied on the environment which they work, as this physical element plays very important roles on employee's performance (Adeoti J. A. and Isiaka S.B., 2006)

(Weerarathna & Geeganage, 2014) mentioned that Employees are crucial to present operational performance and future competitive advantage. Employees spend most of their lives working. People join with their own ideals and actions. When all aspects of managing people in businesses are merged, they comprise the organisational culture, a primary factor of effectiveness and performance. Successful firms often have an effective organisational culture. After the conflict, Sri Lanka's businesses and organisations grew dramatically. Organizations must understand their culture to thrive in a volatile commercial climate. Company cultures differed greatly. Culture affected employee performance. (Emeka & Philemon, 2012) stated that to improve employee output and contentment with their jobs, as well as recruitment efforts, retention rates, and levels of incentive and reward, the company ought to establish a culture of organisational flexibility. This would make it easier for the company to respond to new innovations. (Emeka & Philemon, 2012)stated that the company's culture makes a difference in how productive its employees are. As an added bonus, the culture of an organisation has an effect on the quality of its culture and the productivity of its employees.

(Mohammad Awadh & Saad, n.d.) mentioned that if an organisation has a solid culture, its leaders can manage their staff more proficiently and successfully.

Organizational culture is the function of an organisation or firm that focuses on recruiting, management, and employee norms and impacts how employees are "connected" (Venkata et al., 2022).

(Shamsudin et al., 2022)stated that culture in the workplace is a result of people's shared beliefs, norms, and attitudes about how work gets done. Culture inside an organisation is also sometimes referred to as "corporate culture."

2.4 Relationship Between organizational culture and Employee performance

(Jayanthi & Maheswari, 2019) stated that management of both organisational culture and individual performance can have a significant impact on workers' motivation, output, and sense of fulfilment in the workplace. (James Ng & Justus Nyongesa, 2012)stated that, every company has a culture good or bad. Good culture goes beyond happy employees. (Thuku et al., 2013) concluded that it is possible for the culture of an organisation to have a significant impact on the performance of that company in any region of the world. It is a practise that cannot simply be wished away since it has both positive and negative consequences on the performance of the employees, and one cannot wish away a practise that has both positive and negative effects

(Anne & Lumwagi, 2014)It is possible that culture has a significant impact on the performance of all companies around the world. When it comes to performance, this is a method that simply cannot be taken for granted because it can have both a positive and a bad impact on the outcome. Culture in an organisation has a significant impact on performance since it governs how things are carried out, the organization's ideology, the work environment, performance goals, and the stability of the organisation. Employees want a work atmosphere that encourages innovation, creativity, independence from micromanagement, and teamwork.

(Paschal & Nizam, 2016)Regular organisational activities have a positive effect on employee performance because they serve as a constant reminder of the organization's goals and the means by which they might be attained.

(Shahzad, 2014)The culture of a business has a major and beneficial influence on the employees' performance on the job. Participation from staff members is one of the most significant factors in reaching organisational objectives.

(Abdullahi et al., 2021)Employee engagement helps to somewhat moderate the link between organisational culture and employee performance. Organizational culture has a substantial impact on employee performance, and employee engagement helps to partially mediate that relationship.

(AMEER, 2017)The aspects of an organization's culture have a considerable impact on the workers' performance as well as the behaviour they exhibit as organisational citizens. The performance of employees, however, will have an effect, both directly and indirectly, on the other outcomes related with organisational culture.

(Daud, 2020)Work motivation is significantly impacted by both the corporate culture and the salary levels offered. Employee performance is significantly impacted by, among other things, corporate culture as well as salary and job incentive.

(Ojo, 2009)The employee's understanding of the nature and strength of the organization's culture is a key component for human resource management, change management, leadership, as well as work-related behaviours and attitudes that might impact performance.

(Ratnawat & Jha, 2014)The rules and ideals of an organization's culture have profound effects on its members and on others who interact with them. Despite being unspoken, these standards and beliefs have a substantial effect on productivity and earnings. Successful businesses are those that pay less attention to management components including stakeholders, workers, customers, and leadership.

(Wairimu Wambugu, 2014)To stay competitive, companies' performance expectations change. Employee performance determines an organization's success or failure. Organization culture is a company's method of doing things, traditions, and environment. Organizational culture evolves to satisfy employee expectations and satisfaction, which affects performance.

(Syardiansah et al., 2020) Consistently strong work from workers is essential for any business hoping to grow and prosper. Dependable employee performance can only be achieved via the use of influencing variables that prompt workers to raise their level of performance. An employee's performance can be influenced by a number of factors, but it seems that job happiness and the company's culture play particularly significant roles. When a person feels happy and loved in their work environment, they are satisfied.

(Kotter & Heskett, 1992)Both theorists and practitioners say that the success of an organisation is tied to how widely its ideals are held.

(Collopy, 1996)Culture is so pervasive in a company that it affects every facet of operations. It influences things like efficiency, effectiveness, dedication, self-assurance, and ethics. Discussing and planning how to implement a performance management system. The culture of an organisation has a significant impact on its performance because of the tight relationship it maintains with that performance and with the performance of its employees.

(Widyawati et al., 2021)During the COVID-19 pandemic, the relationship between organisational culture and employee performance was inseparable from the leadership and financial management factors of the organisation. This meant that organisational culture and employee performance had an influence on the quality of public service delivery. Employees' desire to work is hindered when their leaders are unable to make judgments that are in their best interests. In addition, the utilisation of apps as a potential solution for the delivery of public services during a pandemic is not possible in an effective manner.

(Al-Omari & Okasheh, 2017)Although most people's time is spent at work, many of them no longer consider their office to be their second home. Because of this, they frequently report feeling that they have no choice but to make adjustments to their comfort level. A worker's performance and output are significantly affected by the conditions under which they are required to perform their job. Employees' motivation to learn new skills and advance in their roles are affected by how involved they feel in their work. Good human resource performance is essential in today's environment of intense international rivalry between businesses and even nations.

(MacIntosh & Doherty, 2010)The connection between company culture and things like turnover rates and happiness on the job, Staff competency, environment, connection, formalisation of sales, service-equipment, service-programs, and organisational presence are just a few examples of the eight characteristics that represent cultural multidimensionality. The organisational culture has a moderating influence on dissatisfaction with one's current position and intentions to quit one's current employer.

2.5   How can organizational culture improve the employee performance?

(Gunaraja, 2014)Every individual has distinct beliefs and culture that he works with. When he enters an organisation with a completely different culture and attitudes from his own, he should be allowed to embrace the organization's culture and values to see whether he can pick them up. Employee performance is determined on his ability to learn the company's culture. When an organisational culture needs to be altered, personnel must be educated and taught the new culture because it will affect their performance.

(Haimanot, 2018) Organizational culture is important in enhancing the level of employee performance. It is vital to improve the level of employee performance, which is asserted by the positive impact of involvement, mission, and consistency practise to employee performance.

(Lau et al., 2020)Since culture in the workplace can be known as a powerful property to achieve success over the long term, it is commonly believed that organisational culture is one of the capitals that should be thoroughly investigated from time to time. This is due to the fact that organisational culture is perceived as being one of the capitals that should be effective and efficient. Some poor performance organisations can be differentiated from some good performance organisations by their engagement with particular cultural aspects; this is done to ensure the status of the good performance companies.

(Y. Singh & Dhariyal, n.d.)Organizational culture internalises shared relationships to govern productive processes. Organizational productivity and culture boost performance. Positive culture-performance correlation improves organisation results. Different cultures' norms and values affect workforce management. Strong organisational culture supports effective and efficient staff management. Net profit boosts employee performance. Employee dedication and group efficiency improve sustainability-based performance. Organizational sustainability and effectiveness are influenced by culture. Every employee in the company has various values and opinions.

(G.ASHWITESH REDDY, 2020)Employees are affected in a variety of ways by the company's culture, and it's assumed that there's a strong correlation between a positive work environment and factors like productivity, morale, and job satisfaction. Cultural factors that have the most impact are incentive and recognition programmes, employee participation, and open lines of communication. Everyone in the company is familiar with the rules and regulations.

(Omar et al., n.d.)Organizational culture is gaining support as a predictive and explanatory construct in organisational research because it may be modified to improve organisational effectiveness and performance. It's an organization's common beliefs and values that shape employee behaviour. It honours the efforts and contributions of organisational members and explains how goals are interrelated and how each employee can achieve goals. Mental processes differentiate group members.

(Agwu, 2014)The culture of an organisation may either be a driving force for change or a solid obstacle to it; as a result, managers are increasingly faced with the task of altering the culture of an organisation to promote new ways of completing work.

(Sirait et al., 2022)A healthy connection between lower-level workers and their superiors is essential to the success of any effort to cultivate a productive culture inside an organisation. In order to establish a culture inside an organisation, every one of its players should feel a need for the company's services and perform their work with an honest intention. Because of this perception, each employee will work hard and take full responsibility for the tasks that currently fall within his purview, allowing for greater participation from all workers in the organization's efforts to accomplish its objectives.

(Uddin et al., 2012)The organisational landscape of today is highly dynamic, presenting both significant potential and formidable challenges to business leaders and policymakers. It is essential to your success in pursuing the strategic aims of an organisation. organization-wide cultural norms and values affects how well employees do their jobs and how productive they are in the new and exciting environment.

(Kuswati, 2020)Stated Staff at the Majalengka Regency office of the Municipal Waterworks (Perusahaan Daerah Air Minum, PDAM) have repeatedly failed to meet even the most basic of expectations. Due to the following indications, their performance was insignificant: (1) Some employees were less responsible, resulting in poor task performance; (2) Some employees lacked discipline, such as coming and leaving work without following the applicable regulations; (3) Some

employees did not follow the applicable guidelines, resulting in poor quality of work; and (4) Employees reported late. The Majalengka Regency PDAM office's staff performance is positively affected by organisational culture. Thus, PDAM Director should focus on staff accuracy and routine meetings to review and maximise employee effort to accomplish targets. The director can also create work challenges by rewarding employees who perform well, increasing outreach activities about services procedures and requirements needed by the community, reprimanding employees who provide services without following the provisions, and directing and guiding employees to implement the service at a predetermined time.

(Bulach et al., 2012)A strong commitment to the guiding principles of a company may be cultivated via its organisational culture.

(Handoko & Setiawan, n.d.)Keeping lecturers committed to the organisation is one key indicator of how an innovative culture is received and implemented throughout the company. Organizational dedication may be boosted with the help of a more inventive culture, especially with respect to the continued dedication of lecturers. However, an innovative culture cannot boost the performance of lecturers on its own, especially in the research and development sector.

(Dulaja et al., n.d.)Organizations should take steps to ensure their workplaces are comfortable enough to boost employee productivity. Workplace enhancements increase worker engagement, which in turn boosts productivity. In the event that workers have solid support structures at their disposal, they are more likely to be able to deliver the results that have been promised of them. Using this strategy, they will be able to achieve their goals of power. Human resources should give serious thought to employee performance in order to create procedures that boost performance; ABC Company should focus on maximising every available resource to improve working conditions.

(Sultana et al., 2012)Successful organisations understand that high performance is a necessary step in order to realise their vision. The success of a business and its employees depends heavily on the labour of each individual employee. Organizations can't fulfil their goals, spread word of their specialised goods and services, and gain a competitive edge without high-performing people.

(Dehaghi & Rouhani, 2014)An organization's ability to evaluate the performance of its employees can be evaluated in a number of different ways; however, the most important thing is to determine the appropriate method in accordance with the goals of the organisation; typically, employee performance appraisal can use more than one method.

(Dahkoul, 2018)Improving employee performance requires businesses to prioritise worker happiness, good management practises, and skill development opportunities.

(MOGANA A/P GUNASIGREN, 2021)When workers believe their efforts have been recognised and rewarded, they are more invested in their job and are more likely to make contributions that have a lasting impact. It can motivate workers to act in ways that help the company succeed in its mission. On the other hand, non-monetary benefits such as formal and informal acknowledgement and the assignment of more pleasurable work assignments may be highly motivating. Increased output is a direct outcome of its positive effect on trust and job satisfaction.

2.6 Dimensions of Organizational Culture and their impact on Employee Performance:

2.6.1 Organizational Structure and its impact on Employee Performance:

Clear organisational structure boosts employee performance at all levels. By focusing on organisational structure, departments can function more efficiently and productively. Poor organisation structure leads to low production, little delegation, no incentives, and centralised decisions. This impacts job satisfaction and employee performance (Tamika Kampini, 2018). Workers should be trained to fit organisational structure into business unit strategies to maximise job performance (Joy et al., 2019).

Good structure does not guarantee performance. Thus, organisational structure affects employee performance and organisational efficiency. Poor organisation structure hinders performance regardless of manager skill (Bassey & Umoh P., 2010). Many studies have revealed a beneficial relationship between organisational structure and employee performance (Malik, 2016; Nwosu, 2020).

To improve employee performance, organisations should focus on building a structure that matches all units and components (Malik Shahzad Shabbir, 2017).

2.6.2   Risk Taking and its impact on Employee Performance:

Few studies have shown that risk taking improves performance (Turner et al., 2012) . Association between risk-taking feeling and performance (r = -0.632) showed that risk-taking could predictably affect performance (Ghotnian et al., 2013).

 (J. V. Singh, 1986) examined organisational performance and risk-taking in decision-making. In a complex model, performance below acceptable levels trigger a negative direct link, although organisational slack and decentralisation mitigate positive indirect relationships.

Few researches established either no relationship or a negative relationship between risk taking and employee performance like (Eti Rusmiati et al., 2021) concluded that workload motivates and improves employee performance, not risk-taking ability. Worker motivation impacts employee performance positively.

2.6.3   Teamwork and its impact on Employee Performance

(Sanyal & Hisam, 2018) defined teams as groups of people that have same aims and objectives and work together to deliver superior service. Teamwork may improve members' sense of safety and self-assurance, as well as their capacity for collaborative problem solving.

(Wanyeki et al., n.d.) concluded that many businesses use teamwork to achieve the purpose and vision specified in their mission and vision statements.

(Padhi A, 2019) stated that the importance of teamwork in the workplace cannot be ignored because it facilitates better communication and interpersonal bonds among employees. Workers that band together to complete a project report higher morale and satisfaction with their work as a team.

(M. Haas & M. Mortensen, 2016) stated that most workers in firms use different kinds of teams to achieve their goals and succeed, including development departments, mission teams, support teams, and response teams.

(Osei Boakye, n.d.) mentioned that management seems to place less importance on cooperation as a primary tool of success in today's culture, which has led to low performance and productivity in the industry sector. The ability to collaborate with others to achieve a goal is the essence of teamwork. With the right amount of energy provided by teamwork, even average individuals may accomplish extraordinary things.

(Sharma, 2019) said that teams were found to have a favourable and significant effect on individual and collective performance, with resulting gains in efficiency, effectiveness, competitive advantage, and output (both in terms of quality and number of products).

 Teamwork has been crucial to humanity's development, survival, and evolution (Khawam et al., 2017). (Manzoor et al., 2011)stressed that teamwork programmes improve employee performance, leading to higher productivity, better organisational performance, competitive advantage, and increased product quality and quantity.

(Jones et al., 2007) stated that because teamwork is seen by some scholars as one of the major ways to use pressure for the purpose of boosting a firm's performance, it is crucial to have a grasp of the influence that teamwork has on performance.

(Brown, 2009) stated that an employee's overall performance and productivity on the job are evaluated against positive pre-established standards and periodic corporate goals in what is called a performance assessment. Many employees do teamwork, yet their contributions to the group as a whole may or may not be weighed heavily in their annual review.

(Vašková, 2007) mentioned that one of the most important rules that can be implemented to help employees creatively collaborate towards a common objective is the encouragement of a "teamwork idea." When the task at hand calls for a variety of skillsets, perspectives, and expertise, team performance is superior to that of an individual working alone.

2.6.4   Management style/ Leadership and its impact on Employee Performance

(Niken et al., 2022)Leadership is the ability to adapt to changing circumstances, motivate others, and concentrate effort so that desired outcomes are achieved. A person's leadership style can be defined as the way they tend to act when they are easily swayed by the actions of those around them.

(Haryanti & Zulganef, 2023)Leadership is the capacity to motivate and inspire others to take action towards a common goal. Leaders who inspire change Leaders who motivate their followers to sacrifice their own interests for the good of the company stand out as having an out-of-the-ordinary effect on the workforce. Employees' problem-solving mindsets can be shifted from the traditional to the innovative under the guidance of a transformational leader. In addition, transformational leaders can inspire their teams to work enthusiastically towards the achievement of the organization's goals.

(Mudmaidah & Agusta Dian Elina, 2022)When an employee has a favourable impression of their manager's leadership style, they may be more motivated to act in a way that reflects that impression. A leader is someone who has the authority, power, and skills to influence others in an organisation so that they work in an upbeat, productive environment and produce the desired results through their own efforts.

(Soares et al., 2021)Multiple factors, such as education, experience, personality, and the specifics of the situation, can have an effect on a leader's leadership style, which can be defined as the manner in which a leader carries out the various functions associated with leadership.

(Beauty & Aigbogun, 2022)When carrying out their duties, the management of an organisation should encourage all managers, regardless of their level or area of responsibility, to adopt a transformational leadership style. This should be done as effectively as possible. To ensure that all managers and supervisors have a solid understanding of the characteristics of transformational leadership as well as its benefits to the organisation as a whole, upper management should make sure that all managers and supervisors attend some training and seminars.

(Okon & Isong, 2016)The performance of employees was found to be more positively correlated with a management style that encouraged participation from workers. So, in order to boost productivity, it is essential for owners of small businesses to include their staff in decision making processes.

(Mawoli et al., n.d.)The success of businesses as well as not-for-profit organisations is directly correlated to the quality of their leaders. Without leadership, organisations progress in a sluggish, unproductive, and ultimately fruitless manner. There are numerous leadership styles available, and each one is designed to be utilised in a specific context within an organisation. However, the most effective use of any of these styles is possible only if the leader in question possesses a vision of what can be accomplished, shares this vision with others, and works to develop strategies for accomplishing the vision.

(Iqbal N, 2015)Leadership is the ability to steer a group of people towards a common goal by shaping their actions and attitudes. A leader is someone who can inspire their employees to work with optimism and enthusiasm. The ability to mobilise others towards a shared vision is at the heart of what it means to lead.

(Belete, 2020)Organisational success is aided by strong leadership. Leadership is crucial in management and administration because it is frequently held responsible for the success or failure of institutions. It's commonly accepted that leaders have a major bearing on how well their teams perform and on whether or not they achieve their objectives. Leaders and their followers engage in a dynamic interaction in which the former seeks to sway the latter towards the accomplishment of a shared objective. The leaders of an organisation, and the way they run things, are crucial to its success. Leaders can influence employees' levels of job satisfaction, loyalty, and output by adopting suitable leadership styles. As a result, leadership has risen to the forefront of modern business concerns as a crucial factor in achieving organisational goals and increasing employee productivity through job satisfaction.

(Amegayibor, 2021)The idea of leadership is dynamic, adaptable, and difficult to simplify, and there is no one definition that has emerged as universally accepted. Leadership is a relational concept that includes both the person who is doing the influencing and the person who is receiving the influencing.

2.6.5 Spend culture and its impact on Employee Performance
(Brasit, 2021)Evaluation of the budget is a step that is taken to keep track of deviations from the budget by comparing the budget with its realisation. This evaluation serves as the foundation for performance evaluation.

(Faisal Sultan & Raghib Zafar, 2016)Office furniture consists of a variety of components, including, but not limited to, chairs, desks, shelves, and drawers, all of which, individually and collectively, are accountable for the increase or decrease in employee productivity as well as the functioning of the organisation. Ergonomics is one of the most significant concerns

that arises when purchasing office furniture; this is an important consideration given that employees are required to use the furniture for the entirety of their time spent in the office.

(Mazubane, 2016)While specific duties will vary by company, most administrative work involves some combination of hard copy and digital record keeping, email, telephone, and fax communication. Everything in an office, from the people to the layout to the supplies to the atmosphere, must work together harmoniously for employees to feel safe and productive. High temperatures, for instance, can cause heat stress and heat exhaustion, which in turn can lead to poor performance, so it's important to pay attention to things like temperature, lighting, privacy, and ventilation.

(Lakhwani & Omkar, 2020)In today's fast-paced, high-tech world, technological development will only quicken in the years to come. The efficiency of an organisation hinges on its ability to adopt new technologies effectively. Businesses have been completely reorganised as a result of technological developments, which have greatly improved the efficiency and effectiveness of their operations.

(Kaviarasu et al., 2015)Maintaining a safe and healthy workplace is still a major challenge. Due to the prevalence of accidents that take place within a social and cultural framework, the idea of a "safety climate" has been adopted by all businesses. Every member of the organisation is responsible for learning the company's safety values and, ultimately, discovering what kinds of actions are acceptable in terms of safety. In terms of widespread social impact, the issue of improving our limited and generalised knowledge of organisational safety climate persists.

(ILO, 2019) Even though we've come a long way in the last century, we still have a long way to go before we can guarantee everyone in the workforce a safe and healthy environment. Keeping workers safe and healthy in an ever-evolving workplace will present new challenges and opportunities for governments, employers, workers, and other key stakeholders.

(Newman & Gopalkrishnan, 2021)Automation and technological advancements have increased output and decreased labour requirements over time. Organisations that choose to invest in transformational automation that may have a significant impact on future work activities may benefit from the growth mindsets of their employees who work in technology and processing.

(Gayathri, n.d.)For systematic operations, every organisation needs trained staff. Employee knowledge is outdated by rapid technological development. Job demands require constant training. After hiring, management must train them. Some workers are new, while others have experience. Both types of workers need training to learn their jobs, but the latter group needs more. Large companies hire many people annually. Trainees may not be available. To train workers, such companies need training departments. Every company must provide training to prepare workers for jobs and update them on new technology.

(Ukenna et al., 2010)Human capital refers to training, education, and other professional initiatives that increase an employee's knowledge, skills, abilities, values, and social assets, which improves employee satisfaction and performance and a firm's performance. Today's business environment is competitive and changing. Survival is the key because organisations that don't change may die out. Companies must pursue every competitive advantage to survive. Firms must fully utilise their workforce to gain a competitive edge. Improving workforce productivity to boost firm value is a priority. Comprehensive human capital development programmes optimise workforces to achieve business goals and ensure long-term survival and sustainability.

3 Objectives/scope

- ➤ The main objective of the study is to analyze the impact of Organisational Cultural Dimensions on Employee Performance.

To fulfil the above-mentioned objective, a structured questionnaire consisting items related to various dimensions of Organisational Cultural and Employee Performance was designed and distributed to the target sample.

The study is limited to a few select IT companies located in and around Hyderabad region.

4   Methodology and Tools Used

A structured questionnaire consisting items related to various dimensions of Organisational Cultural and Employee Performance was designed and distributed to the target sample. The target sample was chosen based on simple random sampling technique. A total of 424 questionnaires were issued to employees of various IT Organisations to collect data, and after deleting the invalid responses, a total of 404 valid responses were chosen for analysis and further investigation.

The items related to various dimensions of organization culture and employee performance were adopted from the existing literature and few items were framed by the researcher by taking the literature as a reference. The details of the dimensions and the source of adoption of the items is mentioned in the table below.

Table 1: Sources of adopting the Questionnaire

Organization Culture			
S. No	**Dimension of organization culture**	**No. of Items**	**Source**
1	Organizational Structure	5	Podrug, et al.(2006), (P Ramya, 2019), (Gimenes Bera et al., 2017), (Eze et al., 2017)
2	Risk taking	5	Hofstede (1980); and GLOBE study (2014), (Nazir & Ulfat, 2021)
3	Team Work	6	Nigussie (2018); Hofstede and Mooij (2010); and Irfan, (2016), (Kuronzwi, n.d.), (Nina Kollárová, 2017)
4	Spend Culture	5	GLOBE study (2014); and Gray (2018), (Dulaja et al., n.d.), (Preston et al., n.d.)
5	Management Style	5	(Preston et al., n.d.), (Dulaja et al., n.d.), (Karthik M, 2022)
Employee Performance			
1	Task Performance	5	(Koopmans et al., 2012)
2	Contextual Performance	13	(Koopmans et al., 2012)
3	Counterproductive Work Behavior	5	(Koopmans et al., 2012)

Regression and Hierarchical Multiple Regression was used to analyze the impact of Organisational Cultural Dimensions on Employee Performance.

Hypothesis:

H0: There is no significant impact of dimensions of Organisational Cultural on Employee Performance.

5   Results and Discussions
Descriptive Statistics

Table 2: Descriptive Statistics of the Study Dimensions

Descriptive Statistics			
Dimension	**N**	**Mean**	**Std. Deviation**
Risk Taking	404	3.60	.158

Organization Structure	404	3.70	.154
Team Work	404	3.80	.150
Spend Culture	404	3.90	.147
Management Style	404	3.99	.132
Task Performance	404	4.3139	.256
Contextual Performance	404	4.3254	.206
Counterproductive Work Behaviour	404	4.3389	.247

Source: Primary Data Analysis

It can be observed from the above table-2, that the average mean value of "Risk Taking" dimension of Organization Culture is less (3.60) when compared to the other dimensions of Organization Culture. The average mean value of "Management Style" dimension of Organization Culture is higher (3.99) when compared to the other dimensions of Organization Culture. Therefore, the Management Style component is contributing higher for an enhanced Organization Culture to ensure a better employee performance.

The three dimensions of employee performance (i.e.: Task Performance, Contextual Performance and Counterproductive Work Behaviour) are having an average mean score of 4.31, 4.32 and 4.33 respectively.

Finding the impact of Organization Cultural dimensions on Employee Performance

Table 3: Regression Model Summary Table

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.997a	.993	.993	.01169	.284	16714.293	1	399	.000
a. Predictors: (Constant), MS, TW, RT, OS, SC									

Source: Primary Data Analysis

The above regression table indicates the R Square and adjusted R Square value. Since the R Square value is 0.993 (which is greater than the standard R Square value of 0.7), the model is fit and it indicates a significant contribution of the study dimensions towards employee performance.

The significance value is also 0.000 (which is less than standard value of 0.05), which indicates that there is a significant contribution of the study dimensions towards employee performance. Therefore, the R Square value and the significance value determine the strength of the variables in the study.

Table 4: ANOVA Table

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1.	Regression	8.060	5	1.612	16713.296	.000b
	Residual	.000	398	.000		
	Total	8.060	403			
a. Dependent Variable: PER						
b. Predictors: (Constant), MS, TW, RT, OS, SC						

Source: Primary Data Analysis

The ANOVA table's significance value which is .000 also indicates the best fit of the model under study.

From the above results it can be concluded that the null hypothesis, "H0: There is no significant impact of dimensions of Organisational Cultural on Employee Performance" can be rejected.

These results are also in consistent with the results obtained by (Al-Matari & Omira, n.d.; Ben Saad & Abbas, 2018; Lim, 1995).

Stepwise Multiple Regression

Further to determine the best predictors (study dimensions) contributing towards employee performance, Stepwise Multiple Regression analysis was conducted. The results are as shown below.

Table 5: Stepwise Multiple Regression

| Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.635a	.403	.402	.10940	.403	271.449	1	402	.000
2	.833b	.637	.635	.07840	.234	381.650	1	401	.000
3	.842c	.800	.799	.07649	.163	21.350	1	400	.000
4	.865d	.916	.912	.07249	.116	389.540	1	398	.000
5	.997e	.993	.993	.01169	.077	16714.293	1	399	.000
a. Predictors: (Constant), MS									
b. Predictors: (Constant), MS, SC									
c. Predictors: (Constant), MS, SC, TW									
d. Predictors: (Constant), MS, SC, TW, OS									
e. Predictors: (Constant), MS, SC, TW, OS, RT									

Source: Primary Data Analysis

➢ From the above Stepwise Multiple Regression table, it is evident that the most contributing predictor of the study dimensions was "Management Style" followed by "Spend Culture", "Teamwork", "Organization Structure" and "Risk Taking".

➢ From the model 1, it is evident that there is 40.3 % of variance in employee performance when the independent variable "Management Style" is added, which is also found to be significant from the sig. value (.000) found from the table.

➢ From the model 2, it is evident that there is 63.7 % of variance in employee performance when the independent variable "Spend Culture" is added further. The variance of Spend Culture is also found to be significant from the sig. value (.000) found from the table.

➢ From the model 3, it is evident that there is 80 % of variance in employee performance when the independent variable "teamwork" is added further. The variance of Teamwork is also found to be significant from the sig. value (.000) found from the table.

➢ From the model 4, it is evident that there is 91.6 % of variance in employee performance when the independent variable "Organization Structure" is added further. The variance of Organization Structure is also found to be significant from the sig. value (.000) found from the table.

➢ From the model 5, it is evident that there is 99.3 % of variance in employee performance when the independent variable "Risk Taking" is added further. The variance of Risk Taking is also found to be significant from the sig. value (.000) found from the table.

➢ From the R Square Change values, it is evident that "Risk Taking" and "Organization Structure" are the least contributing study dimensions contributing to employee performance under study.

6   Conclusions

Therefore, it is observed from the study that the organizations need to focus more on encouraging Risk-Taking behaviour and maintain a flexible Organization Structure and imbibe these two dimensions into their culture so as to improve

employee performance, which will contribute to the success of the Organization as a whole. From the discussions, the following model can be proposed concluding that an increase in Risk Taking Behaviour and a flexible Organization Structure can lead to an enhanced Organization Culture and improved Employee Performance.

Figure 1: Enhanced Organizational Culture through Encouraging Risk taking and Flexible Organization Structure
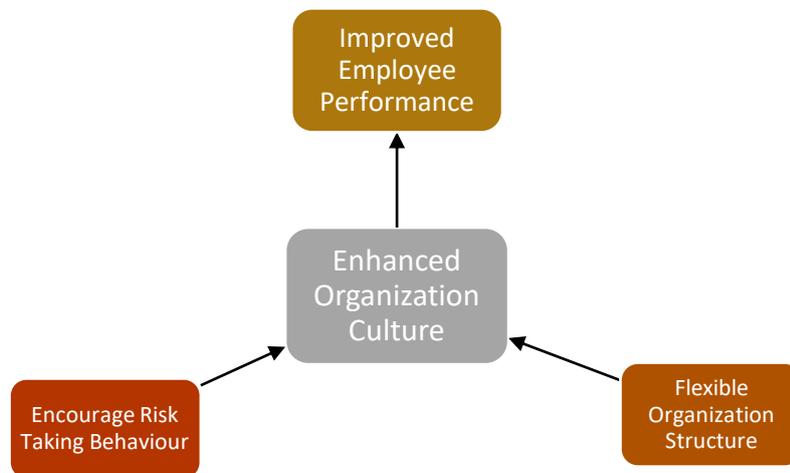
Research Model (Source: Self-Made)

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