

Organizational Culture as a Determinant of Employee Performance

Professor Gunjan Agrawal

Head

Department of Commerce

Shri Varshney College, Aligarh

Abstract

Data now plays a more important role than ever in today's economies, and is recognized as a factor of production, in addition to land, labour and capital. Data collection and processing, data analysis and data application can contribute to the organizations to improve their productivity, understand consumer behavior, develop new products, reduce cost and make decisions. The utility of data is however not just measured by the quantity of data, but also by its quality, accessibility, relevance, analytical capacity and institutional context. The Digital era brought on by artificial intelligence, Big Data, cloud computing and digital platforms has been a further boost to the productive potential of data and introduced questions on its privacy, data ownership, the concentration of power, cyber security, inequality and ethics. An economic system that values the contribution of information to increased material productivity, and considers the social cost of using information as a new factor of production is needed. Governments and organizations need to have a data governance framework that is transparent, beef up data security and privacy protections, encourage responsible data sharing, and promote access to digital infrastructure and skills, with equity in mind. Lastly, good data management can contribute to innovation, competitiveness, jobs and sustainable economic growth, but only if it is accompanied by technological change and good governance, inclusive policies and a fair economic and social balance.

Keywords: Organizational Culture, Employee Performance, Employee Motivation, Organizational Commitment, Workplace Behaviour, Human Resource Management

Introduction

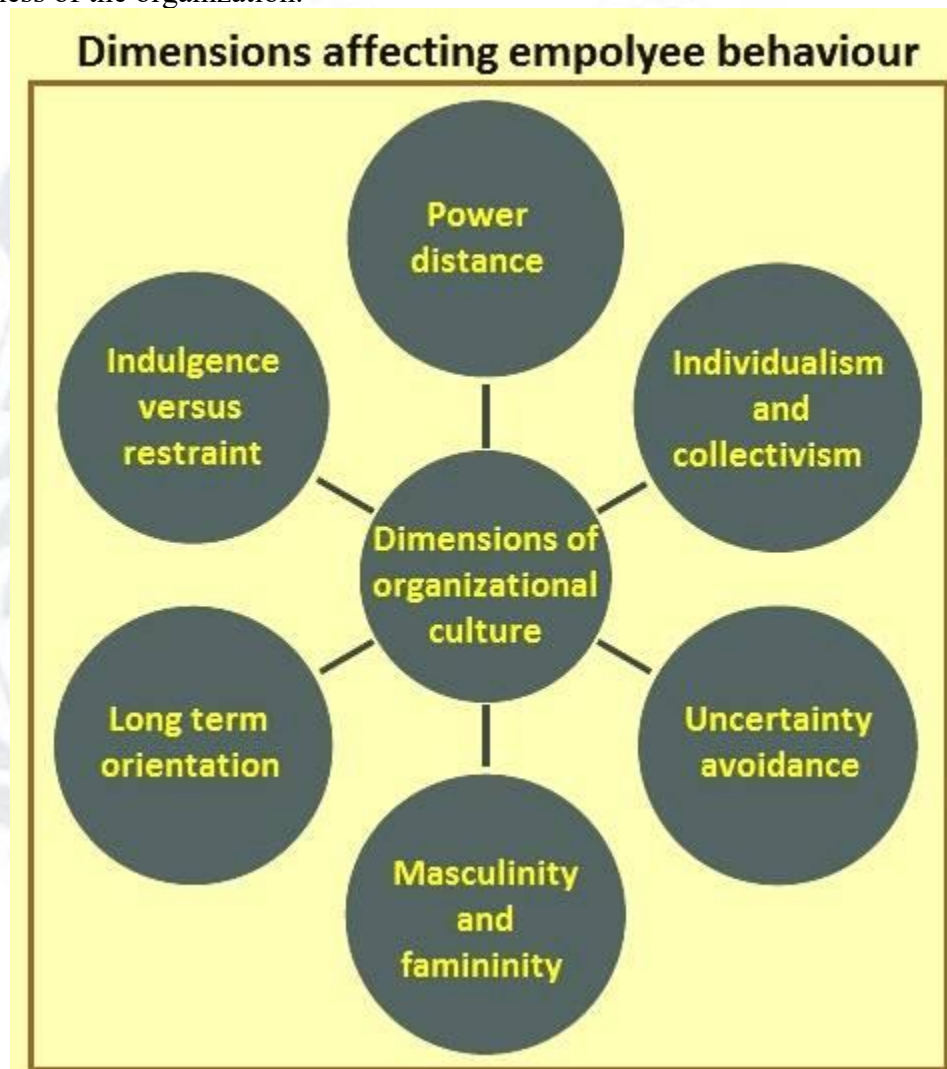
Organizational culture is one of the core aspects that influence the organization's performance, identity and operation. It is the common values, beliefs, assumptions, norms and behavioural expectations that affect the way employees interpret their work roles and interact with each other at work. An empowered organizational culture can help foster a sense of belonging, teamwork and help employees know what is expected of them. An inappropriate or inadequate culture, on the other hand, can lead to communication breakdowns, poor morale, workplace clash and diminished employee performance. So, it is more crucial than ever for organizations to understand the link between organizational culture and employee performance for sustainable growth and competitive advantage.

Employee performance is the ability of employees to complete their job functions/commitments and support the organization's goals. Several factors affect performance such as employee competencies, motivation, leadership, work environment, rewards, communication, and organizational practices. Organizational culture is one of these factors as it acts as the environment where the employees work on a daily basis. If the organizational values are in line with the expectations and work practices of employees, employees may show greater commitment, motivation, collaboration and willingness to contribute outside of the scope of their official duties.

Teamwork, leadership support, innovation, employee involvement, communication, recognition, adaptability, and organizational values are aspects of organization culture that can impact employee behaviors and work results. A culture that supports and values employee

participation can enhance motivation and employee involvement. Likewise, a learning, creative, and responsible decision-making culture within an organization can motivate employees to improve their skills and meet evolving workplace needs. However, too much of stubbornness, poor communication, lack of recognition, or change resistance can have a negative impact on employee engagement and performance.

Today's business landscape is marked by technological change, employee expectations, flexible working and diverse workforce. These developments have added dynamism and complexity in the organizational culture. Organizations need to therefore create cultures that foster trust, inclusiveness, adaptability, accountability and continual improvement. Understanding the relationship between cultural characteristics and employee performance can enable management to recognize practices that promote effective work behaviour and boost the effectiveness of the organization.



Source: <https://www.ispatguru.com/organizational-culture-and-employee-behaviour/>

This study is entitled “Effect of Organizational Culture on Employee's Performance” and the study is based on examining the effect of organizational culture on the performance of employees. It aims to find out if values, behavioural norms, communication, leadership, employee involvement and other organisational culture can help to enhance employee performance. The study is important because the results can help organisations and HR professionals to create a positive workplace culture that helps to increase employee productivity, engagement and organisation performance.

Background of the study

Organizational culture affects the behaviour, values, attitudes and work practices of organizational members. It is a set of shared beliefs, norms, principles, and practices that shape the way the employees think about their roles and conduct in relation to the other groups of people they work with, manage, serve, and have dealings with. Each organisation creates a unique culture that is shaped by its leadership, communication, organizational policies, incentives, collaborative working and decision-making processes. An organization's culture, when it is positive and supportive, can provide a setting for workers to feel valued, motivated and committed to the objectives of the organization. However, the opposite is true for an unhealthy, poorly managed culture: people are not happy, are not fully engaged, are fighting against one another, are not as motivated as they could be, or not performing as well as they could.

The performance of an employee is a crucial measure of the effectiveness of an organization, and it is the ability of an employee to complete assigned tasks and to effect the organization's goals. Productivity, quality of work, efficiency, punctuality, adaptability, team working, creativity and achievement of targets are some of the ways to demonstrate performance. While individual ability, knowledge, motivation and experience have a significant impact on employee performance, the organisational context within which employees operate also has a significant influence on the ability and willingness of employees to perform effectively. Organizational culture gives employees behavioural expectations, and sets the informal standards of what is "accepted", "desirable", and "successful" in the workplace.

Technological changes, employee expectations, workforce diversity, competitive forces, and changing work conditions have made it more critical than ever in today's organizations to build an appropriate organizational culture. Organizations are increasingly being asked to develop cultures that promote cooperativeness, innovation, learning, employee engagement, ethical conduct and flexibility. As managers communicate organisation values through their decisions, behaviour, recognition practices and interactions with employees, they have a key role in developing such a culture. If organizational values are consistently reinforced by leadership and through organizational policy, then employees will be more likely to understand their roles and relate their individual work to the organizational goals.

Organizational culture-performance link therefore has emerged as a topic of vital interest in the field of management and organizational studies. An atmosphere of trust, openness, recognition, employee involvement, and teamwork can lead employees to be more committed and responsible to the job. Likewise, learning and innovation cultures can help workers acquire new competencies, think creatively about solving problems, and adapt to new organization demands. Too much control, unclear expectations, poor communication, poor recognition, and a lack of change can have a detrimental impact on employee morale and therefore result in a negative impact on performance.

Building awareness of the impact of organizational culture on employee performance is especially critical because organizations can have a competitive advantage only when they have a combination of financial resources and technological skills. HR continues to play a key role in a company's strategies and goals of operations. A positive organizational culture may give employees a unified focus and a supportive organizational climate for individual and collective effectiveness. Thus, an understanding of the effect of various cultural attributes on employee performance can assist the organizations in finding out the areas that need improvement and can help them devise appropriate strategies to improve the workforce efficiency.

Given these background, the study focuses on the effect of organizational culture on employee performance. This study aims to find out the impact of organizational value, leadership practices, communication, teamwork, employee involvement, recognition and other organizational cultural aspects on the performance of employees. The results could be applicable to managers and human resource professionals as well as organizational leaders as

they strive to undertake a culture that engages employees, improves their productivity, commitment and performance. This connection can then help to develop more effective organizational practices and to attain long-term organizational goals.

Justification

Organizational culture helps influence attitudes, behaviour, motivation and organizational performance of the employees in an organization. It sets a shared set of values, beliefs, norms and behavioural expectations for the employee that shape their understanding and approach to their role and relationships with colleagues and management. While there is great investment in technology, training and performance management systems, there may also be disparities between the performance of employees due to the cultural setting in which they operate. A culture that fosters effective communication, teamwork, recognition, participation, learning and innovation can provide positive conditions for employees to perform well, while a culture that does not is likely to lead to low motivation, dissatisfaction, conflict, and a lack of productivity. Thus, organizational culture's impact on employee performance is important in understanding the effect of internal organizational practices on the effectiveness of the workforce. The study is justified because of the need to identify what the cultural factors are that lead to better employee performance and to give any organization some practical information for creating a positive and performance-oriented work environment. The results could help managers and organizational leaders build more positive values in the workplace and enhance employee engagement, foster positive behaviour, and foster a culture that reflects institutional goals. In addition, the study can serve as another piece to the puzzle of the relationship between organizational culture and employee performance and will be a foundation on which to build future studies in other organizational environments and regions.

Objectives of the Study

1. To examine the effect of organizational culture on employee performance.
2. To determine the key factors of organizational culture that impact employee performance, including organizational values, communication, teamwork, leadership practices, and employee involvement.
3. To evaluate employee performance in an organization according to their productivity, efficiency, quality of work and attainment of organizational goals.
4. Analyze the relationship between organizational culture and employee motivation and how this affects employee performance.
5. To identify the significance of effective communication and team work to build the organizational culture and boost the employee performance.

Literature Review

Organizational culture is an area of interest in organizational behaviour and human resource management, as it affects employees' perception of their role, colleagues, and organizational expectations, as well as their behaviour of assigned duties within the organization. Often, the cultural environment of an organization is seen as its shared values, beliefs, assumptions, norms, and patterns of behaviour that influence organizational members. A positive and congruent culture can encourage workers to know the expectations of the organization and be motivated to help achieve organizational goals. An inappropriate or inconsistent culture can, however, lead to confusion, resistance, less motivation, and less employee effectiveness.

Schein (1985) described organisational culture as a system of shared basic assumptions that a group has learned to face the problems of external adaptation and internal integration. From this view, culture exists at various levels such as artefacts, espoused values, and the underlying assumptions. These factors shape the meaning of organizational practices and the acceptable behaviours in the workplace. Culturally deep-rooted values can impact on employee attitudes,

motivation, cooperation and commitment, which can consequently impact on individual work performance.

Denison (1990) suggested that organizational culture can be related to organizational effectiveness based on some of its features: involvement, consistency, adaptability, and mission. These attributes give employees guidance and are also motivating and responsive. Denison and Mishra (1995) then offered empirical evidence on the link between cultural attributes and organizational success. Their research showed that cultural traits can be used to predict key effectiveness outcomes which, in turn, indicates that organizational culture is not only a symbolic or social phenomenon in the organization, but is also a phenomenon linked to the organizational performance.

Barney (1986) studied organizational culture from a strategic-resource point of view, and suggested that culture could be a source of sustained competitive advantage if it has attributes that are valuable, rare and hard to copy. The implications of this argument for employee performance are important because the way in which employees use knowledge, cooperate with others, solve problems and react to changing requirements of the organization may be affected by the organizational values and behavior of the organization in which they are embedded. Culture can then influence performance, indirectly through employee capabilities and behaviours in the workplace.

Gordon (1992) reported that the organizational culture is related to the subsequent organizational performance and emphasized adaptability. The results showed that cultural strength is not enough, the content of the culture and its suitability for environmental requirements are also significant. This is especially relevant to the employee's performance as the organizational expectations, values, and behavioural norms may match the requirements of the work environment leading to increased performance.

Kotrba et al. (2012) took the culture-performance discussion further by exploring the concept of cultural consistency along with involvement, adaptability, and mission. The study revealed that cultural characteristics do interact in affecting organizational performance, as it was applied on 88,879 people of 137 companies operating in the public companies sector. The results indicate that organisations should not be concerned with any one cultural attribute alone. Rather, a balanced culture with consistency and at the same time enough involvement and flexibility for employees can have a positive impact on employee performance.

Boyce et al. (2015) examined the directionality of the relationship between organizational culture and performance through a six-year time series of 95 car dealerships. Their results indicated that subsequent outcomes of performance were preceded by culture, rather than just mirrors of performance. The study also revealed that the satisfaction of customers acted as a mediator between culture and sales performance. While the study was not on the individual employee's performance, it does offer valuable evidence that culture can be an antecedent of employee performance rather than just a result of successful organizational outcomes.

Pathiranage et al. (2020) conducted a literature review on organizational culture and on the impact it has on corporate performance and they found that organizational culture, in fact, had a significant impact on organizational performance. They noted and highlighted the issues of cultural integration, conceptualization, measurement, and the various aspects of culture's impact on organizational outcomes. The results suggest that companies must have a unified culture within the various organizational units in order to provide a unified culture for effective work by employees.

Usoro et al. (2021) used a literature-based method in studying corporate culture and organizational performance. In their review they highlighted the following key points: clear communication, consistency, stability, employee development, innovation, and training, as being important pillars in creating a climate of organizational effectiveness. According to the study, the work environment is more conducive to a productive contribution when it offers opportunities for learning and innovation.

The relationship between organizational culture and organizational performance was examined by Nneji and Asikhia (2021) from major theories such as the organizational culture research model by Schein and culture model by Denison. In their review, they reinforced the argument of the close linkage of culture with organizational processes and performance. Their work is important for employee performance because organizational processes are based on what employees do, do not do, and do well.

In particular, Hassan et al. (2022) focused on the link between organizational culture and employee performance in a review of previous studies. They found that there is a significant association between organizational culture and employee performance, and that the organizational culture factors are significant for employee's work behaviour and productivity in the organization. This implies that the other organizational conditions affecting employees' performance should not be separated from their work.

Abane et al (2022) applied Denison's Organisational culture model to the local government context in Ghana empirically. The study they conducted was to determine if organizational culture affects employee productivity and to gather evidence about the significance of cultural dimensions in explaining employee level productivity. The study is also significant in that it offers evidence that the association of culture with employee outcomes exists in public-sector organizations as well as private ones.

Liu et al. (2021) used a meta-analysis of existing studies to explore the concept of knowledge-friendly organizational culture. Their results indicate that there are positive relationship between knowledge friendly culture and financial and non-financial organizational performance. The study also showed that industry and national culture may affect the relationship between culture and performance. This discovery has implications for employee performance as the sharing of knowledge, learning, collaboration, and access to organizational knowledge may enhance employee ability to perform their task.

Recent publications have increasingly highlighted the need to consider organizational culture in terms of its multiple dimensions and not just as a cultural strength measurement. Individuals' responses to organisational expectations can be influenced by a range of factors including employee involvement, adaptability, consistency, communication, leadership support, innovation, learning orientation, shared organisational values etc. Having a culture that involves employees can reinforce psychological ownership and commitment, while overly rigid cultures can limit creativity and adaptability.

How culture and performance might also work is via employee attitudes and behavioural processes. A positive organizational culture can foster employee engagement, organizational commitment, cooperation, trust, and job satisfaction. These can then lead to improvements in task performance, contextual performance, productivity, and/or organizational citizenship behaviour. On the other hand, cultures that are poorly communicated, involve few participants, are inequitable, too controlling, or have ambiguous values can lead to disengagement and to performance that is sub-optimal.

Previous research also suggests that the link between organizational culture and performance is not consistent in all organizations. The effectiveness of specific cultural practices may vary depending on the industries, national culture, organizational size, leadership approach, employee characteristics and environmental conditions. Liu et al. (2021), for example, found that contextual conditions affected the relationship between knowledge-friendly culture and organizational performance. Likewise, Gordon (1992) emphasized the need for adapting and adapting to culture, not that all successful cultures give rise to better results.

Overall, the literature is quite sparse in support of the proposition that organizational culture is a significant contributor to employee and organizational performance. Schein's (1985), Barney's (1986), and Denison's (1990) theoretical work accounts for the way values, assumptions, norms, and cultural characteristics can shape workplace behaviour. Other empirical and review research by Denison and Mishra (1995), Kotrba et al (2012), Boyce et al (2015), Pathiranage et al (2020),

Liu et al (2021), Hassan et al (2022) and Abane et al (2022) further confirm the culture-performance relationship.

Yet, there is a considerable research gap on the direct relation of specific characteristics of the organizational culture and employee performance in various organizational contexts. Although there is a considerable body of literature that examines the organizational level performance, less attention has been paid to how culture impacts individual employee performance (productivity, task completion, engagement, and work quality). Hence this study titled: The Effect of Organizational Culture on Employee Performance aims to investigate the relationship between organizational culture and employee performance with a specific focus on the organizational culture's characteristics that could have a positive or negative effect on the performance of employees.

Material and Methodology

The study uses descriptive and analytical research designs to study the effect of organizational culture on employee performance. The present study was based on primary data collected with the help of structured questionnaire from the employees of the selected organizations. The questionnaire included statements to assess important elements of organizational culture (such as organizational values, communication, teamwork, leadership practices, employee involvement, adaptability and recognition) and employee performance indicators (productivity, quality of work, efficiency, employee commitment, and achievement of organizational goals). The respondents were selected using a convenient sampling method because they possessed adequate experience in their organizations that enabled them to evaluate the current organizational culture, and their own work performance. Data collected were systematically coded, classified and analyzed using descriptive statistics (frequency, percentage, mean and standard deviation). In order to find out the association between organizational culture and employee performance, correlation analysis was used and regression analysis was conducted to find out the influence of organizational culture on employee performance. Secondary data was gathered from books, academic journals, research articles, reports and other reliable scholarly sources which were related to the study of organizational culture and employee performance. All subjects were given the option of participating in the research and were briefed on the aims of the research. The participants' confidentiality and anonymity were preserved and the information gathered was only used for academic research.

Results and Discussion

The study results show that the organizational culture has a significant effect on employees' performance. The analysis indicates that employees that feel the company is supportive, transparent, collaborative, and performance-driven will be more inclined to exhibit productivity and commitment to their tasks. The organizational culture seems to influence how employees define the norms of the workplace, their relations with co-workers and supervisor, their attitudes toward organizational change, and their attitudes toward work. A positive organizational culture can make the employees feel belonging and clear about the organizational value, and create an environment for them to put more effort into achieving organizational goals. A negative work environment with poor communication, low recognition, high control, or low involvement can have a negative impact on motivation and work performance, however.

The findings also show that communication and sharing of information are among the cultural aspects that relate to employee performance. Organizational communication that is clear, timely and accessible will make employees more efficient in their job. Open communication helps employees learn about their roles, to get feedback, to talk about problems they are having at work, and to plan what they are going to do with other employees in their organization. These factors can lead to employees feeling more valued and heard, which can foster increased confidence in skills and abilities. Thus, the results indicate that it is necessary to communicate

two ways, not just down. Feedback, team discussions, employee meetings, and clear communication practices can be part of a positive culture in the workplace that will lead to enhanced performance.

The other significant finding related to the employee recognition and reward practices. The study indicates that the organisation is more likely to foster positive attitudes and consistent performance among employees if their actions are recognised. Recognition can be non-monetary, such as praise from supervisors, promotion, and public recognition for success, can also affect employee motivation. Fostering a culture that rewards good performance can result in positive expectations held by employees and make them more likely to perform well or better. On the other hand, when the work is continuously ignored and rewards are deemed unfair, the employees might lose their motivation and interest in putting in extra effort. This shows how essential it is to establish fair and transparent recognition processes in organizations.

The findings further show the importance of collaboration and working relationships among the employees in shaping employee performance. Staff can share knowledge, assist each other, solve problems together and coordinate well with a collaborative organizational culture. When staff are in teams, they can seek support and share ideas with their peers, which could help them cope with challenging tasks. A positive relationship between one another can also minimize conflict at work, resulting in a more convenient working environment. It is therefore concluded that organizations should encourage cooperation and not overcompetition. Normal relationships between people within the organisation can be reinforced and help to enhance individual and group performance through team working, cross functional working, mentoring and constructive working relationships.

Organisational culture was also influenced by leadership behaviour. The actions of managers and supervisors are important because often employees see their actions as a reflection of the values that the organisation actually practices. Leaders who are fair, respectful, accountable, open and caring about their employees' development can help to foster an environment where employees are seen and valued. Good leadership can also help to foster a sense of ownership among staff and motivate them to take initiative and responsibility. Conversely, poor leadership, such as authoritarian or inconsistent leadership, can lead to uncertainty and reduce employee engagement. The findings therefore indicate that organizational culture is inextricably linked to leadership as the managers' daily decisions and interactions contribute to the culture in the workplace.

The study also indicates that employee involvement and participation in decision making is positively correlated to performance. Giving employees the chance to share their ideas and take part in decisions that impact their work can lead to a greater sense of ownership of organizational activities. Organizations can also gain from the hands-on expertise and experience of their employees by being part of the program. Persons who feel that their ideas are treated seriously might be more willing to identify issues, offer changes and take on responsibility for making the changes. This means that a participative culture can have a positive impact on employee engagement and performance. Participation can be promoted by the use of suggestion systems, team decision making, consultation with employees and frequent avenues for positive input.

The results also emphasize the significance of organization values and adaptability. Organisations today often find themselves facing technology shifts, shifting customer requirements, competition and new practices. Offering employees opportunities to learn, be flexible, innovative and adaptable in a culture that supports learning can aid in helping employees respond more effectively to these changes. Encouraging employees to learn new skills and try new ways of doing things may help prepare them to evolve with the organizational needs. The findings thus suggest that organizational culture cannot be considered static or rigid in terms of traditions or practices. Rather, a strong culture needs to maintain positive organizational values, while being flexible enough to foster innovation and adapt to changes in the business landscape.

The general conclusion of the discussion is that Organizational culture is one of the important organizational factors which affects the employee. The relationship seems to work on multiple levels of motivation, communication, leadership support, recognition, teamwork, participation, development opportunities. An organizational culture that is healthy can set the groundwork for the organization's members to know what the organization expects, feel valued and supported, and be prepared to go above and beyond what is required by a job. The results then suggest that the focus on improving employee performance should not just be on the individual level (e.g., employee training or employee appraisal). In addition, companies ought to take a look at the overall culture that surrounds workers while they are doing their work.

The results provide implications for managers and HR professionals. Employees who want to see their job performance enhanced and improve should work in an environment that is based upon trust, fairness, open communication, collaboration, recognition and continuous learning. Managers should frequently evaluate employees' perceptions of the organizational culture and implement changes in the culture that may be demoralizing good performance. Feedback from employees can help to determine areas for improvement regarding communication, leadership, recognition, and participation. Meanwhile, organisations must be aware that cultural change takes time, and must proceed to ensure consistency between the stated organisation's values and what managers are actually doing. The development of a strong and performance-oriented culture might be enhanced if employees see that organizational policies and leadership behaviour truly embody the values the organization espouses.

To summarise, these findings suggest that the organizational culture has a significant impact on employee performance. A healthy culture can give employees motivation, direction, support and opportunities to contribute effectively, but an unhealthy culture can make it difficult for employees to be productive or engaged. The study thus highlights that the organizational culture should be considered not only as a social phenomenon within an organization but also as a resource which can be used strategically. Companies that actively establish an inclusive, supportive, participative and adaptable culture are better able to foster positive working environments that will allow their employees to work efficiently and play a part in the long-term success and vitality of their enterprise.

Limitations of the study

The study on organizational culture and employee performance has some limitations which should be taken into consideration in the interpretation of the results. The study could have been limited in size and/or geographic scope, and may not be representative of other employees in other organizations, industries, or locations. The results may not reflect the overall performance and culture of all types of workplaces because there is a variation in organizational culture and employee performance between sectors and organizational structure. The study might also use self-reported data from workers, so they may answer according to how they think, what they feel about others, social desirability, or being afraid of showing negative views of their organization. Furthermore, organizational culture is a complex construct that includes values, beliefs, leadership behaviors and practices, interpersonal communication, teamwork and organizational norms, which can be hard to capture in a single measurement tool. Some other factors like compensation, job satisfaction, leadership style, workload, motivation, training, career progression and work environment that may affect employee performance may not be fully analyzed in this study. The study also might be cross-sectional, whereby the data gathered at one specific time may not accurately represent organizational culture or employee performance over a longer time frame. Last but not least, technology, economic factors, organizational changes and employee expectations can affect employee performance without the influence of organizational culture. The results must be understood in the context of the study, the sample and the time frame studied, so that further studies could involve larger sample sizes, multiple organizational settings, longitudinal studies and other variables of influence.

Future Scope

Further study on the impact of organizational culture on employee performance could focus on how new work practices, technological changes and altering employee expectations affect the relationship between organizational culture and employee performance. The study could be used to contrast the organizational cultures of various industries, regions, organizational sizes, public sector and private sector institutions, and be used to conclude that certain context-specific cultural factors affect the effectiveness of the employees. Other possible mediating or moderating factors between organizational culture and employee performance could include leadership styles, employee engagement, psychological safety, work-life balance, diversity and inclusion, and digital work environment. Research over time, known as longitudinal studies, could help to determine the impact of cultural changes over time on employee productivity, commitment, innovation, and retention. Furthermore, future research may consider the impact that remote and hybrid working arrangements, AI and digital collaboration tools are having on the values, communication and behaviour of people in the workplace. Such research can contribute to the creation of adaptive and employee-centric cultures that can boost performance and provide the basis for innovation, employee well-being, and sustainable organizational development.

Conclusion

A positive organizational culture can affect employee attitude and behaviors, as well as their motivation, commitment, and work approach, which invariably affect their performance. When an organization's culture is positive and supportive, employees feel valued and respected and are encouraged to apply their knowledge and skills effectively. The study found that cultural factors like effective communication, teamwork, leadership support, employee participation, recognition, trust, and shared values in the organization can have a significant impact on employee performance. Conversely, an unwelcoming, non-supportive, or ineffective culture can have a detrimental impact on employee engagement, lead to employee dissatisfaction, and ultimately impact productivity and organizational commitment. Hence, culture is a strategic factor to be recognised by the organisations rather than only as a characteristic in the workplace. Creating a culture that fosters teamwork, integrity, education, creativity, and wellbeing can create a more robust culture that enhances the capabilities of individuals and teams. Employees' perception of the organizational culture should be assessed on a regular basis and areas for improvement should be identified by management. Organizations can present a professional and involved staff by matching organizational values and practices with employee needs and expectations as well as with organizational goals, leading to sustainable performance. In general, a positive organizational culture can boost employee performance and foster sustained organizational development and competitiveness.

References

1. Barney, J. B. (1986). Organizational culture: Can it be a source of sustained competitive advantage? *Academy of Management Review*, 11(3), 656–665. <https://doi.org/10.5465/amr.1986.4306261>
2. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Jossey-Bass.
3. Chatman, J. A., & O'Reilly, C. A. (2016). Paradigm lost: Reinvigorating the study of organizational culture. *Research in Organizational Behavior*, 36, 199–224. <https://doi.org/10.1016/j.riob.2016.11.004>
4. Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. John Wiley & Sons.
5. Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204–223.

<https://doi.org/10.1287/orsc.6.2.204>

6. Deal, T. E., & Kennedy, A. A. (2000). *Corporate cultures: The rites and rituals of corporate life*. Perseus Books.
7. Deshpandé, R., Farley, J. U., & Webster, F. E., Jr. (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: A quadrad analysis. *Journal of Marketing*, 57(1), 23–37. <https://doi.org/10.1177/002224299305700102>
8. Eisenbeiss, S. A., Knippenberg, D. van, & Boerner, S. (2008). Transformational leadership and team innovation: Integrating team climate principles. *Journal of Applied Psychology*, 93(6), 1438–1446. <https://doi.org/10.1037/a0012716>
9. Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology*, 58, 479–514. <https://doi.org/10.1146/annurev.psych.58.110405.085559>
10. Gordon, G. G., & DiTomaso, N. (1992). Predicting corporate performance from organizational culture. *Journal of Management Studies*, 29(6), 783–798. <https://doi.org/10.1111/j.1467-6486.1992.tb00689.x>
11. Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). Organizational culture and organizational effectiveness: A meta-analytic investigation of the competing values framework's theoretical suppositions. *Journal of Applied Psychology*, 96(4), 677–694. <https://doi.org/10.1037/a0021987>
12. Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Sage.
13. Hofstede, G. (1998). Attitudes, values and organizational culture: Disentangling the concepts. *Organization Studies*, 19(3), 477–493. <https://doi.org/10.1177/017084069801900305>
14. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
15. Inceoglu, I. (2002). *Organizational culture, team climate, workplace bullying and team effectiveness: An empirical study on their relationship*. Ashgate.
16. Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, 86(1), 80–92. <https://doi.org/10.1037/0021-9010.86.1.80>
17. Kotter, J. P., & Heskett, J. L. (1992). *Corporate culture and performance*. Free Press.
18. Kreitner, R., & Kinicki, A. (2013). *Organizational behavior* (10th ed.). McGraw-Hill/Irwin.
19. Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill/Irwin.
20. Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3–30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>
21. McShane, S. L., & Von Glinow, M. A. (2018). *Organizational behavior: Emerging knowledge, global reality* (8th ed.). McGraw-Hill Education.
22. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage.
23. Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee–organization linkages: The psychology of commitment, absenteeism, and turnover*. Academic Press.
24. O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487–516. <https://doi.org/10.2307/256404>
25. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.

26. Peters, T. J., & Waterman, R. H., Jr. (1982). *In search of excellence: Lessons from America's best-run companies*. Harper & Row.
27. Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
28. Schein, E. H. (1985). *Organizational culture and leadership: A dynamic view*. Jossey-Bass.
29. Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.
30. Schneider, B., Ehrhart, K. H., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64, 361–388. <https://doi.org/10.1146/annurev-psych-113011-143809>
31. Schyns, B., & Schilling, J. (2013). How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *The Leadership Quarterly*, 24(1), 138–158. <https://doi.org/10.1016/j.leaqua.2012.09.001>
32. Shahzad, F., Luqman, R. A., Khan, A. R., & Shabbir, L. (2012). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 975–985.
33. Smircich, L. (1983). Concepts of culture and organizational analysis. *Administrative Science Quarterly*, 28(3), 339–358. <https://doi.org/10.2307/2392246>
34. Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Sage.
35. Wright, P. M., & Nishii, L. H. (2013). Strategic HRM and organizational behavior: Integrating multiple levels of analysis. In J. Paauwe, D. E. Guest, & P. M. Wright (Eds.), *HRM and performance: Achievements and challenges* (pp. 97–110). Wiley.

