

# Determining the Influence of Organizational Culture on Employee Performance: The Moderating Role of Self-Efficacy

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## Abstract

The study assessed the influence of organizational culture on employee performance, while the moderating effects of self-efficacy. The study used questionnaire based survey to collect data from the employees of the industries / factories in Gaddun, Haripur, Rawalpindi and Islamabad. The study applied descriptive statistics, correlation and stepwise regression to analyze the collected data. Results indicate that organizational culture has positive while self-efficacy has negative effects on employee performance. The study suggests to executive managers to adopt supportive culture for creating greater organizational output.

**Keywords:** Organizational Culture, Employee Performance, Self-Efficacy

## 1. Introduction

Organizations are using different techniques to improve the employee performance (EP) like motivated organization culture (OC) is one of the sources that do improve the employee performance (Tjosvold & Sun 2006). Organizational culture is considered to be an important and fundamental component in an organization and is formed by the unique interaction of organization members (Smircich, 1983). According to a study (Schein, 1999) organizational culture is “*a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with a problem of external adaptation and internal integration*”. One of the reasons for the widespread popularity of an interest in organizational culture stems from the argument that certain organizational cultures lead to superior employee performance. Many academics and practitioners argue that the performance of an employee is dependent on the degree to which the values of the culture are widely shared. Employee performance is the set of actions to fulfill the requirements of job description. According to a study (Murphy & Kroeker, 1988) employee performance is a function of the individual’s performance on the specific tasks that comprise standard job descriptions, and declares that it is also affected by variables such as maintaining good interpersonal relations, absenteeism and withdrawal behaviors, substance abuse and other behaviors that increase hazards at the workplace (Murphy, 1989).

According to a study (Bandura, 2012), employees having high self-efficacy would not withdraw even in problematic situations at work, due to their confidence in generating effective action-plans, figuring out ways to exercise control and to handle difficult tasks and relationships in the workplace, managing their emotions, stress and anxiety, keeping calm and in a good mood. The actual skills that a person possesses may have nothing to do with the beliefs; they are related to their capabilities to execute the behavior. Self-efficacy (SE) is built on the self-evaluation or judgment of one’s ability to implement the action (Bandura, 1986). The theoretical foundation for self-efficacy is closely associated with the extensive work (Bandura, 1997). His conception of self-efficacy represents a person’s belief and confidence in his/her own capability to perform a specific task in a specific context. Self-efficacy is “*the employee’s conviction or confidence about his or her abilities to mobilize the motivation, cognitive resources, or courses of action needed to successfully execute a specific task within a given context*” (Malik, 2013). The aim of the present study is to assess the effects of organizational culture on employee performance of managers working in the private sector industries / factories in different areas of Pakistan, while keeping the self-efficacy as a moderating variable. This study will highlight some new dimensions of the knowledge area.

## 2. Literature Review

### 2.1 Organizational Culture

In the field of management, organizational culture is one of the popular concepts. The concept of organizational culture has been used by management and organizational scholars over the last decades. In general, organizational culture plays an important role. It provides a framework where managers can implement motivational instruments affecting the way employees behave (Contiu et al., 2012). A researcher (Deshpande et al., 1989) studied more than 100 researches on sociology, organizational behavior and anthropology, and thus proposed a definition of organizational culture which is “*the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with the norms for behavior in the organization*”. Organizational culture has four elements. First one is, organizational culture is shared phenomena (Wilson, 2001). Second, organizational culture has visible and less visible levels (Schein, 2005; Wilson, 2001). Third, each new member of the organization learns the culture (Wilson, 2001). The fourth one is culture tends to change slowly over time (Wilson, 2001).

## *2.1.1 Dimensions of Organizational Culture*

### *2.1.1.1 Team Work*

Team usually consists of two or more people that work together to achieve one or few common goals. All the team members are collectively work to achieve some shared goals (Baker et al., 2005). According to a study (Cannon-Bowers, 1995) team is an organizational unit that consists of two or more people who interacts dynamically for achieving some common goals.

Businesses use different strategies to build teams for achieving organizational goals in efficient way. Through the strategies of team work, each member has the sense of ownership and commitment to his work. People of all departments feel that they are directly involved in organizational goals and mutually accountable. Businesses are trying to build teams for achieving efficiency, productivity and commitment to jobs (Guzzo, 1996). For example, West-farmers is an Australian company that invests a huge amount of money to build teamwork for solving problems.

### *2.1.1.2 Organizational Learning*

Adopting the culture of learning is an effective strategy to improve the standard of organization. Organizational learning is a continuous process where people in organizations continuously expand their level of knowledge to create desired results and improve the standard of organization (Senge, 1990). According to a definition it is “*the process of improving actions through better knowledge and understanding*” (Hong, 1999).

Learning in organization occurs when a group member face any problem and get learning about it on the behalf of their organization (Argyris & Schön, 1996). In the sense, individual first learn about the problems and then share it in their organization. According to (Senge, 1990), organizational learning is a cycle of continuous change and having three stages “Deep learning cycle, Learning infrastructure, Results”. Deep learning cycle focuses on fundamental organizational learning both collectively and individually, learning infrastructure is to learn from deep learning cycle and results to achieve measureable outcome. In such organizations the behavior of team members is modifying for creating change (Garvin, 1993).

### *2.1.1.3 Creating Change*

The talent of organizations to create change due to social, political and technological instability has become a central issue for researchers. Competitive organizations have ability to create adoptive ways to meet objectives and adopting the culture of change. They continuously examine business environment and quickly reacts to create difference. This continuous change is the organizational development practice (Vancouver & Day, 2005). A study (French & Bell, 1973) discussed that organizations are creating change due to internal or external issues. External issues are government rules, technology, customers and competitors but internal forces are improvement in products and services, new market opportunities etc. Organizations take initiatives towards creating change by an outside agent or self practices.

## *2.2 Self– Efficacy*

Self-efficacy influences a person’s choice of activities, avoiding tasks judged too difficult or impossible and embracing activities deemed manageable. This concept was derived from self-efficacy theory, which proposed that self-efficacy enhances performance through increasing the difficulty of self-set goals, escalating the level of effort that is expended and strengthening persistence (Locke, 2003). Self-efficacy theory focuses on continuous improvement through discrepancy creation (Bandura, 1997). It is defined as an individual’s confidence about his/her abilities to mobilize the motivation, cognitive resources and courses of action needed to successfully execute a specific task within a given context (Stajkovic & Luthans, 1988).

People having high self-efficacy are expected to make better use of resources to deal with demanding tasks. Researchers found that people with high levels of self-efficacy are better able to solve difficult situations than low self-efficacious individuals. Self-efficacy beliefs are among the most widely documented predictors of achievement, which has been documented in domains including industry, military and education (Dinther et al., 2011).

### *2.2.1 Dimensions of Self-Efficacy*

#### *2.2.1.1 Self Enhancement*

Self-enhancement is the motivation where people feel better about self and maintain their standard (Sedikides & Strube, 1995). There are four types of self-enhancement: Self-evaluation, self-assessment, self-verification and self-improvement. Some researchers gave concepts about self-enhancement that it has been taken from two different sources, social comparison theory and self-insight concept (Festinger, 1954; Allport, 1937). According to a study (Kwan et al., 2004) self-insight and social comparison give individual the courage and confidence to enhance themselves.

#### *2.2.1.2 Confidence*

Leaders get a sagacity of self-efficacy when they see their self-having skills of competency to effectively achieve organizational goals. This gives a confidence to learn more and work hard for the particular area to be succeeded and gives the courage to effectively communicate, behave and decide on special decisions (MacIntyre, 1998).

According to a study (Jack, 2013) the confidence of a manager can be determined through achievement and sustain high level performance in an organization. People often use manager knowledge, abilities, and skills as a criterion for determining their confidence level. Team willing and trust also give an indication about manager confidence.

### *2.3 Employee performance*

Employee performance is a core concept within work and organizational psychology. During the past two decades, researchers have made progress in clarifying and extending the performance concept (Campbell, 1993). Moreover, advances have been made in specifying major predictors and processes associated with individual performance. With the ongoing changes that we are witnessing within organizations today the performance concepts and performance requirements are undergoing changes as well (Ilgen & Pulakos, 2013).

A study (Murphy & Kroecker, 1988) defines employee performance as a function of the individual's performances on the specific tasks that comprise standard job descriptions, and declares that it is also affected by variables such as maintaining good interpersonal relations, absenteeism and withdrawal behaviors, substance abuse and other behaviors that increase hazards at the workplace (Murphy, 1989). A study (Befort, 2003) indicates that the essence of job performance relies on the demands of job, the goals and the mission of the organization and the beliefs of the organization about which behavior are mostly valued. A study (Carmeli, 2003) emphasized that employees with a high level of intelligence can manage their emotions in terms of retaining a positive mental state which can lead to improved employee performance.

#### *2.3.1 Dimensions of Employee Performance*

##### *2.3.1.1 Job Involvement*

Researchers developed different perceptions about job involvement as a commitment to his job (Kanungo, 1982). According to (Paullay, 1994), it is the cognitive and psychological engagement towards job. It concerns with the internal values related to goodness of work of individual and those individual highly involved in their jobs performing well because of serious interest in their jobs (Lodahl & Kejner, 1965).

Academic researchers and management leaders consider job involvement as a key source of organizational output (Lawler, 1986). According to research findings there is a significant relation between employees performance and organization success (Brown, 1996; Diefendorff et al., 2002). Generally, people having high involvement in their jobs put serious efforts in their work and leads to high level job performance (Brown & Leigh, 1996).

##### *2.3.1.2 Creativity*

Recently researchers have noted the importance and value of employees' creativity towards organization development, innovation and market growth (Amabile, 1996). It is noted that fundamental motivation is an important source for creative organizational achievement (Amabile, 1996; Shalley & Oldham, 1997).

Previous literature also suggested, that rewards system has the advantage to influence the creative performance and many organizations are using rewards system for this purposes (Fairbank & Williams, 2001).

##### *2.3.1.2 Efficiency*

According to a study (Chang, 2013) creating efficiency is the considerable problem for every organization. Labor cost directly affects the organization revenue and performance as a whole. Giving values to employees encourage them towards organizational goals and increase their efficiency and motivation level. For the purpose, businesses are investing in employees' wellbeing to create an acceptable and efficient working environment. Corporate training is also sources that improves team work and encourage new ideas. Recognition of positive behavior and using motivational words creates good impression and employees feel that they are appreciating which increasing their moral. Further, reward system is also good where employees feel that their efforts are appreciated.

### **3. Relationship between organizational culture and employee performance**

Researchers assessing the links between organizational culture and employee performance were more cautious. A study (Gordon & Ditomaso, 1992) proposed that there is a link between organizational culture and employee performance. In particular they note that culture will remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions. However more recently, it has been suggested that the relationship between organizational culture and employee performance is tenuous (Lim, 1995). Indeed, the growing popularity of the resource-based view of competitive advantage suggests that the degree to which a culture can be theorized to determine a sustainable advantage is dependent upon the value, rarity, limitability and sustainability of the organizational culture. Over all the literature on organizational culture is rich and diverse. Much of the richness is founded on the claim by many researchers that culture is linked to employee performance. Sufficient evidence exists to suggest that organizational culture is associated with employee performance.

#### 4. Theoretical Framework of the Study

Theoretical framework of an organizational culture, self-efficacy, and employee's performance is given in Figure 1. It depicts that organizational culture is the independent variable (IV), self-efficacy is moderator variable and employee performance is the dependent variables (DV). This conceptual model is developed to analyze the impacts of independent variables on the dependent variables.

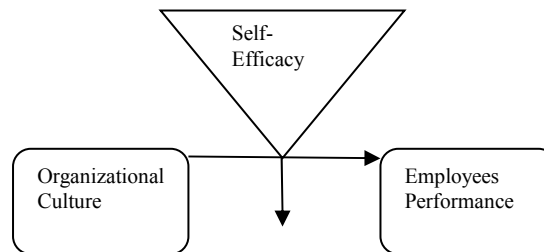


Figure 1: Conceptual Research Model

#### 4.1 Hypothesis of the Study

Hypotheses are the study predictions about the variables studied in the literature. These predictions are tested after data collection and analyzed for the verification of hypotheses that can be accepted or rejected depending on the analyzed results (Marczyk, 2005).

The study developed the following hypotheses from the literature:

- H1:** There is a significant relationship between organizational culture and employee performance.
- H2:** There is a significant relationship between Self Efficacy and employee performance.
- H3:** There is a moderating effect of self-Efficacy on the relationship between organizational culture and employee performance.

#### 5. Methodology

The study applied quantitative approach to collect data through questionnaires based survey from the employees of industries / factories in Hattar, Gadun, Hassanabdal, Rawalpindi and Islamabad region. The sample size of the study was 400 but only 322 respondents participated in the study. The study adopted questionnaires from published articles like, (Denison et al., 2006; Yun et al., 2007; McCook, 1999). All the questionnaires were close ended and it was conveyed to the respondents to mark the most suitable answer. It was also cleared to the respondents that the data collection is only for research purposes. Questions were developed in easy and simple ways for better understanding. All the items are measured ranging (Likert Scale) from strongly disagree to strongly agree.

It was considered important to check the quality aspect of study and the reliability of adopted instrument. Therefore, the study collected data from 65 industries / factories employees to conduct a pilot study. The results of pilot study are presented as follows:

Variable	No of Items	Cronbach Alpha
OC	16	0.873
EF	10	0.834
SE	15	0.837

Source: Primary source of data

After having developed instrument and collected data the study applied descriptive statistics and regression analysis to find results.

#### 6. Results

The demographic information is the important part of a study and is necessary to get deep understanding about different segments of the population. This study used frequency analysis to identify the demographic features like gender, education, type of organization and income level.

**Table 2: Frequency and Percentage Dispersion of Demographic Factors**

Demographic Variables		Frequency	Percentage
Gender	Male	217	67.4%
	Female	105	32.6%
Organization	Private	301	93.5%
	Public	21	6.5%
Age	21 – 25	42	13.0%
	26 – 30	189	58.7%
	31 – 35	56	17.4%
	36 – 40	14	4.3%
	41 – Above	21	6.5%
Qualification	Matric	7	2.2%
	Intermediate	63	19.6%
	Bachelor	70	21.7%
	Master	175	54.3%
	Doctorate	7	2.2%
Income	10,000 – 20,000	154	47.8%
	21,000 – 30,000	56	17.4%
	31,000 – 40,000	70	21.7%
	41,000 – 50,000	35	10.9%
	51,000 – Above	7	2.2%

Source: Primary Source

The percentage of response rate was 80.5% that shows a reasonable response rate. Among the respondents there were 67.4 % male and 32.6% were woman. In the total respondents, the 93.5% respondents were the employees of private sector industries, while 6.5% respondents of public sector. The most dominant level of age of the respondents was a group of 26-30 years and its percentage was 58.7% in total. The dominant level of education was master where 54.7 % respondents were belonging to this group. Likewise, the dominant portion of income level was PKR.10,000 to PKR. 20,000, where 47.8 % respondents are belong to this group.

Table three represents the results of correlation. Correlation is used to statistically measure relationship among variables (Cherry, 2014). The results of correlation are presented in the following table:

**Table 3: Means, Standard Deviation and Correlation**

	Means	Std. Deviation	OC	SE	EP
OC	4.1481	.24983	1		
SE	3.6217	1.2999	-.110*	1	
EP	4.1870	.11864	.234**	.000	1

\*\* P < 0.01, \* P < 0.05

Source: Primary source

The analysis of correlation table shows that organizational culture is positively correlated with employees performance ( $r = .234$ ) but negatively correlated with self-efficacy ( $r = -.110$ ). It can be inferred from the results that self-efficacy is negatively correlated to employees' performance because personal behavior may influence performance in team work. It also can be inferred that some organizations have priority in building team where individual may be unable to show their impression. Further, results indicate that there is no correlation between self-efficacy and employees performance.

Table four indicates the results of stepwise regression. In step first, organizational culture has positive and statistically significant ( $\beta = .234^{**}$ ) effects on employee performance. In the second step, organizational culture has positive and statistically significant ( $\beta = .773^{**}$ ) effects, while self-efficacy has significant ( $\beta = -.597$ ) but negative effects on employees performance. It can be inferred that self-efficacy has negative effects on employees' performance because it's possible that lack of confidence in creating change may effects the performance. It also can be inferred that non learning and non-supportive environment in an organization may effects the performance and level of confidence.

**Table 4 :Results of Hierarchical Regression Analysis**

	Beta Step.1	Beta Step.2	Beta Step.3
OC	.234**	.773**	.096
SE		-.597**	-.730
OC*SE			.352
R <sup>2</sup>	.055	.121	.058
Adjusted R <sup>2</sup>	.052	.115	.049

\*\* P < 0.01. \* P < 0.05

Source: Primary Source

In step three, the regression output of organizational culture, self-efficacy and organizational culture\*self- efficacy (products of organizational culture and self-efficacy) are presented. In this statistic, organizational culture ( $\beta = .096$ ) and product of organizational culture and self-efficacy ( $\beta = .755$ ) have positive effects while self-efficacy ( $\beta = -.730$ ) has negative effects on employees performance. It can be inferred that self-efficacy has negative effects because in some organizations employees have low decision power that may effects the level of confidence and employees' performance. It also can be inferred that unplanned change in organization may also effects the level of confidence and employees performance. All these three variables are statistically insignificant ( $\beta = .553$ ,  $\beta = .370$  and  $\beta = .352$ ). In the above table, R<sup>2</sup> is the coefficient of determination and its value is 0.058 in last step. All the three variables explain 5.8% variability of employee performance. In this final step, adjusted R square tells 4.9% variation in the model. Therefore, on the basis of results the study reached on the conclusion that self-efficacy has not moderating effects and leads to reject the third hypothesis.

## 7. Discussion

The study examined the effects of organizational culture on employee performance with self-efficacy for moderation. The study used questionnaires base survey to collect data and analyzed through stepwise regression to determine results. The results indicated that organizational culture has positive while self- efficacy has negative effects on employees' performance. Additionally, self-efficacy has not moderating effects. This study is in line with some other studies which are discussed in this chapter.

The study is in line in the sense of organizational culture to (Acar, 2012), where he examined the association between Organizational culture and organizational commitment. The study was conducted in the context of Turkish Industry. Data was collected from 344 employees of different companies through questionnaire survey. Multivariate data analyses techniques were used for the purpose of analyzing the said association. The results indicated strong positive relationship between organizational culture and organizational commitment. The study is also in line to (Mobley et al., 2005), where he conducted a study on organizational culture. The results of their study affirmed a strong association between organizational culture and organizational performance. They argued that bureaucratic control was not effective in gaining the commitment and loyalty of employees rather it purchased their services. Based on the results, they affirmed that a strong organizational culture was the means of generating employee motivation and commitment. The core values of a highly cohesive organizational culture were closely held by the employees and were widespread in the organization. The commonness of beliefs and values, derived from the organizational, were the real means through which a consensus among organizational members was drawn. These values and beliefs were also helpful in focusing the organizational members on the important goals and objectives of the organization, eliminate conflicts among employees, fostered an organizational environment which focused on learning, and to reduce employee separation from the organization. In an organization having a strong culture, employees were motivated towards putting in more effort in their work activities and were committed. A strong organizational culture also generated a sense of belongingness among the organizational members and they identified themselves with their organizations.

## 8. Conclusion

The study collected primary data through questionnaires based survey from the employees of manufacturing industries /factories. The collected data were analyzed through regression analysis to determine the effects of organizational culture on employee performance, additionally the moderating effects of self-efficacy. The results indicated that organizational culture has positive while self-efficacy has negative effects on employees' performance. Additionally, self-efficacy has not moderating effects.

### 8.1 Future Recommendations and limitations of the Study

- The study suggests to the executive managers of public sector organization to adopt effective

organizational culture for creating greater organizational output.

- The study suggest to the manger to adopt supportive organizational culture for female employees.
- The study is only limited to manufacturing sector organizations, but it needs to be carried out in service sector organizations.
- The study is only limited to one moderator variable i.e self-efficacy. It needs to examine the effects of other moderator like gender.

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