

Original Article

Impact of Organizational Culture on Employee Performance: Evidence from the Banking Industry in Pakistan

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Abstract

This research investigates the impact of organizational culture on employee performance in the context of the banking industry in Pakistan. Organizational culture, encompassing beliefs, norms, values, language, and symbols, plays a pivotal role in shaping the behavior of employees and work groups within an organization. The methodology involves adopting questionnaires, with demographic data and Likert scale responses providing insights into the relationship between organizational culture and job performance. The primary data source is Soneri Bank Employees, and a non-probability snowballing method is used for data distribution. The study supports hypotheses related to power distance, individualism/collectivism, uncertainty avoidance, and masculinity/femininity, highlighting their significant relationships with job performance in the banking industry.

Keywords: Organizational Culture, Employee Engagement, Call Centers

INTRODUCTION

Workplace ways are how teams, bosses, and workmates act with each other. Workplace ways are the shared form of what we think is right, what we value, the words we use, and the signs we know. We can say that workplace ways are what make up a company's own style. They are key for people when they pick a job. They show how much we value the people who are there already, letting them feel a strong tie to where they work. By knowing our work culture well, we can make the growth of workers and the whole place better (ALHARBI MOHAMMAD AWADH, Impact of Organizational Culture on Employee Performance, March, 2013). We can also say that workplace ways are the spirit or charm of a place. If a place has good, strong ways, then what it thinks is right and what it does can help it win over others. Workplace ways show how people in a place talk and work with each other, as top places use their own style to stay ahead

of others. But changing the way a place works is hard, because people do not like to change.

As we can talk about, culture is a mix of talks, what we think is right, values, and how people act that comes together. The newspaper for Admin Science has found out about workplace ways (Pettigrew, March 2013). Workers' true support comes from knowing and getting the workplace culture, making the place's actions better (Brooks, March, 2013). A place's culture is the set way people, bosses, and teams act and meet. The company's style is made up of values, beliefs, what is normal, words, signs, and ways of doing things. Workplace culture, also called company style, matters a lot when someone chooses a job. It's big for the folk already there too, making them feel truly part of it (Schein, March, 2013) The guide to doing well depends on the different values and what is seen as normal in culture.

Workplace culture is what the company is

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like inside. Culture is a word that's hard to pin down, but we all feel what it means. The thought of culture comes from sharing and learning in a way that shares things in order (ALHARBI MOHAMMAD AWADH, Impact of Organizational Culture on Employee Performance, March 2013). The idea of what people in a group value is key when we want to change how a whole work group acts. The culture in a workplace keeps the team as one and gives a path for the work group. When it's time to change, the hard thing for any work group can be to shift its culture, because the workers are used to their old ways. Hofstede's theory is the one most known in the work world and in study of how different places act (Manrai and K. Manrai & Tarhini et al., 2016).

A good culture in a workplace helps make better work calls, ups the work place's work rate, and grows the skills of the team (Schein 1. , March 2013). How the team feels and thinks has changed how well they talk to each other. We can say now that the way a workplace acts goes hand in hand with how it's run (Kotter and Heskett, March, 2013). The pull of a team's shared values, what they think is right, and how they act has a big push on the work place's work and how long it can keep up (Robbins & Sanghi, March, 2013). Growing as a workplace has made better the worth of how well, how long, and how much we can trust the group. As most of us spend our days with different ones in the workplace, we bring our own values, what we think is right, our vision, the rules, our stuff, how we work, and our past in selling. It's not just one thought, but it grows over time or gets passed on from what others go through. The work group's culture gets made on purpose by the ones in charge to make the workplace better to hit the group goals or aim.

The top workplace culture is one that ties every person there. It shows that each is a big part of the group. It also makes us feel like we're a family there, and it's a sign that outside the workplace folks will be drawn by the culture and the feel of the group. The culture starts deep in the work, it's hard to change since it needs time, work, drive, care, and the need to get the team to take on new ways of the work group. Many ways of life bring many ways of thinking, acting with others, and helping people learn. Also, we see lots of kinds of folks who believe in different gods. They come from different jobs, homes, and places, making smaller groups within their

culture. Study shows that nations have their own way of doing things, with four big parts: how much they obey power, if they fear unsure things, if they act tough or gentle, and if they think of themselves or the group (Hofstede, 1980). The power of our minds to think better and make choices is linked to the way a group at work thinks (Pettigrew, 1979). Some people say (Schein, 1990) that these ways and thoughts help bosses do well.

In simple words, culture means how we understand, make things easier, explain, believe, set rules, share ideas, and how we all react together at the same time and place (Kotter & Heskett, 1992). Now we use the word culture for how a place of work is. People who work care about their job, so the rules and what the place thinks is right or wrong shape how well they work (Stewart, 2010). We know you can't touch or see rules, but we must think of them if we want a workplace to make more money by making sure the people there work well.

Research Problem

Our research study looks at how a group's way of doing things links to how well workers do their jobs. We will see if one thing leads to another between these two things. Here how a worker does their job will stand on its own, and the parts of a group's way of working will hang on it.

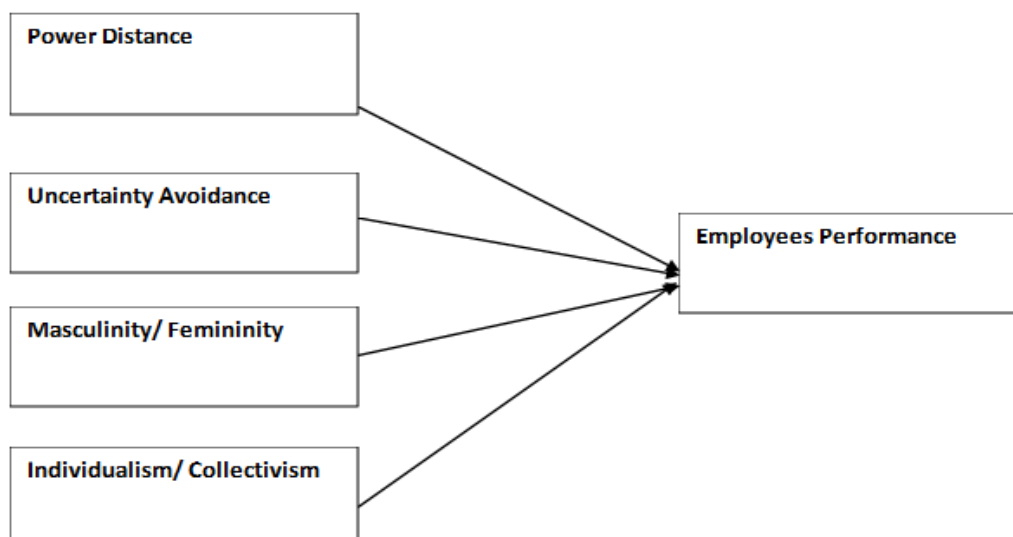
Objectives

- To learn how banks work in their daily life.
- To look at how a bank's work life touches how well a job is done.
- To know what bank workers think about their work's way of life and how it changes how well they do their work.
- To figure out how the parts of a bank's way of life link to how well workers do their jobs.

Research Hypothesis

- H₁: How we act alone or with a group may link to how well we do our work
- H₂: The way we see power gaps could link to how well we do our work
- H₃: How much we stay away from risk may link to how well we do our work
- H₄: How we view being strong or soft may link to how well we do our jobs

Framework



LITERATURE REVIEW

Hofstede looked at culture's effect on how organizations work, and saw that there's a strong aversion to uncertainty. Organizations lean towards group effort, but they also have a desire for individual success. They also saw that there's a gap between how much power employees have compared to the managers (Mashal Ahmed & Saima Shafiq 2104). In "The Impact of an Organization's Culture towards Employees' Performance: A Study on the Frontline Hotel Employees 2013", they found that when organizations value their employees' input, they become more dedicated and committed. They found that employees prefer working together and want a good life quality.

The way we work together in a group, talk to many kinds of folks, and act like a big family - that's what makes up how a place feels (Deal & Kennedy, 2000). How people act and connect with each other in this place matters a lot, both for the team and the whole group (Schrodt, 2002). It's about what we think is important, what we believe, how we talk, and more (Needle, 2004). Ravasi and Schultz (2006) say it's the feelings we share that guide how we act. Flam Holtz and Randle (2011) think of it as the group's own style. They say it's filled with values, ways of seeing things, and rules that shape how we act as part of the place. Gareth Morgan talks about it like this: "It's what we believe, value, and see as normal, along with the symbols, big moments, and key people, that show what makes a group special, and gives us a way to get things done in and by it."

Doing well is key for a place to grow and for

the country too. If the place does better, life gets better for folks, and then the whole country's money situation goes up. Louise James from Pitcher Partners says, "How well a group with a goal does something is what we mean by how well a place is doing." So, when we talk about doing well, we mean reaching good results. Often, the feel of a place is seen as something hard to grab and know, but it's so worth it for success (Abdul Khaliq Alvi, 2017). Strong, changing cultures are linked to really good money results (Heskett, 2016). Places always want the best from their team because it hits the goals, wins, and money made. Not doing well can make things tough for the place and everyone in it (Geeganage, 2016). So, the way a place feels really helps how well it does. It's a big thing that judges how well a group works, and the group's values have a straight shot at making things better (Mise, 2018).

Power Distance

A Dutch thinker named MacAller in the '60s first said the term power distance. It seems Hofstede did a test and showed how power is split unevenly in our groups. This means we have high, middle, and low ranks in society (Hofstede 2010). Power distance links to how power spreads. It should be even, but some ways of life have a big space between who has control and power. They only say yes to power for those on top in their group. "Culture decides how far the power distance goes. It's where those with a lot can keep or grow the gap, and those with less aim to shrink it," said Hofstede (2014). As Farh (2014) put it, "Power distance matters a lot in places like work because power there is not shared the same to everyone." The bigger the gap

in power distance, the more the split between bosses and workers; they are more about the job. They want fewer people near them. They just want to get their job done over and over (Bochner & Hesketh, 2014).

Uncertainty Avoidance

Some folks stay away from meeting new people when they aren't sure what will happen because they get really nervous. They don't talk much to others. But when they feel sure, they love to talk and be around others. The term "staying away because not sure" came from people who study how groups act in the US. It's clear that in places where people stay away because they are very unsure, like in Singapore, they get more scared than in places like Greece, where they are chill. Those who really want to avoid being unsure don't like taking chances. They stick to safe choices and don't want stress. On the other hand, there are folks who chase risks. They make choices fast. We all get that what comes next isn't something we can be sure of, but we have to deal with it. Not knowing things can freak people out a lot. So now, to help with this, new tech and rules have been made to help us feel less scared of what we can't see coming. Based on what (Herbig and Dunphy, 2012) said, he put down that Muslims hold the view that God has a hold on all things, and nothing comes to be unless God wants it so. This part is where not liking the unknown becomes a main thing when we look at faith. It's a kind of setting where people get scared by things they can't know or expect, and they work to stay away from these things (Shafiq, 2014).

Individualism Versus Collectivism

Being an "only-me" thinker means you look out for yourself and your close kin (ALHARBI MOHAMAD AWADH, March 2013). These folks push for what they want, like to do things solo, don't want others messing with their plan, and don't share feelings. On the flip side, "group-first" people work together, build lasting ties, and hit group goals. They care for each other and feel like family. "Only-me" lovers stick to self and home folk (Hofstede, 2016), but "group-first" fans care for the wider folk—no questions asked (Hofstede, 2016). In "only-me" spots, folk focus on self and kin, whereas in "group-first" spots, they crave community, make each other strong, and look out for the pack (Migliore, August 2013). "Only-me" thinking frames a set where folks stress about guarding self and kin, while "group-first" pulls people to seek help from others and feel safe

(Shafiq, The Impact of Organizational Culture on Organizational Performance, 2014).

Masculinity Versus Femininity

In the words of Hofstede (2016), being "manly" means you lead, stand on your own, are brave, reach goals, are strong, and keep on going. On the other hand, being "womanly" means you are down-to-earth, kind, can feel what others feel, are aware of soft touch, are soft, think about how you connect with others, and you care about how good life is (Hofstede, 2016). In places where woman-like ways are big, being together and caring are key. Women look after folks and put high value on life and caring for each other (Griffin and Pustay, 2016). But the man/woman split marks out how each gender is seen by what it does (Chiang, 2016). As noted by (Shafiq, The Impact of Organizational Culture on Organizational Performance, 2014), man-like qualities lean to winning, being upfront, acts of bravery, and focus on stuff. Woman-like traits are about feelings, being kind, and working well with others. Still, troubles pop up from how men and women act and feel different at work (REDDY, 2011). Man-like ways are tough; they stick to bold rules and lead as they care for their kin. Woman-like traits are softer; they may feel down quickly, put family first, and show their feelings soon (Ramesh Kumar Moona Haji Mohamed, 2013).

THEORETICAL BACKGROUND

IBM is a big global company where Greet Hofstede used to work. He began as a teacher for bosses. Then he turned into the one who ran the team that found out things about workers at IBM all over the world. Hofstede did many projects, and he did a big study on what IBM workers think is important. He did this study to see how workers from different places have different main values. He came up with his own set of rules about cultures and made a full plan to use it. Later, he looked at many lands and figured out how people talk to each other in different cultures using his plan. In short, this way of looking at things digs into and shows an important side (the four main parts) of culture and lines them up to see how they match. Hofstede then talked about how the main values we have not just shape how we act but also how they might shape how we will act when we're all in the same space.

Power Distance

For the less powerful members of institutions and organizations, this creates the impression

that power is distributed unequally - which is the measure they are most likely to use to establish power distance. The scope of the guideline is such that the high power distance countries are the ones where they give an end to end directive in a business and get the work done and make their employees do any work from their leadership in such a way that they can also otherwise work on the same job and show their work. Those with low power distance countries are often with other consultative style management.

Individualism vs Collectivism

Concern and self-care are the main factors in this. Only faith that one is your own person with self-sufficiency makes you believe that you think the government has no business in your private life. This talks about how people of different nations interact with each other and these aspects ascertain to what point people from countries are integrated. Additionally, there are countries where individualism is high context which means that their relationships outside immediate family members are weak. Clearly, people from such countries or societies lack strength or willingness to take care of others whatsoever they may be.

Uncertainty Avoidance

This is the place where what will happen next or how things will turn out is not known or sure. This sort of not knowing has different effects, like how some folks are more okay with it than others, and how much some people will do things to keep feeling okay. So, it's clear that the ones who are okay don't like changes much, and they stick to their own set of strong beliefs and ways of acting. Places with high points on this list can't take new laws, guides, or rules well. But people in some other places trust what's true because it leads all, and so they really know what's true and are okay with it, on the flip side.

Masculinity vs Femininity

In term means a bunch of signs that show what it means to be a man. People think these are key things men should have or do. All these ideas are in a theory. It's about what different places think is most important. The man-like part talks about what the people in a place want. They like winning, loving their country, knowing how to deal with feelings, and getting things. On the other hand, the woman-like part likes being humble, working together, having a good life, and helping those who can't help themselves. It also shows that women in man-like places feel and

fight more than women in woman-like places.

Effect Of Power Distance On Employee Performance

We understand that when there is a big gap in power, it changes how well workers do their jobs. In places with big power gaps, people who work there lose their drive because they can't make choices about their work. When we speak of power gaps, we're talking about how some have more control than others. This is a very big deal in how a group of people act in their way of life. Based on what Hofstede says, in places where people see a big gap between the powerful and the not-so-powerful, workers lean a lot on what their leaders say, and this will for sure change how well they do their jobs in the company. But where the gap is small, there's less of a boss-top style, and people at work, bosses, and those who run things are seen as the same in rank. Power comes from old ways, or family ties, or from being really appealing, or being able to push others around. In such spots, folks think there's more cheating going on, and they believe that those on top should get special things and more. (Hofstede, 2010).

Effect Of Uncertainty Avoidance On Employee Performance

Words like "uncertainty" are from the world of big groups in America. Unsure things make us feel real scared; all groups of people have made ways to not feel this fear. These days, new tools and machines help us stay away from unsure things. In many places, laws, big papers of rules, small rules, and plans try to keep things sure about how people act, in groups. To stop unsure things in work spots, we make things smooth; a middle go-between takes away the unsure parts in fights. Like, when a worker is sad or scared, the others will keep on smiling, be nice, and no one wants to give bad news or say things that might hurt the peace at work. Strong "no to ensure things" ways mean they stick to clear, set rules, bosses know a lot, and stuff like that (words by Muhammad Ibrahim, 2016).

Effect Of Individualism Vs Collectivism On Employee Performance

In a culture where "I" rules, each person stands alone. But in a "We" culture, it's all about the group. If you score low on Hofstede's scale, that means you're all about the group. Score high, and it's all about you (Hofstede 2010). Hofstede says group-focused folks care a lot about good vibes at work: thinking as a team, bosses and

workers getting along, and running the show like a big, happy house (Hofstede 2010). Groups often work like families. Say there's a big party or a wedding, people from the work team come together and pitch in. This way, the group stands up for what the worker needs. This is just how people roll. So, it looks like working together makes for better work.

I think group thinking really helps in Sri Lanka's businesses, from public to private. The boss-worker bond is usually strong, with everyone from the top to the bottom getting it. This means work runs super well because problems get fixed smoothly, making choices is a breeze, the team clicks, and everyone chats in a good way (Muhammad Ibrahim, 2016). In turn, many types of groups, from race and faith to casual cliques at work, link people tight. Most times, these bonds matter more than jobs. Across races, they hold on tight to a group-first way in their places of work.

Effect Of Masculinity Vs Femininity On Employee Performance

In countries where the woman's way is key, people work to have a life. Bosses want everyone to agree, and all get the same rewards. Both men and women can choose if they want to work or not. They stand together and want their jobs to be good. If there's trouble, they talk it out. They make their work more human by helping and working together. Men and women often learn the same things. Simply put, if a place values manly things, the men and women there have very different jobs. On Hofstede's chart, a low score means a place is more woman-like, and a high score means it's more man-like. The most women-like places are Sweden, Norway, the Netherlands, and Denmark.

Each guy and girl has their own job in life tied to what they believe and where they come from. This big divide between manly and womanly roles is really clear in religions. In short, in a man-led home, the men make the big choices. For the women at home, they do a lot, like cook, clean, look after kids, care for old folks, and welcome kin. As seen, places that lean towards woman-like ways do better at work because there's less cheating. People are more careful and do a better job. They are more true, carry more of the load, and are on time. But, over time, manly places have been more common because the way men affect even the lower-level women and how any group works.

Gap

Workplace culture is key for how well a company does and for the workers' own good work. This study shows us that how a place feels can change how well the whole place does. When a company does not do well, it makes less money, grows slow in its field, and people think less of it. Folks like to work where the vibe is good and where everyone, no matter their gender, gets the same shots. Now is when we need to focus on making things better at home. We see, in our own Pakistan, there's a big space between the top dogs and the workers because the top dogs make all the calls. The folks working with money face this too. Also, inside a company, there's a lot of worry about what might come. People out there don't like the unknown, and they stay away from it. They don't like new things (Griffin and Pustay, 2010). Hofstede tells us that Jordan worries a lot about this stuff, needing rules even if they don't always help. They also think showing up on time and being exact is important, and feeling safe helps them want to do their job (www.geert-hofstede.com). We want to see how big this worry gap is in Pakistan's money world.

Seeing as Pakistan mostly has men working and running things, looking after their homes, the change is slow. Now some women are stepping into jobs too, but the number is still small and it's rare to see them in the top spots. This study will show us what's missing in this area and what we can do about it. The numbers tell us it's just a bit behind other South Asian places: India-56, Bangladesh-55, Pakistan-50 Nepal-40, and Bhutan 32 (Hofstede 2010).

METHODOLOGY

This study uses a numbers-based way. By this way, we will look into how things that change on their own (how well groups do) are linked to things we can set (how much power gap there is, how we deal with unknowns, how solo or group-focused we are, how much we value being tough). To check the outcomes and use math methods, this path makes it simple for the study to make sense of findings fast. In my study research, I will use surveys to measure what I want to find out. The first part asks about things like age, gender, and experience. Part 2 asks survey questions using different options to record answers. Survey is the top way to get info from a lot of people. I will use a list of questions to get data from workers at banks. The goal is to see how Power Distance, Uncertainty Avoidance, Individualism,

Masculinity affect Job Performance.

Studying is important. We asked Soneri Bank workers to fill out forms. The forms asked about how the culture at work affects their work. We did not pick people randomly. We asked some people first, and then they told us who else to ask. This study focuses on the main workers at Soneri Bank Limited. We surveyed 254 out of 600 staff. We used Kerry's morgan table to select the sample. We use a survey to gather data. Then, we use a scale from 1 to 5 to understand opinions. One means strong like and five means strong dislike. I will use SPSS and the method of multiple regression for this study.

RESULTS & FINDINGS

In this work, we use SPSS to look at facts, the link between facts and to see if we can say what links act on what we ask and if our guess is right or wrong. This research shows 46.3% women and

53.8% men. Men are more than women. Most people, 75.6%, are 20-30 years old. Rest, 21.9%, are 30-40 years old. More young people in the survey use the internet, Facebook, email. These questions were online. In this research, most people have job experience of 0-5 years. This is 63.7%, which is the biggest part. It means they are young. Another group has 6-10 years experience, which is 23.8%.

Response Rate

In this research, there are 300 people. We asked 169 people from this group. This was done between December 2019 and March 2020. 161 of them returned our questions. The results show most people who answered are men (53.8%). Also, they are young, from 20 to 30 years old (75.6%). Furthermore, many of them have worked 0 to 5 years (63.7%).

Descriptive Analysis

Table 1

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
PD	160	3.9250	.74013	-.916	.192	1.808	.381
IC	160	3.6938	.76064	-.635	.192	.690	.381
UA	160	3.1875	.84069	-.303	.192	-.138	.381
MF	160	3.2062	.96542	-.340	.192	-.437	.381
JP	160	3.9563	.55340	-1.150	.192	5.792	.381
Valid N (listwise)	160						

This table picture shows how the skewness is between -1.150 to -.303. Job Performance is the best one with -1.150 (Mean=3.9563, Std. deviation=.55340) while Uncertainty Avoidance is the least with -.303 (Mean=3.1875, Std. deviation=.84069). Also Kurtosis goes from 5.792 to -.437, the highest is 5.792 of Job Performance and the lowest is -.437 of Masculinity and Femininity. Most Kurtosis values show normal distribution. In this picture, we see that Masculinity and Femininity are the most different from the dependent variable with

a deviation value of 0.96542.

Reliability

We tested how reliable the data is. We used a number to see how much the data lines up. We want the number to be at least 0.6. The number for Masculinity/Femininity is 0.649. The other numbers are close to 0.6. This means the data is not perfect, but it does line up well.

Table 3
Correlation

		JP	PD	IC	UA	MF
JP	Pearson Correlation	1				
	Sig. (2-tailed)					
PD	Pearson Correlation	.560**	1			
	Sig. (2-tailed)	.000				
IC	Pearson Correlation	.401**	.484**	1		
	Sig. (2-tailed)	.000	.000			
UA	Pearson Correlation	.221**	.164*	.218**	1	
	Sig. (2-tailed)	.005	.038	.006		
MF	Pearson Correlation	-.018	.075	.206**	.363**	1
	Sig. (2-tailed)	.818	.349	.009	.000	

Table 4
Multiple Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.605 ^a	.366	.349	.44640	.366	22.340	4	155	.000

a. Predictors: (Constant), MF, PD, UA, IC

R squared and Adjusted R square tell us if our model is weak, okay, or perfect. R-square is the multiple regression coefficient. In our model, we have 34.9% of variation in the data, which is okay.

Discussion

Our main idea is to see how job impacts the Hofstede culture (how power is used, individual or group preference, uncertainty, fear, male or female traits). In Table-5, the data between job and power shows a strong link (Beta=0.461, p=0.000). So, the idea is fully true. In Table-5, the data between job and individual or group shows a strong link (Beta=0.174, p=0.022). So, the idea is fully true. In Table-5, the data between job and uncertainty fear shows a link (Beta=0.160, p=0.023). So, the idea is fully true. In Table-5, the data between job and male or female traits shows a link (Beta=-0.147, p=0.036). So, the idea is fully true. The aim is to see how a job impacts Hofstede's model on organization performance. We found that the culture directly affects job performance. Our results show that all parts of culture directly affect job performance.

The study had a time limit. If we had more time,

we could have explained more. It was only done with Soneri Bank Limited head office employees, but it should have been done internationally or across the whole banking sector in Pakistan. sMore research should be done as there is very little due to time limits. It should be done across the whole banking industry for authentic results.

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