

GSJ: Volume 12, Issue 3, March 2024, Online: ISSN 2320-9186 www.globalscientificjournal.com

Impact of organizational culture on employee

performance- A Study on private sectors in Bangladesh

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Introduction

1.1 Background

Research and management focus in modern organizational studies have shifted to the knowledge of organizational culture dynamics and how they affect worker performance. This thesis's title, "Impact of Organizational Culture on Employee Performance: A Study on Private Sectors in Bangladesh," highlights how important it is to investigate how organizational culture and employee performance interact in the particular setting of Bangladesh's private sectors.

The common values, attitudes, and customs that influence how people behave and interact inside an organization are referred to as its organizational culture. It shapes the character and identity of the company, affecting how its employees view their workplace and directing their behavior. Examining how an organization's cultural components affect its workforce's attitudes, behaviors, and general effectiveness is a key component in analyzing the relationship between corporate culture and employee performance. According to the theory, an organization's culture influences how its members behave on the job, how satisfied they are with their jobs, how motivated they are, and how well they work overall. It includes the norms and principles that direct staff cooperation, communication, and decision-making. Organizations looking to improve overall performance, employee engagement, and productivity must comprehend this relationship.

Scholars, practitioners, and organizational leaders have given organizational culture's importance in forming and impacting worker performance in modern business environments a great deal of attention. Employee interactions with their coworkers, the work environment, and the overall goals of the business are greatly influenced by the shared values, beliefs, and practices that make up the organizational culture. With an emphasis on the private sectors in the setting of Bangladesh, this research article seeks to explore the complex relationships between organizational culture and worker performance. Driven by globalization, technical improvements, and changing market needs, Bangladesh's private sector has seen remarkable expansion and transition in recent years. To maintain a competitive edge in this ever-changing landscape, it is imperative to comprehend the influence of corporate culture on employee performance. Private sector companies are essential to promoting economic progress in Bangladesh's fast-paced, cutthroat business environment. It is still quite difficult to comprehend how corporate culture affects worker performance, though. Employee engagement and contribution to corporate goals are thought to be significantly impacted by the values, conventions, and behaviors that make up an organization's culture. Despite its acknowledged significance, empirical study on Bangladesh's private sector—where cultural quirks and business procedures may vary—is lacking. By examining the connection between employee performance and organizational culture in Bangladeshi private sector companies, this study seeks to close this gap. By determining the essential cultural elements that have a favorable or bad impact on employees. Preceding observe shows that the organizational subculture and Politics subjects are global concerns because of their massive influences on the organizational overall performance (Ogbonna and Harris 2000; Zehir, Gülen, and Zehir 2011) which include performance indicators along with organizational commitment and task pleasure (Al-Sada, Al-Esmael, and Faisal 2017; (Lok & Crawford, 2004); Silverthorne 2004). Even though many studies had been conducted to have a look at the members of the family among organizational tradition and overall performance (Ahmed and Shafiq 2014; Chilla; Maleka, Kambuwa, and Karodia 2015), and leadership patterns and overall performance (Babalola 2016)

1.3 Significance of the study

The primary purpose of this study is to understand the definition, conceptualization, and measurement the link of organizational culture, employee performance and also to examine the nature of this relationship. This study has important ramifications for Bangladeshi private sector companies looking to maximize their human capital and achieve long-term success. Businesses can adjust their strategy to create a work environment that fosters employee engagement, contentment, and overall effectiveness by knowing the complex relationships that exist between organizational culture and employee performance.

1.4 Objectives of the Study

The objectives of this study should be stated clearly. The objectives are normally given in two forms, general and specific. The general objective may be stated as follows: Generally, the objective of this study is to examine the relationships between Organization culture and employee's performance?

Specifically, the objectives of study are:

- to determine the significant (and advantageous/poor) courting among Organization culture & employees performance?
- to evaluate the current organizational culture that exists in Bangladesh's corporate sectors.
- to evaluate the connection between worker performance and corporate culture.
- to pinpoint particular cultural elements that have a big influence on worker motivation and job satisfaction.
- to offer suggestions on how companies might foster a culture that is both positive and performance-enhancing

1.5 Research Question

Based totally at the problem announcement, the research questions are to be formulated as follows:

- Is there significant (and advantageous/poor) courting between Organization culture & employees performance?
- Which organizational culture traits predominate in Bangladesh's private sectors?
- What impact does organizational culture have on workers' success in these fields?
- Which particular cultural components support job satisfaction and employee motivation?
- What tactics may businesses use to create a culture that enhances worker performance?

1.6 Literature Review

This chapter discusses relevant literature on the relationships among organizational culture and employee performance. The Chapter also explains the theories which underpin this examine, and the framework which affords the muse that publications this observe.

1.6.1 Organization Culture

A strong organizational culture creates common goals, motivation and control structures to shape the behavior needed to improve organizational performance which has an impact on the performance of organizational members. In accordance with the statement, Zehir, et al (2012), organizational culture has a very strategic role in determining the direction and goals of the organization, creating and improving effective company business performance, and has a significant influence on the success of organizational performance in the long term (Shahzad, 2012). To identify organizational culture using the Organizational Culture Assessment Instrument (OCAI) method. According to Tichy (1982), organizational culture is known as "normative glue" means to hold the overall organization together. Hodgetts and Luthans (2003), define the different characteristics that are associated with the culture of organization. Culture may defined as system of common values which can be estimated that people describe the similar organization culture even with different background at different levels within the organization.

1.6.2 Employees Performance

Performance on the other hand refers to be the ability (both physical & psychological) to execute a specific task in a specific manner that can be measured as high, medium or low in scale. The word 'performance' can be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance etc. Researchers (Roe, 1999; Campbell, McCloy, Oppler, & Sager, 1993; Campbell, 1990; Kanfer, 1990) tend to identify two dimensions of performance: an action dimension (i.e. behavioral aspect) and an outcome dimension (i.e. performance aspect). Here, the behavioral aspect of performance is assumed to be matched with work situation and job specifications. Then this selective behavioral aspect turns into a means of achieving organizational goals and objectives that is the outcome dimension or performance aspect. Although there is a range of behaviors that could be used for measuring performance, Motowidlo, Borman, & Schmit (1997) emphasize judgmental and evaluative processes that take a great deal along with action itself while defining performance. Employee performance is considered as the main element of organizational development. Performance is a description of the achievement in completing activities to achieve the organization's goals, objectives, missions, and visions contained in the organization's strategic plan.

1.6.3 Organization Culture & Employees Performance

Organizational improvement relies upon at the analysis and identity of factors which have contributed to organizational effectiveness and organizational overall performance (Lim, 1995). According to Hellriegel & Slocum (2009), organizational culture can enhance performance in a large scale if it can be understood that what sustains a culture. According to these authors the culture of an organization allows the employees to be acquainted with both the firm's history as well as current methods of operation and this specific detection endows the employees with guidance about expected and acceptable future organizational behaviors and norms. Some theoretical models assert that the effective human resource system of an organization is based on supporting values and then these systems, in turn, create a positive impact on employee attitudes and behavior, which facilitate organization's performance (Ferris et al., 1998). Mercer and Bilson (1985) also point out the correlation between organizational culture and employees' performance.

1.7 Methodology

Method/Design:

Using both primary data and secondary sources has been used in this study to fulfill research objective, questionnaires, survey method has been used under in the quantitative design. The study's methodology, which uses a descriptive design to examine the connection between organizational culture and performance, is in line with earlier research questions. Using a random sampling has been used to select the study area from the private sectors after the entire population is divided into the groups.

Sample:

105 employees were chosen for the study randomly. Stratified random sampling is used in the sampling process to guarantee that each sector is represented. The goal of this approach is to record various viewpoints within the company.

Instruments:

A well-crafted questionnaire that has been meticulously created and improved for survey purposes is the main tool of collecting data. The questionnaire is a valid and dependable instrument for learning about workers' perceptions of the work environment and how it affects output.

Procedure:

The questionnaire is given to the chosen sample as part of the study, and statistical analysis is done on the data that are gathered. The statistical methods are intended to examine how workers feel about their work environment and how it affects their performance. Conducting surveys face to face and over the phone are two common methods used to gather information from respondents.

Limitation

A study's limits section is essential for identifying restrictions and potential biases that might have an impact on the research findings. The following are some potential restrictions on the research on how organizational culture affects worker performance in Bangladesh's private sectors:

Generalizability: Because the study focused exclusively on Bangladesh's private sectors, its conclusions might not be as applicable as they could be. It might not be fair to extrapolate the results to other industries or nations because organizational cultures might differ greatly.

Subjectivity in Questionnaire Responses: When gathering data using a questionnaire, subjectivity may be introduced. Workers may respond in a way that is socially acceptable or that satisfies perceived organizational standards, which could produce biased outcomes.

Cultural Variations: The private sector in Bangladesh is home to a variety of cultural quirks. In a multicultural workplace, in particular, it is possible that some cultural variances that affect employee performance and organizational culture were not included in the study.

Cross-Sectional Design: Using a cross-sectional strategy in conjunction with a descriptive research design restricts the capacity to identify causal linkages. The research may be able to provide a moment in time of organizational culture and worker performance, but it is unable to determine causality or changes overtime.

Quantitative Emphasis: The depth and richness of qualitative insights may be missed if quantitative data is the only source used. Because employee experiences and perspectives are multifaceted, it's possible that a quantitative method won't adequately capture the subtleties of how they interact with corporate culture.

Response Rate: Employee cooperation in participating in the study and answering the questionnaire is essential to its efficacy. Selection bias may be introduced by a low response rate since participants may differ systematically from non-respondents.

Limited Organizational environment: It's possible that some aspects of the organizational environment, such as particular regulations, leadership philosophies, or internal modifications that might have an impact on employee performance as well as organizational culture, were not fully captured in the study.

Temporal influences: Throughout the research period, external influences like shifts in the economy or world events may have an impact on employee performance and organizational culture. The research may not have taken these outside factors into consideration.

Single-Method Approach: The breadth of knowledge may be restricted if data is only collected through questionnaires. Employing qualitative techniques like focus groups and interviews could yield deeper understandings of workers' experiences.

In order to appropriately evaluate the study's findings and guide future research in this field, it is imperative to acknowledge these limitations.



CHAPTER 2

ANALYSIS AND DISCUSSION

2.1 Introduction

This part presents and portrays consequences of the examinations acted in the review. The part additionally examines the information assortment process, trailed by the strategies for information cleaning.

2.2 Evaluating Working environment Climate Elements

2.2.1 Space and Offices required finishing the Work

The real actual design of an office is critical with regards to amplifying efficiency.

Table 1 shows fulfillment of workers towards the space and offices gave to finish the work. 35.24% respondents are happy with the space and offices given by the organization. Greater part of the workers are given the expected space and offices to take care of their business.

SN	Responses	Number	Percentage
		of	
		Responses	
1	Highly Satisfied	25	23.81
2	Satisfied	37	35.24
3	Partially Satisfied	31	29.52
4	Dissatisfied	12	11.43
5	Highly		0
	Dissatisfied	0	
	Total	105	100

2.2.2 Relationship with Bosses at work

Bosses go about as promoters for representatives, assembling and appropriating the assets required by their presentative to work effectively and giving positive support to an expert piece of handiwork. It very well may be surmised from Table 2 that 42.86% respondents keep serious areas of strength with their boss at the working environment.

	SN	Responses	Number of	Percentage
			Responses	
	1	Very Strong	10	9.52
	2	Strong	45	42.86
[]	3	Partially Strong	41	39.05
	4	Not strong	9	8.57
	5	Not Very strong	0	0
		Total	105	100

Table 2: Friendly Relationship with Bosses at work

2.2.3 Uniformity of Treatment at the Work Spot

Treating representatives similarly at their work environment spurs workers to take care of their responsibilities with full interest in their workplace. Table 3 beneath, shows 42.86% respondents concur that they are inspired since they are dealt with not similarly at their work environment. That everybody is dealt with not similarly

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SN	Responses	Number of	Percentage
		Responses	
1	Strongly Agree	5	4.76
2	Agree	12	11.43
3	Partially Agree	35	33.33
4	Disagree	45	42.86
5	Strongly disagree	8	7.62
	Total	105	100

Table 3: Treating Everybody Similarly at the Work Spot

2.2.4 Correspondence Framework at work

A conventional correspondence framework at work advances trust and dependability among the representatives and energizes better collaboration and relationship shows that correspondence framework at work. 71.43% respondents (Table 4) feel that there is a conventional correspondence framework at work.

SN	Responses	Number of Responses	Percentage
1	Yes	75	71.43
2	No	30	28.57
	Total	105	100

2.2.5 Ecological Elements are Helpful for Work

Organizations need to give a well-disposed and agreeable work environment to work. A large portion of the representatives concur that ecological factors, for example, temperature, lighting and ventilation won't influence on wellbeing. Through Table 5, it is seen that 42.86% respondents concur that the ecological elements are profoundly helpful for work in the review association.

	SN	Responses	Number of	Percentage
			Responses	
	1	Strongly Agree	30	28.57
	2	Agree	45	42.86
	3	Partially Agree	12	11.43
1	4	Disagree	18	17.14
	5	Strongly disagree	0	0
		Total	105	100

Table 5: Ecological Variables are Helpful for Work

2.2.6 Techniques to Distinguish and Control Perils

There are a few methodology followed to distinguish and control dangers. Greater part of representatives to some extent concur that the methodology are followed stringently to recognize and control risks at work which assists with working on working region. 46.67% respondents (Table 6) concur that association follows methodology to recognize and control dangers

SN	Responses	Number of	Percentage
		Responses	
1	Strongly Agree	12	11.43
2	Agree	37	35.24
3	Partially Agree	49	46.67
4	Disagree	7	6.67
5	Strongly disagree	0	0
	Total	105	100

Table 6: Methods to Recognize and Control Perils

2.2.7 Factors influencing Representative's Disposition at Work environment

Representative's disposition at work is impacted by factors (Table 7) like relational connections, command over climate, shift, profound variables, work task, extra time obligation, expanded work, and so on. The close to home component is one of the main variables to influence worker's disposition with mean worth 4.92. It is a variety of non-mental capacities that impact one's capacity not to prevail with regards to adapting to natural requests and tensions. Subsequently this prompts decrease in efficiency at work. Relational relationship is respected second, with mean worth 4.79. Since Relational relations at work environment doesn't serve a basic job in the turn of events and upkeep of trust and good sentiments among representatives in the association. Subsequently this might influence worker's demeanor. Command over work climate has been given the third position with mean worth 3.99 by the representatives. Since the greater part of the representatives feel that they are not given right to control their workplace, in this way it might influence their disposition. Shift framework with mean worth 3.91 has been set at fourth. Organization is having three movements where representatives are not happy with their shift framework. So this might influence the worker's mentality. Work task positions fifth with mean worth 3.59. Set of working responsibilities which characterizes obligations, fundamental objectives of the association isn't characterized obviously to the representatives, so it might influence the worker's mentality towards their work. Broadened work with mean worth 3.57 is respected 6th, in light of the fact that the organization is expanding the work during the crisis time frame and it doesn't influence

representative's demeanor genuinely. Worker's mentality isn't impacted because of extra time obligation. Extra time obligation with mean worth 3.23 is least focused on, since extra time obligation is given provided that the works are not finished before the expected time. Thus representative's disposition at work is impacted profoundly by close to home variables and least by extra time obligation.

Factors Mean Value Rank Shift 3.91 4 7 Overtime duty 3.23 **Emotional Factors** 4.92 1 Extended work 3.57 6 Control over environment 3.99 3 Job Assignment 3.59 5 **Interpersonal Relationships** 4.79 2

Table 7: Variables Influencing the Representative's Mentality at working environment

2.2.8 Actual Viewpoints impacting Worker's Presentation at work

Office space is one of the main actual perspectives that impact the worker's presentation at the work environment with mean worth 3.06. Greater part of the workers guarantees that an unfortunate game plan of office space, sits around idly by neglecting to give the means to powerful work propensities. Since adequate space isn't given by the organization to the relegated work. Furniture and outfitting is positioned second driving actual viewpoint with mean worth 2.71 by the representatives. At the organization furniture isn't kept up with in a great shape and legitimate outfitting isn't finished so representatives feel unsophisticated while they work. In this way it impacts representative's exhibition at the work environment. Capacity of materials has been given

third position with mean worth 2.20. Sufficient storerooms for materials are given by the organization to appropriately orchestrate the materials. Accordingly it doesn't impact a lot of on work execution. Inside space has been given the most reduced importance with mean worth 2.02 on the grounds that workers are agreeable and fulfilled by the inside space of the organization, since it go about as a down to earth, stylish, and helpful for expected purposes, like raising efficiency, selling stock, or further developing way of life. Table 8 shows that office space profoundly impacts representative's exhibition at work than other actual perspectives.

Factors	Mean Value	Rank
Furniture & Furnishing	2.71	2
Interior Surface	2.02	4
Office Space	3.06	1
Storage of Materials	2.20	3
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Table 8: Actual Viewpoints impacting Worker's Presentation at work

2.2.9 Work Elements propelling Representatives Execution to Accomplish the Objective

Intriguing work, amazing chance to foster exceptional capacities, sufficient data, enough power, adequate assistance and hardware, agreeable and supportive collaborators, chance to get aftereffects of work, skilled oversight, obviously characterized liabilities and great compensation (Table 9) are viewed as the work factors that inspires representatives execution to achieve the objective Intriguing work has the most elevated importance with mean worth 8.24. Larger part of representatives concur that the work they are reveled to do is extremely intriguing and furthermore propels their exhibition to achieve the target. Great compensation is positioned second with mean worth 6.89, since organization pays great compensation as indicated by their position and work. Subsequently the vast majority of the representatives are roused by the great compensation to play

out their work. Potential chance to foster extraordinary capacities got the third position with mean worth 6.41. The organization is giving preparing offices for their representatives to foster their unique capacities for the specific work which help them to acquire information and foster capacities. Obviously characterized Liabilities have the fourth position with mean worth 6.17. In the association each representative has been allotted with specific work which they need to accomplish before the given time. Hence obligations are obviously characterized which spurs the workers execution. Enough authority has the fifth position with mean worth 5.30. Every representative is given sufficient power to play out their work. In this manner it somewhat persuades workers to accomplish the objective. Satisfactory data is set at 6th with mean worth 5.28. In the association every workers is getting the enough data about the work to be performed. The objective to be accomplished has been set by the association, where they pass sufficient data to their representatives about the work. Subsequently it rouses workers to accomplish the objective. Adequate assistance and gear is positioned seventh with mean esteem 4.69. Subsequently the organization gives expected gear to the work and bosses give enough data to their collaborators to work in a restorative way. In this manner these two variables spur representatives to perform well to accomplish the objective. Well-disposed and accommodating associates positions eighth with mean worth 4.35. In the organization the relationship between the workers are moderate yet this connection doesn't spurs execution. Opportunity to see the aftereffects of work has got 10th position with mean worth 4.25. So at the organization chance to see the consequences of work doesn't impact more on execution. Equipped management is minimal variable with mean worth 3.89. In the organization a large portion of workers doesn't consider able oversight as a spurring factor so it doesn't rouse representatives.

Table 9: Occupation Variables rousing Representatives Execution to Achieve the Objective

Factors	Mean Value	Rank
Great compensation	6.89	2
Obviously characterized liabilities	6.17	4
Able management	3.89	10
Chance to get aftereffects of work	4.25	9
Amicable and accommodating	4.35	8
colleagues		
Adequate assistance and gear	4.69	7
Enough power	5.30	2
Sufficient data	5.28	6
Chance to foster unique capacities	6.41	3
Intriguing work	8.24	1
	JC	$\mathcal{D}_{\mathcal{L}}$

Chapter 3 Findings, Recommendations and Conclusions

Findings

1. Evaluation of Workplace Climate Elements:

a. Space and Offices:

- 35.24% of respondents are satisfied with the space and facilities provided.
- 29.52% are partially satisfied.
- 11.43% are dissatisfied.



b. Relationship with Bosses:

- 42.86% of respondents have a strong relationship with their bosses.
- 39.05% have a partially strong relationship.



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GSJ: Volume 12, Issue 3, March 2024 ISSN 2320-9186

c. Uniformity of Treatment:

- 42.86% agree that employees are not treated equally.



d. Communication Framework:

- 71.43% feel that there is a formal communication system at work.



e. Environmental Factors:

- 42.86% agree that environmental factors are helpful for work.



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GSJ: Volume 12, Issue 3, March 2024 ISSN 2320-9186

f. Methods to Identify and Control Hazards:

- 46.67% agree that the organization follows procedures to identify and control hazards.



g. Factors Affecting Employee's Attitude:

- Personal factors (4.92) and interpersonal relationships (4.79) are the most significant.



GSJ: Volume 12, Issue 3, March 2024 ISSN 2320-9186

h. Physical Aspects Affecting Performance:

- Office space (3.06) and furniture/furnishing (2.71) are significant.





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Recommendations

Space and Facilities:

Address concerns of the 11.43% dissatisfied with the space and facilities.

Relationship with Bosses:

Foster and encourage strong relationships between employees and bosses.

Uniform Treatment:

Address concerns raised by 42.86% of employees who feel they are not treated equally.

Communication Framework:

Continue to maintain and improve the formal communication system.

Environmental Factors:

Sustain efforts to provide a friendly and comfortable working environment.

Hazard Identification and Control:

Reinforce and ensure strict adherence to procedures for hazard identification and control.

Factors Affecting Attitude:

Address concerns related to shift, overtime duty, and job assignment.

Physical Aspects Affecting Performance:

Improve office space arrangements and furniture/furnishing to enhance employee performance.

Work Factors Influencing Performance:

Continue providing interesting work and competitive compensation.

Employees generally have positive sentiments about the communication system, environmental factors, and relationships with bosses. Areas of improvement include addressing concerns about space and facilities, uniform treatment, and certain aspects affecting employee attitudes. Employee performance is significantly influenced by interesting work and good compensation. Regular evaluations and improvements in areas of concern will contribute to a more positive and productive workplace. These recommendations and conclusions are based on the data presented and can be adjusted based on additional context or feedback from stakeholders.

In conclusion, the impact of organizational culture on employee performance in private sectors in Bangladesh is a critical aspect that warrants attention and consideration. Through this study, it becomes evident that the organizational culture plays a pivotal role in shaping and influencing employee performance. The findings underscore the importance of fostering a positive and supportive organizational culture that aligns with the values, goals, and expectations of both the organization and its workforce. A culture that promotes open communication, collaboration, and employee well-being can significantly contribute to enhanced job satisfaction, motivation, and overall performance. Moreover, the study emphasizes the need for private sector organizations in Bangladesh to recognize and appreciate the diverse cultural context within which they operate. Tailoring organizational culture strategies to resonate with the local values and preferences can lead to a more harmonious work environment and, consequently, improved employee performance. As organizations strive to navigate an increasingly competitive business landscape, the role of organizational culture in attracting, retaining, and motivating talent cannot be overstated. The insights gained from this study provide valuable considerations for private sector leaders in Bangladesh and beyond, as they seek to optimize their organizational culture to maximize employee performance and contribute to long-term success. Future research may delve deeper into specific cultural nuances and explore additional factors that can further enrich our understanding of the intricate relationship between organizational culture and employee performance in the unique context of private sectors in Bangladesh.

Chapter 4 Reference & Appendices

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Appendices

Questionnaires

Question 1: Satisfaction of Employees towards the Space and Facilities Provided

Please indicate your level of satisfaction with the workspace and facilities provided by the organization.



Question 2: Cordial Relationship with Superiors at the Workplace

How would you describe your relationship with superiors at the workplace?

Very Strong

Strong

Partially Strong

Not strong

Not Very strong

Question 3: Treating Everyone Equally at the Work Place

To what extent do you agree with the statement: "Everyone is treated equally at the workplace"?

Strongly Agree

Agree

Partially Agree

Disagree

Strongly disagree

Question 4: Awareness of Procedures to Identify and Control Hazards

Are you aware of the procedures in place to identify and control hazards at the workplace?



Question 5: Environmental Factors are Conducive to Work

How do you perceive the environmental factors in your workplace?

Strongly Agree

Agree

Partially Agree

Disagree

Strongly disagree

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Question 6: Procedures to Identify and Control Hazards

To what extent do you agree with the procedures in place to identify and control hazards at the workplace?

Strongly Agree Agree Partially Agree

Disagree

Strongly disagree



Please rank the following factors based on their impact on your attitude at the workplace. (1 being the most impactful, 6 being the least impactful)

Interpersonal Relationships

Control over environment

Shift

Job Assignment

Overtime duty

Extended work

Question 8: Physical Aspects influencing Employee's Performance at the Workplace

How do the following physical aspects influence your performance at the workplace? (Select one for each)

Office Space

Furniture & Furnishing

Storage of Materials

Interior Surface

Question 9: Job Factors motivating Employees Performance to Attain the Target

Please rank the following job factors based on their motivation for your performance. (1 being the most motivating, 10 being the least motivating)

Interesting work

Opportunity to develop special abilities

Adequate information

Enough authority

Sufficient help and equipment

Friendly and helpful co-workers

Opportunity to see results of work

Competent supervision

Clearly defined responsibilities

Good pay