

# Examining the Influence of Institutionalization on Employee Performance in Yemen's Textile Industry

## Yemen Tekstil Endüstrisinde Kurumsallaşmanın Çalışan Performansına Etkisinin İncelenmesi

Akram M. Alhamad<sup>1</sup>   
Department of Entrepreneurship, Faculty of Business, Karabük University, Karabük, Turkey

Mustafa Akyürek<sup>2</sup>   
Department of Business, Faculty of Business, Karabük University, Karabük, Türkiye

Abdullah Mahfoudh  
Salem Baadhem<sup>3</sup>   
Department of Business, Faculty of Business and Communication, Universiti Malaysia Perlis, Malaysia



### ABSTRACT

Institutionalization is a management strategy that differs from traditional management in that organizational structures are designed to be more flexible, participatory, and accessible to hierarchy and detail. Additionally, institutionalization emphasizes the efficient application of professional management strategies. In other words, institutionalization refers to creating a functional mechanism inside the firm. The textile industry in Yemen is vital to the nation's economy since it substantially contributes to economic development and creates jobs. Institutionalization, which is the process of establishing and adhering to formal rules, processes, and practices inside organizations, might affect its effectiveness. There are several other aspects as well. Within the framework of the Yemeni textile industry, the purpose of this research is to explore the influence that institutionalization has on the performance of employees. This research demonstrates the need to establish successful institutionalization within the Yemeni textile industry based on the literature review conducted before this study. Policymakers, managers, and industry stakeholders are urged to build and implement solid institutional frameworks that enable employee involvement, empowerment, and appreciation. These frameworks should be designed to maximize staff productivity. By doing so, businesses can improve their employees' performance, increase their productivity, and contribute to the continued expansion of the textile industry in Yemen.

**Keywords:** Institutionalization, Employee Performance, Yemen Textile Sector, Workforce Adaptability, Organizational Stability

### Öz

Kurumsallaşma, geleneksel yönetimden farklı olarak, örgütsel yapıların daha esnek, katılımcı ve hiyerarşi ile detaya erişilebilir olacak şekilde tasarlandığı bir yönetim stratejisidir. Ayrıca, kurumsallaşma, profesyonel yönetim stratejilerinin etkin bir şekilde uygulanmasını vurgular. Başka bir deyişle, kurumsallaşma, işletme içinde işlevsel bir mekanizma oluşturmayı ifade eder. Yemen tekstil sektörü, ekonomik kalkınmaya önemli katkılar sağlayarak ve istihdam yaratarak ülkenin ekonomisi için hayati öneme sahiptir. Kuruluşlar içinde resmi kurallar, süreçler ve uygulamalar oluşturma ve bunlara uyma süreci olan kurumsallaşma, sektörün verimliliğini etkileyebilir. Bunun yanı sıra, sektörde birçok farklı faktör de etkili olmaktadır. Bu araştırmanın amacı, Yemen tekstil sektörü bağlamında, kurumsallaşmanın çalışanların performansı üzerindeki etkisini incelemektir. Bu araştırma, daha önce yapılan literatür incelemeleri temelinde, Yemen tekstil sektöründe başarılı bir kurumsallaşma sağlanması gerekliliğini ortaya koymaktadır. Politika yapımcılar, yöneticiler ve sektör paydaşlarının, çalışan katılımı, güçlendirme ve takdirini sağlayacak güçlü kurumsal çerçeveler oluşturup uygulamaları önerilmektedir. Bu çerçeveler, çalışanların verimliliğini en üst düzeye çıkarmayı amaçlamalıdır. Bu şekilde, işletmeler çalışanlarının performansını artırabilir, verimliliklerini yükseltebilir ve Yemen'deki tekstil sektörünün sürekli büyümesine katkıda bulunabilir.

**Anahtar Kelimeler:** Kurumsallaşma, Çalışan Performansı, Yemen Tekstil Sektörü, İşgücü Uyum Yeteneği, Örgütsel İstikrar

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Sorumlu Yazar/Corresponding author:  
Akram M. Alhamad  
E-mail: [akramalhamad@karabuk.edu.tr](mailto:akramalhamad@karabuk.edu.tr)  
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## Introduction

Businesses and nations face escalating competition across various domains in today's globalized economy. The rapid pace of technological advancement and an increasing demand for innovation compels organizations to evolve their economic regulations and management models continuously. Companies that can swiftly adapt to the fluctuating dynamics of the business world, demonstrating both flexibility and consistency in their organizational structures, are more likely to endure and thrive amidst the pressures of time and competition. This phenomenon, broadly called "institutionalization," is crucial in determining a company's long-term success and sustainability (Dobbin & Kalev, 2017). Institutionalization encompasses the process by which organizations develop and adhere to formalized rules, standards, and procedures that transcend individual leadership and are ingrained in the enterprise's culture. It also involves a company's alignment with societal norms and expectations and the professionalization of management practices (Melin & Nordqvist, 2007; Dobbin & Kalev, 2017). Rather than being a finite project, institutionalization is a continuous, evolving process that underpins the transition from leader-dependent management to a system-based management approach. This transition ensures the enterprise's survival and continuity in an increasingly competitive environment. A critical aspect of institutionalization is its impact on employee performance, as organizational changes often require a significant shift in workforce behavior and attitudes. Employees' ability to adapt to these changes is essential for maintaining the efficiency and effectiveness of the organization. As Dobbin and Kalev (2017) suggest, the performance of employees in response to structural changes within an enterprise is a key determinant of the organization's overall success. The evolving macro-environment has also been predicted to exert a dual impact on both employers and employees. On the one hand, businesses must enhance efficiency and reduce costs to remain competitive. On the other hand, such pressures can lead to a noticeable decline in employee morale, which, in turn, negatively affects organizational performance (Shields, 2012). A decrease in employee morale demotivates the workforce and diminishes their commitment to the organization, leading to a decline in overall productivity and effectiveness. Therefore, understanding the relationship between institutionalization and employee performance is crucial for organizations striving to maintain a motivated and high-performing workforce. Despite the importance of this relationship, the link between institutionalization and employee performance, particularly within the context of specific industries, remains underexplored. Prior research has often focused on the connection between employee

empowerment and performance in various sectors and regions, but these studies tend to adopt a narrow perspective, lacking a comprehensive approach (Haila, 2017). This gap in the literature is particularly evident in the context of Yemen's textile industry, where the influence of institutionalization on employee performance has not been thoroughly examined. This study seeks to address this gap by investigating the relationship between institutionalization and employee performance within Yemen's textile industry. This research aims to provide a more holistic understanding of the factors that influence employee behavior and productivity in this sector by employing a conceptual framework that integrates multiple dimensions of institutionalization and its impact on employee performance. The framework highlights the critical role of institutionalization as an independent variable, with employee performance as the dependent variable. The significance of this study lies in its potential to contribute to the existing body of knowledge by offering new insights into the dynamics between institutionalization and employee performance. Moreover, by focusing on the textile industry in Yemen, this research provides a context-specific analysis that can inform academic and practical perspectives on organizational development in similar settings. The findings of this study are expected to have practical implications for businesses and other employers seeking to enhance employee performance through effective institutionalization strategies. Organizations can better design and implement policies that foster a motivated and productive workforce by understanding the mechanisms through which institutionalization influences employee behavior. Additionally, this research aims to fill the gaps identified in previous studies by providing a comprehensive evaluation of institutionalization's impact on employee performance, particularly in the context of Yemen's textile industry. In conclusion, this study represents a critical step toward understanding the complex relationship between institutionalization and employee performance. By examining this relationship in the specific context of Yemen's textile industry, the research offers valuable insights that can inform theoretical and practical approaches to organizational management and development. The study's findings are anticipated to contribute significantly to the ongoing discourse on institutionalization and its role in shaping employee performance, thereby providing a foundation for future research and policy development.

### Institutionalisation

Institutionalisation is a sociological-based concept and is based on the term institution. In general terms, institution refers to the procedures, particular social relations, order, and community organized, settled, and accepted in the society. Greetings in society, marriages, various rituals, and built structures are considered institutions. All these are the elements of behaviour and lifestyle that the individual learns and practices over time to adapt to society. Institutionalisation as an organizational theory is the legitimacy of organizations by using established structures/processes in their business -as in humans-to adapt to the environment in which they operate and sustain their existence (Meyer et al., 2018).

According to Hou (2019), one of the essential names in institutional theory literature is institutionalisation, which is "the emergence of regular, stable and socially integrated patterns from an irregular and loose organization or technical activities." According to Singhapakdi and Vitell (2007), among essential authors in institutionalisation theory, institutionalisation transforms social processes, necessities, and realities into rule-like statuses in social life and thought. According to Moore (2013), institutionalisation is "the process of transferring socially defined realities by individual actors." At any stage of this process, the meaning of action can be defined as a taken-for-granted aspect of the relevant social reality.

To give some more recent definitions, Kaplan (2015) defines institutionalisation as a firm that has rules, standards, and procedures rather than individuals, including its greeting styles, procedures, and methods of doing business, and thus makes it different and distinctive from other firms. Impersonation Haila (2017) states that "In order to achieve organizational stability, legitimacy, predictability, multi-resource, and cohesion, it is internalized by going from unstable or loosely organized and narrow technical actions and structures to an orderly, stable and socially integrated structure in the institutional environment and all employees and managers reach the same level of perception, and this structuring and related behaviour patterns are automatically applied in different conditions and environments. As it can be understood from the definitions and explanations made so far, institutionalisation is shaped around some crucial issues. It is possible to list them as follows: gaining legitimacy both legally and socially, adapting to and resembling the operating environment (isomorphism or isomorphism), performing organizational activities by adhering to specific rules and procedures, making these rules and procedures a part of the organizational culture and

they are ensuring that all members of the organization accept it in the same way, the work is carried out by adhering to these legitimate procedures, not individuals, and as a result of all these, the organization continues its existence by adapting to the environment and competing by gaining a distinctive identity (Rowlinson & Hassard, 2011). In this context, institutionalisation can be defined as follows: by making the business processes independent of individuals, businesses can continue their existence by adapting to the environment in which they operate. It is the process of creating formal structures within the framework of specific rules, standards, and procedures and creating their management styles and organizational culture (De Medeiros et al., 2020). When we look at the foundations of institutionalisation, in other words, institutional theory, although it seems like a current approach, it is seen that it is a well-established theory dating back to the mid-1800s. Institutionalisation, which has been used in sociology, economy, and politics for many years (still being studied in these areas), has become a subject that organizational researchers frequently examined in the 1970s. In this context, it can be said that the primary development process of institutionalisation theory in terms of organizational research started in the 1970s (Medlin & Törnroos, 2015). During this period, many scientists from different scientific fields, such as sociology, economics, and political science, contributed to the theory's development.

The institutionalisation of organizations by transforming from dispersed structures to regular and systematic structures occurs within an inevitable process. One of the essential studies on the institutionalisation process was made by Hoekstra and Kaptein (2012). According to the authors, the institutionalisation process in organizations begins with external pressures. These external pressures of technological change are handled in the form of laws and market forces (supply and demand), and innovation is experienced in the organization due to these pressures. The next stage is capitalization. At this stage, organizations make new structural adjustments created in response to environmental pressures and formalize these adjustments. In this context, organizational decision-makers conduct environmental studies and determine how similar organizations solve similar problems and make similar structural changes in their organizations. After the familiarisation phase comes the objectification phase (Melin & Nordqvist, 2007). At this stage, a certain level of consensus is formed among the organizational decision-makers about the new structure, and the organization adapts to this consensus to a great extent. In this context, the organization's spread of the new structure is ensured. The final stage is sedimentation. Positive outputs are obtained after the objectification phase; interest groups show resistance and become advocates, leading to the

precipitation phase. This is the phase in which the established structure is accepted by all organization members, preserved over the years, and continued for generations. Bennett and Thompson (2011), institutionalisation levels of enterprises, examine three stages: pre-institutionalization, semi-institutionalization, and full institutionalisation. It reveals that the innovation and pressures before the acclimation phase in the institutionalisation process are not yet related to institutionalisation, that the acclimatization takes place at the pre-institutionalization level, the objectification takes place at the semi-institutionalization level, and the precipitation is at the whole institutionalisation level (Melin & Nordqvist, 2007).

On the other hand, Simat et al. (2012) state that institutionalisation occurs through a four-stage process. These stages are legal recognition, perpetuation of corporate existence, unity of individual and corporate purpose, and gaining corporate identity. Legal recognition concerns how compelling situations in the legal structure affect the organizational form of businesses. Businesses must comply with legal conditions to establish their corporate identity and gain legitimacy. Permanence is about businesses adapting to the environment to survive. In this context, as a requirement of the system approach, the tendency to establish a sustainable relationship with the environment with which we have an input-output relationship is gained (Usop et al., 2013). The harmony of individual and organizational goals is related to organizations needing their members and organizations to provide economic and social benefits. Individuals need businesses to meet their needs and employees to produce and maintain their economic existence. At this point, the important thing is that the organization's and the employee's goals are standard. Institutional identity is seen as the last stage of the institutionalisation process and is a concept related to the organization's gaining basic features that distinguish itself from other organizations. In this context, organizations achieve environmental harmony, gain a distinctive identity, and create their relations and value systems (Morçöl & Gautsch, 2013).

### **Employee Performance**

The concept of performance is often used synonymously with the concept of success. However, performance generally refers to the effort to reach the goal; success refers to the degree to which this effort reaches the goal. However, in this study, it was preferred to use the concept of success and the concept of performance in the same sense (Usop et al., 2013).

Performance is the degree to which a planned activity achieves a goal. In another definition, while the word "Performance" is defined as the amount of goods or services produced at a specific time for the institution, performance for the individual is the level of individual "efficiency" and "effectiveness" in reaching the goal. In short, performance is the degree of realization of the goal and target (Tsao et al., 2009).

It is a concept that defines how individuals or groups working in the organization can reach a goal. What stands out in terms of the organization is the performance of the individual while performing his/her job. For this reason, organizations can only be successful in direct proportion to the performance of their employees (Boxall & Macky, 2009).

Performance can also be defined as the job performance level or the employee's behaviour according to the conditions (Warr & Nielsen, 2018). At the same time, performance is the results an employee obtains by performing the task assigned to him in a specific period (Lamb & Kwok, 2016).

Performance evaluation is one of the crucial functions of human resources management, and it is the analysis of the results produced by individuals in line with organizational goals within a certain period and their use in various fields (wage determination and promotion) (Lamb & Kwok, 2016).

The concepts of performance evaluation and performance measurement are related, but they are different tools. Evaluation makes recommendations for changes that need to be made to improve performance (Kaplan & Kaplan, 2018). Performance measurement takes a picture of the current situation of the institution and gives information about whether it has achieved its goals. Based on the measurement results, it is impossible to conclude whether an institution is successful or unsuccessful. However, as a result of a detailed performance evaluation, a healthy judgment can be made about the success or failure of the institution and the reason for this result (Chuang et al., 2012).

Performance measurement collects data and develops indicators to describe, report, and analyze performance (Pitafi et al., 2018). In another definition, performance shows the effectiveness and efficiency of actions with numbers. Business performance is also defined as the effective conduct of relations with business interests (Gilboa et al., 2008). Since performance is a critical element in determining the degree of success of the actions carried out by businesses and developing a strategy, it is a process that should be carried out carefully by managers (Úbeda-García

et al., 2018). Performance should not only be seen as an evaluation of past outputs but also as a control and planning tool, an important management function for future success. Performance measurement is crucial in revealing the general health status of the business and determining the extent to which the business strategies are implemented and how the strategies are the right choice (Úbeda-García et al., 2018). Performance refers to defining objective performance indicators and monitoring and evaluating the results of activities with the help of these indicators to measure the institution's success in achieving its goals and objectives (Griffin et al., 2007).

The first step in the performance process is setting goals. Since the targets set will be determined well, it will affect the performance level, so it should be done carefully. Employee participation is also vital at this stage. The goals to be set should be within reach. Setting goals that are higher or lower than the attainable level can reduce the motivation of employees. Achieving performance targets enables quick action and continued effort (Christian et al., 2011). The next step is to formulate the strategy that will enable the goals to be achieved. Performance encourages continuous improvement towards goals, taking actions aligned with the strategic direction of the business and eliminating unnecessary actions (Spencer & Spencer, 2008). The critical stage that needs to be done in performance is to determine the actions that will make the business successful (Engelen et al., 2019). It should focus on actions that will ensure the achievement of the vision, and measuring actions should support and be consistent with policies and practices that will ensure the achievement of goals. Many studies have demonstrated the relationship between strategy and performance. Performance is the realization of strategic and economic goals (Aggarwal & Thakur, 2013).

A variety of academics have approached the problem of defining the idea of employee performance from a variety of angles. On the other hand, the current investigation only touches on a limited number of essential ideas and terminology. According to Shields (2012), employee performance is the degree to which an employee performs the obligations and responsibilities assigned to them. Cardy (2004) found a correlation between employee performance and outcomes, results, and successes. He also found a correlation between employee performance and collective efforts and behaviours critical to corporate objectives, which the workers control (Lepak et al., 2007). Richard and Morrison (2009), on the other hand, presented an alternative interpretation of the idea of employee performance. According to their observation, the performance of employees cannot be described in terms of generic performance standards, and it can only be explained within the context of the many circumstances and

viewpoints inside a company. Some researchers have linked Employee performance problems to the company culture, including Nyberg et al. (2016) and others. In their research on employee performance concerns in the Canadian banking sector, Richardson and Beckham (2015) found that the organizational performance framework had an essential influence on employee performance. According to them, such a performance framework incorporates many chances for professional development and advancement and educational and cultural facilitators (Bose & Emirates, 2018).

### **Contribution to the Field**

This study contributes to the existing literature by offering a nuanced understanding of the interplay between institutionalization and employee performance in the context of Yemen's textile industry. The rigorous literature review and analysis identifies critical factors influencing this relationship and highlights the broader implications for organizational practices in similar socio-economic environments. Focusing on the specific challenges and opportunities within Yemen's textile industry, the study provides practical recommendations for policymakers and industry stakeholders to enhance employee performance through effective institutionalization practices. These insights are particularly relevant for developing countries, where the textile industry plays a crucial role in economic development and employment generation. In conclusion, the literature-based methodology employed in this study offers a robust framework for exploring the relationship between institutionalization and employee performance. By systematically reviewing and synthesizing existing research, the study provides a comprehensive analysis that is both theoretically informed and practically relevant. Despite the limitations inherent in using secondary data, the study's findings contribute to a deeper understanding of institutionalization and its potential to enhance organizational performance in the context of Yemen's textile industry. This methodological approach underscores the importance of rigorous literature review for advancing knowledge and informing practice in organizational studies.

### **Methods**

This study utilizes a literature-based methodology to investigate the relationship between institutionalization and employee performance in Yemen's textile industry. The primary objective is to systematically review and synthesize existing academic literature, providing a comprehensive understanding of how institutionalization practices influence employee productivity and overall organizational performance. This methodological approach is particularly suitable given institutionalization's complex and multifaceted nature, which requires thoroughly exploring existing theoretical frameworks and empirical evidence. The

research begins with a structured literature review, which involves carefully selecting and analyzing peer-reviewed articles, books, and other academic publications relevant to institutionalization and employee performance. The literature sources are chosen based on several criteria, including their relevance to the research topic, the credibility of the publication or author, and the robustness of the methodologies employed in the original studies (Webster & Watson, 2002). The literature review process is essential for identifying key themes, patterns, and gaps within the existing body of knowledge, allowing the researcher to develop nuanced insights into how institutionalization affects employee performance, particularly within Yemen's textile industry. This approach is guided by the principles of a systematic literature review, which aims to minimize bias and enhance the reliability of the findings (Tranfield, Denyer, & Smart, 2003). The analysis framework developed in this study is rooted in established conceptual models and theoretical perspectives identified during the literature review. Specifically, the framework focuses on the various dimensions of institutionalization, including implementing formal rules, processes, and practices within organizations, and examines how these elements contribute to or hinder employee performance (DiMaggio & Powell, 2000). The study also considers the broader socio-economic context of Yemen's textile industry, recognizing that the industry's unique challenges and opportunities significantly shape the impact of institutionalization efforts (Scott, 2008). By integrating these dimensions, the framework facilitates a comprehensive analysis of institutionalization and its effects on employee performance, ensuring the study's findings are theoretically sound and practically relevant. In alignment with the literature-based methodology, this study relies exclusively on secondary data from previously published empirical studies, theoretical papers, and industry reports. Unlike primary research, which involves collecting new data through surveys or interviews, this study synthesizes existing research to conclude the relationship between institutionalization and employee performance. The use of secondary data is particularly appropriate for a study focused on synthesizing existing knowledge, as it allows the researcher to build upon the work of others while providing new insights into the topic (Yin, 2015). This approach is consistent with the study's objective of creating a broad and deep understanding of the subject rather than generating new empirical data. The findings from the literature review are systematically synthesized to construct a comprehensive understanding of the impact of institutionalization on employee performance. This synthesis integrates a range of theoretical perspectives and empirical findings, ensuring that the study's conclusions are rigorous and grounded in the existing academic discourse (Tranfield, Denyer, & Smart,

2003). The interpretation of these findings is guided by the conceptual framework established earlier in the study, which provides a coherent structure for analyzing the relationship between institutionalization and employee performance. This method of synthesis not only highlights the multifaceted nature of institutionalization but elucidates the conditions under which it may enhance or detract from employee performance.

## Results and Discussion

The relationship between institutionalization and employee performance has been the subject of various studies, with most focusing on organizational performance rather than individual work performance. Başar (2017) notes that existing literature emphasizes the broader organizational outcomes of institutionalization, with only a few studies exploring its impact on individual employee performance. This gap in the literature is particularly evident when considering the specific contexts and nuances of how institutionalization influences employee behavior and productivity. For instance, Dobbin and Kalev (2017) examined institutionalization in the context of private and public nurseries, conceptualizing it primarily as an "understandable/clear reward and punishment system." Their study found that such a system had a weak positive effect on employee performance in private nurseries but a weak negative effect in public nurseries. This suggests that while institutionalization can provide clarity and structure, its effectiveness may vary depending on the organizational setting and the nature of the workforce. The study highlights the complexity of institutionalization's impact on performance, indicating that a one-size-fits-all approach may not suit different organizational environments. When considering institutionalization through the lens of professionalization, the literature reveals an even more significant gap. Few studies have explicitly examined the relationship between professionalization at the organizational level and individual job performance. Most research, such as Sinha, Pandey, and Varkkey's (2017) work, focuses on how professionalization impacts organizational performance rather than individual employee outcomes. Their study within the organizational performance framework showed that increasing professionalization—essentially transforming a family business into a professional organization—can enhance overall organizational performance. The process of professionalization, as discussed by Sinha et al., involves a gradual and careful transformation that balances traditional practices with the need for modernization. This approach ensures that beneficial management techniques are retained while introducing necessary changes to meet contemporary organizational demands.

Ayranci (2017) explored another dimension of institutionalization by examining trust within family-owned enterprises. His research indicates that institutionalizing family businesses, particularly the professionalization of operations and management, is critical for transmitting organizational culture across generations. However, there is a noticeable lack of in-depth studies on how trust within families intersects with the formal processes of institutionalization. Ayranci's work contributes to filling this gap by investigating the connections between intra-family trust and the institutionalization of family businesses, underscoring the importance of formal and informal mechanisms in sustaining family enterprises. In IT governance, Wiedenhof et al. (2020) studied the institutionalization of IT governance (ITG) and its influence on the behavior of federal officials in Brazil. Through a literature review, focus group discussions, and surveys, the study developed a theoretical-empirical model demonstrating that institutionalized ITG can positively influence individual behaviors, particularly in fostering organizational citizenship behaviors (OCB). This finding suggests that the formalization of governance practices, when effectively institutionalized, can lead to significant employee behavioral improvements, thereby enhancing overall organizational performance. The study by Başkurt and Altındağ (2017) further illuminates the role of institutionalization in family businesses, particularly in terms of human capital management and corporate governance. Their research revealed that the institutionalization of family businesses positively affects the management of human resources and the organization's overall performance.

Similarly, Mauro et al. (2018) analyzed the application of performance-based budgeting (PBB) across three Italian ministries, highlighting how inconsistent institutional pressures can lead to an incomplete institutionalization process. This research underscores the importance of coherent and coordinated efforts in institutionalization to avoid perpetuating inefficiencies and misalignment within organizations. Cetinkaya's (2018) quantitative study on Small and Medium-Sized Enterprises (SMEs) demonstrated that institutionalization positively affects business performance. Further research by Duran and Boz (2021) supports this finding, showing that institutionalization enhances individual job performance and overall enterprise success. However, while institutionalization fosters stability and permanence, it also has the potential to create rigidity and resistance to change. Cetinkaya, Karayel, and Tefek (2018) found that institutional stress, particularly in environments like hospitals, can negatively impact job performance, especially among non-managerial staff. This suggests that while institutionalization can be beneficial, it must be managed carefully to avoid adverse effects on employee well-being and performance. Buller and McEvoy (1989) argue that improving communication, increasing employee involvement, and enhancing leadership are critical to maximizing the positive impacts of

institutionalization while mitigating its potential downsides. Their work suggests that a balanced approach is essential—one that fosters both stability and adaptability within the organization. Institutionalization has the dual potential to either bolster or hinder employee performance, depending on how it is implemented and managed. Table 1. summarizes the key points from the results and discussion section, organizing the findings of each study or author clearly and concisely.

**Table 1**

*Summary of Findings on the Relationship Between Institutionalization and Employee Performance*

Study/Author(s)	Focus/Context	Findings
Başar (2017)	Relationship between institutionalization and organizational performance	Most studies focus on organizational rather than individual work performance.
Dobbin and Kalev (2017)	Institutionalization in private and public nurseries	Institutionalization as a "clear reward and punishment system" had a weak positive effect on employee performance in private nurseries but a weak negative effect in public nurseries.
Sinha, Pandey, & Varkkey (2017)	Professionalization in family-owned organizations	Professionalization improves organizational performance by transforming family businesses into professional organizations. The process must balance traditional practices with modernization.
Ayranci (2017)	Trust within family-owned enterprises	Institutionalization, particularly professionalization, is essential for transmitting organizational culture across generations. The study connects intra-family trust with formal institutionalization processes.
Wiedenhof et al. (2020)	Institutionalization of IT governance (ITG)	Institutionalized ITG positively influences employee behavior, fostering organizational citizenship behaviors.
Başkurt and Altındağ (2017)	Institutionalization in family businesses	Institutionalization improves the management of human resources and overall organizational performance in family businesses.
Mauro et al. (2018)	Performance-based budgeting (PBB) in Italian ministries	Inconsistent institutional pressures can lead to incomplete institutionalization, highlighting the need for coherent efforts.
Duran and Boz (2021)	Institutionalization's impact on job and enterprise performance	Institutionalization enhances individual job performance and overall enterprise success. However, it can also lead to rigidity and resistance to change.
Cetinkaya, Karayel, & Tefek (2018)	Institutional stress in hospitals	Institutional stress negatively impacts job performance, particularly among non-managerial staff.
Buller & McEvoy (1989)	Enhancing the positive effects of institutionalization	Improving communication, employee involvement, and leadership can enhance the positive impacts of institutionalization while mitigating its potential downsides. Organizations need to balance stability with adaptability.

In conclusion, the literature review indicates that institutionalization can positively and negatively affect employee performance. While it can provide necessary stability and structure, there is also the risk of creating rigidity that stifles innovation and adaptability. Organizations must carefully consider how they implement institutionalization practices, ensuring they balance maintaining order and allowing flexibility. This balance is crucial for sustaining optimal work performance and ensuring that institutionalization contributes to, rather than detracts from organizational success.

### Synthesis of Findings

The collective findings from these studies indicate that institutionalization can have positive and negative effects on employee performance, with outcomes heavily influenced by the organizational context, the nature of institutionalization practices, and the specific industry involved. Institutionalization generally promotes stability and clarity, as studies such as those by Başar (2017) and Dobbin and Kalev (2017) demonstrate. However, it can also lead to rigidity and resistance to change, adversely affecting performance in dynamic environments, as Duran and Boz (2021) highlighted. This underscores the importance of balancing institutionalization with adaptability. Professionalization and trust within organizations, particularly in family-owned businesses, emerge as critical factors for successful institutionalization, as explored by Sinha, Pandey, and Varkkey (2017) and Ayranci (2017). These studies suggest that transitioning from a family-centered management approach to a more professionalized organizational structure can significantly enhance performance and ensure the continuity of organizational culture across generations. However, this process must be carefully managed to balance modernization's benefits with retaining valuable traditional practices.

Further, the findings from Wiedenhof et al. (2020) and Başkurt and Altındağ (2017) demonstrate that institutionalization can enhance specific organizational behaviors, such as organizational citizenship behaviors (OCB) and human resource management outcomes. However, the studies also caution against the dangers of incomplete or inconsistent institutionalization, as Mauro et al. (2018) noted in the context of performance-based budgeting in Italian ministries. Research by Cetinkaya (2018) and Duran and Boz (2021) reinforces the idea that while institutionalization can positively affect both business and job performance, it must be implemented flexibly to avoid the pitfalls of rigidity. The concept of institutional stress, particularly in high-pressure environments like hospitals, further underscores the need for a balanced approach, as

indicated by Cetinkaya, Karayel, and Tefek (2018). Ultimately, the studies reviewed suggest that balancing stability and adaptability is the key to successful institutionalization. As Buller and McEvoy (1989) argue, enhancing communication, employee involvement, and leadership within the institutional framework can maximize the positive impacts while mitigating potential downsides. Organizations should, therefore, approach institutionalization as a dynamic and context-specific process, continuously adapting their practices to meet evolving challenges and opportunities while maintaining the core benefits of structure and stability. In conclusion, institutionalization can potentially improve organizational and employee performance significantly, but its success depends on careful implementation, context-sensitive adjustments, and an ongoing commitment to balancing tradition with innovation.

### Limitations and Future Study

Despite the rigorous approach taken in this study, several limitations must be acknowledged. The reliance on secondary data and the scope of the available literature inherently limit the study's ability to capture the full complexity of institutionalization in Yemen's textile industry. Without primary data collection methods, such as direct surveys or interviews, the findings remain contingent on existing research's accuracy, comprehensiveness, and contextual relevance (Creswell, 2017). This reliance on secondary sources also restricts the depth of analysis, particularly in exploring the nuances of how institutionalization impacts employee performance within the unique socio-economic context of Yemen. Furthermore, the focus on Yemen's textile industry may limit the generalizability of the study's findings to other industries or geographic regions. However, these limitations have been mitigated by carefully selecting and critically analyzing high-quality literature sources, ensuring that the study's conclusions are well-founded and provide valuable insights into the relationship between institutionalization and employee performance. The literature evaluation that underpins this study's hypotheses relied on a limited pool of previously conducted empirical research, particularly within the field of institutionalization, which has a restricted scope and depth.

Consequently, further research is necessary to generalize the findings of this study. The study's findings have not been verified through direct observation or empirical testing. Therefore, future scholars should conduct empirical tests of the proposed paradigms. Such empirical research could help validate the findings of this study, explore causal relationships between institutionalization and performance



outcomes more robustly, and provide insights into which types of institutionalization are most effective in enhancing employee performance. Moreover, future studies should address these limitations by incorporating primary data collection methods, such as surveys, interviews, or case studies, to understand institutionalization's impact on employee performance better. Expanding the scope of research to include other industries and regions would also help to generalize the findings and offer a more comprehensive understanding of institutionalization across different organizational settings.

Further research could explore the long-term effects of institutionalization on organizational adaptability and resilience, particularly in industries facing rapid technological changes and global competition. Investigating how different levels of institutionalization impact innovation, employee engagement, and organizational flexibility could provide valuable insights for scholars and practitioners. Finally, future studies might examine the role of leadership and management practices in moderating the effects of institutionalization on employee performance, offering practical recommendations for organizations seeking to balance stability with adaptability.

### Conclusion

This study aimed to explore the impact of institutionalization on employee performance within the context of Yemen's textile industry. Through a comprehensive literature review, the study sought to understand how formalized structures, rules, and practices influence the productivity and engagement of employees in this specific sector. The findings underscore the significance of institutionalization as a management strategy that enhances organizational stability and plays a crucial role in shaping employee behavior and performance. As examined in this study, institutionalization refers to the process by which organizations establish and adhere to formal rules, processes, and practices that govern their operations. Effective institutionalization can provide the necessary framework for improving employee performance in the context of Yemen's textile industry, which is a vital contributor to the nation's economy. The literature reviewed in this study consistently highlights that institutionalization fosters an environment of stability and predictability, leading to improved job satisfaction and higher employee productivity. However, the study also reveals that while institutionalization has numerous benefits, it must be carefully managed to avoid potential drawbacks. One of the critical challenges identified is the risk of rigidity and resistance to change, which can emerge when institutionalization is overly rigid or poorly aligned with the dynamic needs of the industry. In Yemen's textile sector,

where external pressures such as global competition and technological advancements are prevalent, balancing stability with adaptability becomes crucial. Organizations that fail to adapt their institutional frameworks to these changing conditions may experience a decline in employee morale and performance. The research further emphasizes the importance of professionalization within the institutionalization process. In family-owned businesses, which are common in Yemen, professionalization is crucial for ensuring the continuity of organizational culture and enhancing performance. The transition from informal, family-based management practices to more formalized and professional structures can significantly improve organizational and employee outcomes. However, this transition must be managed to respect and incorporate the valuable aspects of traditional practices.

Additionally, the study highlights the need for strong leadership and effective governance as integral components of successful institutionalization. Leaders play a pivotal role in guiding the institutionalization process, ensuring that it aligns with the organization's strategic goals while being flexible enough to adapt to changes in the external environment. Effective leadership can mitigate the risks associated with institutionalization, such as rigidity and resistance to change, by fostering a culture of continuous improvement and innovation. In conclusion, the study concludes that institutionalization can significantly enhance employee performance in Yemen's textile industry when implemented effectively. However, achieving this potential requires a careful balance between establishing stable, formalized structures and maintaining the flexibility needed to adapt to changing conditions. The findings of this study provide valuable insights for policymakers, managers, and industry stakeholders, emphasizing the need for a nuanced approach to institutionalization that considers both the benefits and the challenges associated with this management strategy. Future research should continue to explore these dynamics, mainly through empirical studies that can further validate the conclusions drawn in this study.

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