

*Makalenin Geliş Tarihi: 30/04/2018**Kabul Tarihi: 19/11/2019*

Araştırma makalesi

**Organizational Culture and Its Impact In Improving
The Performance of Employees**

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Abstract

The aim of the study was to investigate the relationship between organizational culture and performance at The Libyan Iron and Steel Company.

The population of all the employees of General Administration of The Libyan Iron and Steel Company in 2018 was 500 people who the population of the whole number of all people were selected as a sample due to limitation. Of the 440 questionnaires that were distributed among employees, 400 usable questionnaires were obtained that the same number as the sample was taken in consideration.

To collect the data, the questionnaire of the performance management (Shahcheraghi, 2001), standard questionnaire of unlimited improvement (realized) were used. Pearson correlation coefficient was used to analyze the data. The results indicate that there is a significant positive relationship between performance management and unlimited improvement and its components (planning, standardizing, and improving the quality of work, relationship with customer, human resources development and maintenance policy.

Keywords: Organizational Culture, Performance of Employees, work quality

Jel Code: M12

Örgüt Kültürü ve İşgören Performansının İyileştirilmesine Etkisi

Özet

Çalışmanın amacı, Libya Demir Çelik şirketi çalışanlarının örgüt kültürü ile

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performans arasındaki ilişkiyi araştırmaktır.

2018 yılında Libya Demir Çelik şirketinin Genel idaresindeki tüm çalışanların sayısı sınırlama nedeniyle tüm insanların tam sayısının nüfusu örnek olarak seçilen 500 kişiydi. Çalışanlar arasında dağıtılan 440 anketten, örnekleme aynı sayıda ele alınan 400 kullanılabilir anket elde edilmiştir.

Verileri toplamak için performans yönetimi anketi (Shahcheraghi, 2001), sınırsız iyileştirme standart anketi kullanılmıştır. Verilerin analizinde Pearson korelasyon katsayısı kullanılmıştır. Sonuçlar, performans yönetimi ile sınırsız iyileştirme ve bileşenleri olarak iş kalitesini planlama, standartlaştırma ve iyileştirme, müşteri ile ilişki, insan kaynakları geliştirme ve bakım politikası arasında olumlu ilişki olduğunu göstermektedir.

Anahtar kelimeler: Örgüt kültürü, performans, iş kalitesi

Jel Kodu: M12

1. Introduction

Financial institutions have seen multiple, fast and consecutive changes in means of communication, audio and visual technologies and information media which have lead to improvement of their performances in all aspects continuously and searching for a competitive advantage to distinguish them from other organizations. Hence, they strive to focus on the human resource performance as the base of the performance of all tasks and activities and in turn improve human element performance through many approaches. The most important of such approach is the cultural approach.

Culture is closely associated with human existence and is one of the most important principles to distinguish between the different races and ethnicities. The culture of the institution is one of the aspects of human culture as it reflects the life of that institution and its establishment and evolution. Work environment in any institution is the mirror side of what is going on in the society because it is an integral part of the society. Its personnel are individuals and members of the society who live in it and are affected by it and carry its culture and attitudes. Hence, the organizational culture of the institution is influenced by the society and the transformations which it undergoes.

Organizational culture is one of the perimeters required for success of the organization. Therefore, it gets the attention of all institutions as they focus on values, concepts and ethics which drive the members of the



organization to work hard and with creativity and keep high quality and improve performance to achieve competitive advantage.

Human element is one of the most important elements which the organization depends upon in achieving its goals. It the principle driving element for administrative functions such as planning, organizing, directing and control in any organization regardless of the different nature of its activity. Human element, when performing, not only depends on training and rehabilitation, but also on the integration and melting of the individual in the mix of the organization culture based upon the common values and behavioral principles in the institution and is also an important and influential factor on individual performance inside the organization.

Organizational culture is the motor for its success. Culture plays an extremely important role in the consolidation between members and preserves group identity and its survival. Culture is an effective tool in directing personnel behavior and helps them in performing their tasks through a system of unofficial rules and regulations existing in the institution which explains to the individuals accurately how they should act in different situations based on the expectations.

Strong culture leads to increase of efficiency of the organization and social consolidation and group work and effective communication and agreement over values and norms. Whereas weak culture impedes the strong organizational efficiency and causes isolation, hatred between individuals and feeling of alienation and indifference

2. Theoretical Framework

The current study is based on explicit and implicit ideas that the organizational culture is linked to employees' performance. That is, organizational culture has been considered as one of the main variables that has received great attention (Byles, Aupperle, & Arogyaswamy, 1991; Marcoulides & Heck, 1993; Ogbonna & Harris, 2000) in the literature of organizational behaviour. The great attention was due to researchers and scholars have assumed that organizational cultural variable plays a significant role in determining levels of organizational outcomes, in particular employees' performance (Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015). In addition, the argument is that organizational culture is correlated with the employees' performance is concentrated on the perceived role that the organizational culture can play in creating a competitive advantage to the organization (Ogbonna & Harris, 2000).



Therefore, there are several studies that have discussed the performance outcomes of the organizational culture (Barney, 1986; Homburg & Pflesser, 2000; Ogbonna & Harris, 2000). Relevant literature (Boyce et al., 2015; Homburg & Pflesser, 2000; Kotter, 2008) has argued that the organizational culture of a firm can be considered as a source of superior organizational performance.

Overall, to date, however, there has been little convincing evidence about the relationship of the organizational culture with the employees' performance, as this relationship is still. Therefore, the current study is based on the assumption that the sub-variables of the organizational culture including organizational values and rules play an important role in improving the employees' performance in terms of enhancing the quantity and quality of the work along with improving skills and increasing the employees' attendance. So the current study was about: impact of the organizational culture (organizational and behavioral values) on the employees' performance (quantity of work, quality of work, skills of employees and attendance of employees in Jumhouria Bank's in Libya).

3. Aims of Study

The aim of the study: identifies the impact of organizational culture on the performance of employees through To identify the positive or negative impact of the organizational culture (organizational and behavioral values) on the employees' performance (quantity of work, quality of work, skills of employees and attendance of employees) and provide details about the role of organizational culture in building or enhancing the employees' performance that can be considered a source of competitive advantage and provide managerial implications about how to build the organizational culture that supposed to be the source of superior employees' performance.

4. The Scope and Methodology

The study community consists of all employees of the bank, office managers and general managers of all branches of the Bank of the jumhouria of 38 branches, a random sample of about 2300 employees were selected according to the table This study will focus on the impact of organizational culture and codes of conduct on staff performance and will form a theoretical part that includes some general concepts of organizational culture and organizational rules of conduct with performance improvement concepts



This study will be limited to the Bank of the jumhouria and its branches, including the main branch (banking sector) in the western region of Libya within the city of Tripoli and its environs, because the researcher has knowledge of the banking sector and language, making it easy to survey banks and collect data.

Küçük (2016) stated "that Sample mass determination very sampling should be performed within systematic steps. The commonly known sampling process consists of five steps which are: Definition of the main mass, sample frame, determination of sample size, determination of sampling method and selection of sample". The basic type of probability sample is the simple random sample in which every item in the relevant world has an equal opportunity of being selected. In this case, a sample of the total number reached 356 is determined (Küçük, 2016: 95-98).

5. Model

The current study is based on explicit and implicit ideas that the organizational culture is linked to employees' performance. In other words, Organizational culture has been considered as one of the main variables that has received great attention (Byles et al., 1991; Marcoulides & Heck, 1993; Ogbonna & Harris, 2000) in the literature of organizational behavior.

The model of the study is shown in Figure 1.

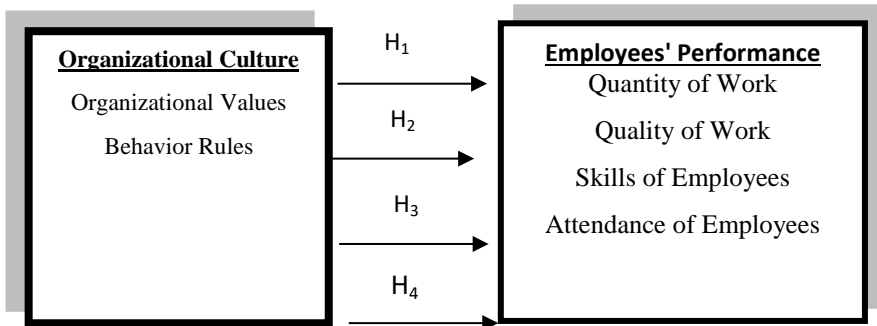


Figure 1. Research Model

The great attention was due to researchers and scholars have assumed that organizational cultural variable play a significant role in determining levels of organizational outcomes, in particular employees' performance (Boyce et al., 2015). Therefore, the current study is based on the assumption that the sub-variables of the organizational culture including organizational values and



rules play an important role in improving the employees' performance in terms of enhancing the quantity and quality of the work along with improving skills and increasing the employees' attendance.

6. Hypothesis

The above assumption of the current study is used in forming some main research hypotheses in order to answering the main research question. However, the previous literature will be discussed as following:

The literature has emphasized the importance of organizational values and behavioral rules in enhancing both the organizational values and behavioral rules. Particularly, the current literature (Reigle, 2001) on the organizational culture pays particular attention to the impact of organizational culture on the employees and organizational success vis enhancing the work quantity. For example, Jaskyte (2004) think that the work in the organizations can be enhanced by influencing the beliefs, values and experiences of the employees, such beliefs, values and experiences play a role in improving the organizational practices or employees performance in the organizations. Therefore, some authors (Lee, 2009) the interconnection of both organizational values and behavioral rules lead to desired performance and achieved efficiency (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge, ve, & Küçük, 2017a, 2017b)g to above studiethat suggest the organizational culture plays a role in increasing the work quantity, the following the first hypothesis is formed as following:

H₁: The organizational culture (organizational values and behavioral rules) have a positive impact on the quantity of work.

For many years, the phenomenon of the work quality has been investigated (An, Yom, & Ruggiero, 2011; Goetsch & Davis, 2014; Goodman, Zammuto, & Gifford, 2001). Surveys such as that conducted by Jurkiewicz and Giacalone (2004) have shown that the organizational culture can be seen as the most important component of the social capital in the organizations and as a facilitator or a significant impediment to the quantity and quality of the work effort in the organizations. Both Jurkiewicz and Giacalone (2004) and Pfeffer (2014) assure and even emphasize the substantive and statistical impact of the organizational culture on work quality, productivity, and profitability. Therefore, according to above studies that suggest the organizational culture plays a role in improving the work quality (Colquitt, Lepine, Wesson, & Gellatly,



2011), the following the second hypothesis (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b) is formed as following:

H₂: The organizational culture (organizational values and behavioral rules) have a positive impact on the quality of work.

An inconsiderable amount of literature has been published on how the organizational culture has an impact on the skills of employees. By reviewing the relevant literature, it has been revealed that there is very few studies revealing how the organizational culture (organizational values and behavioral rules) plays a role in increasing or improving (i.e., the positive impact) the employees' skills. For example, Schein (2010) revealed that certain values of the organizational culture can be seen as a facilitator to enhance learning technical skills in the organizations. Likewise, Beugelsdijk, Koen, and Noorderhaven (2006) the employees' skills via the ability of the organizations to adopt certain values (Lee, 2009), the following the third hypothesis (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b) is formed as following:

H₃: The organizational culture (organizational values and behavioral rules) have a positive impact on the skills of employees.

Early examples of research into the impact of the organizational culture (organizational values and behavioral rules) on the include attendance of employees (Aarons & Sawitzky, 2006; Colquitt et al., 2011; Karadag, 2009). positive values of organizational culture (organizational values and behavioral rules) can contribute in creating the culture of attendance work at the employee level (Krejcie & Morgan, 1970), the following the fourth hypothesis (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b) is formed as following:

H₄: The organizational culture (organizational values and behavioral rules) have a positive impact on the attendance of employees.

7. Data Analysis

Data analysis showed by tables.



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Table 1. Factor Analysis of Organizational Culture

Organizational Values	Factor Load	Eigen Value	Variance Explain Rate (%)	Cronbach's Alpha	Average	KMO value
Employees set work objectives collectively	0.487	4.311	28.741	0.796	3.45	0.815
Employees are strongly associated with their work teams	0.68				2.74	
The bank promotes competition between work teams for work development	0.72				2.85	
Group interest has priority over personal interests of employees	0.695				2.66	
Employees are greatly involved in setting work policy	0.442				2.99	
Employees play an important role in achieving bank objectives.	0.534				2.31	
The bank provides opportunity for employees involvement in some decision-making	0.628				3.36	
Participation contributes to increasing employees loyalty to bank	0.404				2.26	
The bank encourages employees creativity on their jobs	0.445				2.89	
New ideas are readily accepted by bank officers	0.611				2.83	
Bank provides employees with opportunities and capabilities to develop their creative abilities	0.561				2.71	
Employees are committed attending during working hours	0.512				2.27	
Working time is an important element and must be utilized for the job	0.349				1.85	
Employees adjust to emergency case by reducing or increasing working time	0.368				1.87	
Bank has strict organizational rules for working time	0.411				2.05	



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Table 1. Factor Analysis of Organizational Culture (Cont.)

Behavioral Rules	Factor Load	Eigen Value	Variance Explan Rate (%)	Cronbach's Alpha	Average	KMO value
Employees are committed to internal bank system	0.123	4.982	27.679	0.782	2.27	0.781
Bank monitors personnel behavior continually	0.460				2.27	
Negative behavior aspects are lacking in the bank (i.e. theft, carelessness, bribery...etc)	0.463				2.29	
Employees are obligated to performing to their jobs with integrity and honesty	0.279				2.56	
Bank employees express their view with total freedom	0.623				3.5	
Bank employees interact with respect	0.264				2.46	
The boss treats personnel very well	0.565				2.41	
Employees discuss work related matters very well	0.563				2.2	
Employees solve their conflicts	0.57				2.1	
Employees have fair competition with each other	0.45				2.41	
The bank encourages employees to acquire positive behavior at work	0.652				2.49	
Employees cooperate to perform their jobs	0.557				2.13	
The boss compliments hard working employees at work	0.536				2.66	
Hard working employees are honored	0.344				3.07	
Personnel are selected based on their behavior and capabilities	0.675				2.89	
The boss listens to personnel view before making decision	0.725				3.04	
Good employee behavior is appreciated	0.664				2.6	
Employee success in not identified by achieving results but also how they are achieved	0.528				2.46	

As revealed in Table 3, the value of Kaiser-Meyer Olkin (KMO) of both organizational values and behavioral rules were found to be 0.815 and 0.781 respectively. Field (2009) strongly suggests that a minimum value of Kaiser-Meyer Olkin (KMO) is 0.5, yet the mediocre values can be between 0.5 and 0.7, whereas the good values can be between 0.7 and 0.8, however the great values that are between 0.8 and 0.9, and finally the superb values are above 0.9. Thus, the current values of the Kaiser-Meyer Olkin (KMO) of both organizational values and behavioural rules are 0.815 and 0.781, which indicate that sampling adequacy and meaningful factors can be obtained from research data. In addition, it can conclude that factor load greater than 0.3 and an Eigen value greater than 1 specify that the expressions are suitable for use in analysis.

The coefficients of Cronbach's alpha of both organizational values and behavioural rules are greater than 0.60 or they are ≥ 0.60 , as the coefficients of both organizational values and behavioural rules are 0.796 and 0.781 respectively, which indicates that the respectively scales have a good degree of the internal consistency and reliability, which means that the present respectively scales can measure organizational culture in the Libyan banking context. Moreover, the average of both scales are between 1.85 and 3.45, these average are mostly accepted by the participants (Küçük, 2016: 228-231; Kalaycı, 2010: 405).



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Table 2. Factor Analysis of Human Resources Performance

Work Quantity	Factor Load	Eigen Value	Varianc Explanat Rate (%)	Cron bach' Alpha	Aver age	KMO valu e
Employee performs work according to required quantity	0.773	1.87	62.338	0.679	2.52	0.664
Employee performs work in required speed	0.821				2.56	
Bank depends on developing work methods and techniques to increase production	0.774				2.73	
Work Quality	Factor Load	Eigen Value	Varianc Explanat Rate (%)	Cron bach' Alpha	Aver age	KMO value
Bank services satisfy clients needs	0.654	2.173	54.318	0.702	3.19	0.743
Bank employee is characterized by accuracy in performing his work	0.772				2.48	
Bank employee is careful about avoiding mistakes	0.782				2.34	
Employee deals with work problems with full awareness	0.732				2.35	
Skills of Employees	Factor Loa	Core Value	Varianc Explanat Rate (%)	Cron bach' Alpha	Aver age	KMO value
Employee acquires different skills due to challenges facing him at work	0.656	2.411	48.211	0.729	2.18	0.736
Bank is committed to results of employee performance evaluation to identify his training needs	0.762				2.73	
Bank employees are trained to improve their skills and acquire new skills	0.752				2.60	
Employee contact with his workmates to acquire skills to help him in his work	0.583				2.24	
Employees have sufficient skills to use the equipment correctly	0.703				2.57	

Table 2. Factor Analysis of Human Resources Performance(Cont.)

Attendance of Employee	Factor Load	Eigen Value	Varian ce Explain. Rate (%)	Cron bach' s Alpha	Aver age	KMO value
Employee performs work in due time	0.813	1.721	57.367	0.602	2.47	0.621
Bank employee bears responsibility to perform his work	0.685				2.20	
Employees are committed to performing their work due to continuous monitoring process	0.768				2.34	

As revealed in Table 4, the value of Kaiser-Meyer Olkin (KMO) of work quantity, work quality, skills of employees and attendance of employees were found to be 0.664, 0.743, 0.736 and 0.621 respectively. Thus, the current values of the Kaiser-Meyer Olkin (KMO) of work quantity, work quality, skills of employees and attendance of employees indicate that sampling adequacy and meaningful factors can be obtained from research data.

In addition, it can conclude that factor load greater than 0.50 and an Eigen value greater than 1 specify that the expressions are suitable for use in analysis. The coefficients of Cronbach's alpha of work quantity, work quality, skills of employees and attendance of employees are greater than 0.60 or they are ≥ 0.60 , as the coefficients of work quantity, work quality, skills of employees and attendance of employees are 0.679, 0.702, 0.729 and 0.602 respectively, which indicates that the respectively scales have a good degree of the internal consistency and reliability, which means that the present respectively scales can measure human resources performance in the Libyan banking context. Moreover, the average of both scales are between 2.18 and 3.19, these average are mostly accepted by the participants (Küçük, 2016: 228-231; Kalaycı, 2010: 405).

Correlation Analysis

Table 3. shows the relationship organizational culture and human resource performance.



Table 3. Correlation Analysis between Organizational Values and Work Quantity

Organizational Values	Quality of Work 0.433 .00	Organizational Values 1 .00
Quality of Work	1 .00	.433 .00

According to correlation analysis there is a strong relationship between organizational values and work quantity. Where, it was (0.433) (Küçük, 2016) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 4. Correlation Analysis between Organizational Values and Quality of Work

Organizational Values	Quality of Work 0.552 .00	Organizational Values 1 .00
Quality of Work	1 .00	0.552 .00

According to correlation analysis there is a strong relationship between organizational values and Quality of Work. Where, it was (0.552) (Küçük, 2016). Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 5. Correlation Analysis Between Organizational Values and Skills Of Employees

Organizational Values	Quality of Work 0.525 .00	Organizational Values 1 .00
Skills of Employees	1 .00	0.525 .00



According to correlation analysis there is a strong relationship between organizational values and skills of employees. Where, it was (0.525) (Küçük, 2016) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 6. Correlation Analysis Between Organizational Values and Attendance Of Employees

Organizational Values	Attendance of Employees 0.336 .00	Organizational Values 1 .00
Attendance of Employees	1 .00	0.336 .00

According to correlation analysis there is a strong relationship between organizational values and attendance of employees. Where, it was (0.336) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 7. Correlation Analysis Between Behavioral Rules and Quantity Of Work

Behavioral Rules	Quantity of Work 0.497 .00	Behavioral Rules 1 .00
Quantity of Work	1 .00	0.497 .00

According to correlation analysis there is a strong relationship between behavioral rules and work quantity. Where, it was (0.497%) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.



Table 8. Correlation Analysis Between Behavioural Rules and Quality Of Work

	Quality of Work	Behavioural Rules
Behavioral Rules	0.651 .00	1 .00
Quality of Work	1 .00	0.651 .00

According to correlation analysis there is a strong relationship between behavioral rules and work quality. Where, it was (0.651) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 9. Correlation Analysis Between Behavioural Rules and Skills of Employees

	Skills of Employees	Behavioural Rules
Behavioral Rules	0.565 .00	1 .00
Skills of Employees	1 .00	0.565 .00

According to correlation analysis there is a strong relationship between behavioral rules and Skills of Employees. Where, it was (0.565) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.



Table 10. Correlation Analysis Between Behavioral Rules and Attendance of Employees

	Attendance of Employees	Behavioural Rules
Behavioral Rules	0.443 .00	1 .00
Attendance of Employees	1 .00	0.443 .00

According to correlation analysis there is a strong relationship between behavioral rules and Attendance of Employees. Where, it was (0.443) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 11. Correlation Analysis Between Organizational Culture and Employees' Performance

	Employees' Performance	Organizational Culture
Organizational Culture	0.682 .00	1 .00
Employees' Performance	1 .00	0.682 .00

According to correlation analysis there is the strongly relationship between organizational culture and employees' performance. Where, it was (0.682) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

• Hypotheses Testing Using the Regression Analysis

In the present section, the regression analysis is used to show the impact of the organizational culture including organizational values and behavioral rules on the employees' performance including the quantity of work, quality of work, skills of employees, attendance of employees. Thus, the following sub-hypotheses will be tested by the regression analysis for showing the effects of the organizational culture on the employees' performance.



H₁: The organizational culture (organizational values and behavioral rules) will have a positive impact on the quantity of work.

Before performing the procedure of testing the first hypothesis, the assessment of the regression model was carried by the R- Squared (R^2) and ANOVA F as revealed in Table 12. In fact, it can be seen that the value of R Squared ($R^2=0.227$), as R^2 specifies that approximates 23% of changes in the value of the quantity of work can be attributable to the organizational values and behavioral rules. This percentage demonstrates that the first regression model of the first hypothesis has a good Goodness-of-Fit. The R- Squared results is enhanced by the value of ANOVA F , which is ($F=56.858$), that is significant at the 0.01 level. Similarly, the first regression model of the first hypothesis has a good Goodness-of-Fit. Based on Table 5, the first hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.213$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.371$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the quantity of work.

Table 12. Findings of Regression Analysis of the First Hypothesis

Independent variable	Dependent variable: Quantity of Work
Organizational Values	0.213**
Behavioral Rules	0.371**
R^2	0.227
ANOVA F	56.858**
* Standardized Coefficient is significant at the 0.05 level	
** Standardized Coefficient is significant at the 0.01 level, n=300	

H₂: The organizational culture (organizational values and behavioural rules) will have a positive impact on the quality of work.

The assessment of the regression model of the second hypothesis was carried by the R- Squared (R^2) and ANOVA F as revealed in Table 6. In fact, it

can be seen that the value of R Squared ($R^2=0.467$), as R^2 specifies that approximates 47% of changes in the value of the quality of work can be attributable to the organizational values and behavioral rules. This percentage demonstrates that the second regression model of the second hypothesis has a good Goodness-of-Fit. The R- Squared results is enhanced by the value of ANOVA F , which is ($F =129.886$), that is significant at the 0.01 level. Similarly, the second regression model of the second hypothesis has a good Goodness-of-Fit.

Based on Table 13, the second hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.256$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.499$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the quality of work.

Table 13. Findings of Regression Analysis of the Second Hypothesis

Independent variable	Dependent variable: Quality of Work
Organizational Values	0.256**
Behavioral Rules	0.499**
R^2	0.467
ANOVA F	129.886**
* Standardized Coefficient is significant at the 0.05 level	
** Standardized Coefficient is significant at the 0.01 level, n=300	

H₃: The organizational culture (organizational values and behavioral rules) will have a positive impact on the skills of employees.

The assessment of the regression model of the third hypothesis was carried by the R- Squared (R^2) and ANOVA F as revealed in Table 7. In fact, it can be seen that the value of R Squared ($R^2=0.375$), as R^2 specifies that approximates 38% of changes in the value of the skills of employees can be attributable to the organizational values and behavioral rules. This percentage demonstrates that the third regression model of the third hypothesis has a

good Goodness-of-Fit. The R- Squared results is enhanced by the value of ANOVA F , which is ($F = 89.154$), that is significant at the 0.01 level. Similarly, the third regression model of the third hypothesis has a good Goodness-of-Fit.

Based on Table 14, the third hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.294$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.391$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the skills of employees.

Table 14. Findings of Regression Analysis of the Third Hypothesis

Independent variable	Dependent variable: Skills of Employees
Organizational Values	0.294**
Behavioral Rules	0.391**
R^2	0.375
ANOVA F	89.154**
* Standardized Coefficient is significant at the 0.05 level	
** Standardized Coefficient is significant at the 0.01 level, n=300	

H_4 : The organizational culture (organizational values and behavioral rules) will have a positive impact on the attendance of employees.

The assessment of the regression model of the fourth hypothesis was carried by the R- Squared (R^2) and ANOVA F as revealed in Table 8. In fact, it can be seen that the value of R Squared ($R^2=0.205$), as R^2 specifies that approximates 21% of changes in the value of the attendance of employees can be attributable to the organizational values and behavioral rules. This percentage demonstrates that the fourth regression model of the fourth hypothesis has a good Goodness-of-Fit. The R- Squared results is enhanced by the value of ANOVA F , which is ($F = 38.274$), that is significant at the 0.01 level. Similarly, the fourth regression model of the fourth hypothesis has a good Goodness-of-Fit. Based on Table 15, the fourth hypothesis is almost completely accepted and supported, as only the Standardized Coefficient (β) of



behavioral rules is significant ($\beta=0.376$, $p<0.01$), while the Standardized Coefficients (β) of organizational values is insignificant. That is, only behavioral rules have a positive impact on the attendance of employees.

Table 15. Findings of Regression Analysis of the Fourth Hypothesis

Independent variable	Dependent variable: Attendance of Employees
Organizational Values	0.114
Behavioral Rules	0.376**
R^2	0.205
ANOVA F	38.274**
* Standardized Coefficient is significant at the 0.05 level	
** Standardized Coefficient is significant at the 0.01 level, $n=300$	

- **The Overall Hypothesis**

The assessment of the regression model of the overall hypothesis was carried by the R- Squared (R^2) and ANOVA F as revealed in Table 9. In fact, it can be seen that the value of R Squared ($R^2=0.465$), as R^2 specifies that approximates 47% of changes in the value of the employees' performance can be attributable to the organizational culture. This percentage demonstrates that the regression model of the overall hypothesis has a good Goodness-of-Fit. The R- Squared results is enhanced by the value of ANOVA F , which is ($F=258.615$), that is significant at the 0.01 level. Similarly, the overall regression model of the overall hypothesis has a good Goodness-of-Fit. Based on Table 9, the overall hypothesis is completely accepted and supported, as only the Standardized Coefficient (β) of organizational culture is significant ($\beta=0.682$, $p<0.01$). That is, the organizational culture has a positive impact on the employees' performance.



Table 16. Findings of Regression Analysis of the Overall Hypothesis

Independent variable	Dependent variable: Employees' Performance
Organizational Culture	0.682**
R^2	0.465
ANOVA F	258.615**
* Standardized Coefficient is significant at the 0.05 level	
** Standardized Coefficient is significant at the 0.01 level, n=300	

On the whole, it is clear that the current study shows the organizational culture including the organizational values and behavioral rules have positive impacts on the employees' performance including quantity of work, quality of work, skills of employees, attendance of employees

8. Discussing

The present study was designed to determine how the organizational culture (i.e., culture organizational values and behavioral rules) is linked to employees' performance (i.e., quantity of work, quality of work, skills of employees and attendance of employees). Since the organizational culture has been considered as one of the main variables that has received great attention (Byles, Aupperle, & Arogyaswamy, 1991; Marcoulides & Heck, 1993; Ogbonna & Harris, 2000) in the literature of organizational behavior. Overall, the current findings of the study were extracted from testing 4 hypotheses and are consistent with those of other studies (Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015; Ogbonna & Harris, 2000) and supports the idea that the argument is that organizational culture is correlated with the employees' performance is concentrated on the perceived role that the organizational culture can play in creating a competitive advantage to the organization. In the following paragraphs, it will discuss the findings of the current study with other studies (Ogbonna & Harris, 2000).

With regards to the work quantity variable, it has been shown that the



results of the previous studies indicate that the current literature has emphasized the importance of organizational values and behavioral rules in enhancing the employees' performance. Particularly, Reigle (2001) emphasized on the importance of the organizational culture on enhancing the employees' performance and organizational success vis enhancing the work quantity. For example, Jaskyte (2004) thinks that the work in the organizations can be enhanced by influencing the beliefs, values and experiences of the employees, such beliefs, values and experiences play a role in improving the organizational practices or employees performance in the organizations. Therefore, some authors (Lee, 2009) emphasize the interconnection of both organizational values and behavioral rules that leads to desired performance and achieved efficiency (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge, ve, & Küçük, 2017a, 2017b). Therefore, the findings of the first hypothesis are like the previous studies, as the current findings reveals that the organizational values and organizational values are significant ($p < 0.01$). That is, both organizational values and behavioral rules have positive impacts on the quantity of work.

With regards to the work quality variable, it has been shown that considerable review reveals that the phenomenon of the work quality has been investigated and considered as a good measure of the performance (An, Yom, & Ruggiero, 2011; Goetsch & Davis, 2014; Goodman, Zammuto, & Gifford, 2001). For example, Surveys conducted by Jurkiewicz and Giacalone (2004) have shown that the organizational culture can be seen as the most important component of the social capital in the organizations and as a facilitator or a significant impediment to the quantity and quality of the work effort in the organizations. In addition, Jurkiewicz and Giacalone (2004) and Pfeffer (2014) assure and even emphasize the substantive and statistical impact of the organizational culture on work quality, productivity, and profitability. Therefore, some studies (Colquitt, Lepine, Wesson, & Gellatly, 2011) as well as recent ones (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b) confirms the role of the organizational culture plays a role in improving the work quality. Consequently, the findings of the second hypothesis are consistent with the previous mentioned studies, as the current findings show that both organizational values and behavioral rules are significant ($p < 0.01$) and they have positive impacts on the quality of work. That is, both organizational values and behavioral rules can lead to improving the quality of work.



It has been shown that there was inconsiderable amount of literature that has been published on how the organizational culture has an impact on the skills of employees. By reviewing the relevant literature, it has been revealed that there are very few studies revealing how the organizational culture (organizational values and behavioral rules) plays a role in improving (i.e., the positive impact) the employees' skills. For example, Schein (2010) revealed that certain values of the organizational culture can be seen as a facilitator to enhance learning technical skills in the organizations. This is confirmed by the findings of the current study that revealed that both the organizational values and behavioral rules are significant ($p < 0.01$), as the organizational values and behavioral rules have positive impacts on the skills of employees. The current findings are similar to that found by Beugelsdijk, Koen, and Noorderhaven (2006) who has shown that organizational culture can play a significant role in building and developing relationship skills whether on the firm levels or personal level. Therefore, the current findings confirm the results of previous studies that revealed that the organizational culture plays a role in improving the employees' skills via the ability of the organizations to adopt certain values (Lee, 2009), the following the third hypothesis (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b).

Therefore, the current findings show that only behavioral rules is significant ($p < 0.01$). That is, only behavioural rules have a positive impact on the attendance of employees. This finding is in line with the findings of several studies (Aarons & Sawitzky, 2006; Colquitt et al., 2011; Karadag, 2009) about the impact of the organizational culture (organizational values and behavioral rules) on the attendance of employees. For example, it has been shown that the certain values of the organizational culture (behavioral rules) can lead to good attendance work at the individual level in various organizations (Colquitt et al., 2011). Therefore, it can be concluded that the positive values of organizational culture (organizational values and behavioral rules) can contribute in creating the culture of attendance work at the employee level (Krejcie & Morgan, 1970), as well as the current findings are along with previous studies (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b), as mentioned previously that organizational culture (i.e., behavioral rules) will have a positive impact on the attendance of employees.

Overall, the current findings are similar to that demonstrated by other



researchers (Hogan & Coote, 2014; Martinez, Beaulieu, Gibbons, Pronovost, & Wang, 2015; Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2016; Valmohammadi & Roshanzamir, 2015) who showed that organizational culture, predominantly norms, values and behaviors, as the effects of such norms, values and behaviours play a role in improving the performance. That is, the current finding shows that the organizational culture is one of the main factors that related to employees and their behaviors, as their norms, values and behaviors can stimulate innovation through affecting the performance(Naranjo-Valencia et al., 2016)

9. Results

The current study revealed the following results:

The current findings show that the first hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.213$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.371$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the quantity of work.

The current findings show that the second hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.256$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.499$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the quality of work.

The current findings show that the third hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.294$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.391$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the skills of employees.

The current findings show that the fourth hypothesis is almost completely accepted and supported, as only the Standardized Coefficient (β) of behavioral rules is significant ($\beta=0.376$, $p<0.01$), while the Standardized Coefficients (β) of organizational values is insignificant. That is, only behavioral rules have a positive impact on the attendance of employees.

The current findings show that the overall hypothesis is completely accepted and supported, as only the Standardized Coefficient (β) of organizational culture is significant ($\beta=0.682$, $p<0.01$). That is, the organizational culture has a positive impact on the employees' performance.



10. Suggestions

* It is recommended that the study's organization needs to design training programs that behaviors, values and norms that support good performance in the organizations. For example, Jumhouria Bank must seek assistance from training company to train its employees about the relevant behaviors, values and norms that improve the employees' performance, especially quantity of work, quality of work, skills of employees and attendance of employees.

* If the Jumhouria Bank is pursuing a high-quality strategy to provide its banking services, its culture should emphasize behaviors, values and norms around high-quality practices, including training the employees in new practices.

* The managers must use the current findings especially the organizational culture instrument to diagnose the present culture and evaluate the employees' performance of (see Appendix). In addition, they can use the findings of this study in order to improve their employees' performance. This can be reached by adopting one of the theories of organizational culture.

* It is recommended that future research may focus on the role of organizational culture as a mediator variable in the relationship between the innovation and the employees' performance.

* A substantive opportunity for future research relates to the role of organizational culture in establishing values and norms that support the employees' innovation in the organizations. As well as, the role of leaders and managers in in establishing values and norms



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