



Original Article

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

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JEL Classification: **D23, D73**

How to Cite:

Shahid, F., Qazi, N., Sheikh, S., Ahmed, S. W., & Ansari, A. (2024). Impact of Organizational Culture on Employee Performance: Evidence from the Banking Industry in Pakistan. *Bulletin of Multidisciplinary Studies*, 1(2), 138 –145.

<https://doi.org/10.48112/bms.v1i3.916>

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International Research and Publishing Academy (iRAPA) stands neutral with regard to jurisdictional claims in the published maps and institutional affiliations.

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Article history:

Received: August 15, 2024

Revised: September 26, 2024

Accepted: September 27, 2024

Published: October 01, 2024

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ABSTRACT

Workplace culture plays a significant role in job choice and employee engagement, building a sense of belonging and enhancing productivity. This study explored organizational performance when connected with Hofstede's cultural dimensions. A quantitative questionnaire which measured Hofstede's four cultural dimensions including Power Distance, Uncertainty Avoidance, Individualism-Collectivism, and Masculinity was used as the research instrument to collect data from the employees serving in private banks in Karachi that were selected conveniently. The findings reveal a strong correlation between Organizational Performance and Hofstede's cultural dimensions. Nevertheless, the correlation between Organizational Performance and Individualism-Collectivism and Masculinity was found in a reverse order suggesting that increased Individualism-Collectivism and Masculinity resulted in decreased Organizational Performance. This study offers valuable insight for banks and other organizations seeking to tailor their workplace environments to optimize employee productivity and satisfaction.

Keywords: *Individualism-collectivism, Masculinity, Organizational culture, Power distance, Uncertainty avoidance*

INTRODUCTION

Workplace culture encompasses how teams, managers, and co-workers interact, reflecting shared values, norms, and symbols that shape a company's identity. It plays a significant role in job choice and employee engagement, building a sense of belonging and enhancing productivity. When organizations foster a positive and cohesive culture, they improve communication, decision-making, and overall performance. A strong workplace culture, while challenging to change, aligns with company goals and offers a supportive environment that encourages unity and growth. Hofstede's cultural dimensions (including power distance, uncertainty avoidance, individualism-collectivism, and masculinity) offer insights into organizational behaviour and its impact on employees' performance (Hofstede & Bond, 1984).

Organizational culture comprises the unwritten customs, behaviours and beliefs that determine the rules of decision-making, structure and power. It is based on the shared history and traditions of the organization combined with current leadership values. The results of the study conducted by Shahzad (2014) support that culture of organizations has a significant positive impact on employees' job performance at various organizations in Pakistan. In banking organizations, a robust culture boosts efficiency, innovation, and employee satisfaction (Imran, et al., 2022). The banking sector in Pakistan has faced many environmental complexities; thus, innovation may be very useful to retain competitive edge. In the context of banking sector in Pakistan, the investigation between the relationship of organizational performance and

cultural dimensions is scarce and demands a dire need.

Objectives of the Study

The objective of this study was to explore the organizational performance when connected with the identified cultural dimensions. The objective of the study can be broken down in to the following statements:

- To explore the correlation between the existence of organizational power distance and the organizational performance
- To explore the correlation between the existence of uncertainty avoidance and the organizational performance
- To explore the correlation between the existence of team work and the organizational performance
- To explore the correlation between gender difference and the organizational performance

Research Questions

- This study explored the answers of the following research questions:
- What is the correlation between the existence of organizational power distance and the organizational performance?
- What is the correlation between the existence of uncertainty avoidance and the organizational performance?
- What is the correlation between the existence of team work and the organizational performance?
- What is the correlation between gender difference and the organizational performance?

LITERATURE REVIEW

Hofstede (1984) explored that organizations are cultural-bounded. In addition, he identified four work-related cultural dimensions, including power distance, uncertainty avoidance, individualism, and masculinity to analyse work-related cultural values in different countries (Soares, et al., 2007). The first dimension, power distance, refers to the power inequality between superiors and subordinates. In high power distance organizations, organizational hierarchy is obvious (Khatri, 2009). There is a line between managers and subordinates. Different from high power distance organizations, low power distance organizations tend to have a flat organizational structure. The second dimension, uncertainty avoidance, refers to people's tolerance of ambiguity (Watts, et al., 2020). In high uncertainty avoidance organizations, there are more written rules in order to reduce uncertainty. In low uncertainty avoidance organizations, there are fewer written rules and rituals (Li, et al., 2023). The third dimension, individualism-collectivism, refers to how people value themselves and their groups/organizations (Żemojtel-Piotrowska & Piotrowski, 2023). People with high individualistic values tend to care about self-actualization and career progress in the organization, whereas people with low individualistic values tend to value organizational benefits more than their own interests. The fourth dimension, masculinity (MAS), defines the gender roles in organizations (Minkov & Kaasa, 2021). In high MAS organizations, very few women can get higher-level and better-paying jobs. In low MAS organizations, women can get more equitable organizational status.

Impact of Power Distance on Organizational Performance

High power distance may lead to leader-centred nurturance which is positively related to friendly orientation, guidance, encouragement and task orientation. Ghosh (2011) argues that authority based power must give way to functional, expert, referent and information bases of power to have individualized considerations and nurturing benevolent paternalism in high power distance cultural set ups. Instead of following individual oriented values, if familial and cultural values such as affection, dependence and personalized relationships are given precedence, a structured task direction can be effectively established in such organizations. Individuals with a high-power distance orientation believe that supervisor controls the firm (Kirkman, et al., 2009). In contrast, individuals with low power distance orientation believe that

power should be distributed to a certain level to achieve the firm's goals. Power distance has emerged as a negative factor affecting innovation in firms (Luo, et al., 2020). Innovation requires new and innovative ideas to improve existing products and services and introduce new products and services. The findings of the study conducted by Durán-Brizuela, et al., (2017) show that the most power distance diverse workgroups had a negative effect on the work role performance of the employees. Furthermore, the most power distance diverse workgroups negatively influenced two dimensions of organizational citizenship behaviour: altruism and civic virtue.

H₁: The high the power distance, the high the organizational performance

Impact of Uncertainty Avoidance on Organizational Performance

The study regarding the impact of uncertainty avoidance on government employees' job performance in Malaysia (Hasan, et al., 2020), proved a specific moderate positive relationship between uncertainty avoidance and employees' job performance. The result also indicated that the higher the degree of uncertainty avoidance in the workplace, the higher the employees' motivation, and hence the better the employees' job performance. This result is further supported by House (House, 2004) by indicating the enhancing of employees' job performance with a higher degree of uncertainty avoidance in the workplace. It is unquestionable that employees in a workplace with high uncertainty avoidance prepare well and are more aware of their roles and operating processes to prevent mistakes. According to Hofstede (2001), it is inevitable that uncertainty avoidance does correlate with distinct kinds of behaviours and lead to different levels of employees' job performance would evolve. Both high and low uncertainty avoidance also related to employees' job performance.

H₂: The high the uncertainty avoidance, the high the organizational performance

Impact of Individualism-Collectivism on Organizational Performance

Among the cultural value dimensions, individualism-collectivism is a key distinguishing characteristic of individual and organizational responses and behaviours across different cultures (Oyserman, et al., 2002). Predominantly, individualism-collectivism has been singled out as an important difference that influences how firms innovate or change. Because change and innovation are important organizational

learning outcomes with which performance is concerned, we posit that individualism-collectivism should also be relevant to performance. In collectivist cultures, people develop a sense of self that is rooted in ties with their in-group (Hofstede, 2001), emphasize conformity (Kim, 2007), and tend to be reluctant to express unique perspectives and ideas that depart from the dominant perspectives and views of their in-group. In individualistic cultures, people develop an individualized sense of self (Hofstede, 2001), emphasize distinction from others and are more likely to seek opportunities to distinguish themselves from others (Rhee, et al., 2020).

H₃: The high the individualism-collectivism, the high the organizational performance

Impact of Masculinity on Organizational Performance

According to Ho, et al., (2012), masculinity (MAS) refers to the distribution of roles between the genders. This dimension focuses on the relative importance of assertiveness, materialism/material success,

Conceptual Framework



METHODOLOGY

A quantitative questionnaire which measured Hofstede's four cultural dimensions including Power Distance (PD), Uncertainty Avoidance (UA), Individualism-Collectivism (IC), and masculinity (MAS) was used as the research instrument (Hofstede & Bond, 1984). Perceived Organizational Performance (OP) was measured using a scale adapted from Khandwalla (1977), as cited in Farouk, et al., (2016). Each of the cultural dimensions was measured by four items having a 5-point Likert scale where 1 being a least while 5 being a highest level of agreement. Some of the items were coded in reverse order to make sure the

self-centeredness, power, strength, and individual achievements (masculine values) versus the spirit of modest, caring, helpfulness and social support (feminine value). Societies that are considered masculine (such as Japan) describe men that are assertive, aggressive, ambitious, competitive and materialistic while women play more of the nurturer role. Femininity describes a society (such as Sweden) where the social roles of men and women overlap—with neither genders exhibiting competitive behaviour. Research has found that individuals from masculine countries have a lower appreciation for cooperative behaviour. In addition, some of the most frequently cited reasons for unethical behaviours among masculine individuals were greed and competitiveness (Mustafa & Glavee-Geo, 2017) that lead to personal financial gains. Given that masculine societies emphasize the need for competitiveness, success, and individual achievements, therefore, the research hypothesis is stated as follows:

H₄: The high the masculinity, the high the organizational performance

validity of the received responses. A self-administered quantitative survey questionnaire was used in this study. Hofstede's (1984) theory and cultural dimensions were used as the theoretical base for the questions and are supported by other authors (Dorfman & Howell, 1988). The questionnaire was designed in English language and distributed to the employees serving in private banks in Karachi that were selected conveniently.

After completion of the survey, two hundred and fifty six (86.7%) questionnaires were determined to be valid. All of them contained sufficient data to be considered valid responses. In each bank, questionnaire distribution and data collection were performed by

one of the co-authors. All of the questionnaires were put in large envelopes and distributed to different banks in Karachi. After anonymously completing the questionnaire, respondents returned the questionnaire to the data collector in each bank. The collected data was then compiled for the analysis that was carried out into two phases including demographic statistics

and inferential analysis. In the demographic statistics, the characteristics of the participants were described in terms of their gender, working experience and so on. In the inferential analysis, on the other hand, the hypotheses were tested after the screening of the collected data in terms of its reliability and consistency.

RESULTS & FINDINGS

Descriptive Statistics

Table 1
Descriptive Statistics of the Participants

		Frequency	% of Frequency
Gender	Female	89	46.30%
	Male	165	53.80%
Age	23-30	144	76.60%
	31-40	98	21.90%
	41-50	11	1%
	18	1	0.50%
Experience	0-5	114	63.70%
	6-10	81	23.80%
	11-15	58	10.50%
	16-20	1	2%

Table 1 shows that 46.3% female employees and 53.8% male employees were participated to this study. Most of the employees (75.6%) were between 20 and

30 years old. Most of the employees (63.70%) had less than 5 years of job experience in the banking sector.

Table 2
Descriptive Statistics of the Participants' Responses

	PD	UA	IC	MAS	OP
N	256	256	256	256	256
Mean	3.0127	2.9521	3.0723	3.0410	3.0215
Std. Deviation	.69104	.70669	.72771	.71076	.57930
Variance	.478	.499	.530	.505	.336
Skewness	-.216	.126	-.092	-.251	-.210
Kurtosis	.061	-.302	-.181	-.408	-.201
Range	3.75	3.75	3.50	3.25	3.00

Table 2 shows descriptive statistics of the responses received from the participants. The received data seems to be in a good to for the use of further analysis (See the values of Mean, Standard Deviation, Skewness, and Kurtosis in table 2).

Inferential Analysis

Exploring the internal consistency between the items used for each variable is important before the application of internal consistency to find out the accurate results of the collected data.

Table 3
Internal Consistency

No	Variables	Cronbach's Alpha	N of Items	Items Deleted
1	PD	.656	4	None
2	UA	.763	4	None
3	IC	.857	4	None
4	MAS	.717	4	None
5	OP	.821	6	None

Table 3 presents the Internal Consistency between the items used for each variable. According to Tavakol and Dennick (2011), a low alpha (less than .6) is due to poor correlation between items and thus the item

should be revised or discarded. Therefore, none on the items under any variable was found with the alpha value less than .6. This can be stated in other words that the reliability scores for the variables were satisfactory.

Table 4
Correlation

		PD	UA	IC	MAS
OP	Pearson Correlation	.345	.252	-.344	-.421
	Sig. (2-tailed)	.000	.016	.013	.040

Correlation is a statistical tool that measures the strength of the relationship between two variables. The correlation coefficient (Pearson Correlation) is a value that ranges from -1 to 1, and is used to interpret the relationship. The findings reveal a strong correlation between the variables i.e. Organizational Performance and Power Distance, Uncertainty Avoidance,

Individualism-Collectivism and Masculinity. Nevertheless, the correlation between Organizational Performance and Individualism-Collectivism and Masculinity is in a reverse order that mean with the increase of Individualism-Collectivism and Masculinity the Organizational Performance decrease by -.344 and -.421 unit respectively and vice versa.

Table 5
Summary of Hypotheses

No	Hypotheses	Sig	Correlation	Status
H1	The high the power distance, the high the organizational performance	.000	Positive	Retain
H2	The high the uncertainty avoidance, the high the organizational performance	.016	Positive	Retain
H3	The high the individualism-collectivism, the high the organizational performance	.013	Negative/reverse	Failed to retain
H4	The high the masculinity, the high the organizational performance	.040	Negative/reverse	Failed to retain

Discussion

The findings of the present study are aligned with the reviewed literature suggesting that organizational culture significantly impacts the organizational performance. Power Distance emerged as a crucial factor, indicating that employees' adherence to hierarchy and authority can positively enhance job outcomes. In the same way, Ghosh (2011) argues that authority based power must give way to functional, expert, referent and information bases of power to have individualized considerations and nurturing benevolent paternalism in high power distance cultural set ups. This finding is consistent with the notion that clarity in roles and expectations within a structured hierarchy can boost

motivation and productivity. According to Hofstede (2001), it is inevitable that uncertainty avoidance does correlate with distinct kinds of behaviours and lead to different levels of employees' job performance would evolve. Both high and low uncertainty avoidance also related to employees' job performance. The correlation between Uncertainty Avoidance and Organizational Performance highlights that risk-averse employees tend to exhibit higher job quality, possibly due to a preference for structured environments and predictable workflows (House, 2004).

Furthermore, the positive relationship between Individualism-Collectivism and Organizational Performance implies that both individual and group contribu-

tions are integral to workplace success. This relationship aligns with previous studies in a reverse order indicating that fostering collaboration while also valuing individual input enhances job satisfaction and effectiveness. In collectivist cultures, people develop a sense of self that is rooted in ties with their in-group (Hofstede, 2001), emphasize conformity (Kim, 2007), and tend to be reluctant to express unique perspectives and ideas that depart from the dominant perspectives and views of their in-group. The negative correlation was found with Masculinity suggesting that traditionally 'male' traits, such as competitiveness, might clash with other cultural values, slightly affecting performance. In addition, some of the most frequently cited reasons for unethical behaviours among masculine individuals were greed and competitiveness (Mustafa & Glavee-Geo, 2017) that lead to personal financial gains. Given that masculine societies emphasize the need for competitiveness, success, and individual achievements.

CONCLUSION

The findings of this study emphasize the pivotal role of organizational culture in shaping employee job performance. Each cultural dimension identified by Hofstede contributes uniquely to job outcomes, with Power Distance and Individualism-Collectivism demonstrating the strongest impacts. Organizational leaders can leverage these insights by fostering clear hierarchical structures, promoting teamwork, and creating a workplace that respects individual contributions while offering a predictable, risk-managed environment. Recognizing these cultural influences can aid organizations in designing strategies that enhance productivity and employee satisfaction.

Recommendations

Future research could explore the longitudinal effects of cultural dimensions on job performance, as well as examine whether and how these relationships vary in different cultural and organizational contexts. Such research could offer valuable insights for banks and other organizations seeking to tailor their workplace environments to optimize employee productivity and satisfaction. Additionally, studies could investigate how other external factors, such as economic conditions or regulatory changes, might interact with cultural dimensions to further influence job performance.

Competing Interest

The authors had no competing interests.

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