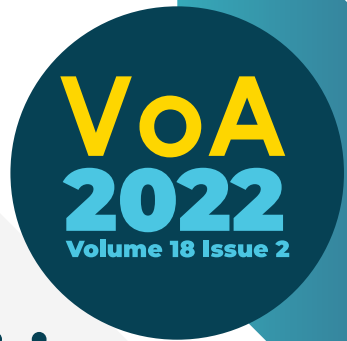




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THE INFLUENCE OF ORGANISATIONAL CULTURE TOWARDS EMPLOYEE PERFORMANCE AT THE UTILITIES SECTOR

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ABSTRACT

The researchers focused into the impact of organisational culture on employee performance in the utilities sector. The aim of the research was to examine at the links between various factors that can influence employee performance which are employee participation, openness to communication and reward systems among employees of utilities sector. The study population, which included 134 workers working in the utilities sector, was chosen by the researchers. To gather and analyse data, a set of questionnaires was employed, which were distributed to respondents via Google Form. The researchers utilised the Statistical Package for Social Science (SPSS) version 23 to analyse the data obtained for this study. The influence of organisational on employees in this sector was determined using Correlation and Multiple Regressions analysis. The findings revealed that the independent and dependent variables have a strong correlation. The results also indicated that the three hypotheses were accepted. The researchers expected that the findings will benefit the organisation as well..

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1. Introduction

In the management of any organisation, job performance has always been a major issue. Every business organization's primary goal is to use strategies to motivate its employees to achieve and give increased work performance in order to boost the organization's competitiveness (Inuwa, 2016). Every organisation places importance on job performance. According to Weerarathna and Geeganage (2014), performance can have either positive and negative consequences for an organisation. Since average employee performance is the norm. When employees' performance starts to deteriorate, it can have a harmful effect on the company's operations. This scenario, which the organization is facing, should drive the company's management to act quickly to resolve the problem before it has a significant effect on the company's growth. The management should address and troubleshoot the underlying issue that has resulted in this. Typically, most companies have to deal with the same employee-performance problems because of the strict cultures that prevail.

Furthermore, because employee performance is crucial to a company's success and survival, the components that support excellent performance must be critically examined by the organisation (Inuwa, 2016). This is due to the fact that employee performance represents a high level of employee trust in their behaviour and contributions to the company's success.

Today, employee turnover rates have become a nationwide epidemic. However, due to less attention, employers do not concentrate on this major problem. This is due to the fact that the employers may not be capable of realising the situation in which the employee turnover has given a negative side effect to the productivity and service of an organisation. According to Ahmed et al. (2016), individual employees that are unsatisfied basically are normal occurrence. Dissatisfaction is not just an excuse at workplace but also a reason why people leave their job for another job (Ahmed et al., 2016). If the employees have skills that they are interested in, they are more likely to get better salaries, good company facilities, or job growth perspectives (Ahmed et al., 2016). In the meantime, Ibrahim, Usman, and Bagudu (2013) have stated that it is important to know and recognise the differentiation between employees who quit because they are dissatisfied with their jobs and employees who quit for other reasons.

2. Literature Review

Organisational Culture

The responsibility of a company or organisation to focus on hiring employees, management, and instructions for the employees who work inside it, as well as influencing the way employees communicate with one another, is characterised as organisational culture (Dimitrios, 2014).

Organizational culture refers to a company's personality as well as the ways in which it operates. (Weerarathna & Geeganage, 2014). This comprises a company's values, beliefs, experiences, and attitudes, which are developed through social learning, which is the way employees and groups interact with one another and with outsiders. According to Weerarathna and Geeganage (2014), Culture represents people's perspectives in an organisation, emphasising the need of creating processes that enable employees to interact in order to meet organisational goals.

"A company's approach toward its internal stakeholders, which defines the core norms that guide employees' behaviours produced and shared within an organisation" is what organisational culture is (Maseko, 2017). Divyarajaram (2014) has stated that organisational culture is critical in encouraging behaviours that can drive employees through recognitions that boost their self-satisfaction and act as a guideline for their actions and ideas.

Employee Participation

According to Kapur (2020), employee participation is defined as a system in which employees are granted the right to participate in the decision-making process on matters that affect them. Meanwhile, Kapur (2020) defines employee participation as an opportunity for all members of a firm to contribute effectively to the promotion of employee well-being and goodwill. This is because giving employees more duties and allowing them to participate more actively in the decision-making process will help them advance in their careers, gain confidence and trust, and feel more responsible toward their supervisors, managers, and the organisation as a whole. Employee participation occurs when employees participate in company operations with other employees (Mugali, 2015). Employee participation is regarded as a necessary component for establishing organisational goals since it can boost goal acceptance and is also an attribute that is favourably associated to an organization's overall effectiveness. (Shahzad, Iqbal, & Gulzar, 2013).

Openness to Communication

According to Femi (2014), organizational communication plays a crucial function in a company, but it may also be a challenge. Inability of supervisors in any organisation to organise the flow of perfect and smooth communications and interactions between employees and the external business environment may result in low productivity and employees who are incredibly frustrated. Employees may interpret and understand the message in different ways. Hence, one of the important goals of an organisation is effective communication (Hitka et al., 2018; Spillan et al., 2002). As part of the transitions that support open communication, new communication technologies, such as network platforms, could be used as a place to share information and internal documents.

Effective communication helps employees ensure that the internal process runs smoothly, and it is beneficial for establishing superior relationships with people both inside and outside the company (Shahzad, Iqbal, & Gulzar, 2013).

Meanwhile, Stacho et al. (2019) indicated that open communication can be used as a motivational tool at work in general. Employees are denied the right to open communication because of confusing instructions and limited access to information. Open communication between a company's management and its employees can be an effective technique for creating a positive environment in which employees feel like they belong to their company and are ready to succeed in competitions (Stacho et al., 2019). Likewise, Schiller and Cui (2014) claim that open communication is critical to a company's efficiency, effectiveness, and overall success. This is because open communication between employers and employees in a company has been shown to be an effective tool for creating an environment in which employees have positive connections with their bosses. Effective communication is critical in breaking down industrial miscommunication, gossip, and conflicts.

Reward System

Employee reward systems, according to Ihedinmah and Chijioke (2015), are programmes designed at the individual or group level by an organisation to reward and inspire employees depending on their performance. The reward system is frequently regarded in a different light than the monthly wage or other expenses. They further added that an organisation should determine the goals that a team of employees should strive for as well as attract incentive when establishing a reward system. As a result, management will assist in the organisation of the reward system in order to influence employees' behaviour while also achieving organisational goals.

Rewards should be utilised to enhance and reinforce good behaviours, while reinforcement for undesirable results should be avoided. Unfortunately, employees profit from behaviours that are relevant to their performance, and the effects of technology, plans, and rules are restricted (Shahzad, Iqbal, & Gulzar, 2013).

Employee Performance

Employee performance is the most crucial component for many organisations according to Weerarathna and Geeganage (2014). Employee performance is regarded as the backbone of any organisation because it directs the organization's effective progress. Many organisations demand great performance from their staff in order to meet organisational goals. If employees perform badly, the organisation as a whole will perform poorly and inefficiently. Weerarathna and Geeganage (2014) further stated that, one of the problems that organisations face is that if they are aware that their employees' performance has deteriorated, management should move quickly to restore it before it has an adverse effect on the company's growth

The majority of research studies have shown that employee job performance is always a major challenge in the management of organisations, and that using efficient methods can motivate their employees to increase and prepare for high work performance in order to improve their organization's competitiveness and achieve every major goal (Wu & Lee, 2011). As a result, it is believed that employee performance is responsible for an organization's growth and profitability. Employees, according to Muda, Rafiki, and Harahap (2014), are regarded vital business resources that help organisations run their day-to-day operations. Employers' ability to understand employee happiness as it relates to daily schedules and duties would have a significant impact on employee performance and output. Nonetheless, some employees are dissatisfied with their jobs, which leads to unfavourable attitudes (Mowday, Porter, & Steers, 2013).

Conceptual Framework

Based on the research, the conceptual framework has been logically developed using the variables appropriate to the problem investigated. It includes both the independent variables and dependent variable. In the study, the dependent variable is employee performance, which is the subject matter that the researchers have felt interested to research on. Meanwhile, the independent variables in this research are employee participation, openness to communication, and reward system. These three variables are the factors that influence the dependent variable. The positive and negative effects have been determined through the independent variables.

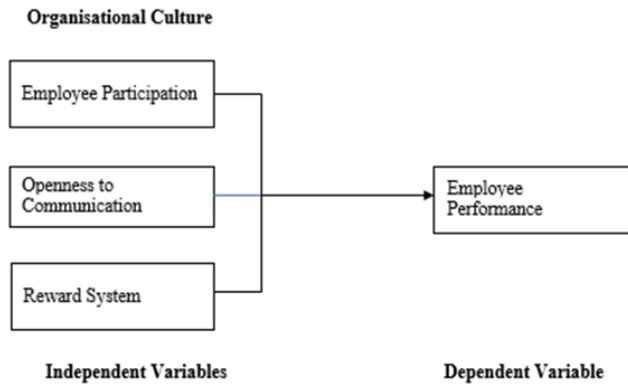


Figure 1: Conceptual Framework

3. Methodology

This study was conducted in a correlational manner. A linear relationship between two or more variables without any signs of linking the impact of one variable over another is defined as correlational study (Salkind, 2012). Correlational research is aimed at how two or more non-manipulated variables correlate. In other words, it's a study in which a researcher tries to figure out if there's a relationship between factors that influence organisational culture and employee performance.

The sample population and sample size calculation for the analysis were provided by Krejcie and Morgan (1970) using the sample size table. The study's population is 134, hence the sample size of responders is 97.

In this study, a simple random sample technique was applied. A simple random sample, according to Hayes (2019), is a subset of a statistical population in which each member has an equal chance of being chosen. A simple random sample is intended to represent a group in an unbiased manner. The questionnaire was given at random for this study in order to ensure that enough employees participated.

This researcher implemented a quantitative approach and employed a survey method to conduct correlational research. Using Google Forms, the questionnaires were delivered to the employees. The respondents were asked to rate their level of agreement with each of the independent and dependent variables on a 5-point Likert scale. The questionnaire has five sections, which are Sections A, B, C, D, and E. Sections B to E cover items, measured by using scales, in which the employees have been required to answer the questions whether they agree or disagree with the questions by showing their satisfaction/dissatisfaction level by using the 5-point Likert scales, which are '1' indicating 'strongly disagree', '2' 'disagree', '3' 'neither agree or disagree', '4' 'agree', and '5' 'strongly agree'. Section A contains items related to the demographic profile of the respondents. The employees have been required to declare their marital status, gender, salary, age, and level of education. In Section B, the respondents are required to answer the questions about employee participation, while Section C comprised items pertaining to openness to communication. Section D covered items associated to reward system, and Section E asks the respondents questions regarding employee performance.

The researchers utilised the Statistical Package for Social Science (SPSS) version 23 to analyse the data obtained for this study. According to Sekaran and Bougie (2013), if the questionnaire has a collection of blank data of 25% or more, the questionnaire shall be eliminated from being coded

in the SPSS database. Fortunately, the data could be analyzed using the SPSS software. Meanwhile, according to Sekaran and Bougie (2013), the goal of this is to test the validity of the data and hypotheses developed for the study. Reliability analysis, correlation analysis, and frequency analysis are some of the statistical data that could be utilised to analyse the data.

4. Results and Discussion

Reliability Analysis

The Cronbach's Alpha coefficient size rule of thumb (Hair et al., 2015) was utilised as a guideline.

Table 1:
Reliability Analysis

Variables	No. of Items	Alpha Value
Employee Participation	10	0.917
Openness to Communication	10	0.956
Reward System	10	0.876
Employee Performance	10	0.948

The table above shows the reliability testing for this research by using 100 respondents. The value of Cronbach's Alpha explains how excellent and good the correlation is between the questions of all the dependent variable and independent variables, which are employee participation, openness to communication, reward system, and employee performance. For the independent variables, the Cronbach's Alpha values generated are in a range between 0.876 and 0.956, and the Cronbach's Alpha value of the dependent variable is 0.948.

Correlation Analysis

The strength of a relationship between the dependent variable, employee performance, and the independent variables, employee participation, openness to communication, and reward system, has been determined using Pearson's Correlation.

Pearson's values are derived through correlation analysis, which reveals a relationship between the independent and dependent variables. Meanwhile, the hypotheses are based on two different variables that illustrate how they are related to each other and are based on logical guesses (Sekaran & Bougie, 2009). The researchers were able to determine whether or not the null hypotheses should be accepted using Person's correlation and the significant level.

Table 2:
Correlation Analysis

Mean	Standard	Pearson's
------	----------	-----------

Variables	Mean	Deviation	Correlation
Employee participation	43.0200	4.91746	0.759**
Openness to communication	43.6900	5.46928	0.729**
Reward system	43.0400	5.98976	0.749**
Employee performance	44.1500	5.37178	

The table above displays the correlation between the three variables used in this study. The independent variables, which are employee participation, openness to communication, and reward system, are correlated with the dependent variable, which is employee performance, towards organisational culture. Based on the results, it is shown that 0.759, 0.749, and 0.729 exhibit a moderate correlation.

Among the variables, the highest value is the value of correlation between employee participation and employee performance, which is 0.759. This indicates that there is a positive relationship between both the variables. Meanwhile, the correlation value of the relationship between rewards system and employee satisfaction shows that there is also a positive relationship, which is 0.749. In the interim, the lowest value between the variables is openness to communication and employee performance, which is 0.729, indicating a positive relationship, too.

As a whole, the verdict shows that the three variables have a significant relationship between the dependent variable, which is employee performance, towards organisational culture.

5. Conclusion

The researchers were able to discover the systematic relationship between the variables based on the analysis.

All of the proposed research objectives have been accomplished. The first three objectives are to examine into the relationship between organisational culture and employee performance, namely employee participation, openness to communication, and reward system. From the findings, there is a positive relationship between the three factors. This demonstrates that each of the three independent variables has a considerable impact on employee performance. Employee participation (0.759) has the strongest correlation coefficient between the factors, followed by reward system (0.749) and openness to communication (0.729).

Based on the analysis, the researchers were able to conclude that the three 'organisational culture' variables have a significant effect on employee performance as their significant values are below ($p < 0.05$). Thus, all the hypotheses are accepted.

An organization's culture can be strong and consistent if it runs under a set of clear concepts and values that management spends time communicating to employees and that are broadly shared throughout the company. The management needs to consider present communication methods and develop strategies to improve effective communication at all levels of the

organisation, with a focus on the creation of messages that connect employee performance with organisational objectives.

The management should monitor and evaluate employee happiness and commitment on a regular basis in order to reinforce ideal organisational values and create an environment that encourages and maintains great performance from the employees. Managers and employees should receive training on certain key principles that are essential for efficient productivity.

Every individual works with a separate culture and set of beliefs. When he or she joins an organisation with a completely different culture and beliefs than his or her own, he or she should be permitted to first internalise the organization's culture and values in order to determine whether or not he or she can manage with them. How an employee does his or her job is determined by his or her ability to cope with the organization's culture. Employees should be effectively motivated, economic rewards must not be offered alone, but recognition and opportunities for realizing various individual goal and aspirations must be created.

Organizational culture must be imposed on all members and employees of the organisation in order to promote uniformity among personnel, which will increase commitment and group efficiency. When an organization's culture needs to be changed, employees must first be alerted and trained how to modify the old culture, as this will have a good impact on their performance.

The findings of this study suggests that employee participation is the element that has the most impact on employee performance in terms of organisational culture, while openness to communication has the least impact, indicating that it has to be addressed. This indicates that employees believe they are not provided enough opportunities to participate in events. The top management should create enabling environment and rules for both leaders and subordinates to carry out activities together as this will give all employee/members sense of belonging and hence increases their performance. Furthermore, the study revealed that employees are dissatisfied with their engagement in organisational culture.

Meanwhile, employees who appear to avoid participating in activities for no apparent reason may acquire unfair, bad judgments of organisational culture toward their work. In order to minimise bias, the organisation needs to improve its training programmes by allowing employees to participate in activities regardless of their position, whether they are employees or supervisors. Employees may feel appreciated as a result of this since their employer treats them fairly.

Additionally, greater information sharing between employees and their employers is required. Employees will be more appreciative if knowledge is shared and mistakes are corrected, and this will inspire them to do well in the future. To minimise misunderstandings, all information and guidance from the employer should be considered out carefully before being shared with the employees.

Finally, the company must improvise the existing reward methods, such as providing awards to senior employees as a token of appreciation for their contributions. Senior staff, who have a great deal of experience, expertise, and abilities, are due to retire soon. They may feel highly valued if you provide them certain incentives. As a result, they would be willing to share their expertise and experiences with junior employees, enhancing their competitive advantage and assisting the organisation in achieving its objectives.

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