Key Knowledge Generation

Impact of Organizational Culture on Employee Performance and Organizational Citizenship Behavior (OCB)

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IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

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Abstract. Banks are considered the backbone of any country's economy. The aim of this study is to find out that how dimensions of an organization's culture put impact on the concerned employees' performance and Organizational Citizenship Behavior (OCB) in banks. The grandness of this research is to cater researchers with valuable knowledge and understanding of components which influence employees' performance and OCB in banks. In order to collect the data, 150 questionnaires were disseminated amongst respondents and 100 questionnaires out of them were collected and used to analyze the results. Convenience sampling method was conducted and data collected were analyzed by correlation analysis and regression analysis. The results show that dimensions of organizational culture significantly affect the employees' performance and OCB. The outcomes of the current study will not only increase the employees' performance but directly and indirectly will affect the other outcomes linked with organizational culture, employees' performance, and organizational citizenship behavior. Banking sector should implement such strategies which promote individualistic practices. Banking sector should promote the individualistic culture, not collectivist because the society's culture is individualistic and people want to work as individual. If power distance is high in organizations, it affects the employees' performance. Future researchers may include other variables that affect the employees' performance and OCB.

INTRODUCTION

Culture's idea needs to be refined and become common in the organizations (Titiev, 1959). Organizational culture is based on the effective systems that help an employee how he/she thinks and makes effective decisions (Pettigrew, 1979). Organizational culture comprises of an organization's expectations, experiences, thinking, and values that bind it composed, and is stated in its self-image, workings, connections with the global world, and future prospects. It is based on shared norms, beliefs, customs, and rules that have been developed with time and are considered valid. Organization's cultural values and norms powerfully affect all the employees who work within the organization (Stewart, 2010). Organizational culture depends on the norms, values, beliefs of employees and processes of the organization. Organizational management defines employee's norms, values and objectives which lead an organization towards productivity. The understanding and awareness of the organizational culture bring effectiveness in organizational goals achievement (Brooks, 2006). It is important that culture should be industrialized the way that it recovers the job performance of employees. "Organization culture is recognized as 'normative glue' means to hold the complete organization collected" (Tichy, 1983).

Schein (2006) states that organizational culture is based on two influences of community group: (i) structural constancy of a group (ii) integration of single item in larger average. Organization's norms and values must affect the concerned employees (Stewart, 2010).

As per Hofstede (1980) model there are four dimensions of organizational culture: (1) Power distance, (2) Individualism versus collectivism, (3) Uncertainty avoidance, and (4) Masculinity versus femininity.

Power distance is defined as the area in which the less influential employees of the organization feel that the power is dispersed unevenly. Individualism and collectivism are different cultural values in their relative accent on independence versus interdependence in one group (Markus & Kitayama, 1994).

Uncertainty avoidance deals with civilization's acceptance for vagueness. It indicates that to what extent employees feel comfortable or uncomfortable in unwanted situations. Masculinity refers to features of community with clearly mentioned and divided duties; and men are supposed to be strong and they work more and more effectively while the ladies are weak and they do not work as compared to men while the femininity is the

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opposite of masculinity. In femininity, social roles are overlapped and males and females are self-effacing and sensitive and work equally in life.

Most of the authors relate performance to the transaction of effectiveness and efficiency towards administrative objectives (Barne, 1991; Stannack, 1996). The job related activities of a worker and how well those actions were performed is the job performance of an employee.

The term OCB was first introduced by Organ (1988); Bateman and Organ (1983) which stands for Organizational Citizenship Behavior that means "individual behavior that is discretionary, not straight or openly recognized by the proper reward system, and that in the collective endorses the effectiveness of the organization" (Organ, 1988). By optional, we mean that the behavior is not an enforceable obligation of the role or the job description but this is intentional and employee adopts it by himself sincerely.

Problem Statement

Due to prompt changes in globalization, many organizations are facing problem developing proper culture. Firms are also facing performance issues of their employees. Organizations are trying to select the best approaches of culture and performances within the organization but sometimes these strategies may get failed because employees are not aware of culture strategies or strategies are not properly implemented. Thus organizations cannot achieve their ultimate targets effectively. Many studies have been conducted on the impact of culture with numerous variables. Awadh and Alyahy (2013); Uddin, Luva, and Hossian (2012) have linked the culture of an organization with the performance of employees. The study of Uddin et al., (2012) is based on the telecommunication sector, Naranjo-Valencia, Jimenez-Jimenez, and Sanz-Valle (2016) has linked organizational culture with the performance and innovation of the employees in Spain. Hartnell, Kinicki, Lambert, Fugate, and Doyle (2016) correlate the leadrship style of CEO's and organizational culture with the performance of the firm. In the similar manner, Mohanty and Rath (2012) checked the relationship between organizational culture and OCB in three sectors of Indian companies. Likewise, Ebrahimpour, Zahed, Khaleghkhah, and Sepehri (2011) also checked the association between organizational culture and OCB. However, no known study on the impact of organizational culture on employees' performance and OCB can be traced in Pakistan.

The current study is novel in two ways. First, this study has been based on the population of banking sector in Pakistan where employees work under very tough routine. So, it will be very interesting that how the culture of an organization influences the job performance of employees and OCB. Second, the current study uses the culture classifications of Hofstede's and and few studies are available with this methodology.

The main objectives of the current study are to gauge that how organizational culture influences the performance of employees and organization citizenship behaviour. The organizational culture has been classified into two dimensions; individualistic culture and collectivist culture but the study has been conducted in the individualistic society of Pakistan.

LITERATURE REVIEW
Culture

Word culture is derived from a Latin word "cultura" which means "cultivation" (Smka, 2004). Culture is the most important part of any society. It provides plan for the mankind survival. Culture is the overall mind programming or scheduling that distinguishes the members of different societal groups from one another (Hofstede & Hofstede, 2005). Kilmann, Saxton, and Serpa (1985) have explained it as a manner or a way of organization. Culture refers to the complex whole comprising of knowledge, arts, belief, rules, customs, and other abilities which are, as a societal member, gained by a person (Hill, 2005).

According to (Tichy, 1983), the main awareness of culture comes from distribution in learning processes that have been based upon systematic allocation of resources. Culture is the mixture of groups, principles, values, communication and explanation of performance and attitude that provides guidance to people (Bashir, 2012; Yusof, Munap, Mohd, Ab Hamid, & Md-Khir, 2017).

Organizational culture is considered to be the shared beliefs, norms, and assumptions that exist among employees within an organization and help, guide, and coordinate behavior (Schein, 2006; Bo-Shing & Xiaodie, 2017). Organizational culture is part of an organization, including beliefs, values, perceptions, and behavioral standards that reflect in the behavior of each member of organization (Wallach, 1983). Organizational culture means preparations of beliefs and norms, which are commonly held by a civilization or department in the organization (Heskett & Kotter, 1992). It is the context of attitude, beliefs, consisting of values, norms; principles of employees, and their expectations, which are shared by members within the organization (Greenberg & Baron, 1995).

Dimensions of Culture

Hofstede (1980) presented a model of culture by classifying into four measurements which includes individualism vs. collectivism, power distance, uncertainty avoidance, and masculinity and femininity.

Individualisms versus Collectivism

In this dimension, the gap among organizational interest and self-interest has been perfectly matched (Hodstede, 1980). It is the degree in which people may generate variation between the interest of organization and self-interest.

In collectivistic culture, the group interests rule is important over individual ones, whereas in individualistic cultures, the individual interest is considered as superior over the group interest. According to Hofsted and Hofsted (2005), individualism is opposite to collectivism in that it measures the degree to which individuals are supposed to be united into a group and look after them. According to Hofsted (2001), individualism exists when individuals describe themselves primarily as separate persons. On the other hand, collectivism is characterized by close-fitting social networks. The individualism and collectivism show the relation between individuals and to what extent they feel they are "on their own" rather than a part of a large group of identity (Cho & Yoon, 2009).

Uncertainty Avoidance

It deals with civilization's acceptance for vagueness. It indicates that to what extent employees feel comfortable or uncomfortable in the unwanted situations. "Uncertainty is the degree to which employees of a culture feel the unknown states" (Katzenstein & Nelson, 2011). It is defined as the extent to which an employee is in a worried, indefinite, indistinct or shapeless situation (Hofstede & Hofstede, & Minkov, 1991). Uncertainty avoidance is defined as the measure to which society's members feel endangered in an unknown, unclear situation (Hofstede, 2006). Hofstede (2001) stated that in case of low uncertainty avoidance society culture holds exceptional positive reaction to change and welcomes new chances, favors and flexibility is there. In high uncertainty avoidance society, culture holds standardized routine.

Different societies accommodated to this uncertainty in various way. The method to deal with uncertainty is attached with the cultural inheritance of society and, therefore, differences do exist between traditional societies and modern societies. And these ways are strengthened and transmitted through basic institutions (Hofstede, 2001). Uncertainty avoidance is not the same as risk avoidance; it deals with a society's acceptance for uncertainty (Guss, 2012). It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in formless situations.

Power Distance

The power distance refers to social gratitude of unequal allocation of power (Hofstede, 2001). This variation may be asso-

ciated with position, affluence, and power (Hofstede, 2001). Power distance means the members of organization and institutions are less powerful admitting and except that control is circulated unequally (Hofstede et al., 1991; Hofstede & Peterson, 2000).

Power distance is defined as a measure to which followers of organizations with less power accept that there is an unequal division of power (Hofstede & Hofstede, 2005). It refers to the suitability and fitness of power within a society and acceptance of power in equality among individuals in a society. According to Erdogan, Yaman, Senturk, and Kalyoncu (2008) in high power distance culture, power or control inheritance is there in one's position.

Masculinity versus Femininity

Masculinity is the conflicting part of femininity and it refers to culture having elements of passion and enthusiasm, with clear difference of gender roles. Men are grasping and are considered to be strong and focus more on material success. Women are non-materialistic and are presumed to be more humble, being attentive to the quality of life issues (Hofstede & Hofstede, 2005). Masculinity is known as aggressive and bold goal behaviour-type values, material power, and control whereas femininity is also known as submissive goal behaviour-type values, social relatedness, and other welfare (Christie, Kwon, Stoeberl, & Baumhart, 2003). IIn feminine organizational culture, conflicts are solved with compromise. In such an environment, employees work to survive. While in a masculine culture, however, the firm resolves conflicts by letting parties fight it out and employees live to work (Sims & Keenan, 1999).

Employee Performance

The degree of attainment of organizational goals by an employee at workplace is called performance. Employees' job is developed by the level of attainment of a specific task, target or mission that describes the boundaries of performance (Cascio, 1986; Naqshbandi & Idris, 2012; Selvina, 2016). Lunenburg (2011) investigated the relationship between culture of an organization and concerned employees' performance. According to him, it includes a number of shared values, beliefs, and norms which influence the employees' feelings and behavior at workplace.

Employee performance alludes to be the capacity (both physical and mental) to finish a particular undertaking in a particular manner which may be considered as low, medium, or high scale. "performance" might be undertaken to portray different perspectives, for example, authoritative job performance, soci-

etal performance, representative performance, and individual performance, etc (Roe, 1999). According to Slocum and Hellriegel (2008) culture of an organization lets its workers to be known with firm's past and present ways of procedures. This specific recognition gifts employees with supervision about anticipated and satisfactory future, organizational norms, and behaviors. For the attainment of organizational objectives and getting competitive advantage, every firm hires highly executive individuals. On the other side, for the accomplishment of individual objectives, individuals need supportive organizational culture.

A good organizational culture maintains variation and develops organization's employees' performance by motivating employees toward a shared objective and goal and lastly shapes and channels employees' behavior to this specific focus which must be preferred for functional and operational plan (Daft & Weick, 2010). Job performance is the set of behaviors and the sum of values of an organization that an employee adds directly and in directly to organizational goals (Ayutthaya, Tuntivivat, & Prasertsin, 2016; Campbell, McHenry, & Wise, 1990). Engellandt and Riphahn (2011) show that the performance of employees can be affected by performance appraisal style of the management. Employee will contribute his best if management evaluates his performance from time to time. Employees give positive response to surprise bonus payment. Firm evaluates employees' efforts; resultantly, employee performs better and gets more motivated toward his task achievement and responsibility fulfilment.

Organizational Citizenship Behavior (OCB)

OCB is an individual contribution to the workplace that goes beyond the requirements and job agreement of employees with organization (Naqshbandi, Kaur, Sehgal, & Subramaniam, 2015; Organ & Ryan, 1995). Aquino and Bommer (2003) Found that OCB can increase the social attractiveness in a workplace. OCB is a positive behaviour. Those who reveal OCB may become more socially attractive which makes them to be valued as partner or friend. OCB involves informal and voluntary behavior that can help peers, colleagues, and the organization. OCB is a behavior that contributes to accomplish the objectives of the organization by contributing to its social environment (Rotundo & Sacket, 2002).

OCB positively affects organizational and individual performance (Poncheri, 2006). OCB supports management in the creation of a helpful work environment which, in turn, increases the efficiency of employees. OCB is the superfluous role behavior which is not officially needed by the organization. It is based on the intention of an individual on behalf of organizational culture (Prajogo & Sohal, 2006).

According to Shapiro, Kessler, and Purcell (2004) OCB is a fair response of organization to the employees. OCB can increase the social attractiveness in the work place (Aquino & Bommer, 2003). OCB is normally known as a positive behaviour. Those who reveal OCB become more socially attractive which makes them appreciable as friends or partners. OCB includes intended and informal behaviors that can help colleagues and the organization. OCB can help the subordinates or the Organization's efficiency by affecting the social and psychological commitment of the organization. According to the Rotundo and Sackett (2002), OCB is a behavior that contributes to the goals and social and psychological environment of the organization.

Employees, who are highly involved in OCB, may improve managers' work efficiency by allocating them a huge amount of time for long-term planning matters. Mangers get positive feedback from OCB as well as employees (Turnipseed & Rassuli, 2005).

Individualism vs. Collectivism and Employee Performance

The individualism vs. collectivism dimension narrates the relative importance placed by individual need over a group. The societies having element of individualism show the emphasizing factors of achievement and recognition (McCarty & Hattwich, 1992). Whereas collectivist societies give worth to issues like responsibilities and societal norms conformity (Hofstedes, 1980). In collectivist cultures, there is stickiness to certain standards and having pressure to comply collective in group goals like family or any institution. Whereas, in individualistic culture in groups are lose tie groups like co-workers (Triandis, Bontempo, Villareal, Asai, & Lucca, 1988). In collective culture employees are more satisfied with their work and supervisor. Firm gives reward to encourage them, which adds individual and organizational performance (Ahmed & Shafiq, 2014). While in individualist societies employees are more careful about themselves and their families only. The study of Mohamed, Nor, Hasan, Olaganthan, and Gunasekaran (2013) demonstrates that there exists the strong association among the job performance of employees and two cultural dimensions (individualism and collectivism).

Power Distance and Employee Performance

It shows that how much the employees with fewer power in an organization and institution's consent expect that power is shared unequally. It elaborates inequality from downward in an organization. Power and inequality are the most basic facts of any society. All societies are unequal, but some have greater inequality comparatively (Hofstede, 2011).

In low power distance societies, power should be used lawfully and is subjected to criteria of good and evil, and subordinates expect to be consulted. While, in high power distance societies, power is the fundamental factor of predating good or evil, and authorities are irrelevant, and Subordinates expect to be told what to do (Hofstede, 2011; Rehman, Bilal, Saghar, & Abbasi, 2017). Mohamed et al. (2013) checked the association between power distance and the work performance of employees and come to the conclusion that both variables have positive association.

Uncertainty Avoidance and Performance

Uncertainty avoidance is the way by which members of a society feel endangered in unknown and unclear situations (Hofstede, 2001). Strong uncertainty avoiding communities keep rigid codifications of beliefs and behaviors. They protect compliance but are illiberal of aberrance. On the other hand, weak uncertainty avoiding communities keep relatively relaxed and deviance tolerance is comparatively easier.

High precariousness shunning is depicted in the acceptance of current norms and rules, preference for employment constancy, and wish for low stress. Cultures with high precariousness avoidance pay reaction to communication more responsively consisting of information level related to the perception of uncertainty (Hofstede, 2001).

Uncertainty argues the extent to which a culture develops its members to feel comfortable or uncomfortable in uneven circumstances. Unstructured situations or uneven circumstances are unknown, surprising, and unusual incidences. In uncertainty avoidance culture tries to derogate the probability of such circumstances by developing strict behavioral codes, rules, and laws (Hofstede, 2011). Mohamed et al. (2013) found a significant positive relation between uncertainty avoidance and job performance of employees.

Masculinity vs. Femiminity & Employees Performance

Masculinity reflects a culture where men are considered to be self-confident, concentrating on materialistic accomplishment and on the other hand, women are considered to be caring and humble and having focus on life's quality. On the opposite side, men and women are considered equal in the femininity. Men and women are there in every society with division of their roles which, in some cultures, is not as fair as others. In some countries, women's roles are only to stay at home and grow up the kids and men work while in others, women are having equal rights with men (Altantsetseg, Chen, & Chang, 2017; Todres, 2003). Role pre-eminence of man and woman is statistically and biologically similar around the world, but their social responsibilities are different from each other. Every society recognizes particular behavior to which sex varies from one relative to another (Todres, 2003). In masculine communities, the "culture" of struggle probably is "to live to work", which may cause to bring positive results, and promote competiveness. Companies located in such a culture allocate sufficient resources towards the attainment of objectives. Working in such a culture, employees are satisfied and enjoy autonomy of power and decision-making, which may boost the level of their confidence (Mohamed et al., 2013).

Cultural Dimensions and OCB

Individualism and collectivism as the characterizing cultures. Collectivist societies involved in OCB consider in-role (Hofstede, 1980). Younger workers particularly view many items classically contained in OCB instruments as the in-role behaviors. According to Moorman and Blakey (1995) collectivistic norms lead to contribute to OCB and involve in supportive behavior. Individualism and collectivism are linked to the particular form of OCB (Dyne, Vandewalle, Kostova, Latham, & Cummings, 2000). The study explains the impact of OCB on individualism/collectivism and investigates the relationship between existing and other variables known for the prediction of OCB.

Power distance plays an important role in developing individual's relationships and behavior inside the firm. According to Begley, Lee, Fang, and Li (2002) power distance affects the relationship between individual justice perception, OCB, and other employee outcomes. High power-distanced societies' banks have bigger chance to overwork weaker clients. Farh, Hackett, and Liang (2007) narrated that power distance has a negative moderating effect on perceived firm's support and work outcomes like job performance and organizational commitment. Power distance generates relationship between collective and individual identities of employees (Randel & Wu, 2011). It is concluded that highly collective employees have higher and stronger relationship identities in case of low power distance. Uncertainty Avoidance is defined by Hofstede (1985) as the identify which is the comfort of a culture with the uncertainty as a part of their survival. Chhokar, Zhuplev, Fok, and Hartman (2001) depicted the view of uncertainty avoidance and power distance. The aim of this study is to analyze the relationship between culture and equity sensitivity taking five countries as sample including America, England, France, India, and Russia. The results show that different cross cultures rely upon individual's perception of munificent with the assumption that more munificent alignment leads to more OCB. They also conclude that low uncertainty avoidance cultures make individuals towards staying and committing more to the organization.

According to the Burke and McKeen (1990), the degree to which a person concludes them as masculine or feminine means to be a man or a woman in the society. It is important to differentiate gender identity for shared expectations of behavior of one gender. According to Eagly (1987), men are participating in the worker role and women are participating in the domestic role. According to Gilligan (1982), gender identity is different from gender attitudes. Examples are the circumstances commonly linked with one gender such as men thinking in terms of justice and women thinking in terms of care. According to Katz (1986), gender roles, gender stereotypes, and gender attitudes affect one's sex distinctiveness as they are not the similar gender identities. There are four theories that explain the development of masculinity and femininity: Cognitive-developmental theory by Kohlberg (1968), Psychoanalytic theory by Freud (1927), Learning theories of Direct Reinforcement by Weitzman (1979) and Modelling theory by Mischel (1966).

RESEARCH METHODOLOGY
Research Design
The data used in this research are primary data, i.e., collected first hand by using data collection technique such as a questionnaire. The questionnaire was distributed among different employees of different banks in Pakistan performing different tasks and their responses were analysed.

Population and Sampling
As the research is related to the private banking sector in Pakistan, so the population comprises of all the private banks which are currently operating in Pakistan. Out of 150 distributed questionnaires, the 100 questionnaires were used in the analyses which were in useable from. The technique used for collection of data was convenient sampling technique.

Measurement Instrument
Questionnaire survey has been used in this research study. Questionnaires are defined as the series of questions aimed at collecting the information from respondents. A hard copy of questionnaire was provided to each employee. Questionnaire comprised of three main sections, i.e., A, B, and C. Section A consisted of information related to demographics and bio-data of the employees. Section B consisted of independent variable whereas Section C consisted of dependent variable.
Instruments used for data collection in this research study includes:

Value Survey Module (VSM-94)
For the measurement of cultural dimensions (i.e., individualism vs. collectivism, power distance, uncertainty avoidance, masculinity vs. femininity), the selected items were used from the Hofstede (1994) Value Survey Module. The questionnaire consisted of 16 items- 4 items for measuring Individualism vs. collectivism, 4 items for power distance, 4 items for uncertainty avoidance, and 4 items for masculinity vs. femininity. All of these items were anchored at 5-point Likert rating scale.

Employee Performance Measure
The concept of employee performance was measured by using a scale designed by Heilman, Block, and Lucas (1992). The instruments consist of 4 items.

OCB
The concept of OCB was measured by using a scale designed by Koopmans (2014). The instrument consisted of 8 items that were anchored under 5-point Likert scale ranging from 1(Strongly Disagree) to 5 (Strongly Agree).

Conceptual Framework

FIGURE 1
Impact of Organizational Culture on Employee Performance and OCB
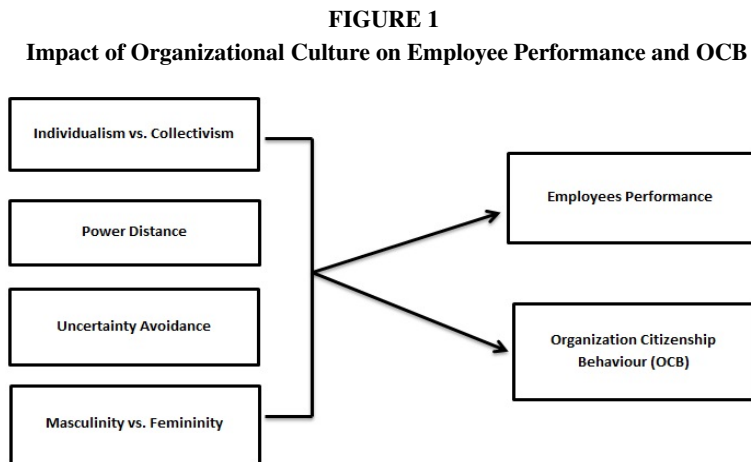
Hypotheses

H1: The collectivism culture has positive impact on employee performance.

H2: The culture with low power distance has a positive impact on employee performance.

H3: The culture with low uncertainty avoidance and employee performance.

H4: The masculinity has a positive link with employee performance.

H5: The collectivist culture has a positive impact on OCB.

H6: The culture with low power distance has a positive impact on OCB.

H7: The culture with low uncertainty avoidance has a positive association with OCB.

H8: The masculinity has positive impact on OCB.

RESULTS AND DISCUSSIONS

TABLE 1
Reliability Test

Variable	Sources	No of Items	Reliability
IN vs. CO	Hofstede (1994)	04	0.892
PD	Hofstede (1994)	04	0.709
UA	Hofstede (1994)	04	0.791
M vs. F	Hofstede (1994)	04	.892
EP	Heilman et al. (1992)	04	0.890
OCB	Koopmans (2014)	08	0.735

TABLE 2
Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Individualism vs.collectivism	1.75	4.25	3	0.44
Power Distance	2.50	4.75	4	0.47
Uncertainty Avoidance	2.22	4.25	3.20	0.49
Masculinity vs. Femininity	2.50	4.50	3.34	0.46
Employee Performance	2.50	5.00	4	0.51
OCB	2.38	5.00	4	0.59

Table 2 shows the minimum value 1.75 and maximum value 4.25 with mean 3 and standard deviation 0.44 for individualism vs. collectivism. This shows that the response of maximum people is to agree and the minimum value shows people's response is to disagree. The mean of power distance was 4 ($S.D = 0.47$), mean of uncertainty avoidance was 3.20 ($S.D = 0.49$), mean of masculinity vs. femininity was 3.34 ($S.D = 0.46$). Mean of employee performance was 4 ($S.D = 0.51$), and mean of OCB was 4 ($S.D = 0.59$).

TABLE 3
Index score of Cultural Dimensions

Index	Index Score
IND/CO	80.5
PD	81
UA	30.2
M/F	64.9

Individualism vs. collectivism was scored by by the formula IDV=-50m(01)+30m(02)+20m(03)-25m(04)+130. it was found that the employees had high individualism index score, i.e.....Meaning that employees of banks tend to be more individualistic. For finding out the score of power distance, Hofstede's formula=-35m(01)+35m(02)+25m(03)-20m(04)-130 was used.

It was found that employees perceive their work to be more centralized as index score for power distance was calculated to be.., i.e., a higher power distance score.

Similarly, index scores for uncertainty avoidance UA=25m(01)+20m(02)-50m(03)-15m(04)+120 and masculinity vs. femininity MAS= 60m(01)-20m(02)+20m(03)-70m(04)+100.

Low score of uncertainty avoidance shows that the employees do not avoid uncertainties and the culture of banks is masculine. For finding out the index scores of the various cultural dimensions used here, the value survey module formulas developed by Hofstede were used. The index score of each cultural dimension by applying index formula is shown in Table 3.

TABLE 4
Correlation Analysis of Organizational Culture and OCB

	Individualism	Power Distance	Uncertainty Avoidance	Masculinity	OCB
Individualism	1				
Power Distance	0.789**	1			
Uncertainty Avoidance	0.583**	0.699**	1		
Masculinity	0.417**	0.489**	0.743**	1	
OCB	0.465**	0.526**	0.520**	0.672**	1

(p* 0.05, p** 0.01) p-value $>$ 0.01, $N = 100$

The value of correlation coefficient for individualism and employee performance is found to be 0.512 ($p > 0.01$). Based on the results of correlation analysis, which are shown in Table 4, the individualism has a positive association with the work performance of employees ($r = 0.512$).

There is a positive association between Individualism which has a correlation with the employees' performance. Similar relationship between these variables was found in the previous researches by (Hui, Yee, & Eastman, 1995; Mohamed et al., 2013; Noordin & Jusoff, 2010).

The value of correlation coefficient for high power distance and Employee Performance is found to be 0.554 ($p > 0.01$). Based on the results of correlation analysis, there is a positive and significant relationship between high power distance and employees' performance.

Power distance has a 0.544 correlation with the employees' performance. Similar relationship between these variables is found in the previous researches by Sagie and Aycan (2003).

The value of correlation coefficient for low Uncertainty Avoidance and Employee Performance is found to be ($r = 0.728$, $p <$ 0.01) which describes the positive association between low uncertainty avoidance and employee's performance. Uncertainty avoidance has a positive relationship with work performance

of employees ($r = 0.728$). Similar relationship between these variables are found in previous research by Doney, Cannon, and Mullen (1998); Luque and Javidan (2004).

The value of correlation coefficient for Masculinity and Employee Performance is found to be 0.840 ($p > 0.01$). Based on the results of correlation analysis, which are shown in Table 4 thatmasculinity has a positive correlation ($r = 0.840$) with work performance of employees. Similar relationship between these variables is found in the previous researches by Ali, Kulik, and Metz (2009).

The Table 4 shows the value of correlation coefficient for individualism and organizational citizenship behavior is found to be 0.465. Based on the results of correlation analysis, there is a positive and significant relationship between individualism and OCB.

The value 0.526 in Table no 5 shows that there is a positive relationship between high power distance and OCB. The value of correlation coefficient for uncertainty avoidance and OCB is found to be 0.520 showing that there is a positive and significant relationship between low uncertainty avoidance and OCB. The value of correlation coefficient for masculinity and OCB is found to be 0.672. Based on these results, there is a positive and significant relationship between masculinity and OCB.

TABLE 5
Regression Results for Impact of Organizational Culture on Employee Performance

	R	R^2	Adj R^2	β	F-Value	t-value	Sig.
IN/CO	0.512	0.263	0.255	0.412	34.909	5.037	0.00
PD	0.544	0.296	0.289	0.523	41.184	3.840	0.02
UA	0.728	0.530	0.526	0.434	40.671	2.233	0.00
M/F	0.840	0.415	0.362	0.512	33.947	2.574	0.01

Predictors: (constant), organizational culture (individualism, power distance, masculinity, uncertainty avoidance)

Co-efficient of determination R^2 measures the goodness of fit of the model. As much as R^2 is close to 1 it shows that model is more and more accurate. The co-efficient of determination R^2 = 0.263 for IN, 0.296 for PD, 0.530 for UA, 0.415 for M. This shows that 60% of variation in the IN of organization is due to the fluctuations in this independent variable organizational culture dimensions. And R^2 0.263 shows that 69% variation in the dependent variable employee performance is due to organizational culture dimensions and R^2 0.296% shows that 31%t fluctuation in the employee performance is due to this independent variable.

Beta coefficient 0.412 shows that there is a positive and significant relationship existing among individualism and employees' performance because p value is highly significant which is 0.00. If one percent change occurs in the individualism, this will cause 41% increase in the employees' performance.

Beta coefficient 0.523 shows that here too, a positive and significant relationship exists among the high power distance and employees' performance. If one percent change happens in the power distance, this will bring 52% change in the employees' performance and results are highly significant because *p* value is significant 0.02.

Beta coefficient 0.434 indicates that here similarly, a positive and significant relationship exists among low uncertainty avoidance and employees' performance because $p = 0.00$. Table 7 shows that just one percent increase in uncertainty avoidance will bring 43% percent increase in the employee performance.

Beta coefficient 0.512 indicates that here similarly, a positive and significant relationship exists among the masculinity and employees' performance because p value is highly significant $p = 0.01$. Just one percent increase in masculinity will bring 51% increase in the employees' performance.

TABLE 6
Regression Results for Impact of Organizational Culture on OCB

	R	R^2	Adj R^2	β	F-Value	t-Value	p-value
IN/CO	0.465	0.216	0.208	0.465	27.008	10.319	0.00
PD	0.526	0.277	.269	.526	37.511	8.628	0.00
UA	0.520	0.270	.263	.520	36.310	8.861	0.00
M/F	0.672	0.451	.446	.672	80.645	10.068	0.00

A. Predictors: (constant), organizational culture (individualism, power distance, masculinity, uncertainty avoidance)

Beta coefficient 0.465 shows that there is a positive and significant relationship existing among individualism and OCB because *p* value is highly significant which is 0.00. If one percent change occurs in individualism, this will cause 46% percent increase in the OCB.

Beta coefficient 0.526 shows that here too, a positive and significant relationship exists among high power distance and OCB. If one percent change increase happens in the power distance, this will bring 52% change in the OCB and results are highly significant because *p* value is significant 0.00.

Beta coefficient 0.520 shows that here similarly, a positive and significant relationship exists among the uncertainty avoidance

and OCB because *p* value is highly significant $p = 0.00$. Just one percent increase in uncertainty avoidance will bring 52% increase in the OCB.

Beta coefficient $\beta_4 = 0.6$ indicates that here similarly, a positive and significant relationship exists among masculinity and OCB because p value is highly significant $p = 0.00$. If one percent change occur in masculinity will bring 62% increase in the OCB.

Discussion

This study is conducted to investigate the impact of organizational culture dimensions on employees' performance and

OCB. Culture dimensions (Individualism vs. collectivism, power distance, uncertainty avoidance, masculinity vs. femininity) are independent variables and employees' performance and organizational citizenship behavior are dependent variables. Research has been conducted on the banking sector of Pakistan. The sample size was banks in Haripur region. The present study is based on two objectives and sixteen hypotheses. The hypotheses were proved by the regression analysis. According to the regression analysis, organizational culture dimensions have a positive impact on employees' performance and OCB. The beta of Individualism $\beta = 0.465$ shows that if there is one percent change in individualism, then .465 percent change occurs in employees' performance and organizational citizenship behavior. The beta of power distance $\beta = 0.526$ shows that if one percent change occurs in power distance, it brings .526% change in employees' performance.

The beta of uncertainty avoidance $\beta = 0.520$ shows that if one percent change occurs in uncertainty avoidance. It brings 0.520% change in employee performance.

The beta of masculinity was $\beta = 0.672$. It shows that if one percent change occurs in masculinity, it brings 0.672% change in employee performance. All the results are significant because the *p* value is highly significant at 0.00.

Correlation analysis has been applied to 100 observations. The results of correlation are significant and show a positive and significant relationship between organizational culture dimensions (individualism/collectivism, power distance, uncertainty avoidance, and masculinity/femininity) and employees' performance (Uddin et al., 2012).

Hypothesis 1 states that there is a positive relationship between collectivism and employees' performance but this study does not support this hypothesis because in the banking sector, employees prefer the individualistic culture.

Hypothesis 2 states that there is a positive relationship between low power distance and employees' performance and the results of this study are not supported for this hypothesis because in banks, there are high power distance employees who do not directly communicate with their top management.

Hypothesis 3 states that there is a positive relationship between low uncertainty avoidance and employees' performance and this hypothesis is accepted.

Hypothesis 4 states that there is a positive relationship between masculinity and employees' performance and banking culture supported it.

Hypothesis 5 is that there is a positive relationship between collectivism and OCB but this study does not support this hypothesis because in the banking sector, employees prefer the individualistic culture.

Hypothesis 6 states that there is a positive relationship between low power distance and OCB and the results of this study do not support this hypothesis.

Hypothesis 7 expresses that there is a positive relationship between low uncertainty avoidance and OCB. This hypothesis is accepted.

Hypothesis 8 demonstrates that there is a positive relationship between masculinity and OCB and banking culture supported it.

CONCLUSIONS AND RECOMMENDATIONS
Conclusion

Organizational culture is much important for employees as well as organizations. Organizations increase their employees' performance to make them efficient in the particular area. On the other hand, OCB is also considered very important for its

outcomes for individuals' and organizational performance. The objective of this study was to replicate the organizational culture dimensions, employees' performance, and OCB relationship in the Pakistani context. The major strength of this study is its unique context. The results of this study revealed that what sort of banking culture better depicts employees' performance and OCB. All hypotheses, which were developed for this study, got significant results and proved that organizational culture dimensions (individualisim, high power distance, low uncertainty avoidance, masculinity) are positively related to employees' performance and organizational citizenship behavior. Mohammad et al. (2013) confirmed that organizational culture dimensions are positively related to organizational citizenship behavior and employees' performance. Overall study proved the significance of organizational culture dimensions, employees' performance, and organizational citizenship behavior. It is clear that those organizations which have strong organizational culture have their employees being more efficient and productive.

Limitation of The Study

The research has some limitations. The leading limitation is the number of sample $N = 100$. Despite of this research being successfully conducted, the sample size was too small as population was large. Due to the small sample size, the outcome of this research is not precisely accurate. With the bigger sample size, there will be more accurate and reliable results.

This research is limited to the banking sector of Pakistan. All of the questionnaires were distributed to employees of banks in Haripur area. The final results are not able to represent the whole population of Pakistan.

Managerial Implications and Directions for Future Research

The human resource managers and practitioners can get awareness from the findings of this study that organizational culture can be enhanced through developing the employees' career goals and achieving those goals. It will not only increase the employees' performance but directly and indirectly will affect the other outcomes linked with organizational culture, employees' performance, and organizational citizenship behavior.

Banking sector should implement such strategies which promote individualistic practices. Banking sector should promote the individualistic culture not collectivist because the society's culture is individualistic and people want to work as an individual. If power distance is high in the organizations, it affects the employees' performance. Organizations should promote the low power distance which promotes employees' participation in the decision-making practices. Banking sector promotes the low uncertainty avoidance and it should promote a culture that favors masculine practices as my study indicates masculine practices favor positive outcomes like employees' performance and organizational culture.

There are few recommendations for future research. Future research needs to include other variables that can affect the employees' performance and organizational citizenship behavior. The current study could be comprehensive by including job satisfaction and reward system which also affect the dependent variable. This research is conducted in the banking sector and in future.

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