# Impact of Organizational Culture on Employee Performance in Pakistan's Private Banking Sector

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**Abstract**

*The aim of the study is to investigate the impact of organizational culture on employee performance of private banking sector in Pakistan. Furthermore, the purpose of this study is to contribute to filling a gap and assisting efforts in the Pakistani banking sector to increase their performance by examining the role of job performance factors and organizational culture dimensions in the banking sector. Organizational culture such as values, behaviors, and believes contribute to the environment of a company. This study employs a quantitative methodology for which questionnaire were distributed to private banks in Karachi, and a sample of 250 responses were collected. SPSS software was used to analyze the structure model. The findings revealed that there is a significant impact of culture on the performance of employees. The study suggests that analysis must to likewise lead an investigation on the impact of culture in private bank to have a lot more extensive comprehension on cultural factor. This study contributes to the existing body of knowledge in human resource management.*

**Keywords:** Employees Performance, Organizational Culture, Clan Culture, Adhocracy Culture, Hierarchical Culture, Market Culture

From the previous literature review, it was revealed that there aren't many research looking at how corporate culture affects Pakistani banking performance. Therefore, by doing a research, this study will close this gap. By investigating the effect of job performance determinants and organizational culture aspects in the banking industry, this investigation aims to help close a performance gap and support efforts in the Pakistani banking sector (Fadillah & Hosni, 2021).

The significance of company culture in determining employee performance is widely acknowledged by managers. It's a common misconception that cultures are predetermined, however this is untrue. All managers must be aware of their duties and tasks in order to create productive work environments that can boost employee performance. Dissatisfaction is the main cause of employee turnover, and it can affect the culture of the company. Managers must put in place support systems and other practices that give staff members the chance to develop if they want to boost both employee and organizational effectiveness. (KANE, 2006). One of the factors that determines whether an organization is successful is employee performance generally. A worker's low productivity might cause serious issues for the entire company. A company's environment will be influenced by organizational traditions including beliefs, habits, and a common vision. Members of a corporation quickly become used to its way of life. (Sundararajan et al., 2020).

For many stakeholders, the investigation into how organizational culture affects workers' performance in Pakistan's private banking sector is crucial. This study has applications for Pakistan's private banking industry. Banking organizations can establish strategies to improve their performance outcomes by having an understanding of the connection between organizational culture and staff performance. Banks can enhance productivity, customer satisfaction, employee engagement, and overall performance by developing a pleasant and supportive organizational culture. Because it emphasizes how crucial organizational culture is in affecting employee performance, this study is important for organizational leaders, especially top executives and intermediate managers. Leaders can utilize this information to mold and match their banks' cultures to desired performance goals. They can put into practice cultural initiatives and interventions that encourage teamwork, creativity, and employee pleasure, ultimately leading to better performance.

The study has implications for Pakistan's private banking industry's human resource management strategies. The findings can be used by HR experts to create efficient recruiting, selection, training, and development programs that support high employee performance and the desired organizational culture. Systems for performance evaluation and rewards can also be modified to recognize and honor actions and results that conform to the intended culture and performance standards. This study is important for those who work in private banking. It emphasizes how organizational culture affects employees' performance outcomes, level of job satisfaction, and general well-being. Employees can take proactive efforts to align themselves with the organizational culture, improve their performance, and advance their careers by developing a greater awareness of how the cultural environment affects their work experiences.

Researchers has been realized the diverse issues of organizational tradition, as an example, organizational mindset focuses on how subculture affects employee psychology and overall performance, organizational way of life kinds highlight the different subcultures that exist inside the commercial company. These organizational tradition-related difficulties can achieve their highest level of efficacy and efficiency, demonstrating the relationship between organizational culture and worker performance. (Uddin, Luva, & Hossian, 2013). Although relationship among organizational cultured performance has been notably examined, especially few research studies has been conducted on the connection in Pakistan's banking sector amongst organizational culture aspects and organizational presentation. Many formerly researches have proven that worker satisfaction influences numerous organizational facets which includes devotion. A small quantity of research had been carried out to analyze the effect of association culture delight on association performance. Organizational achievement is the quantity of all employees' happiness inside the agency. To maximize outcomes, corporations must maintain employee satisfaction. Organizational fulfilment is the amount of all personnel happiness within the agency. To minimize consequences, companies ought to hold worker satisfaction. When employees are content with their jobs, businesses succeed the most. A corporation values its human assets because they enable it to highlight both its financial and non-financial accomplishments. Work pride changed into no longer the situation of observe on corporate fulfilment in numerous surveys on the banking sector. Without human assets, organizations might be not able to growth their productiveness. Several studies, but, have diagnosed a study correlation between activity delight and organizational success (Fadillah & Hosni, 2021).

A defined organizational culture must be popular by means of the personnel so as to ensure that the goals of the organization are attained. The arguments raised above imply that the support of various conditions influences the variables that affect the formation of organizational culture. The motive of this version is to offer the modern-day determinants of organizational way of life (Szczepańska & Kosiorek, 2017). Due to expanding industries and new technologies that enhance the demands and tasks of the outside environment, many countries have established the idea of social sciences. According to Munir et al. (2023), there are four culture's kinds which rely upon the family members among employees and how pertains to the powerful corporation: 1) the formal norms and procedures used to manage the hierarchical culture. 2) The market culture, which aims to be surprisingly competitive and unites the company's personnel. 3) The Clan culture refers to a pleasant work atmosphere and collaboration, where personnel are distinguished by a commitment to their jobs and the organization, and where friendly family relationships are encouraged. 4) The Adhocracy culture emphasizes creativity and taking calculated risks in a highly creative and dynamic working environment Job pride, it has been found, has a moderating effect on the relationship between organizational culture and employee loyalty, which prevents workers from quitting their jobs and helps organizations achieve their goals. Additionally, a number of internal and external factors, such as a person's values, principles, persona, possibility, and the type of the job, impact job satisfaction. (Abdullat & Dababneh, 2018). Employee performance would be regarded as the organization's skeleton because it effectively leads to its improvement (Munir et al., 2023). Employee loyalty is built on their capacity and awareness of the subculture that enhances organizational behavior. The optimistic norms and beliefs of worker's help in improving employee's performance. The awareness of worth helps in increasing organizational and employee development (Awadh & Alyahya, 2013).The objective of the research is to investigate, the impact of adhocracy, market, clan, and hierarchical cultures on worker performance. The question being investigated in this study is whether or how employee performance in a hierarchical, market, clan, or adhocracy culture influences the representative's demonstration to research the effects of organizational culture on worker performance in the private banking industry. This study's goal is to assist banks in adopting culture, creating a work atmosphere that is focused on results, and improving worker performance. This study's drive is to increase employee productivity in Pakistani banks. The research on how organizational culture affects worker performance in Pakistan's private

banking sector significantly adds to the body of knowledge. The study offers actual proof of the link between organizational culture and worker performance, particularly in Pakistan's private banking industry. The study fills the gap in the literature by concentrating on this setting and provides insights into the distinctive cultural dynamics and performance results in this industry. The study advances our knowledge of how organizational culture affects worker performance. It analyses how different performance metrics, including as productivity, customer service, and job happiness, are impacted by organizational culture factors like leadership style, teamwork, and employee involvement. The study reveals the cultural determinants of organizational culture and their impact on worker performance in Pakistan's private banking sector. For practitioners and policymakers, it offers insightful information on how cultural values, norms, and practices in the Pakistani environment interact with organizational culture to affect employee performance outcomes. The study offers useful recommendations for businesses engaged in Pakistan's private banking. The results can help managers and leaders appreciate how critical it is to promote an encouraging organizational culture that improves worker performance. It emphasizes particular cultural practices and behaviors that can be supported or changed in order to foster a positive work environment and increase overall productivity.

**Research Question 1:** Is there an impact of organizational culture on employee's performance in private banks of Pakistan?
**Research Objective 1**:Which organizational culture dimension contribute towards employee's performance?

The remaining paper is structured as follows; theoretical and empirical background, with an emphasis on organizational culture dimensions and its impact on employee's performance, followed by methodology and research model, later on includes data analysis, and the last section discussed results, and implications.

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**Literature Review and Hypothesis Development**

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**Underpinning Theory**

According to systems theory, an organization is viewed as a complex system made up of interconnected and dependent pieces. It places emphasis on how these components interact and are interrelated, as well as how they all work together to shape the culture and operation of the organization. According to systems theory, organizational culture is impacted by the overall organizational structure as well as by the attitudes and behaviors of specific individuals. The interactions and connections between many components, including people, processes, structures, and the surrounding environment, give rise to an organization's culture. These components work together to create a system in which modifications to one element can have an impact on the rest of the system. The main ideas of systems theory in respect to organizational culture. Interdependence: According to systems theory, an organization's various parts are interrelated and dependent on one another. Because of this interconnection, adjustments made in one area may have an effect on the organization as a whole and its culture. The common beliefs, behaviors, and conventions inside the organization, for instance, can be significantly impacted by changes in leadership style or organizational structure. Loops for feedback: Systems theory emphasizes the existence of loops for feedback inside an organization. Feedback loops are processes that allow information to be gathered, analyzed, and applied to alter actions and results. Feedback loops can be useful in the context of organizational culture

When organizations are applied to systems theory, we are able to reevaluate the conventional beliefs about bureaucracy and hierarchy in organizational structure and management, which see organizations as compartmentalized systems that can be controlled independently of their environments. As a result, the interaction between an organization's internal structure and its external environment can be better understood by using the open systems theory to help organizations to solve problems holistically. This is so because how an organization interacts with its environment determines whether or not it will survive. Systems theory can offer a structural paradigm for managing and researching cultural groups. Open systems theory-based organizational structures can result in general plus interpersonal approach to managing and studying corporation that doesn't breakdown  into smaller, more discrete sections to manage or research separately, then reassemble it in the hopes of getting the optimal outcome. According to systems theory,

components, as well as the connections among them, are embedded in their surrounding environment (Jung & Vakharia, 2019).

**Organizational Culture**

Organizational culture is defined as "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 1990, p. 109). Organizational culture is related to effectiveness indicated by way of some important organizational consequences based on the four characteristics of engagement, constancy, flexibility, and initiative; efficacy was assessed using both subjective and objective criteria. These objects stayed in most cases associated with monetary results, besides one subjective item – worker satisfaction Organizational way of life has plenty more effects on organizational performance via impacting the psychological states of man or woman employees, operating agencies or even the entire enterprise (Zhang, & Li, 2013). "A set of typical, fundamental assumptions that the organization discovered as a result of addressing its problems with internal integration and external variation and that have proven to be trustworthy enough to be taught to new employees as the appropriate framework for understanding, presuming, and feeling in relation to those problems." (Aldhuwaihi, 2013).

**Hierarchical Culture**

A social or organizational structure marked by a clear hierarchy and a concentration of power and authority at the top is referred to as having a hierarchical culture. Decision-making is centralized in this kind of culture, and people are expected to obey orders from their superiors. A hierarchical structure frequently emphasizes official channels for communication, strict adherence to policies and procedures, and the preservation of stability and order within the organization (Hofstede, 1980; Cameron & Quinn, 2011; Schein, 2010; Robbins & Judge, 2018). The rules and expected behaviors are grouped by hierarchical culture, and employees are advised to perform a certain way. Although there are many different types of organizational subculture, the hierarchical way of life is thought to have the most control over its employees. Additionally, hierarchical culture emphasizes stability, is inward-focused and machine-oriented, and requires a lot of internal upkeep (Lee, Idris, & Delfabbro, 2017). This sort of culture is known for its hierarchical lifestyle, which is characterized by the use of formal standards and rules (Belias et al., 2015).

Tradition is characterized by a multi-layered hierarchical structure with low interaction levels; it is constantly supervised by stringent supervisors and directions, and effectiveness is assessed in accordance with mounted contributions. The administration of subordinates and the emphasis on scheduling and performance are thus highlighted in businesses that exhibit the prevalence of the bureaucratic lifestyle. The coordinators, regulators, and administrators they elect make good leaders (Rohim & Budhiasa, 2019). The comparative statistics show that people prefer to be around those who share their ideals when using a version where the employer's performance depends on making the right decisions from the perspective of the manager (as opposed to the incentive model where overall performance depends on effort). Even when there is a desire for experimentation or a range of options in making (intuitively) accurate decisions, the conclusion is still valid. (Tan, 2019). Hence, based on the above-mentioned existing literature on OC and EP, The hypothesis that will be tested in this planned study is,

$H_1$: There is a significant relationship between hierarchical culture and employee performance.

**Market Culture**

Market culture is a subset of organizational culture that places a strong emphasis on success, competition, and results. Organizations with a market culture frequently give customers' needs and external market dynamics priority. A market culture's emphasis on sales, income growth, and outpacing competitors are among its key traits. Performance and individual accomplishment are highly valued, and incentives and rewards linked to performance are frequently used to inspire personnel (Denison, Hart, & Kahn, 2001; Kotter & Heskett, 1992; Deal & Kennedy, 1982; Cameron & Quinn, 2006)

Although market culture is focused on the external environment, it seeks stability and control. According to Cameron and an employer with a history in the market, they prioritize

productivity and competition. By giving external positions and controls priority, this price is completed. Marketplace leaders demand an aggressive environment and enforce punishments (Rohim & Budhiasa, 2019). Competitiveness and productivity essentially bureaucracy the inspiration of marketplace subculture driven organizations. In a market tradition style of business, winning is everything, and this competitiveness is expected to filter down to the individual level. Sharing of know-how is unstable when knowledge becomes a proxy, especially when it comes to tacit knowledge (Suppiah, & Sandhu, 2011). Existing research has demonstrated that an organizational culture that promotes knowledge sharing can result in more potent accomplishments and bosses can facilitate the KSB of personnel by means of setting up an appropriate organizational tradition (Ni et al., 2018). Hence, the study proposes hypothesis based upon the literature mentioned above.

H$_2$: There is a significant relationship between market culture and employee performance.

**Clan Culture**

Clan culture is a sort of organizational culture that places a strong emphasis on communication, cooperation, and a sense of community. Organizations with a clan culture frequently place a high value on employee engagement, participation, and development. The emphasis is on developing a welcoming and loving workplace where staff members feel like members of a family or community. In clan cultures, relationships, trust, and loyalty are highly valued (Cameron & Quinn, 2006; Denison, 1990; Schein, 2010; O'Reilly & Chatman, 1996). Clan subculture is a culture that prioritizes intense focus and mobility, and it is distinguished by effective collaboration, consideration, participative management, and organizational dedication to its workforce. According to findings from other researchers, workplaces strongly encourage knowledge sharing and improve knowledge communication. Additionally, extended family-style firms with understanding communication and appropriate interaction can create advanced social networks that support employee knowledge-sharing activities (Rohim & Budhiasa, 2019). These indicators represent what human's price about a corporation's overall performance. The extended family subculture stresses the value of engagement, harmony, shared beliefs, commitment, and high morale (Yazici, 2009). There is little doubt that organizational clan traditions have an impact on quantitative overall performance. Moreover, fascinating management changed into located to have a robust and superb (Ozcan & Ozturk, 2020). Clan Culture, once in a while also referred to as the subculture of the institution, is a pleasing vicinity wherein human beings can proportion lots. This extended family subculture values loyalty, decentralized decision-making, broad participation, and teamwork (Rizki, Parashakti, & Saragih, 2019). In light of the findings of earlier research, the following hypothesis will be examined in this study:

H$_3$: There is a significant relationship between clan culture and employee performance.

**Adhocracy Culture**

An organizational culture known as adhocracy is characterized by adaptability, creativity, and flexibility. Adhocracy cultures place a high importance on innovation, experimentation, and the capacity to adapt swiftly. Employees are encouraged to take risks, explore novel ideas, and question conventional conventions and practices in this culture, which encourages a non-traditional and entrepreneurial approach. Decision-making is frequently decentralized, and power is distributed to people or groups depending on their knowledge and expertise (Mintzberg, 1983). The adhocracy culture emphasizes creative and innovative leadership, risk-taking and innovation, overcoming challenges, and adaptability to change (Dari, Jabeen, Hussain, & Khawaja, 2020). Adhocracy (creative) is a developing organizational culture built on taking risks, innovating, and changing things around. With its outside-oriented and dynamic structure, it alludes to the history of an agency in entrepreneurial, flexible, innovative, and innovative regions. Employees are empowered to take charge and are given new opportunities and freedoms to help them feel successful, content, and happy in their work environment. Organizations using advanced technology and the "new financial system," as defined by the internet, are examples of this culture. It was foreseen that extraordinary organizational ways of living would exist based on those insights and research discoveries, as well as the traditional foundations of the corporate and non-private sector (Acar & Acar, 2014). An excellent goal of an adhocracy is to increase adaptation, flexibility, and creativity in environments where ambiguity, uncertainty, and/or information overload are frequent occurrences. These businesses place a high

priority on offering cutting-edge services and goods and fast adapting to new possibilities. As practically everyone in an adhocracy becomes involved with production, consumers, studies, improvement, and other things, there is an overwhelming emphasis on individuality, risk-taking, and anticipating the future (Übius & Alas, 2009). Due to the pertinent results of other studies, the following hypotheses will be evaluated in this study:

$H_4$: There is a significant relationship between adhocracy culture and employee performance

**Employee Performance**

Employee performance is the degree of accomplishment and productivity displayed by employees while performing the duties and tasks assigned to them at work. It includes the caliber, volume, and timeliness of the work produced in addition to the display of required abilities, competencies, and behaviors (Latham & Pinder, 2005; Tett & Meyer, 1993; Armstrong, 2012; Cascio, 2018). The effectiveness and productivity of certain individuals inside a company are referred to as employee performance. It is influenced by a number of variables, such as individuals' motivation, job design, skills, and organizational culture. Employee performance is significantly shaped and influenced by organizational culture. The beliefs and expectations that direct employee behavior and performance are established by organizational culture. What is significant and acceptable in terms of work ethics, quality standards, customer service, teamwork, and creativity are determined by the common values and norms within a culture. These principles can have a good effect on an employee's performance when they coincide with their views and are supported by the company. Clarity regarding the organization's goals and objectives is provided by a good organizational culture. Employees can synchronize their efforts and concentrate their performance on reaching these goals when they are aware of the strategic direction and organizational priorities. Employee performance can be improved by a culture that prioritizes goal alignment and instills a feeling of purpose in its members.

The term "performance" is frequently used to describe a variety of aspects, from productivity to capability and development. Execution is defined as "how much a different tiered portion contributes to achieving the affiliation's goals." Different levels of achievement are displayed. They state that the word "execution" can be used to describe a variety of things, such as social implementation, conclusive performance, and representational (Achi, & Sleilati, 2016). Many experts believed that there was a strong correlation between worker performance as shown in the workplace and exhibition evaluation. Execution evaluation and compensation play a significant role in developing businesses' processes through increasing competency (Bowra et al., (2012).

Figure 1
Research Framework
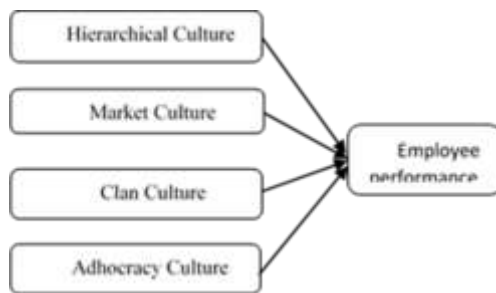


**Research Methodology**

A survey used to gather data. Research is conducted using a survey approach. Evaluating the actions and viewpoints of the sample populations (Bhutto, Khoso, & Mehmood, 2022). The study's research design is based on quantitative analysis. A closed-ended questionnaire was used to gather primary data. In order to conduct this study, a purposive sampling was employed, and closed-ended questionnaires were disseminated in private banks. To determine the effect of organizational culture on employees' performance, we have chosen a descriptive approach. The study addresses the main data source. The study's unit of analysis consists of all private banking

sector personal. The questionnaire distributed among bank employees in Karachi. Part (I) demanded the respondents' demographic information. Following this, the items in Part (II), (III), (IV) and (V) are discuss to measure organizational culture (clan culture, adhocracy culture, hierarchical culture, market culture) adopted from (Wiewiora et al, 2013). Part (VI) of items used to measure employees performance adopted from (Fernández et al, 2019). The respondents were asked to rate each statement on a scale of 1 to 5, with 1 signifying significant disagreement and 5 signifying strong agreement. By asking respondents to fill out a questionnaire, the study establishes the relationships between the independent and dependent variables. The banking sector plays a vital role in the country's economy. For the same reason, market competition and changing customer expectations affect the decision-making of applying policies and procedures in the banking sector. Thus, it becomes the employees' job to bridge gap those decisions and fulfill the customer needs. Therefore, employees are exposed to most frequently changing organizational culture. Through purposive sampling, 201 respondents were selected to collect the data from employees working in different banks in Pakistan. The criteria for sample selection was to collect the data from those employees who have banking experience of more than 05 years and they have a strong banking operations skill set. The statistical techniques are applied using the Statistical Package for Social Sciences (SPSS), to analyze the data collected (Al-Abdullat & Dababneh, 2018).

## Results and Analysis

The Respondents Profile provides a summary of the complete data set, providing details on the full population from which the research's data were drawn. In this study, a sample size of 201 is employed. The percentages of respondents are shown in the table above. On the basis of the fact that 59% of men and 41% of women participated in the data collection, it may be concluded that men predominate in the data. When it comes to age of the respondents 29% of the respondents are 18 to 24-year-old, 47% of the population ranges in age from 26 to 31, 19% participants having age in between 32 to 38 years old 4% and 1% are laying in between 39 to 45 and 46 to above respectively. If we go through toward the qualification of the respondents 57% of the people are graduated, 40% of the respondents are master qualified, 2% of the people have Doctorate degree and rest 2% of the people have professional education. 16%, 16% of the respondents are associated with Habib Bank Limited and Meezan Bank, 11% of the respondents are works with Muslim Commercial Bank, 12% of the participant are engaged with United Bank Limited, 12% of the respondents are working with Allied Bank limited, 5% of the profiles are with Faysal Bank Limited, 11% of the total sample are associated with Bank Alfalah and rest 14% are working with other banks. 21% of the respondents are engaged with Human resource department, 27% are associated with accounting, 10% of the respondents are linked with the finance department, 10% works for loan department, 19% are associated with information technology department and rest 13% are working in operations department. 21% of the people have less than 1-year experience, 35% of respondents have experience of between one and three years, 30% have experience of between four and six years, 12% have experience of between seven and ten years, and 2% have experience of more than ten years.

**Table 1**
*Respondent Profile*

| Variable | Category | Frequency | Percentage |
|---|---|---|---|
| *Gender* | Male | 119 | 59% |
| | Female | 82 | 41% |
| | **Total** | **201** | **100%** |
| *Age* | 18-24 | 58 | 29% |
| | 25-31 | 95 | 47% |
| | 32-38 | 39 | 19% |
| | 39-45 | 8 | 4% |
| | 46 and Above | 1 | 0.5% |
| | **Total** | **201** | **100%** |
| *Education* | Bachelors | 113 | 57% |
| | Masters | 81 | 40% |
| | PhD | 3 | 1.75% |

|  |  |  |  |
|---|---|---|---|
|  | Professional Education | 4 | 2% |
|  | Others | 0 | 0% |
|  | **Total** | **201** | **100%** |
| *Bank* | HBL | 32 | 16% |
|  | Meezan Bank | 33 | 16% |
|  | MCB | 23 | 11% |
|  | UBL | 20 | 10% |
|  | Allied Bank Limited | 25 | 12% |
|  | Faysal Bank Limited | 17 | 85% |
|  | Bank Alfalah Limited | 22 | 11% |
|  | Other | 29 | 14% |
|  | **Total** | **201** | **100%** |
| *Role* | HR | 42 | 21% |
|  | Accounting | 55 | 27% |
|  | Finance | 20 | 10% |
|  | Loan Department | 20 | 10% |
|  | IT | 38 | 19% |
|  | Operations | 26 | 13% |
|  | **Total** | **201** | **100%** |
| *Designation* | Less than 1 year | 42 | 21% |
|  | 1-3 years | 70 | 35% |
|  | 4-6 years | 61 | 30% |
|  | 7-10 years | 24 | 12% |
|  | Above 10 | 4 | 2% |
|  | **Total** | **201** | **100%** |

The mean and standard deviation of the variables are displayed in table: 2 descriptive statistics. According to (Levitas & Guy, 1996) mean explains the expected value of the data on the other side standard deviation shows the difference of the mean. The median, mean, or expected value of the clan, market, hierarchical, and adhocracy cultures and employee performance are 3.780, 3.753, 3.105, 3.505 and 3.654 respectively. On the other side standard deviation shows the mean, average or expected value difference of the data from their centers. Employee performance, market culture, clan culture, adhocracy culture, and hierarchical culture have respective values of 50.5%, 71.3%, 67.1%, 67.2%, and 59.9%. According to the results of descriptive statistics, hierarchical culture and employee presentation are the closet to their mean value market culture and clan culture are slightly to adhocracy culture., therefore it can be said that hierarchical culture is near to its mean value with 77% on the other side clan culture and employee performance are 60% and 55% respectively. Since the mean value of all independent variable relies between 3, 4 and 5 along with high percentage difference (Standard Deviation) it can be predicted that there will be a positive impact of all independent variables on dependent variable as proposed hypothesis.

**Table 2**
*Descriptive Statistics*

| *Variable* | *N* | *Mean* | *Standard Deviation* |
|---|---|---|---|
| Hierarchical Culture | 201 | 3.78 | 0.505 |
| Market Culture | 201 | 3.753 | 0.713 |

| | | | |
|---|---|---|---|
| Clan Culture | 201 | 3.105 | 0.671 |
| Adhocracy Culture | 201 | 3.505 | 0.672 |
| Employee Performance | 201 | 3.654 | 0.599 |

KMO and Bartlett's Test is using to test the data adequacy which ensure either data is measure able for factor analysis. (Norway, 2011) suggests that the criteria of Kaiser-Meyer-Olin Measure is to find sample adequacy and it should be equal to or greater than 0.6. In the current data analysis, the value of Kaiser-Meyar is 0.952 which shows that the data is highly adequate. Moreover, Sig value of is also less than 0.005. This demonstrates that the correlation matrix differs from the identity matrix and that the data are suitable for additional data reduction steps. Factor Loading.

**Table 3**
*KMO and Bartlett's Test*

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | 0.952 |
| | Approx. Chi Square | 4.896 |
| Bartlett test  of Sphericity | Df | 300 |
| | Sig. | 0.000 |

The cross loading of each item in the latent construct is shown in Table: 4 to be within the given range and thus indicating that they all are interconnected. Cross loading also aids in removing the multicollinearity variable if arises. All the variables items have more than 0.5 value which suggest that variable can be formed on the bases of above factor loading.

**Table 4**
*Rotated components matrix*

| Items | CC | AC | HC | MC | EP |
|---|---|---|---|---|---|
| CC1 | .700 | | | | |
| CC2 | .636 | | | | |
| CC3 | .589 | | | | |
| CC4 | .620 | | | | |
| AC3 | | .706 | | | |
| AC4 | | .739 | | | |
| AC5 | | .693 | | | |
| HC1 | | | .649 | | |
| HC2 | | | .657 | | |

| | | | |
|---|---|---|---|
| HC3 | .582 | | |
| MC1 | | .510 | |
| MC2 | | .716 | |
| MC3 | | .667 | |
| EP3 | | | .560 |
| EP4 | | | .656 |
| EP5 | | | .724 |

Extraction Method: Principle Component Analysis
Rotation Matrix: Varimax with Kaiser normalization
a. Rotation covered in 7 iterations.

The Cronbach's alpha value of the examined variable is shown in Table 4.3. Hierarchical culture having the reliability of 79.4%, as mention reliability of minimum 60%, on the bases of these evidences it can be said that the variable heretical culture is considered to be reliable with reliability of 79.4%. All the other variables meeting the criteria of (Sekaran & Bougie, 2005) as the reliability of clan culture, market value, adhocracy culture and employee performance are 85.1%, 78.9% 83.9% and 84.6% respectively, which indicates the information gathered is truthful. As a result of reliability test output author can comment that the objective of the test can be tested since the data is reliable and can further proceeds to find the core objectives of the research.

**Table 5**
*Reliability Analysis*

| Variable | No of Items | Cronbach's Alpha |
|---|---|---|
| Hierarchical culture | 3 | 0.794 |
| Market culture | 3 | 0.851 |
| Clan culture | 4 | 0.789 |
| Adhocracy culture | 3 | 0.839 |
| Employee Performance | 3 | 0.846 |

**Table 6**
*Validity Analysis Correlation*

| | | HC | MC | CC | AC | EP |
|---|---|---|---|---|---|---|
| EP | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 201 | | | | |
| MC | Pearson Correlation | 0.608 | 1 | | | |
| | Sig. (2-tailed) | 0 | | | | |
| | N | 201 | 201 | | | |
| CC | Person Correlation | 0.418 | | 1 | | |
| | Sig. (2-tailed) | 0 | | | | |
| | N | 201 | | 201 | | |
| AC | Pearson Correlation | 0.411 | | | 1 | |
| | Sig. (2-tailed) | 0 | | | | |
| | N | 201 | | | 201 | |
| HC | Pearson Correlation | 0.527 | | | | 1 |
| | Sig. (2-tailed) | 0 | | | | |

According to Jim Fros (2020) the table of coefficient table shows the acceptance and rejection of the hypothesis. Unstandardized coefficient shows the relation strength how strong relationship exist among IV and DV, while Std error shows chances of error in Beta. On the other side T-Statistics shows show the criteria of acceptance and rejection the criteria for T- Statistics value minimum should be 1.956 equal and greater. Lastly, P- Value also shows the significance for acceptance and rejection, if sig value is less than 0.005 than proposed hypothesis would considered as accept if greater than 0.005 than it would be rejected.

**Table 7**
*Coefficient and Regression Model*

**Coefficients**

| | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | T-Statistics | P-Value |
| (Constants) | 0.752 | 0.187 | | 4.022 | 0.000 |
| Clan Culture | 0.305 | 0.072 | 0.332 | 4.209 | 0.000 |
| Adhocracy Culture | 0.217 | 0.07 | 0.212 | 3.088 | 0.002 |
| Hierarchical Culture | 0.256 | 0.076 | 0.264 | 3.385 | 0.001 |
| Market Culture | 0.070 | 0.079 | 0.073 | 0.885 | 0.377 |

The proposed hypothesis 1, 3, 4 suggested that there is a significant association among employee performance and culture. It has been determined that Hypothesis 1, 3, 4 is acceptable. According to the second presented hypothesis, there is no significant association among market culture and employee performance. The second Hypothesis has found to be rejected as T-stat and P-value is not meeting the criteria.

### Discussion and Implications

This study aimed to investigate the relationship between corporate culture and employee presentation. The culture has now emerged as the primary barrier to the development of banks. This is so that workplace environments and locations might influence company process optimization and profit maximization. A model for evaluating the effect of corporate culture on employee performance has been developed by the study article in order to meet the study's goals. The majority of leaders are unaware of the impact of evolving workplace practices and how these changes might affect the present organizational culture. Organizational culture is a hidden factor in commercial organizations' prosperity. If the organization's culture is not supported by new office designs and work procedures, the management has not anticipated the final effect on the bottom line. Understanding the theories and relationships between organizational culture, the real organizational atmosphere, and work habits is essential before making any changes to the workplace. Understanding corporate culture is essential because it is one of an organization's most significant assets. Before deciding to change the workplace environment, it is crucial to evaluate the current organizational culture and determine whether there are any discrepancies. According to the research, Bank workers choose positions that align with their preferences, and opportunities to put their talents and competences to use at work would drive them to be more engaged. Organizational norms and values derived from distinct cultures have an impact on workforce

management. A company with a strong culture can effectively and efficiently manage its staff. The net profit of a company helps to raise staff productivity. The coordinated approach to maximizing resource use within the same cultural association promotes the establishment of positive organizational structures. Depending on the situation, organizational culture can boost performance and give a competitive advantage. Based on employee and group performance, performance is enhanced, supporting organizational sustainability. The strength and character of organizational culture have an effect on the endurance and effectiveness of an organization.

**Conclusion and Future Research Directions**

The examination suggest that analysts must to likewise lead an investigation on the impact of culture in private bank to have a lot more extensive comprehension on cultural factor. Analyze that leaders must be stimulating their employees to improve performance employees must work hard to achieve the culture. It is recommended that organizations think about how important it is to look for and hire the right academics and employees. Encourage collaboration and high participation, boost morale through "empowerment," forge strong bonds of trust, show more concern for others, and support departmental suggestions. It means to quit working hard and having high expectations, much less a lack of responsibility, to become undisciplined, permissive, or a great "dreamer" (Sánchez Trujillo, 2012). Studies recommended setting up innovative businesses, accepting and celebrating risks, allowing for the freedom to develop creativity and innovation, changing the norms, developing programs that emphasize innovation, and making clear the future vision. That does not imply ignoring the objectives, taking unwarranted risks, abandoning projects and analyses, or delaying anything. After this study is complete, it will be made available to the organization's researchers and academics in an effort to pique their interest in cultural diagnostics and present a diagnostic approach to changing organizational culture effectively and efficiently while keeping in mind the core values of the connection between a person and their profession as well as encouraging personal development in a stimulating setting as called for by the times.

Future studies should focus on comprehending and assessing organizational culture, which refers to the values that define a group and, if firmly held and widely acknowledged, serve as a socially control mechanism for the attitudes and behaviors of its members. We further contend that in order to achieve this, researchers must acknowledge that norms can be divided into three distinct dimensions refers to what is deemed significant (such as collaboration, responsibility, and invention), recognized to how broadly held values are among individuals, and frequency refers to how strongly people feel about the significance of the norm. From here, we recommend directions for future research that might help to clear up some of the disagreements and misunderstandings that now exist in the subject. (Chatman & O'Reilly, 2016).

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