The Impact of Culture on Employees’ Performance: The Case of Lebanese Companies

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ABSTRACT

Organizational culture is well-documented in the literature for its impact on company performance and its role in creating competitive advantages for companies. Organizational culture has long been acknowledged as a significant aspect in the analysis of organizations in many situations. An organization's culture serves as an integrated way of controlling members' behavior and as a particular catalyst for the organization's growth and development culture is an essential part of every facet of organizational life. As a result, a company's culture shapes how people think, work, and feel about their job and the business as a whole. Sampled respondents were surveyed with the use of a survey tool. A questionnaire served as the tool. Using the instrument ensured that data was collected in a consistent manner. The six sections of the survey were designed to answer the research questions. The study's target demographic was the Premium Shopping Center's 500 workers. A study's sampling frame is a list of all the research population's components that will be taken into account throughout the investigation. There are 11 divisions within the corporation, with four of their divisions situated in Beirut. The list of 500 workers of Premium Shopping Center served as the study's sample frame. However, only 250 respondents answered the questionnaires. Likert scale questions were used for the closed-ended questions. To elicit even more information from the participants, open-ended questions were used. The research demonstrated that a cooperative work environment had a positive impact on performance because of the existence of a supportive work environment. The research found that psychological safety is fostered by helpful and trustworthy interpersonal interactions as well as supportive management.

Keywords: Culture, Satisfaction, Performance, Innovation.

I. INTRODUCTION

Organizational culture is well-documented in the literature for its impact on company performance and its role in creating competitive advantages for companies. According to Yildiz (2014), organizational culture has long been acknowledged as a significant aspect in the analysis of organizations in many situations.

An organization's culture serves as an integrated way of controlling members' behavior and as a particular catalyst for the organization's growth and development according to Ojo (2009) who argue that culture is an essential part of every facet of organizational life. As a result, a company's culture shapes how people think, work, and feel about their job and the business as a whole.

Organizational culture, on the other hand, does not always have a favorable impact on performance. Neither is the culture of a company stagnant. The dynamic nature of organizational culture and the potential for it to negatively affect corporate operations make it imperative to research it. A company's success may be attributed to its culture, making it the single most important aspect according to Maswani et al. (2019).

Organizational culture may be measured experimentally along scales that can be linked to other, more dependent, variables of interest using the dimensions perspective. Rather than focusing on a single component alone, the linked structural view seeks to connect the idea of organizational culture to other organizational constructions or traits. As a result, they often serve as the theoretical foundation for empirical research methods and procedures. Types of views rely on specified core features to sort and classify organizations, but they don't always specify how these traits are related to one another. The research employed a dimension approach in order to get empirical knowledge of the connection between organizational culture and performance.

II. STATEMENT OF THE PROBLEM

Organizations throughout the world have had to deal with increasing levels of volatility and unpredictability during the last two decades, on the inside as well as outside of their own walls. The introduction of new fierce rivals, as well as the
increased intelligence of consumers and better and more efficient use of technology have all contributed to a dynamic business climate.

It is fairly commonplace for weaker enterprises to fail to match consumer needs and lose their competitive advantage over time due to rising competition and customer awareness. A number of businesses have reorganized, merged, benchmarked, re-engineered, established comprehensive quality management programs, and instituted competitive employee benefits to maintain or improve their position in the market.

Despite these efforts, high performance has yet to be achieved in companies. This intangible resource has been highlighted as one of the most critical in helping an organization achieve its goals by unifying its many parts into one cohesive whole. Organizational culture serves as a catalyst for the organization's growth and development because it serves as an integrated way of controlling the conduct of the organization's members and pervades all of its operations.

In order for a company to function at its highest level, it is necessary to recognize and comprehend its cultural characteristics. It is unfortunate that the quantitative studies undertaken in Lebanon on corporate culture have mostly focused on analyzing corporate culture from an internal viewpoint. There have been no studies that have attempted to describe diverse cultural attributes on a continuum that ranges in importance between exterior attention (external adaptation) and interior focus (internal integration).

III. COOPERATING CULTURE AND ORGANIZATIONAL PERFORMANCE

The dimension of a cooperative culture is somewhere in the middle of the continuum between inward concentration and outward flexibility. It is the goal of the cooperative culture to foster internal flexibility through fostering cooperation, communication, and the development of individual and collective competence among all members of the organization (Maswani et al., 2019; Naranjo-Valencia et al., 2016).

A. Team Work

A team is a collection of people that work together to accomplish the same aims and objectives in order to deliver the best possible service. Teamwork is based on the idea that a group of people can work together to produce a greater good. This adds a lot of complication to the description of the idea. Teams are defined by the interaction and interdependence of the behavioral processes that occur among the team members and which result in outcomes such as team performance and member satisfaction (Kassem et al., 2019; Naranjo-Valencia et al., 2016). Collaboration proponents assert that members of a team may benefit from increased emotional stability, self-assurance, and the capacity to collaborate productively with others via the use of teamwork. As a result, Kassem et al. (2019), and Ozturk and Ozcan (2020) said that cooperation enhances the use of human resources and may boost performance not just for individuals but for the whole business as a whole. Furthermore, cooperation contributes to the development of a productive working environment that includes attainable goals, innovative activities, and a commitment to the company's core values. It's also been shown that workplace failure, dissatisfaction, low morale, and poor productivity are all more common when there isn't a strong sense of teamwork.

According to empirical evidence, research conducted by Mama Irbo (2018) examined the link between public sector employee performance in Lebanon and collaboration practices. Ozturk and Ozcan (2020) discovered that the two were linked. Researchers found that cooperation promotes democracy, fosters innovation and creativity, facilitates decision-making, and facilitates networking.

Another finding was that cooperation gives participants the chance to learn and grow professionally by collaborating with one another. It was shown that cooperation has a large beneficial impact on employee performance, and the major reason for this is that increased collaboration tends to increase the number of ideas, which in turn improves job assignment efficiency and increases the number of ideas that may be generated. According to Makassar et al. (2021) and Shahzad’s (2014) investigation on the influence of teamwork on faculty work performance at Dhfar University, the two are inextricably linked.

The research found that trust, leadership, structure, performance assessment, and incentives all had a significant effect on collaboration. Teamwork helps employees develop their skills and perspectives through the automatic exchange of positive opinions, feedback, experiences, and viewpoints between team members. This creates constant development regarding the services of the organization and the performance of the employees in their respective roles. The researchers in this study hypothesized a link between effective cooperation and increased productivity in the workplace.

B. Dialogue

Dialogue clearly, communication is more than just exchanging messages between two people. The conventional understanding of communication merely as the timely and appropriate dissemination of relevant information has been proven to overlook the fundamental nature of communication. To put it another way, dialogue is an interactive procedure that is based on the idea of doing action research. This generates conditions in which both managers and their staff strengthen their shared awareness and purpose, which ultimately affects the content, direction, and result of the business according to Shahzad (2014). The major function of discourse is the generation of new ideas and information, as well as the solution of shared problems. A chance to think together on workplace participation practices is presented. Organizational frameworks for employee voice and the active use of formal and tacit abilities in work and change processes establish a unified framework in the workplace (Ogbu & Oya, 2020; Gasela, 2022). Constructive discussion inside an organization has been shown in a number of studies to improve organizational results. Several organizational outcomes such as commitment, performance, citizenship, and job satisfaction have been shown to be positively correlated with the presence of constructive discussion and interaction with workers (Salehipour & Ah mand, 2018; Uddin et al.,

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2012). Contrast this with a lack of conversation with workers, which may result in unproductive effects such as job discontent and poor faith in the company, as well as severance intention and absenteeism, which can have a detrimental impact on the firm's overall efficiency.

Organizational conversation is a powerful tool for motivating and building trust; creating a common identity; fostering participation; and providing an outlet for employees to express their feelings, discuss their dreams, and commemorate their triumphs. According to (Uddin et al., 2012), the study concluded that organizational discussion had a favorable impact on the organization's performance.

C. Competency Development

Programs aimed at improving the skills, knowledge, and attitudes of workers are known as employee training and development (ETD). As a result of competence development, workers will be more satisfied with their jobs, and they will be more committed to the company. Self-awareness and competence are enhanced via training as well as the employee's drive to do his or her work successfully. (Ojo, 2009; Yildiz, 2014) from Jordanian universities conducted research to see how training affects employee performance, and they found a link between good training and better work performance. Staff performance was positively correlated with the improvement of employee teamwork, communication skills, customer service, interpersonal relationships, and decreased absenteeism at pharmaceutical enterprises in Karachi, Pakistan. In addition, the research found that programs aimed at building employees' capability led to higher levels of work satisfaction and motivation, as well as new technologies, process efficiency, and innovative ideas.

Research Naranjo-Valencia et al. (2016) examined the impact of training on employee performance, organizational commitment, and the quality of medical services in private Jordanian hospitals. There is a substantial correlation between employee performance, service quality, and corporate commitment to training, according to the research results. While organizational commitment was a less influential result, the quality of medical services was the most influential (Kassem et al., 2019; Naranjo-Valencia et al., 2016).

There were no findings that training had an impact on how people used the latest technologies. There is a strong connection between employee capacity development and performance but on a variety of different dimensions. It's impossible to predict how a certain situation will play out. In other words, the goal of the research was to find out how much capacity development for employees affects their performance (Kassem et al., 2019).

D. Supportive Environment

In order to be happy at work a positive work environment is essential. Workplaces may have a significant impact on workers' physical and psychological health for a variety of reasons. In the context of work and work environment, a supportive organizational environment is defined. Work and the setting of work are two main classifications of the workplace. Job characteristics include everything from how the job is carried out and completed, to task activities training and control over one's own job-related activities, to a sense of accomplishment from work and the variety in tasks and the intrinsic value of a task. The work context, on the other hand, includes the physical working conditions and social working conditions in which the job is done (Gasela, 2022; Naranjo-Valencia et al., 2016).

In addition, a positive working environment necessitates that employees feel secure in their positions, have positive relationships with their coworkers, get acknowledgment for their efforts, and have a voice in the company's decision-making processes. As a result, workers' perceptions of how much their employer appreciates and cares about their well-being are referred to as "organization support" (Shalzad, 2014). An organization's treatment of its workers in terms of appreciating and supporting their job duties, as well as its rules, procedures, and methods for treating its employees, are all included in what is referred to as a "supportive work environment (Ogbu & Oaya, 2020; Shalzad, 2014)." A wide range of work-related attitudes and results have been connected empirically to a person's perception of their organization's support. Supportive and trustworthy interpersonal interactions and supportive management were shown to increase psychological safety.

This creates a sense of security in the workplace for workers and other members of the business. Especially in environments where employees are encouraged to be transparent and supportive of one another. It is suggested that safe and encouraging settings enable people to take risks, try new things, and fail without fear of repercussions. Additionally, studies have shown that workers' attitudes toward their jobs, feelings of fulfillment at work, and confidence in management all improve when they believe that their company cares about them (Gasela, 2022; Salehipour & Ahmand, 2018).

Employee engagement, for example, is influenced by factors such as the work environment. The degree to which workers feel supported by their employers is a key factor in their level of productivity and dedication. To summarize, a good work environment is critical to ensuring that employees remain focused on their numerous responsibilities and that their efforts are productive. Justice and equality for all workers are essential elements of a good workplace. Also, a reasonable workload with difficult but attainable objectives is an important part of a good workplace (Ogbu & Oaya, 2020).

When all of these factors come together, the workplace provides the ideal environment for people to perform at their best and experience high levels of job satisfaction. Even if the relationship between the organizational environment and performance has been explained, research shows that the extent of influences varies significantly from one company to the next (Mama Irbo, 2018; Shalzad, 2014). This means various things to different businesses. Because of this, policy and strategy measures vary depending on the circumstance. The goal of the research was to determine the effect that a positive work environment has on employees' well-being.

IV. INNOVATING CULTURE AND ORGANIZATIONAL PERFORMANCE

Innovative culture focuses on creative liberty and changes drivers in order to attain external adaptability and is situated between an outward emphasis and flexibility.
A. Creativity Autonomy

An organization's long-term viability and survival in a business climate marked by high levels of unpredictability need creativity. In order to thrive in today's competitive business world, it is critical for every corporation to continually seek out and execute fresh ideas and products. For example, an employee's creative performance is influenced by his/her domain-relevant knowledge, cognitive style, and personality factors. However, since an employee's creative output in the workplace is influenced by their interpersonal relationships as well as the culture of the firm as a whole, these social and contextual elements are important considerations. According to Ogbu and Oaya (2020), an employee's ability to be creative is linked to their level of flexibility, independence, and discretion in the execution of their professional duties. Employees’ self-rule and independence in terms of procedure, decision making, and time management are referred to as job autonomy in this context. According to Maswani et al., (2019) and Naranjo-Valencia et al (2016) on employee creativity, job autonomy provides workers with emotional stimulation that encourages them to be more engaged in their work and hence more creative. Controlling environments have the opposite impact, reducing employee motivation and stifling innovation, resulting in decreased creative output. A study by Kassem et al (2019) suggests that workers who get praise for their creative efforts and aren't under a lot of pressure to meet deadlines are more likely to persevere in their idea generating endeavors and even begin to create in their leisure time. Studies have shown that people are more creative when they believe they have a choice in how they do the tasks they are assigned. It's important for innovation results to enable employees to explore their own ideas during work hours so that they may observe, experiment and speculate with others.

Giving workers the flexibility to decide how they want to do the duties allocated to them encourages the development of new initiatives with high degrees of uncertainty and possibly high rewards. Job responsibilities and circumstances that restrict creative expression may lead to a restricted viewpoint and a lack of innovation. Due to the fact that workers are hindered in their ability to come up with new applications for existing ideas or technology because of a lack of autonomy(Naranjo-Valencia et al., 2016). An opportunity found via an external search channel is frequently poorly defined and seldom ready for instant application, therefore it is reliant on the ingenuity of the individual employee to translate or integrate it into local usage. As a result, the research intended to discover the role played by a performer's ability to use creative discretion (Kassem et al., 2019; Ozturk & Ozcan, 2020).

B. Adaptive Performance

Human capital and human resource management systems are often made more flexible through investments meant to make human capital and human resource management systems more flexible. The belief that organizations must constantly adapt in order to remain competitive in ever-changing business environments has become an important tenet of contemporary management theory and practice (Makassar et al., 2021; Mama Irbo, 2018). With the advent of team-based occupations, fast-evolving technology, rapid globalization, and cultural diversity, the nature of work has changed across numerous levels and employees are being urged to adapt in order to deal with such change. Employees who are able to adjust to changing job demands and behavior that frequently necessitates the acquisition of new skills to accommodate changes in core work duties or the modification of established forms of task performance are critical to a successful business. An individual's adaptive performance is defined as their ability to respond quickly and creatively to a variety of work-related stressors and emergencies (Kassem et al., 2019; Ozturk & Ozcan, 2020).

They also include the ability to learn new skills, technologies, and procedures, as well as their ability to demonstrate interpersonal adaptability. As a result, the definition of the notion itself is ambiguous because of the diverse combinations of these components. Good adaptive performance is defined as the capacity of workers to handle ambiguous and unexpected work events, such as organizational restructuring, a shift in priorities, or a decrease in resources. Adaptability and making judgments in the face of uncertainty and ambiguity are essential (Mama Irbo, 2018; Ozturk & Ozcan, 2020). People and situational variables, as well as motivational and knowledge-based factors, are the two main types of predictors of adaptive performance. Motivational and knowledge-based variables are more proximal factors because they have a direct impact on adaptive performance, whereas person and situation factors have a more distal impact because they reflect the characteristics of individuals, training programs, or job/task environments that are more stable over time (Mama Irbo, 2018).

C. Entrepreneurial Orientation

Maswani et al. (2019) and Naranjo-Valencia et al. (2016) describe an entrepreneurial orientation as the desire to take advantage of new possibilities and take on the responsibility for creating creative and successful change in a person or an organization. Entrepreneurial organizations innovate market goods, take risks, and propose new ideas to stay ahead of their competitors. Proactive executives and general entrepreneurial activity are driving forces behind this. Organizational entrepreneurial orientation proponents say that cutting costs and speeding up technological development may lead to the production of competitive profit in business organizations. Individual employees who have greater degrees of entrepreneurial characteristics/orientation report better levels of work satisfaction. Motivation, creativity, innovation, proactivity, self-control and social skills are all boosted by this high degree of pleasure, which is a significant motivating element for both individual and organizational success (Kassem et al., 2019).

The precise relationship between a company's entrepreneurial approach and its success has been the subject of conflicting research. Entrepreneurial organizations have been shown to be associated with higher levels of organizational performance in certain studies, although this association has been found to be weak or negative in others. Using a confirmatory factorial analysis with structural equation modeling, (Mama Irbo, 2018; Naranjo-Valencia et al., 2016) investigated the mediating effect of entrepreneurial orientation in the link between organizational learning and
organization performance. Small firms have a high association with organizational performance, but this influence diminishes as the company grows and becomes more established. The external environment and organizational culture moderate and mediate the link between a company's entrepreneurial approach and its profitability. An organization's ability to achieve its goals is influenced by both its internal culture and the environment in which it operates (Makassar et al., 2021; Shahzad, 2014). As a result, businesses will benefit more from entrepreneurial activities if the environment is dynamic and competitive, if the environment provides opportunities for exploitation and resources for exploitation, and if the business organizations are entrepreneurially inclined with a supportive culture. Mashhad City's government entities have no entrepreneurial focus or entrepreneurial management. Consequently, there is no organizational entrepreneurship in these government agencies. The absence of entrepreneurial culture in Mashhad's government entities was blamed for this, according to the report. Entrepreneurial orientation's effect on an organization's success is unclear, as seen by this inconsistency. There has been a lack of attention paid to the importance of entrepreneurialism in public institutions.

D. Customer Centric

In today's corporate environment, client happiness is the most important thing to consider. Ogbu & Oaya (2020), companies may thrive as long as they are able to satisfy their consumers' wants and requirements. In this regard, it is important to identify the customer's wants and requirements and then fulfill them in order to ensure customer happiness according to Makassar et al. (2021). Customer-centricity is the ability to build and maintain strong, differentiated customer connections as the foundation of critical value-creation processes, such as increasing customer happiness and financial success. Having a customer-centric context implies that all members of the organization and procedures must have a customer-focused perspective, with the whole company concentrating mainly on customers (Shahzad, 2014).

As a result, achieving client-centricity necessitates that all the organization's resources, processes, and goals be in sync. Organizational success and customer satisfaction are intertwined because a company's ability to provide high levels of customer satisfaction is directly correlated with its ability to generate high financial returns. There's a case to be made that a portion of the customer value produced as a result of focusing on customers should be recorded directly in financial outputs and strategic competitive results. It is possible to implement client-centricity in a variety of ways, including individualized marketing and goods, cooperative new product creation, and developing personalized connections that need a strong mindset of customer-centricity. Using longitudinal data analysis on Fortune 500 companies, (Ozturk & Ozcan, 2020) established the relationship between customer centricity and organizational success. Customers are more satisfied when their needs are met at a corporate level, according to new research. However, it adds additional expenditures to the overall operation (Makassar et al., 2021). Additionally, the research found that focusing on customer-centric architecture does not necessarily lead to a successful outcome. When rivals have already implemented client-centric structures, in fragmented markets where competitors leave few unique consumer requirements unmet, and in less lucrative sectors, the advantages of enhanced customer satisfaction are diminished. Furthermore, in highly competitive corporate situations, investments in customer-centricity may not necessarily deliver similar or larger marginal returns.

V. POPULATION AND SAMPLING DESIGN

The study's target demographic was the Premium Shopping Center's 500 workers. A study's sampling frame is a list of all the research population's components that will be taken into account throughout the investigation. There are 11 divisions within the corporation, with four of their divisions situated in Beirut. The list of 500 workers of Premium Shopping Center served as the study's sample frame. However, only 250 respondents answered the questionnaires.

VI. DATA COLLECTION AND ANALYSIS

Sampled respondents were surveyed with the use of a survey tool. A questionnaire served as the tool. Using the instrument ensured that data was collected in a consistent manner. The six sections of the survey were designed to answer the research questions. The first section of the questionnaire was designed to gather demographic information about the participants. The first independent variable was studied in the second section (cooperating culture). On the second independent variable, the third component gathered data (innovating culture). The third independent variable (the harmonizing culture) was studied in the fourth section, and the organization's performance was studied in the last section. There were both closed-ended and open-ended questions on the survey. Likert scale questions were used for the closed-ended questions. To elicit even more information from the participants, open ended questions were used.

Method Data analysis was divided into two stages. The characteristics of the sample were described using frequencies, means, and percentages. In addition, regression analysis was utilized to infer meaning about the population as a whole from the sample results. The features of the study population were described using analyses of variance, model summaries, and regression coefficients. We mostly utilized SPSS and Excel for data analysis. Figures and tables were used to show the results.

VII. DEMOGRAPHIC VARIABLES

The results revealed that 93 respondents fall between the age of 25 years old and 39 years old, 21 respondents fall in the age range of 40 years and 54 years, only 3 respondents fall in the age range of 55 years and 75 years and 133 respondents are below 25 years old.

Referring to Table I, 152 respondents which answered the questionnaires are females while only 98 respondents are males.
Referring to Table II, 93 respondents fall in the age range of 25-39 and 21 respondents fall in the age range of 40-54, 3 respondents fall in the age range of 55-75 years old, 133 respondents fall in the age range of lower than 25 years old. Referring to Table III, 156 respondents are holding a BS/BA degree, 2 respondents are holding a Doctorate Degree, 78 respondents are holding a Master’s Degree and 14 respondents are holding other degrees.

As shown in Table IV, 163 respondents which answered the questionnaires have between 1 year and 5 years of experience, and 29 of the respondents have between 6 to 10 years of experience. Furthermore, 18 respondents have below 10 years of experience, and 35 respondents have over 10 years of experience.

Referring to Table V, 60 respondents replied that they are in the position of middle management, and 98 respondents are holding non-managerial positions, while 46 respondents are holding operational management positions and 41 respondents are holding senior management positions.

VIII. VALIDITY AND RELIABILITY STATISTICS

Table VI represents the validity and reliability analysis for the four addressed research variables which are workplace fun, turnover, job satisfaction and commitment.

The rule of thumb states the following:

- If the Cronbach Alpha is below 0.5, then the data collected is not valid or reliable
- If the Cronbach Alpha is between 0.5 and 0.7, then the data collected is valid but contains some bias
- If the Cronbach Alpha is above 0.7, then the collected data is valid and reliable and ready for statistical analysis.

The Cronbach Alpha indicated for all variables is above 0.7, scoring 0.704 for cooperating culture, 0.881 for innovating culture, 0.905 for job satisfaction and 0.825 for harmonizing culture.

IX. REGRESSION ANALYSIS ONE

The regression analysis shown in Table VII is an inferential statistic test that aims to study the relationship between the dependent and independent variables based on a margin error of 5%. If the P-Value scored a level lower than 5%, this means that the null hypothesis will be rejected, and the alternative hypothesis will be accepted and vice versa.

Furthermore, it can be indicated that the cooperative culture variable scored a P-Value of (0.000), a T-Test of (7.077), and a Beta (0.409).

Equation (1) is as follows:

\[ \text{Turnover Average} = 0.00 + 0.409 \times \text{Cooperating Culture} \]  

Turnover Average = 0.00 +0.409 Cooperative Culture

Thus, it can be concluded that for every one-unit increase in cooperative culture, job satisfaction is affected positively by 0.409 units.

It can be noted that the R2 which scored 16.7% of the variance in the dependent variable is explained by a cooperative culture which means that 83.3% is unexplained by the model.
indicated that the innovative culture variable scored a P-Value of (0.002), T-Test of (10.274), Beta (0.546).

Equation (2) is as follows:

\[ \text{Job Satisfaction} = 0.00 + 0.546 \text{innovative culture} \quad (2) \]

Thus, it can be concluded that for every one-unit increase in innovative culture, job satisfaction is affected positively by 0.546 units.

It can be noted that the R2 scored 29.8% of the variance in the dependent variable is explained by workplace fun which means that 70.2% is unexplained by the model.

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XI. REGRESSION THREE

Another regression analysis shown in Table IX had been conducted between harmonizing culture as an independent variable and job satisfaction as a dependent variable. It can be indicated that the workplace fun variable scored a P-Value of (0.000), T-Test of (4.700), Beta (0.285).

Equation (3) is as follows:

\[ \text{Job Satisfaction} = 0.00 + 0.285 \text{Harmonizing Culture} \quad (3) \]

Thus, it can be concluded that for every one-unit increase in harmonizing culture, job satisfaction is affected positively by 28.5 units. It can be noted that the R2 which scored 8.1% of the variance in the dependent variable is explained by workplace fun which means that 91.9% is unexplained by the model.

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XII. DISCUSSIONS

A. Co-operating Culture and Organizational Performance

The initial purpose of the research was to determine the impact of a cooperative culture on the performance of a company. Four indications were used to determine the existence of a cooperative culture. That is the degree of cooperation, conversation, competence growth, and a supportive atmosphere. The research found that a culture of cooperation had a beneficial impact on performance. Cooperating culture, on the other hand, was shown to have the least impact on performance compared to innovative and harmonizing culture attributes.

Fewer than half of those polled said their company had a cooperative culture attribute. Comparatively, discourse, competence development, and collaboration all earned higher scores than the existence of a supportive atmosphere. The research found minimal collaboration among individuals. The influence of a cooperative culture on performance was aided by this, even if it was at a relatively modest level. The research uncovered some signs of modest competence growth. This, even though it was a little one, nevertheless had a favorable impact on performance in cooperative culture. Training enhances an employee's self-awareness and competence as well as his or her drive to execute his or her work successfully.

Third, despite the study's limited sample size, there was evidence of the conversation. The influence of a cooperative culture on performance was aided by this, even if it was at a relatively modest level. Many organizational outputs including organizational commitment, performance, organizational citizenship behaviors, and work happiness may be improved through constructive communication and interactions with employees.

Finally, the research demonstrated that a cooperative work environment had a positive impact on performance because of the existence of a supportive work environment. The research found that psychological safety is fostered by helpful and trustworthy interpersonal interactions as well as supportive management.

B. Innovating Culture and Organizational Performance

Adaptive performance (change), entrepreneurial characteristics, and customer centricity were all considered indicators of an innovative culture. The research found that an inventive culture has a considerable impact on productivity. Innovating culture was shown to have a minor impact on performance when compared to collaborating and harmonizing culture features.
Nearly half of the respondents said that their company had an inventive culture. Three-quarters of the people polled said that the most common characteristic of an innovative culture was a focus on the customer. There was a high level of client-centricity found in the research. This had a significant impact on the overall effect of fostering a culture of innovation on job performance. This finding supports their argument about the link between the creation of value for the customer and improved financial performance of organizations through a focus on the customer. The findings back up their claim about the importance of creating value for customers in an organization.

The social and contextual elements that promote creative autonomy directly impact an employee’s creative performance in the company since it is a combination function of person, group and organizational features. In spite of this, when workers get praise for their creative efforts and do not feel significant time pressure, they are more likely to continue in their idea-generation endeavors and even begin innovating in their own time. It’s important for innovation results to enable employees to explore their own ideas during work hours so that they may observe, experiment and speculate with others. It was found that there was a lack of entrepreneurialism in the research.

C. Harmonizing Culture and Organizational Performance

We wanted to find out whether harmonizing culture has an effect on organizational performance. Valuation systems and strategies were used to determine the degree of strategic alignment, while charismatic leadership and organizational culture were used to determine the degree of cultural harmony. There was a considerable impact on performance when cultures were aligned, according to the research. However, harmonizing culture qualities had the greatest impact on performance compared to collaborating and innovative culture features.

More than two-thirds of the respondents said that their company had a harmonizing culture attribute. Strategy alignment, followed by a shared value system, charismatic leadership, and a clear strategic goal, were the most frequent factors that helped bring people together. To begin, the research found a high degree of strategic alignment. High strategic alignment has a positive impact on performance.

Strategic alignment is critical to increasing organizational performance and that a lack of strategic alignment is dangerous and may lead to a persistent loss in competitive capacity. Second, the research found that there was a shared set of values. It has been shown that the presence of similar value systems improves performance, as was discovered in this research.

Organizational values are a key organizing factor in the creation of human resource management policies toward the achievement of corporate goals. In the third place, it was found that there was a high level of charismatic leadership present. This had a favorable impact on the harmonization of culture’s effect on performance. That’s consistent with research showing that charismatic leaders are able to drive their people, who in turn achieve exceptional outcomes despite their own ambitions, operational obstacles, and personal concerns. Finally, the research showed that there was strategic direction.

In other words, it had a bearing on the impact that cultural harmony had on performance. A company strategy had a favorable impact on innovation and performance in the small industrial sector. Strategy execution has an impact on organization performance by using several metrics, such as the predicted performance of rivals and organization objectives. It had been concluded that the key to competitive success is the development of adequate logistical capabilities and management competence to consolidate knowledge and skills inside the organization.

XIII. RECOMMENDATIONS FOR IMPROVEMENT

The culture of cooperation has been shown to be Lebanon's weakest link when it comes to fostering organizational success. Literature has extensively emphasized the importance of a cooperative society. As a result, the research proposes that organizations engage in developing a supportive workplace, boosting communication, and strengthening employee capacity development and collaboration in order to take advantage of the possibilities that come from a cooperative culture in the workplace.

Organizational competitiveness and survival have been demonstrated to be directly linked to the ability to innovate in a fast-paced environment. If a company is serious about improving its long-term success, the researchers’ advice doing a strategy review to better target the needs of its consumers, allow for more creative freedom, and foster an entrepreneurial spirit among its personnel.

One of the most important factors affecting performance is cultural alignment. The research advises that strategic alignment, the establishment of shared values, the development of charismatic leadership, and a strategy review are all necessary to achieve success. Only three cultural characteristics were examined in the research. As a result, it would be beneficial to include additional features such as an organizing trait in the research. Other energy-related utilities might be included since the research was a case study.

CONFLICT OF INTEREST

Author declares that they do not have any conflict of interest.

REFERENCES


