

Organizational Culture and Organizational Performance: Investigating the Mediatory Role of Leadership in the Banking Sector of Pakistan

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Abstract

The revolution of IT has increased the competition manifold, consequently enforcing the businesses to target international customers belonging to different culture. Therefore, the current study investigates the relationship between organizational culture and organizational performance. It goes one step ahead and also measures the mediatory role of leadership in the relationship between organizational culture and organizational performance, in the Banking sectors of Pakistan. The instruments used to collect the data regarding organizational culture were developed by Denison and Mishra (1995), organizational performance was developed by Qureshi, (2010) and Leadership was developed by Sergiovanni, Metzger and Burden (1969). The data was collected through a questionnaire from the banking sector of Pakistan by using convenient sampling technique. SPSS version 20 was used to analyze the results after testing the reliability. Regression analysis was performed to measure the said relationship between the study variables. Findings indicated that organizational culture has a significant and positive impact on performance of the banks. Further the study also evidenced that leadership partially mediates the relationship between organizational culture and banking performance.

Keywords: Leadership, Organizational Culture, Organizational Performance

Introduction

An organization is a structure with well-defined element for management, communication, decision making and productivity (Martinelli, 2001). The study of the organizations with respect to the human resource policies, leadership, performance and commitment had very widely been conducted to determine their importance and contribution in productivity and profitability (Pourrad, 2003). Culture is combination of a set of values, assumptions and behavioral patterns displayed by a group of people living in similar geographical area (Kotter & Heskett, 1992). The organizational culture is taken as the set of standard behaviors, principles, expectations, patterns, and norms established in an organization to resolve problems and promote high level of achievements (Schein, 1992; Marcoulides & Heck, 1993). Aluko (2003) Defined organizational performance as a routine activity of the employees of any organization and implementation of plans to achieve their goals and mission.

The organizational culture and organizational performance are very closely related variables. Studies evidenced a positive influence of organizational culture on organizational performance (Cotgrove, 1978; Eikenberry, 2005). Further the studies showed that productivity and performance are dependent on a number of factors predominantly quality of employees, level of commitment, training, skills and satisfaction level of employees (Currall et al., 2005).

Leadership plays a vital role in transforming the plans into actions and achieving the set targets and goals by directing the employees in the right direction. The term leadership is defined as a set of qualities, skills and actions through which a person affects the behavior, thoughts and responses of subordinates to guide them in a productive manner (Mills, 2005). Leaders are visionary people whose responsibility is to guide, help and motivate others. Leaders act as role models to be followed by the subordinates (Mills, 2005). The significant relationship between leadership and organizational performance was studied by Han and Kim (1998).

Numerous studies have investigated the relationship of dependent and independent variables selected for the current study and established their relationship but mostly in the western context. The independent relationship between organizational culture and organizational performance has been studied and proved to be significantly positive (Denison, 1990; Kotter & Heskett, 1992; Marcoulides & Heck, 1993). The relationship of organizational culture and leadership have been studied by Bass and Avolio (1993), and Schein (1985) who have established a significant positive relationship of these variables in the employees of a number of profit and nonprofit orientated organizations. Leadership and organizational performance have been studied by Bass (1985) and Jing and Avery (2008) where it was established that leadership variable had a significant positive relationship with organizational performance. Hence, it was essential to conduct a study with the view to probe the

linkage between three important aspects of organizational culture, leadership and performance (Ogbonna & Harris, 2000). The study was felt necessary due to the reasons that:

- Lack of empirical evidence of studying impact of organizational culture and leadership on organizational performance in context of Pakistan.
- Lack of empirical evidence of studying leadership as a mediatory variable between organizational culture and organizational performance.

Objectives of the Study

- To study the relationship between organizational culture, leadership and organizational performance.
- To examine the mediatory role of leadership between organizational culture and organizational performance.

Literature Review

Organizational Performance

Research indicates that organizational performance encompasses the sum total of the output of an organization towards attainment of its goals and objectives. It may be in relation to all or any of the three specific areas of performance to include financial, product market and shareholder's return (Richard, Devinney, Yip, & Johnson, 2009). Organizational performance is the accomplishment of work, tasks or goals to the desired level of satisfaction (Aluko, 2003). It comprises of the measure of actual output or results of an organization as against its intended outputs or goals and objectives. Organizational performance is a determinant of level of success of an organization and the organizations are always looking forward to take necessary steps to maintain or boost their performance. Literature highlights that the organizational performance is a very significant area for the organizations (Liao & Wu, 2009). Studies proved that organization's performance evaluation reports are the best tool to determine the level of success of an organization because it not only identifies the current position of an organization but also predicts the future challenge as well (Mehregan & Shahbandarzadeh, 2005).

Dyer and Reeves (1995) proposed two different approaches to measure the organizational performance i.e. the financial and non-financial. It has been established that both the financial and non-financial facets of the organizational performance are facing numerous challenges which primarily includes lack of market based financial reporting, inadequate regulatory mechanism about financial reporting, provision of fictitious financial information and lack of transparency in financial

reporting (Bae & Lawer, 2000; Hoskisson, Eden, Lau, & Wright, 2000). Studies showed that efficient, effective and committed leadership is very important in pursuing the organizational goals, achieving and maintaining competitive advantages and ensuring continued performance of an organization. In this regards, use of technology and selection of appropriate management tools is considered helpful to the management (Arabi & Rafat, 2008). Apart from physical resources like capital and assets, the intellectual resources are also important for the organizational success and existence (Gold, Malhotra, & Segars, 2001).

Organizational Culture

Researches defined Organizational culture as a set of values, beliefs, practices, rituals, policies and prevalent environment of an organization which makes it unique amongst other organizations. The organizational cultures are usually driven through strategic business drivers of the organization and are taken as a pull or a push factor for potential employees (Jarnagin & Slocum, 2007). It is said to be a system of fundamental assumptions established by the people of organization with an objective to tackle day to day problems (Yilmaz & Ergun, 2008). Literature shows that organizational culture comprises of four different traits which includes mission, involvement, consistency and adaptability (Yilmaz & Ergun, 2008). Organizational cultures varies with respect to level of structure, type of organization and country of origin and are taken as the combination of norms, beliefs and rules which are accepted widely in an organization setting (Russell et al., 1985).

Organizational Culture and Organizational Performance

Findings revealed that Organizational culture is positively linked to the performance and it has been established that organizational culture motivates the employee for higher organizational performance (Sang, 2005). The organizational performances depend on the level of cultural strength of the organizations and degree to which they value their policies, practices and organizational environment (Denison, 1990; Deal & Kennedy, 1982). The prevalent organizational culture plays a vital role in binding the employee in a coherent unit and result in developing competitive edge over the competitors. The organizations are required to keep monitoring their organizational culture with the view to shun off any activity or sign of deviation from rules, polices and regulations (Summers & Hyman, 2005). Each factor of organizational culture i.e. mission, involvement, consistency and adaptability has a positive effect on the performance (Denison, 1990). The values and behavioral standards are formed through organizational culture and they act as filters in processing the information (DeLong & Fahey, 2000) Findings showed that decision makers are required to be mindful of the organizational culture while analyzing the information and performance of the organization (Zheng et al., 2010).

Leadership

Literature narrates that leaders are the people who are positively influenced with the abilities to guide, direct, persuade motivate and inspire a group of people, team or organization to perform better to achieve the assigned goals. The leadership is the process of exercising influence, having dominance on activities of the people under supervision and motivating and directing them to achieve the organizational goals and objectives (Judge, Bono, Ilies, & Gerhardt, 2002). Leadership has also been identified as an everlasting mechanism present in an organization which follows a series of actions through which a person persuades rest of the employees until the desired organizational and individual goals are achieved (Barnett, 2002).

Studies emphasis that leadership is the most important factor which contributes towards success or failure of an organization. The leaders have an insight and vision to foresee and predict the events and likely problems in a group, organization or society (Judge et al., 2002). This insight enables the leaders to possess and utilize energy and power at work to motivate, inspire and guide them in the desired direction (Zahedi, 1999). The leaders are valued because they transform the plans, strategies and policies into action and with their strong leadership qualities they are able to convert a weak strategy and plan into a success. Findings show that Possession and execution of good leadership qualities in an organization is of utmost importance to benefit from the organizational culture and strategy. Researcher evidenced those adequate skills of monitoring, managing the resources, persuading and motivating the employees, foreseeing and resolving the problems are also needed for an effective and efficient leader (Mills, 2005).

Leadership and Organizational Performance

Numerous studies demonstrated that organizational performance and leadership are closely related to each other where the performance is dependent on the leadership qualities of the organizational leaders. There is a positive relationship between transformational leadership and performance (Patterson, Fuller, Kester, & Stringer, 1995). The leadership is likely to result in growth and empowerment among followers who draw aspiration, motivation and self-esteem from positive feedback and recognition by their leader. (Bass, 1985; Yukl, 1988). The leaders inculcate higher degree of trust in the followers due to his/her personality, knowledge and leadership qualities which are unique for each leader approach (Conger & Kanungo, 1998).

Leadership and Organizational Culture

Leadership being the focal point of all administrative and managerial activities plays an important role in attaining these two basic and vital functions of an organizational culture (Tsui et al., 2006). In

order to investigate the interrelation between leadership and culture, Denison and his colleagues have developed and empirically supported the theory of organizational culture and effectiveness that identifies four cultural traits that are positively related to organizational performance, namely involvement and participation, consistency and normative integration, adaptability, and mission (Denison, 1990; Denison & Mishra, 1995; Denison et al., 2004). Further Cooke et al. (1990) have established that efficient and innovative organizations follow those norms that promote achievement, self-actualization, participative decision making, cooperation, social support, and constructive interpersonal relations. These norms are established, maintained and developed by the leaders, thus making it important to have efficient leaders for efficient culture (Cooke & Rousseau, 1988; Rousseau, 1990; Cooke & Szumal, 1993; Cooke & Szumal, 2000). Hence, the current study investigates the moderating role of leadership on the relationship between organizational culture and organizational performance in the context of Pakistani banking sector.

Conceptual framework

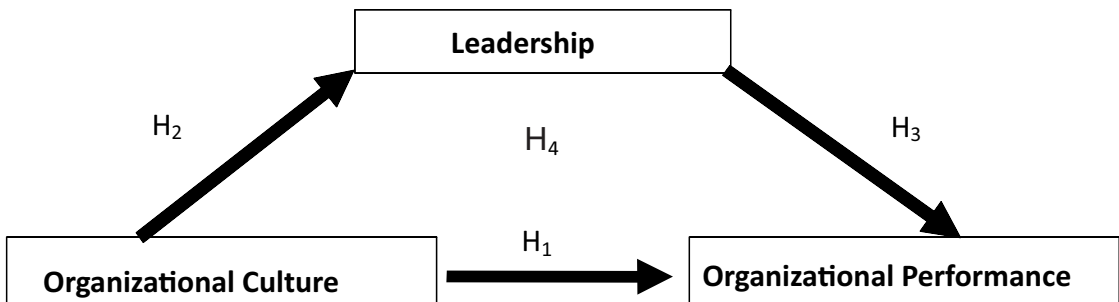


Fig 1: Conceptual Framework

Hypothesis

- H₁: Organizational culture has significant positive impact on organizational performance
- H₂: Organizational culture has significant positive impact on leadership
- H₃: Leadership has significant positive impact on organizational performance
- H₄: Leadership mediates the relationship between organizational culture and organizational performance

Research Methodology

The study was initially conducted with the view to establish the reliability, validity, and normality of the scales adapted to measures organizational culture, organizational performance and leadership.

Later, the hypotheses were tested on sample of 164 employees of commercial banks of Rawalpindi and Islamabad, Pakistan chosen through convenient sampling.

Population/Sample

Public and private sector commercial banks of Rawalpindi and Islamabad, Pakistan were selected for the study. The data was collected from the employees working at managerial and non-managerial level. Convenient sampling technique was used to collect data from 164 respondent out of which 115 were male (70.1 %) and 49 (29.9 %) were female.

The ages of the respondents ranged from < 20 years to 41 years and above. Respondents of the sample had wide ranges of experience from 1-3 years to 7 years and above. Bulk of the sample i.e. 77 (47 %) draws monthly salary of Rs. 11,000 to 20,000, and 71 (43.3%) respondents receive Rs. 20,000 and above while only 16 (9.7 %) respondents were drawing salary of Rs. 10,000 or less.

Instrument

Organizational Culture: Organizational culture was measured by the instrument developed by Denison and Mishra, (1995). The scale consisted of 8 items to measure organizational culture. Each item was anchored at 5- point Likert type scale ranging from (1) strongly disagree to (5) strongly agree.

Organizational Performance: Organizational performance was measured by an instrument developed by Qureshi, (2010). The scale consisted of 10 items to measure organizational performance. Each item was anchored at 5- point Likert type scale ranging from (1) strongly disagree to (5) strongly agree.

Leadership: Leadership was measured by an instrument developed by Sergiovanni, Metzger, and Burden, (1969). The scale has 17 items to measure leadership. Each item was anchored at 5- point Likert type scale ranging from (1) strongly disagree to (5) strongly agree.

Statistical Techniques

Information was recorded sorted and collated after data collection. Latter, the collected information was compiled and analyzed by using Correlational analysis and hypotheses were tested by using multiple regressions to validate the results by using SPSS.

Result and Analysis

Table 1: *Demographics of the Study (N= 164)*

Category of the demographic measure		Number	Percentage
Sector of the Bank	Public	48	29.3
	Private	116	70.7
Education	Bachelor	55	33.5
	Master	92	56.1
	MPhil	17	10.4
Gender	Male	115	70.1
	Female	49	29.9
Ages of the respondents	Less than 20 years	3	1.8
	21-30 years	115	70.1
	31-40 years	35	21.3
	41 and years	11	6.7
Experience	1 – 3 years	88	52
	4-7 years	47	25
	More than 7 years	29	7
Salary of the Respondents	Less than 10000	16	9.7
	11000-20000	77	47
	More than 200000	71	43.3

The table 1 above shows the demographic statistics of the respondents.

Table 2. *Tests of reliability*

S.No	Variable	Alpha	No. of Items
1.	Organizational Performance	0.719	8
2.	Organizational culture	0.765	10
3.	Leadership	0.712	17

Table 2 above indicates the result for reliability for all the variables of the study. Reliability test shows that a value of Cronbach's Alpha varies from 0.719 to 0.765.

Table 3. *Correlation Analysis*

Table 3 : Mean, Standard Deviations and Inter Correlations (N= 164)

S. No	Variable	M	SD	1	2	3
1.	Organizational Performance	2.71	12.82	1		
2.	Organizational culture	3.46	4.93	.758**	1	
3.	Leadership	4.45	6.04	.823**	.418**	1

Table 3 above describes the mean, standard deviations and correlations between the study variables. Organizational Performance indicated a very significant positive correlation with other two variable i.e. Organizational culture ($r = 0.758^{**}$, $p < 0.000$) and leadership ($r = 0.823^{**}$, $p < 0.000$). Further the findings also showed a positive and significant relationship between organizational culture and Leadership ($r = 0.418^{**}$, $p < 0.000$)

Multiple Regressions

Multiple regressions were performed to measure the effects of variables in relation to organizational performance and check the mediation of leadership between organizational performance and organizational culture. The dependent variable was organizational performance and the independent variables were organizational culture and leadership. Multiple regressions were performed by using SPSS.

Table 4: *Multiple Regression of Organizational Performance on the Independent Variables (N= 164)*

	Beta	t	Sig.
Constant		6.00	.000
Organizational Culture	.540	11.7	.000
Leadership	.305	8.30	.000

$R^2 = 0.532$, Adjusted $R^2 = 0.526$, $P < 0.05$

The result of regression analysis indicated that organizational culture ($\beta = .676$, $t = 11.685$, $p < 0.000$) and leadership ($\beta = .546$, $t = 8.301$, $p < 0.000$) have significantly positive influence on the organizational performance.

Table 5: *Multiple Regression of Leadership on the Independent Variables (N= 164)*

	Beta	t	Sig.
Constant		12.3	.000
Organizational Culture	.446	6.34	.000

$R^2 = 0.199$, Adjusted $R^2 = 0.194$, $P < 0.05$

Table 5 above indicates the results of regression performed to see the effects of organizational culture on leadership as dependent variable. The result of regression indicates that organizational culture ($\beta = .446$, $t = 6.342$, $p < 0.000$) has significantly positive influence on the leadership.

Table 6: *Multiple Regression of Organizational Performance on the Independent Variables with Leadership as Mediator (N= 164)*

Independent Variables	Dependent Variable - Organizational Performance		
	Beta	t	Sig.
Models			
Model – 1 $R^2 = 0.457$, Adjusted $R^2 = 0.454$			
Constant		6.00	.000
Organizational Culture	.676	11.7	.000
Model – 2 $R^2 = 0.526$, Adjusted $R^2 = 0.532$			
Constant		1.11	.269
Organizational Culture	.540	8.97	.000
Leadership	.305	5.07	.000

Table 6 above indicates the results of regression performed on the independent variable of organizational culture on organizational performance as dependent variable with leadership as a mediatory variable. The result of regression indicates a value of ($\beta = .676$, $t = 11.685$, $p < 0.000$) for organizational culture and when leadership was introduced as a mediator, the value of have beta (β) changed to ($\beta = .540$, $t = 8.966$, $p < 0.000$) but it remained significant indicating a partial mediation by the leadership.

Discussion

The purpose of this study was to examine the relationship between organizational culture, leadership and organizational performance. Secondly the objective was to examine the mediatory role of leadership between organizational culture and organizational performance. The results of correlational analysis indicated that organizational performance had a very significant positive relationship with Organizational culture. The findings of multiple regression also indicated (Fig – 2 above) that organizational culture ($\beta = .776$, $t = 11.685$, $p < 0.000$) has significant positive influence on the organizational performance, hence, verifying Hypothesis 1 i-e organizational culture significantly and positively influences organizational performance. Furthermore, the value of R^2 showed that 45% variance in the organizational performance was caused by organizational culture. The result of the study is in line with the previous researches (Denison, 1990; Ogbonna & Harris, 2000) which also show the significant relationship between organizational culture and organizational performance.

Correlational analysis indicated that organizational performance had a very significant positive relationship with leadership ($r = 0.823$, $p < 0.000$). The findings of multiple regression performed also indicated (Fig – 3 above) that organizational culture ($\beta = .446$, $t = 6.342$, $p < 0.000$) has significant positive influence on the organizational performance. As organizational culture significantly and positively influence organizational performance, therefore the hypothesis 2 is accepted. The value of R^2 showed that 19% variance in leadership was caused by organizational culture. The result of the study is in line with the previous research (Schein, 1992) which also shows the significant relationship between organizational culture and leadership.

Correlational analysis indicated that leadership had a very significant positive relationship with Organizational culture ($r = 0.418$, $p < 0.000$). The findings of multiple regression performed also indicated (Fig – 4 above) that leadership ($\beta = .546$, $t = 8.301$, $p < 0.000$) has significant positive influence on the organizational performance. As leadership significantly and positively influences the organizational performance, therefore the hypothesis 3 is accepted. The value of R^2 showed 30% variance in organizational performance is caused by leadership. The result

of the study is in-line with the previous researches (Nicholls, 1988; Quick, 1992; Simms, 1997) which also show the significant relationship between leadership and organizational performance.

Correlational analysis indicated that organizational performance had a very significant positive relationship with both the variables i.e. organizational culture ($r = 0.758, p < 0.000$) and leadership ($r = 0.823, p < 0.000$). The findings of multiple regression performed also indicated (Fig – 5 above) that organizational culture had a significant positive effect of organizational performance with beta value of 0.676 ($\beta = .676, t = 11.685, p < 0.000$) and when leadership was introduced as a mediator, the value of beta had (β) changed to 0.540 ($\beta = .540, t = 8.966, p < 0.000$) and remained significant indicating a partial mediation by the leadership. As leadership indicated partial mediation between organizational culture and organizational performance, therefore the hypothesis 4 is accepted. The value of R^2 change indicated that showed 7% variance was brought by the additive effect.

Conclusion

The present study examined the variables like organizational culture and leadership as predictors of organizational performance in public and private sector commercial banks of Pakistan. It has been established during the current study that organizational culture and leadership have significantly positive influence on the organizational performance and leadership partially mediates the relationship between organizational culture organizational performances.

Limitations and Future Recommendations

- The study has been conducted in a time constraint settings which resulted in overlooking several aspects of the employee's behavior related to the independent variables as unexplored.
- If the study was spread over a prolonged time period, the dimensions and facets of variables would have been evaluated in further details and results might have been more generalizable and detailed.
- Moreover, the data regarding demographic variables was collected but due to the time constraint, we could not control these variables as part of the study.
- Study was restricted to the employees of banking sector only and other organizations have not been studied.
- The future researchers are suggested to expand the scope of study and examine the impact of these predictors in organizations other than the Banking Sector and also examine the impact of demographic variables on the Organizational performance.

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