Chapter-2
Review of Literature
CHAPTER 2

REVIEW OF LITERATURE

2.0 Introduction

The chapter provides the review of available text on organizational culture, organizational commitment, readiness for change and employee job performance. The literature is showing that organizational culture directly and indirectly influences employee performance. The results of the previous researches helped to understand the several theories to develop the conceptual frame work for the present study. This chapter also will help in identifying the gaps in available literature.

2.1 Organization Culture

In a French based study Calori and Samin (1991), found that performance has influence of different dimensions of culture. This study mainly reveals that culture has more impact on company’s growth than profitability.

Denison and Mishra (1995) studied culture traits such as involvement, consistency, mission and adaptability. This study highlights that openness, flexibility and responsiveness are significantly predicted by involvement and adaptability, whereas mission and consistency is good predictor of profitability, integration, direction, and vision.

Ogbonna and Harris (2000) examined the link of performance and organizational culture. They included four culture dimensions in the study: Community, Competitive, Bureaucratic and Innovative culture. Findings revealed the performance has no influence of bureaucratic and community. On the other hand performance has impact of competitive and innovative.

Silverthorne (2004) discovered association of organizational culture with organizational commitment and job satisfaction. Three types of culture namely supportive, innovative and bureaucratic were used in this study. The findings highlight that supportive culture had the utmost level of commitment and job
satisfaction. Innovative culture had next high level while bureaucratic culture had lowest levels of job satisfaction and commitment as well.

Denison et al. (2006) presented statistical validation of the sixty items, twelve indexes such as team orientation, empowerment, capability development, strategic direction & intent, vision, goals & objectives, organizational learning, creating change, customer focus, agreement, coordination and integration and core values, developed to measure key construct in the model of organizational culture. Fang & Wang (2006) stated that culture of organization should be matched with its environment. If the culture aid to adjust with outer changes, it will result in high level performance in the long run. Most of the supervisors who were not performing well think that their culture of organization was not matched with the environment. Twati (2006) found in his study that no culture difference exists between two different sectors i.e. oil & gas and banking. Both of them share same type of organizational culture. Therefore, two different areas are suitable in the same “hierarchy culture” quadrant that include government and public sectors share the same belief, attitudes and values.

According to Zang et al. (2006) organizational culture plays essential role in job performance and effectiveness. This study indicated that hierarchical and clan culture in china construction industry is dominant and the profile of culture varies to geographical area.

A research carried out in UK by (de Chernatony et al., 2008) identified various cultural characteristics which are common to not successful financial services brand. The result indicated that no alignment found between organizational culture and corporate brand.

Bank’s culture is to be found on the values, belief and attitudes. Management must understand the differences, strengths and weaknesses in the organizational culture and identify probable conflicts that can arise and resolved. Ignoring the task to create a competitive advantage may result in detrimental in the long run (Chen et al., 2008).
Ferreira & Hill (2008) studied clan, market, adhocracy and hierarchy culture in public and private universities. They found that there was no culture difference between public and private universities for the adhocracy and clan culture. It was also found that private universities were more strongly hierarchy and market oriented than public universities.

In a research Nazir & Lone (2008) found link between culture and effectiveness. This study was based on Denison four index (Adaptability, mission, involvement, and consistency) organisational culture model. They found that mission was important for predicting profitability, sales growth, employee satisfaction, market share and overall performance. On other side the index adaptability showed more importance in predicting effectiveness measures such as profitability and new product development.

Agrawal et al. (2009) investigated different organizations such as manufacturing, consulting, services and IT/ITES sectors and showed that there was dissimilarity in the organizational cultures belongs to different sectors. Findings showed that in evaluation of organizational culture, no major difference between males and females realized. The findings are consistent with the results of Niranjana and Pattanayak (2005) who also found no difference in the perception of males and females about organisational ethos.

Biswa (2009) reported that organisation with well defined organisational culture depicts superior performance. Employees adapt organisational culture and utilize its values while performing their duties.

Gregory et al. (2009) US based study, suggested that organizational culture influence employee’s attitude (Patient and employee satisfaction) that has influence on organizational outcome (Controllable expense and patient satisfaction).

MacIntosh & Doherty (2010) discovered the relation of organizational culture with intent to leave and job satisfaction. This study shows eight factors that represent multidimensionality of cultural: staff competency, atmosphere, connectedness, formalization sales, service-equipment, service-programs, and organizational
presence. Findings indicate a partially mediating effect of organizational culture on job satisfaction and intent to leave.

Zheng et al. (2010) stated that the impact of culture of organization on organizational effectiveness is fully mediated by knowledge management. The study recommends how well organizational culture values are translated into organizational values is largely associated with how well knowledge is managed.

Singh (2011) discovered that human resource development practices and organizational culture have significant effect on managerial effectiveness in the public and private sector. Both are major predictor of managerial effectiveness.

Zhou et al. (2011) showed that organizational culture in hospitals was not well prepared to respond the changes. Therefore the results suggested that hospital administrators and policy designers should focus in the direction of organizational culture and its’ implications for the performance of hospital.

Bell (2013) conducted a study in Civilian Higher Educational Institution and discovered that the learning experience of nurse student of military appears to be positive and is increased through positive learning culture. It was found that culture of organization has influence on the learning experience of nursing students.

Saeed et al. (2013) showed that this study included variables such as personal problems, manager’s attitude, job content, organizational culture and financial rewards. All of these variables positively influence employee performance except personal problems of the employees. Therefore this research suggested that culture has positive relation with performance of employees in banking sector.

Abdullah et al. (2014) carried out a study in SMEs in Malaysia and showed that organizational culture dimensions such as consistency, mission and involvement extensively connected with product innovation. The findings of the study substantiate the importance to establish competitive culture in small medium enterprises by focusing on consistency, mission and involvement.
Hogan & Coote (2014) stated that how organizational culture layers mainly artifacts, norms and innovative behaviour, intercede the influence of values that support advancement on performance measures of firm. A comprehension of culture of organization can help in shaping the innovation procedure and performance.

Mousavi et al. (2015) stated that adaptability and involvement have negative effect on performance, thus this research shows that the findings are not consistent with the model developed by Denison (1995), which showed the positive association of culture with organizational performance. However, the result is similar with Booth et al., (2009) and Rotenberry et al., (2007) studies that showed there is negative linkage between involvement and performance. Despite the highest level of culture, in comparison with other state banks saderat bank does not perform well.

Watunglawar & Christiananta (2015) assured about the strong positive linkage in culture of organization with job performance, strategic leadership and job satisfaction. The impact of organizational commitment towards job satisfaction was positive whereas no influence on performance of employee performance.

Alas et al. (2016) explored the link of organizational culture with workplace spirituality. Results revealed that involvement and adaptability has positive impact on sense of community, mission has strong linkage with meaningful work and consistency has modest impact on continuance commitment.

Fatima (2016) stated that the Asian cultural researches showed conflicting phenomena in comparison with the Western studies and this research showed that being Asian country the findings are similar with the researches carried out in Western countries. Findings indicated that employees performing in market and hierarchical culture were not satisfied with their job while employees who were performing in clan and adhocracy culture were not dissatisfied with their task.

Mills (2017) argued that culture of organization is theoretical lens by which to investigate gender biasness at work. This research provides answers to the women’s problems and also raises questions about the problems of feminist.
Sari (2017) stated that communication and employment fulfilment has positive critical impact on execution, while organizational culture and commitment has negative huge impact to execution. Organizational culture, correspondence, work fulfilment and commitment have impact on execution, all the while. The consequences of way examination demonstrated that indirect impact of culture to execution by means of employment fulfilment is more compelling as opposed to its immediate impact.

Zehra et al. (2017) conducted a research in banking sector of Islamabad and explored the connection of organizational culture with role performance. They concluded that bureaucratic and innovative culture has positive association with in role performance while supportive culture has no relation with in role performance.

2.2 Review Related to Organizational Culture Elements

2.2.1 Creating Change

Calabrese (2002) studied different change principles that guide change agents to create and sustain change. These proposed eight change principles ready to lead change; knowledge is power; generate empowering mental models; manage resistance to change; lead change; speed up the change process; overcome pressure and encourage approval of change; and organizational renewal is continuous change. He stated that leader learns to constructively developing and maintaining the association among leadership, change, and renewal.

Balogun (2003) recommended that middle level in organization is able in making strategic contribution. Findings displayed that middle level managers engage in various activities to help their interpretation of the change agent. Further this interpretation activity states the personal changes they make efforts to undertake, how they are helping others by change, how they keeping the business running during the change and what changes they are implementing in their department.

2.2.2 Customer Focus

Dienhart & Gregoire (1993) conducted a study in quick service restaurant and investigated the association of job security, job involvement, job satisfaction
and customer focus. Findings showed that enhancing job satisfaction, job security, job involvement may enhance customer focus of workforce.

Mark (2013) stated that advocating customer focus, a leadership model Total Quality Management lead to raising level of performance throughout several manufacturing and service industries.

Babakus et al. (2017) stated that both challenge and deterrent stressors elevate turnover intention and strengthening encourages work engagement. Rewards lighten turnover intention. All the more imperatively, customer orientation goes about as an arbitrator of the impacts of challenge and deterrent stressors and also preparing, strengthening and rewards on work engagement and turnover intention.

2.2.3 Organizational Learning

Organizational learning is the procedure through which the firm grows innovative information and bits of knowledge from the basic experience of individuals in organization and can possibly affect behaviour and enhance the organization's capacities (Slater and Narver, 1995; Huber, 1991; Senge, 1990; Fiol and Lyles, 1985).

Baker et al., (1999) stated that learning orientation displayed a positive and strong relation with new product success. Learning orientation has positive relation with overall performance. They recommended that new product development undertaken when market orientation and learning orientation are high leads to stronger performance gains.

Organisational learning has positive relation with performance (Skerlavaj et. al., 2007; Garver, 1996). Jones (2000) focused on the significance of organizational learning for performance of organizational. He defined organisational learning as a procedure by which supervisor enhance capabilities of organizational members’ for better understanding and managing the organization and its environment.

Pemberton & Stonehouse (2000) discovered the association between organizational learning and knowledge management. They stated that to generate
higher level performance organizational learning utilize its knowledge resources. Further, they found that there are some essential elements such as organizational culture, infrastructure and structure of organisation that nurture organizational learning.

Gonzales (2001) stated that change in the organizational learning in public service supervisors can enhance information; enhance skills and capabilities in this way to enhance performance. This study also affirms that organizational learning is a key tool to enhance performance.

Carroll, J. S., & Edmondson, A. C. (2002) stated that healthcare sector look to improve wellbeing and quality in a dynamic environment, learning practices helps in improving existing abilities and information and gives chances to discover better approaches to cooperate.

Kandemir and Hult (2005) reported that culture innovativeness and innovation capacity have positive impact of organizational learning culture. This study reveals that international joint ventures attain high level performance through high levels of innovativeness and innovation capacity, which are related with its organizational learning culture. Organizational learning positively influences performance (Baker & Sinkula, 1999; Jiménez et. al., 2011).

Perez et al. (2005) stated that organizational learning contributes emphatically both to client and employee satisfaction and to monetary/budgetary outcomes.

Khandekar et al. (2006) conducted a study in Indian global firm operating in Delhi and discovered that organizational learning positively correlated with organizational performance. They stated that organizational learning plays vital role in organizational performance.

Chen (2007) discovered the impact of employee’s readiness for change on industry performance and organizational learning. The study revealed that readiness for organizational change influence organizational learning and industry performance.
Haque (2008) carried out a study to discover the association between learning organization and readiness for change. Organization learning is positively associated with readiness for change.

A research investigation demonstrates that organizational commitment is decidedly connected with job performance and this factor intercede the connection of organizational learning with job performance (Rose et al., 2009).

Akhtar et al. (2011) conducted a study in higher education institute of Pakistan to interrogate the effect of organizational leaning on organizational performance. The findings indicated that organizational performance has positive impact of organizational learning.

Jimenez et al. (2011) observed that organizational learning and advancement add to business performance positively. Firms can improve organizational learning by gaining new information, for instance by influencing representative attend fairs and presentations frequently, merging their research and development approach and cultivating advancement of new thoughts and experimentation inside firm.

Hussein et al. (2014) carried out a study that showed learning organization culture’s direct influence on organizational performance and their innovative capabilities which leads organizational long-term success. There was only qualitative review to support findings but no quantitative evidence to support the finding.


Saadat & Saadat (2016) stated that specialists of administration and organization recommend organizational learning as a prescription to all issues in the organization, there are supervisors, who can't comprehend the theme, in which organizational change needs commitment regarding lasting learning, and this failure has made the communicated and implementation of organizational learning and the
elements of this vital organizational variable an issue. It is a huge challenge for organizations on their approach to development, improvement, acquiring competitive advantages in changeable environmental circumstances. For the expanding and great impact of learning supervisors of complex organizations ought to exceedingly focus that learning is permanently appointed as an imperative piece of day by day association exercises in all levels, which is an opening to back to back triumphs of organizational achievement.

Sanni (2016) conducted a study in manufacturing firms of Nigeria and found that learning organization positively influence organizational survival. It was also found that learning organization enhance the ability organization to be innovative which enhance the chance of survival.

Baba et al. (2017) carried out a study in SMEs Kano Nigeria and found that organizational learning and environmental turbulence positively influence SMEs capability to innovate. This study also showed that organization learning determines SMEs innovativeness.

Pradhan et al. (2017) stated that analysis of collected data indicated positive association of organizational learning with adaptive performance. Therefore, it can be derived that an expansion in organizational learning prompts advancement of employee versatility in changing business conditions.

2.2.4 Empowerment

Cunningham et al. (1996) expressed that the espoused advantages of empowerment can be extensively isolated into profitable for the employees and organisations also. Empowerment has concentrated on organizational advantages expecting these are the main thrust behind endeavours to endanger empowered working.

Seibert (2004) found that there is no direct connection between empowerment climate and employee performance whereas by using psychological empowerment as mediator shows indirect link. It was found that there is strong linkage between empowerment climate and psychological empowerment; it indicates that there is
small but important connection between psychological empowerment and individual performance.

Further Bartram and Casimir (2007) revealed that empowerment had huge positive relationship with performance and satisfaction as well. And empowerment was more strongly associated with the in-role performance of followers than with satisfaction with the leader.

Baek (2010) analyzed the impact of psychological empowerment on organizational commitment and the directing impact of organizational learning culture. Representatives indicated higher organizational commitment when they saw high psychological empowerment and a high organizational learning culture. Moreover, the directing impact of organizational learning culture on the connection between psychological empowerment and organizational commitment was observed to be huge.

Tutar et al. (2011) collected data for investigating influence of employee empowerment on contextual performance in public and private banks. The analysis showed that empowerment positively influence contextual performance.

Gazzoli et al. (2012) empowerment is essential for gaining a higher level of customer orientation while exceptionally customer orientation displays a strong expert and organizational commitment and satisfaction from their work.

Meyerson et al. (2012) found significant difference between rate of employee’s performance previously, then after empowerment implementing. Empowerment implementing concentrated on the variables, delegation, participating management and encouragement and giving prize reason employees’ execution to progress. Several studies support the association of empowerment and performance (Nzuve, 2012; Hechanova et al., 2006). Nzuve (2012) stated that the employees of City Council of Nairobi were able to master the skills required for the activity. The essential parts of job description are a worker must have the fundamental information, skills and better comprehension of the job roles and expectation to be given expert with least supervision.
Fernandez et al. (2013) recommended that employee empowerment helps in enhancing job satisfaction, organizational commitment, innovativeness and performance. The results revealed that employee empowerment have direct effect on performance and indirect effects by using mediator such as job satisfaction and innovativeness, two main pathways through which empowerment practices impacts behavioural results.

Lizar et al. (2015) conducted a study in Construction Company in Indonesia and found that individual aspects such as psychological empowerment and psychological capital have positive impact on employee readiness for change. Moreover, findings indicate that the psychological empowerment has higher impact on individual readiness to change than psychological capital.

Al-Asoufi (2017) Carried out a study in privatised enterprise and revealed that employee empowerment has huge influence on the success of organizational change.

2.2.5 Agreement

Hrebiniak & Snow (1982) stated that agreement among managers is associated with economic performance positively, even when to control other variables potentially associated with performance of organization.

Wohlers et al. (1993) investigated organizational and demographic relationship of concurrence between subordinate appraisals of the managers and manager's self evaluations on inspiration and execution items. Findings indicated that for the same race the profile agreement is higher whereas for different race supervisor/ subordinate the profile agreement is low. Fifty five years old supervisors appraise themselves most favourable than their subordinate rated them. And accord of profile associated with participation in career planning positively.

Sender (1997) stated that alignment lends itself to the generation of higher performance work system by describing how the co dependent organizational elements can accomplish better effectiveness and efficiency individually and
collectively. Organizations with better alignment use effective leadership and human resource development processes for creating systematic agreement among strategic goals, strategic practices, performance and reward framework, and the organizational culture. This agreement helps in removing difficulties in cooperation and performance that enhance the performance of individuals and the organizations.

A study has been carried out by de Hilal (2006) in Brazilian company and the findings suggest that the organizational context can enhance and decrease the possibility of affecting the cultural agreement of group members by nationality.

2.2.6 Strategic Direction and Intent

Hamel and Prahalad (1994) stated that there are attributes of strategy intent such as direction, discovery and destiny. A firm wants to build a competitive position over the future years, shows a sense of direction. Strategic intent implies a different point of view which holds out employees the promise to explore new competitive territory. Thus it conveys a sense of discovery and it also has an emotional edge to it; it shows a sense of destiny to employees.

Edison (2007) explored the association of work team strategic intent with work team performance. The study was conducted in San Diego and showed that there is strong and direct linkage of work team strategic intent, strategies dimension of strategic intent, purpose dimension of strategic intent, vision dimension of strategic intent and team performance.

Zheng et al. (2010) observed that organizational strategy has significant impact on effectiveness of organization beyond and above that of organizational context. Its impact is decreased by organizational culture and structure taking into consideration. It also revealed strong influence on knowledge management.

Richard (2013) examined the relationship between strategic intent, among other variables and organizational performance in pharmaceutical industry. He found that the relationship between firm-level strategic intent and short term firm’s performance is negatively related and the negative short-term effects of firm-level strategic intent will not attenuate over time.
Odita & Bello (2015) explored that there is strong positive relationship of strategic intent dimensions such as vision, mission and objective with organizational performance in the banking sector.

Singh et al. (2015) conducted research in hospitals and found that the presence of directional strategies vision, mission and organisational values, is related with superior firm performance. Therefore, the firms that have formal written directional strategies -vision, mission and organisational values perform better than those firms that do not. It is suggested that Hospitals needs to make efforts to formulate formal documented missions, visions and objectives statements to give a strategic direction to the stakeholders of the hospitals. Thus, the results the study indicates that mission statements are related with higher levels of organizational performance.

2.2.7 Goals and Objectives

Organizations which have short term and long term strategies perform better than those organisations which have no strategic direction stated by Laroche (2003). Forbes (2003) said that organizations having apparent and definite objectives and goals perform well. The objectives and goals are separated into littler plans which are trailed by workers of the organization to support the performance of organization.

Khan et al. (2010) conducted a study to measure influence of organization’s mission on performance in Telecommunication, Pharmaceutical and Banking Sector. Results showed that mission has strong positive correlation with performance of organization. Therefore organizations inspire to increase their execution should consider mission and its components for development.

Gharlegi et al. (2011) investigated the association of characteristics of mission with performance of organization. The results showed that from the manager’s point of view, adaptability of the mission statement has utmost influence on performance of organization whereas perfectness of mission statement has slightest effect on performance of organization.
Aghamohsenifashami et al. (2013) examined the impact of clarity of organizational mission on the performance of human resources in the torfeh nagar company. Findings indicated that clarity mission positively influence on workforce performance in different indicators such as reviews hierarchy management, HR indicators and process indicators and criteria, but it doesn’t show any impact on programs and goals.

2.2.8 Vision

As per Deming (1986) organizational objectives, strategies, goals and mission are gotten by its vision, hence vision assumes imperative part in enhancing organization execution. Organizations without clear vision can't perform well.

Drummond (1992) stated that organizational goals, strategies and objectives are gotten by association’s mission and mission is gotten by its vision. This indicates when vision is obviously characterized then organization can without much of a stretch perform well.

A study conducted by Baetz & Kenneth (1998) showed that mission statements are necessary for higher organizational performance. The present examination showed that statements of purpose and some of their particular attributes are specifically related with higher level of organizational performance.

Drucker (1999) said that when objectives and goals are evidently characterised, this will improve performance because employees know about their tasks. Vision additionally assumes critical part giving key way to strategic direction to organization and improving performance sated by (Black, 2001; Bevan & Hayday (1994).

2.2.9 Capability Development, Team Orientation, Core Values and Coordination & Integration

Saa-Perez & Garcia-Falcon (2002) conducted a study in Spanish saving banks and observed that workforce plays imperative part in the growth of organizational capacities and in the performance of firm. It is suggested that
decisions of employees, integrated in a system of human resource, have an impact on performance of firm and on the development of organizational capabilities.

Mehta et al. (2009) discovered the linkage of team goal orientation, the team self-regulation tactic of team planning with team performance of student teams engaged in decision-making process by using analytical skills. The study showed that team performance proves goal orientation, whereas team learning goal orientation has no influence on team performance through team planning.

Dahlgaard-Park (2012) investigated the role of trust and closely interconnected ethical core values namely respect, fairness, honesty in context of managerial and organisational and to connect these factors with employee motivation, commitment and loyalty. Core values were associated with the satisfaction of human ethical needs whereas core competencies were associated with the satisfaction of human mental and psychological needs as well. Results showed that 80% Danish companies face problems in practicing the declared core values of companies. Only 20% companies are practicing core values very much. Therefore we must deeply think about the potential consequences of not practising core values very much.

Patrick et al. (2013) found that culture has positive association with coordination, cooperation and performance. Results indicate that intensity has direct impact on coordination and cooperation while it does not moderate the correlation of culture with those outcomes. If any firm have a culture of high level intensity may enhance performance indirectly by driving coordination.
2.3 Organizational Culture and Performance

In organizational studies the association between culture of organization and performance has a moderately long tradition. Its underlying foundations can be followed from Hawthorne Studies (Roethlisberger and Dickson, 1939-1945) which revealed a casual social framework and related collection of shared assumptions and belief among the gathering of labourers who took an interest in the study first, uncovered the nearness of "organizational culture" despite the fact that it was not named so (Baba, 1996). Amid 1960s and mid 1970s, organizational culture and its connection to performance increased little consideration. Silverzweing and Allen (1976) were among the first to research unequivocally the influence of culture of organization on its performance. On the premise of eight investigations, they proposed a nearby connection between culture and performance of an organization.

In a study of Denison (1984) conducted in 34 companies, revealed that organizations with organized workplace and participative culture perform better than those who do not have organized workplace. The information uncovered that the social and behavioural parts of organization are firmly connected to both long and short term execution.

Denison (1990) suggested that the consensus surrounding organizational values increases organizational effectiveness. While organizational culture is not the only determinant of performance and success of organization, a considerable argument and empirical evidence has been produced to support the linkage of culture and performance of organization, particularly through its effects on management practices, processes and structures (Kotter and Heskett, 1992; Calori and Samin 1991; Peters and Waterman, 1982).

The study of Kotter and Heskett (1992) revealed positive linkage of performance with culture, but as they said that a ‘strong culture’ leads good economic performance was wrong, because there are organizations with a ‘strong culture’ leading poor performance. Hence they changed their statement that ‘Strong cultures create excellent performance’ into ‘Strong adaptive cultures are strongly related with the financial long term performance’.
Marcoulides and Heck (1993) studied how culture influence organizational performance. And there are interrelated measurements, for example, a socio-culture scheme of the apparent working procedures and practices of organization, aggregate belief of workforce operating inside the organization and organization value framework, and. The researchers estimated the organizational culture by different variables, for example, task organization, individual values and beliefs, organizational values and atmosphere.

According to Denison & Neal (2000) culture is vital for every leader since it impacts the manner that their organization responds to the varying demands of the industry condition. Organizational culture emphatically affected by the past victories and previous finding about how to adjust changes and survive.

A research carried out in hotels and banks by Chung & Haddad (2001) confirmed a positive linkage of culture of organization with performance. Nevertheless, the outcome isn't sufficiently solid and it is important to think of some as factors, for example, kind of industry, vulnerability of condition and organization size.

Aluko (2003) found organizational culture has significant positive relationship with organizational performance. But culture is not sole determinant of performance other factors such as economy, technology, the climate also influence the performance. Therefore it was also found that the selected firm’s performance was not good because of the problem of lack of technology and social infrastructures most importantly electricity and incessant fuel as well.

Kandula (2006) asserted that a strong and positive organisational culture can make an average employee performance and attain outstanding on the other hand a weak and negative culture demotivate brilliant employee and make them do not perform well and end up with no achievement. Further it is found that culture has active role in performance management.

Ojo (2008) stated that despite the plethora of studies has been carried out on organizational culture. Various empirical studies showed the impact of culture of organization on performance have showed mixed results that are inconclusive and
contradictory. Further he concluded there is disagreement on the precise nature of the association of organizational culture and performance.

Yilmaz et al. (2008) examined the effect of organizational culture on firm effectiveness. This study reveals that mission has significant impact on sales growth, firm performance and return on assets. Besides that consistency and adaptability has influence on firm’s ability to develop new products.

Handoko et al. (2009) found that culture of organization has influence on lecturer performance with the mediation effect of organizational commitment strong organizational culture and higher job satisfaction directly improves lecturer performance. But an innovative culture is not able to directly improve lecturer performance, especially in research and development field.

Murugan (2009) survey based study carried out in IT companies and found that organizational culture have impact on employees performance which relies upon the main considerations such as organizational culture, work atmosphere, security and negotiation. This study showed that employees expect conducive culture for pleasant work atmosphere.

Prajogo (2010) found the relationship of culture dimensions (Rational, group, developmental and hierarchical) with four types of performance: process innovation, process quality, product quality and product innovation. Developmental culture plays strongest role in predicting all performance measures. Rational culture plays role in predicting product quality while group and hierarchical culture showed the relationship with process quality.

Shelton et al. (2011) examined the influence of culture of organization and person-organization fit on organizational commitment. Perceived constructive culture linked with both organizational commitment positively. Perceived defensive culture also has significant linkage with culture. However, the results support that person organization fit is important determinant of organizational commitment.
Aftab et al. (2012) carried out a study in banking sector Lahore and found that culture of organization positively influence on workforce role based performance.

Uddin et al. (2012) stated that employee performance and productivity have imperative effect of organizational culture. They explained how organizational culture relevant aspects and employees’ beliefs, norms, gestures have influence on firm’s performance.

Organizational culture has no direct relationship with employee performance (Syauta et al., 2012). Further they found that organizational culture has impact on performance if intercede by job satisfaction. On the other hand organizational commitment has huge impact on individual performance through work satisfaction. It implies higher organizational commitment leads higher workforce performance and profoundly dedicated employees will give all capacities and aptitudes for organization advancement.

Awadh et al. (2013) reported that productivity and culture of organization helps in improving performance. Job performance of organization has significant effect of strong organizational culture. Organizational values and norms based on different culture effect on employee management.

In a Pakistan based study Shahzad (2014) revealed that culture of organization having influence on employees’ job performance. In this study variables such as incentive structure, client service, employee involvement, innovation and risk-taking are measured. The results showed that employees’ participation is very essential factor to attain organizational goals.

Githui (2015) stated that involvement and consistency has moderate correlation with employee job performance whereas adaptability has strong relationship with employee job performance. Further it was concluded that coordination and integration helps in making consistent decisions which lead to improve efficiency and employee performance.
Ng’ang’a et al. (2017) studied organizational culture and job performance and found that job performance has significant influence of organizational culture dimensions such as power distance, masculinity versus femininity, individualism versus collectivism, uncertainty avoidance and long-term versus short term orientation. It is prescribed that the Scripture union management ought to empower employee for making a high uncertainty avoidance culture and organise team building initiative geared to enhance job performance.

Nikpour (2017) examined the role of organizational commitment in the linkage of culture with performance of organization. The findings revealed that organizational culture beyond its direct influence exerted indirect influence on organizational performance by using organizational commitment as mediator that shows indirect influence was significantly greater than direct influence.

### 2.4 Organisational Culture in Banking Sector

Organisational culture is considered as significant factor in banks because it has influence on individual’s behaviour related to organisational outcomes commitment, morale, and motivation. This is how organisational have influence on employees’ performance.

Olu Ojo (2009) concluded that corporate culture has impact on individual work performance and organizational productivity. The results revealed that a large number of members firmly concur on corporate culture impacts representative work performance and efficiency also.

Agrawal et al. (2011) conducted a study in public and private banks and found that there is no culture dissimilarity between public and private banks.

Organizational culture is important to increase productivity. Dwirantwi (2012) explored preferred and existing culture of organization has impact on efficiency at community bank. The results indicated that there is a need for management to be creative in finding ways to attract top talents among diverse groups of the employees.
Rasool et al. (2012) revealed that organizational culture and career silence has strong relationship with each other that improve organizational performance. Organizational culture and career salience both enhance the employees and organizational efficiency and effectiveness that help in achieving the employees’ personal goals and organizational goals.

Organizational culture has huge influence on banking system performance. This research included component such as mission, involvement, adaptability and consistency. Adaptability and mission dimension of organizational culture has significant influence on work performance whereas involvement and consistency trait of culture has no effect on employee performance (Leskaj et al., 2013).

Saeed et al. (2013) stated that firm with congenial manager’s attitude has more positive influence on individual performance. The results indicated a positive linkage of organization’s culture with individual performance.

Organizational culture has positive impact on performance in Ghana banking industry. Study conducted in two different countries Ghana and US indicated that mission is strongest predictor of performance (Zakari et al., 2013).

Ahmad et al. (2015) conducted research entitled “Capacity building boost employees performance” came up with a conclusion that capacity development of employee leads to enhance employee performance. Gull et al. (2012) recommended that associations ought to arrange capacity advancement programs for employees to enhance new and improved business knowledge and for upgrade of organizational development. They have likewise recommended that in unique nature business condition capacity improvement programs assumes essential part to hold and upgrade worker execution.

2.5 Organizational Commitment

Culture and commitment of organization has impact on the success of the organization reported by Rashid et al., (2003). They found that a suitable match between the kind of organizational culture and the kind of organizational commitment will result in high performance of the organization.
In a study of South Africa by Van Stuyvesant Meijen, J. (2008), it was found that the local municipalities were not delivering good standards of facility to the society. In this manner there was requirement of expanding the service delivery to local municipalities. It was inferred that association culture has huge influence on commitment of workforce and this is the reason, it affects the service delivery of the selected municipality.

Cichy (2009) stated that affective commitment and normative commitment both has positive influence on contextual performance dimensions but normative commitment has insignificant impact on contextual performance. On the other hand continuance commitment has negative effect on contextual performance dimensions.

Zia ud, et al. (2010) showed organizational commitment and work performance is positively associated with each other. Results indicated dimensions of commitment such as affective, continuance and normative commitment has positive connection with work performance.

Organizational culture has significant relationship with commitment (Momeni et al., 2012). This study is based on Denison’s organizational culture model. Organizational culture and behavioural parts of associations were associated with both long and short term execution (Petty et al., 1995).

Organizational culture has direct and indirect influence on job performance (Widyaningrum, 2012). To analyse the association between organizational culture and ability of employee to perform organizational commitment was used as an intervening variable. These variables can directly affect job performance and indirectly through intervening variable.

Organizational commitment as a mediator can strengthen the connection of organizational culture with improving individual performance (Patulak et al., 2013). The employees’ competencies do not have an impact on employees’ performance
improvement whereas organizational commitment plays a vital role in improving employees’ performance.

A research conducted by (Dwivedi et al., 2014) concluded that Smaller BPOs employee’s are more committed than medium and larger BPOs employee’s. Results indicate that culture of smaller BPOs is better so is the commitment. These results give a cue that culture of organization has definite influence on employee commitment.

Folorunso et al. (2014) researched the effect of dimensions of commitment on job performance. The discoveries displayed that normative, affective and continuance commitment mutually and freely impact workers performance among scholastic staff of Oyo State possessed tertiary foundations.

Khalili (2014) studied the linkage of organizational culture and commitment. The findings indicated a positive association between all organizational culture components and organizational commitment, mission and consistency influence organization.

A research conducted in Libya commercial banks by (Shurbagi, 2015) revealed positive association between job satisfaction, culture of organization and organizational commitment whereas organizational culture plays role of intervening in the connection of job satisfaction with organizational commitment.

Al Zefeiti et al. (2017) reported that enhancement in middle level manager’s normative, affective and normative commitment will result in increasing contextual performance of managers. It is considered that middle level managers plays vital role in shaping organizations strategy, AC refers to personnel who want to stay with organization put lot of efforts when anticipating organization’s future. The impact of AC on execution isn't high along these lines top level administrators to build their workers' long term emotions towards their employments and improve their ability to proceed with their association.
2.6 Elements of Organizational Commitment

2.6.1 Continuance Commitment, Affective Commitment & Normative Commitment

According to Meyer and Allen (1991) employees with solid emotional duty remain in light of the fact that they need to, those with solid normative responsibility since they have to and the ones with solid regulating responsibility as they believe they should. They prove that there is cover amongst full of feeling and regulating duty. What's more, continuation duty observed to be not related with other two segments of responsibility (Meyer et al., 1993).

Cohen (2000) stated that the dimensions of cultural such as collectivism, uncertainty avoidance, power distance and masculinity were associated with level of to an employee commitment. It was concluded that uncertainty avoidance was linked with continuance commitment whereas power distance was associated with normative commitment and collectivism was associated with affective, continuance and normative.

Chen et al. (2003) conducted a research in china, indicated that normative commitment played an important role in hardening the association of affective commitment with performance. Workers with weaker normative commitment showed significant association of affective commitment with performance. Thus, workers who were committed to the organization felt an obligation (High normative commitment), emotional attachment (Affective commitment) were not identified with execution results. At the point when such a commitment was not felt (Normative commitment), there was certain connection between full of feeling duty execution.

Manetje & Martins (2009) concluded from their research that there is positive association of culture of organization with organizational commitment. Results revealed that there organizational culture influence normative commitment positively. Results uncovered that respondents who were affectively dedicated to the association were additionally eager to keep up their association with the association than the individuals who were normatively and continuance committed. Organizational
culture impacts organizational commitment through beliefs and values enacted in organizational practices and policies (Black, 1999).

A study showed that all dimensions of commitment have imperative connection with clan culture. Further study indicated that females were more inclined to affective commitment and males were more inclined to normative commitment whereas no difference was found for the continuance commitment (Ch et al., 2013).

Memari et al. (2013) asserted that organisational commitment positively influence on employee performance. Results highlights that normative commitment has significant correlation with work performance.

### 2.7 Individual Readiness for Change

Lewin (1947) stated that change happens when the forces restraining change are reduced rather than the forces driving changes are increased. Based on his model there are three stages for a successful change such as unfreezing the present level, moving to the next level and freezing group life to the next level. Unfreezing is a stage where a person does not feel comfortable with his old behaviour and feels the need for change. During the second stage changing step people start learning the new behaviours, processes and different ways of thinking. At the refreezing stage efforts must be made to guarantee the change is not lost; rather, it needs to be cemented into the organization's culture and maintained as the acceptable way of thinking.

Beckard and Harris (1987) asserted that readiness for change includes the inspiration and readiness of the employees, reshaping capacities includes the learning, aptitudes, and organizational capacities to carry out the basic prerequisites for successful implementation of change.

Armenakis et al. (1993) asserted individual readiness for change is reflected in the values, attitude, and intention of the member organization regarding with the degree to which change is required and how much the capacity of the organization to make the successful change. Individual readiness for change is the inclusive attitude that has simultaneous impact of the content (what has been changed), process (how
is going to change), context (in what situation that the change is done), and characteristic of individual who involved in the change procedure.

Readiness for change is related with individual’s attitude and intention in connection with how much changes are required and their view of employees and organizational ability to effectively make those improvements (Backer, 1995). Readiness to change is not unchanging element it may differ because of changing outside and inner conditions, the sort of change being presented, or the qualities of latent adopters and change specialist. Hence, interventions to upgrade readiness are achievable. Change can happen in state of low readiness, but the chances of accomplishment are diminished when low status prompts to low inspiration to change or to dynamic resistance.

According to McNabb and Sepic (1995), change is the way towards “modifying individuals' activities, responses, and association to move the organization’s current state to some desired state.” Due to ceaseless changes going up against employees, some level of modification and changes ought to happen consistently. Changes result in disappointed or focused on employees. High anxiety brings about low performance and low job satisfaction. Staff resistance from the coveted change is frequently over the top and quick. It is recommended that it may less demanding and inexpensive to begin an absolutely new relationship than to bring change the culture of current one.

Madsen et al. (2005) concluded that workforce knowledge and skills, organizational culture, interpersonal relationship at work, as well as the connection between management and workforce also influence individual readiness for change positively.

Holt (2007) expressed that preparation for change is a multidimensional build impacted by convictions among workforces namely change self efficacy, appropriateness, organizational support and personal benefit. The perspectives toward the human changes, the managerial changes and the organizational abilities among workers of the private banks are great.
Squillaci (2007) found that employees’ perception of the organization’s readiness for change has positive relation with affective commitment, normative commitment, and job satisfaction whereas negative relation with intention to quit. It was also found that there is no correlation between employees’ perception of the organization’s readiness for change and continuance commitment.

According to Neves (2009) there was certain connection of change appropriateness with readiness for change was intervened by affective commitment to change while there was no positive connection between change appropriateness and turnover intentions was in like manner interceded by affective commitment to change.

Hon et al. (2011) emphasize that "anyone who creates a new idea to change should have the right to hold open discussions with others". This research indicated the significance creativity and interest in new thoughts that is connected with how to prepare for change and reducing the resistance which is inversely connected to creativity and enhancing employees’ performance.

Carver (2012) conducted a study in US Military organization in Japan to explore the linkage between organizational culture traits and readiness to change. This study showed that organizational culture traits such as involvement, adaptability, consistency and mission have positive correlation with readiness to change.

Drzensky et al. (2012) found that the positive change in culture and more resource to cope make stronger the association between identification of organization and readiness for change.

A study carried out in telecommunication sector by Waqas et al. (2012) and they found employee’s skills are enhanced and utilized through training and development then can get improved employee performance. As findings indicates that readiness for change plays partial mediating role in the association of training & development and employee performance, therefore before giving training to employees
companies should considered readiness to change so that through training &
development program a higher outcomes can be created.

A study has been carried out by Anjani, (2013) and she stated that to make
changes the change agents must have belief on the change program which is
implemented by the higher level management. Healthy interpersonal relationship at
every level of management should be support for change. Management should make
efforts to focus on to motivate and prepare workforce be always ready for change.

Imam et al. (2013) stated that readiness for change and association culture
plays essential role in organizational performance. They studied four organizational
culture traits namely adaptability, involvement, consistency and mission. It was
likewise discovered that the personnel who were very much aware of culture and
change can perform well. It was proposed to improve status for change educational
institutes must direct preparing and workshop sessions.

Mathew et al. (2014) study was conducted in executive, worker and employees
of State Public Sector Undertaking (SPSU) and Central Public Sector Undertaking
(CPSUs). It was found that executive of SPSUs were more willing to change than
workers. Employees of SPUs were more willing to change than CPSUs those were
making losses were more willing and less resistant to change than those were
making profits.

Alizadeh et al. (2015) reported that employees in construction organizations
need organizational support, because employees in such organizations do not give
time to their families. It affects their work performance. Managers in this situation
plays vital role by supporting employees, they help in improving employees’
motivation and performance.

Haffar et al. (2017) investigated mediating role of employee readiness for
change in the connection of organizational culture with total quality management.
Findings revealed the change in TQM execution isn't an immediate outcome of
supportive culture yet rather of self-adequacy and personal valence exchanging the
effect of group and adhocracy culture to TQM.
2.8 Elements of Readiness for Change

2.8.1 Change Self Efficacy

According to Locke et al. (1984) stated that goals, ability, self-efficacy and task strategies were associated with task performance. Results indicated that self-efficacy is more strongly associated with past performance as compare to future performance but remained a better predictor of future performance even when past performance was controlled. This dominance is dynamic and employees slowly gather more complex aptitudes, expanding their sentiments of self-efficacy, whereas minimize pressure from discontinuing the old practices. Subsequent, whereas creating readiness for change, one ought to emphasize individual’s sentiments of self-efficacy in order to lessen discrepancy (Armenakis et al., 1993).

Wood and Bandura (1989) stated that higher self-efficacy will enhance the individual performance. Since self-efficacy develops after some time, workforce could find out how to manage the contentions that occurred in work environment. Stajkovic et al. (1998) investigated the linkage of work related performance with self-efficacy and found there is significant association between self-efficacy and work-related performance.

Cunningham et al. (2002) revealed that worker in active jobs or jobs with greater demands and vital decision latitude, showed higher readiness for change. Furthermore, representative who had dynamic way to deal with tackle work issues and higher self-efficacy indicated higher availability for change.

Wang & Netemeyer (2002) stated that an individual with higher self-efficacy will anticipate being superior to different associates. As the outcome, they will set benchmark, in the mean time expect the better performance than colleagues.

Efficacy can be described the faith in the capacity to complete a planned change (Holt et al. 2007). Efficacy is the capacity to confront the change (Neves 2009). It can be explained as change implies the sentiment having the right substance to perform any assignments and exercises in accordance with the usage of the planned change.
Jawahar et al. (2008) discovered that self efficacy as compare to political ability is strong determinant of task performance whereas political ability is strong determinant of contextual performance than self efficacy.

Akhtar et al. (2013) stated that self efficacy is the important predictor of organizational commitment because if employees of organisation have good skills and capabilities relevant to the work given them, it may enhance confidence of performing the work more efficiently than those who have low confidence. Thus, such employees are more likely to be promoted which may turn into enhancing their commitment to their organization. Employees with a positive belief become confident about their assigned work. On the other hand Neves (2009) stated that self efficacy has no significant association with the level of individual change and affective commitment to change whereas it has negative correlation with turnover intentions.

2.8.2 Management Support

Eisenberger et al. (1990) recommended that organizational support enhance continuance commitment by generating an ambience of faith in the organization’s readiness to full its obligations to workforce.

Cropanzano et al. (1997) explored the connection of perceived organizational support with affective and continuance commitment by incorporating job involvement. Results indicated that organizational support has utmost positive relation with affective commitment whereas little relationship with continuance commitment.

Stamper & Johlke (2003) explored that perceived organisational support has strong impact not only on role conflict and role ambiguity, but also on job satisfaction and intent to remain whereas perceived organisational support has no impact on task performance.

Chen and Kao (2014) reported that supervisor supports and team environment are important resources in level of social and interpersonal relations. Supervisor support and team environment positively influence job outcomes.
Haque & Yamoah, (2014) stated that organisational support programme has more influence on the female staff than male staff in the IT firms.

Alizadeh et al. (2015) reported that employees in construction organizations need organizational support, because employees in such organizations they do not give time to their families. It affects their job performance. Managers in this situation support employees this will result in improving employees’ motivation and performance. To improve the readiness to change supervisors play crucial role (Neves 2009). Organization support and some different elements are critical, for example, the consolation from seniors is important factor in adopting the change, the support from the top management significantly pressure how essential the change is, leader’s commitment to adjust change is clear clue from the management that organization will adopt the change (Holt et al. 2007).

2.8.3 Personal Benefit and Appropriateness for Change

Kabanoff et al. (1995) stated that appropriateness for change looked on values of organization; affective commitment to change can be focused on a function of change’s fit to values of employees.

Herscovitch and Meyer (2002) stated that personal valence focus on the both positive and negative results of change such as its intrinsic and extrinsic reward, and its decency (that is, it is to our greatest advantage to change). It can be operationalized by full of feeling responsibility regarding change, since it influences a desire offer help for the change which depends on a conviction on its inborn advantages.

Holt et al. (2007) stated that personal valence means the necessary change that can offer several advantages to the member of organization. Bernerth (2004) give extra points of interest; when representatives feel change for their organization is the required they likewise feel that they can do the change, have bolster from administration and have a fruitful change. On the off chance that they feel change isn't helpful for them; they won't be keen on any change. Individual advantage is the
procedure to make sure the significance of the requisite change for representative’s lives.

Anjani (2013) carried out a study in public and private banks and found that the view about appropriateness for change is more favourable in private bank than public banks. In other study it was found that the view about appropriateness for change is more favourable in public bank than in private banks. It was found that the view among public sector bank employees about personal benefits of change is favourable.

2.9 Employee Performance

Each association has certain goals that can be accomplished by using the assets like cash, material, men and machines. Every one of these assets is vital for the association however the labour is the most imperative among them. Human asset assumes fundamental part in performing task for achieving the objectives. This is the motivation behind why workers are resources for associations.

Further business environment is changing drastically and it is not possible to predict tomorrow. Consequently there is a requirement for exceedingly talented and devoted human asset felt who can give their best yield. These days the business sectors are additionally extremely focused and there is relentless rivalry.

It is exceptionally troublesome for associations to begin, develop, survive, balance out and exceed expectations in the business. The firm that are fruitful than contenders due to their talented and committed representatives can lead the pack in the market. The commitment of workers is critical in association advancement and business brilliance. The execution of workers on various jobs in close coordination is required for achievement of the unit.

Brayfield & Crockett (1955) studied the linkage between employee attitude and individual performance and found that job satisfaction does not suggest solid inspiration for extraordinary execution and profitability might be just incidentally identified with huge numbers of the objectives toward which industrial worker is endeavouring.
Bashir & Ismail Ramay (2010) conducted a study in banking sector to discover the linkage of the job pressure with individual performance. Job stress and employee performance is negatively related with each other. When stress occurs it has negative effect on employee job performance, (Ivancevich & Donnelly, 1975) that lesser the pressure enhances the representative performance subsequently both are conversely relative.

Shahid et al. (2011) carried out a study in banking sector of Pakistan and found that the bankers’ job is stressful and that stress badly affects employee performance. This study recommend that proper strategies ought be made for interpersonal connection, working hours, and supervision of bank employees to decrease the level of stress and for managing the employee performance.

Koopmans et al. (2011) explored performance dimensions such as task, contextual, counterproductive behaviour performance and adaptive performance are linked with one another. Findings showed that contextual performance is not positively associated with counterproductive performance whereas adaptive performance has positive impact on individual work performance. There is positive linkage of task with contextual performance whereas negatively associated with counterproductive performance.

Koopmans et al. (2012) developed Individual Work Performance Questionnaire (IWPQ), which depends on 4 dimensions such as task performance, adaptive performance, contextual performance and counterproductive work behaviour performance.

Rewards and employees’ performance are positively correlated. (Aktar et al. 2012) recommend that commercial banks of Bangladesh should keep both types of rewards i.e. extrinsic and intrinsic for the employees to increase their performance.

Job performance leads to improve general proficiency and profitability of organizations processes. Worker performance alludes to the exercises and tasks performed by a representative proficiently and adequately. Execution can be estimated by directors through various components (Saleem and Amin, 2013).
Memari et al. (2013) investigated work performance with demographic variables such as age, gender and qualification of the respondents. They found that age has no influence on job performance in public and private sector. It was also found that the males were higher performers than females and private sector employees exhibited high sense of performance levels vis-a-vis public sector employees.

Muda et al. (2014) found that job stress, motivation and communication do simultaneously affect the individual’s performance. Motivation and job stress have no effect on employee performance whereas communication does partially affect employee performance.

Gunaraja (2014) conducted a research in Indian banking industry. It was inferred that corporate culture is very important in every organization and it has strong positive impact on individual performance. The corporate culture has effect on the level of organizational productivity in a positive way.

Organization culture element namely; organization values, organization climate, leadership styles and work processes have impact on employees performance. Results highlighted that organizational values influence more workforce performance than organization climate (Wambugu 2014).

A study of Mensah et al. (2015), it was found that talent management positively linked with adaptive, task and contextual performance whereas negatively associated with counterproductive performance. The organizations want to increase their performance and satisfy their ever demanding clients, have to adopt talent management to survive in the turbulent business environment.

Pujiwati et al. (2015) studied several factors that affect the characteristics of the employees, work inspiration, the ability of employees, job satisfaction, and individual performance and also the effect of each variable. Findings demonstrated that there is critical impact on the employees attributes of the capacity of the
representative. They also found noteworthy influence job satisfaction on performance; there is an impact on work motivation on job satisfaction.

Abbas & Awan (2017) stated that organizational politics has influence on job performance of employees. The results showed that the management needs to comprehend to comprehend the impression of representatives about the organizational political issues prevailing in their associations and need to embrace techniques that would minimize the view of organizational political issues and improve performance of personnel.

Hidayat (2017) studied impact of discipline and corporate culture on personnel performance. Findings showed that discipline of work and corporate culture positively affects personnel performance. This implies if the discipline of work and corporate culture is enhanced, at that point the personnel performance will likewise enhanced.

Jean et al. (2017) research recommend that the human resources manager ought to create systems that will assure that there is an appropriate compensation plan involving appropriate job assessment procedures and pay structures in the association as this could inspire representatives to perform. The examination additionally prescribe that the organization should audit the present retirement package, remittances, rewards and different motivating forces in order to hold human resource in the organization and furthermore enhance their efficiency which could convert to ideal performance.

Kuruppuge & Gregar (2017) carried out a research in family firms and concluded that personnel engagement and family involvement is associated with personnel performance. It additionally demonstrates that being the lower levels of representative engagement increments the chance of lower levels of personnel performance.

2.10 Elements of Employee Performance
2.10.1 Task Performance
Chan and Schmitt (2002) stated that cognitive ability related with task performance however not with contextual performance, on the other hand conscientiousness related with job dedication but not with task performance. Ferris et al. (2001) stated that social skill does not clarify difference in interpersonal facilitation but clarify novel difference in task performance.

Salas, Cooke, and Rosen (2008) defined teamwork as “interdependent components of performance required to effectively coordinate the performance of multiple individuals”. Furthermore to enhance teamwork they noted the significance of having team members with a combined orientation that would facilitate coordination and communication and subsequently improve team performance.

Yvonne et al. (2014) found that the mean score for contextual performance is somewhat higher than task execution. This implies that the workforce perform somewhat better in contextual activities that are not straightforwardly related with their primary capacity and not formally written in set of job description (Borman and Motowidlo, 1993).

2.10.2 Contextual Performance

Motowidlo et al. (1994) personality variables are strongly associated with contextual performance than with task performance.

Van Scotter, J. R., & Motowidlo, S. J. (1996) stated that task performance would incorporate task proficiency and inspiration to perform tasks adequately. On the other hand contextual performance would incorporate relational aptitudes, the inspiration to keep up great working connections and help other people to perform their task.

Van et al. (2000) observed that contextual performance has impact on employees' career advancement and rewards over time. It was found that task and contextual performance both predict systemic rewards. Contextual performance clarified isolated difference in casual rewards, and task performance explained incremental difference in career advancement 1 year later.
Koopmans et al. (2011) stated that contextual performance consist of behaviours that go beyond the endorsed work objectives, such as taking on an additional assignment, indicating activity or instructing newcomers at work. Contextual performance is indirect work behaviour however it is important for the achievement of direct work results.

Pradhan et al. (2018) examined moderating role of integrity in the association of transformational leadership with contextual performance. Study indicated that transformational leadership positively influence contextual performance. Whereas the moderational impact of integrity on the connection between transformational initiative and contextual performance was observed not significant.

2.10.3 Counter Productive Work Behaviour Performance

Counterproductive performance is defined as “non-task behaviours that have negative consequences for individual and organization as well (Hunt, 1996; Viswesvaran and Ones, 2000; Rotundo and Sackett, 2002).” They include behaviours like absenteeism, theft, being late for work, continuously arguing with co-workers, engaging in off-task behaviour, deviant behaviour, destructive/hazardous behaviour, unruliness and lack of personal discipline, antisocial behaviour and substance abuse. Ramshida et al. (2013) revealed that the degree to which employee of an organization imbibes the culture of organization that can expand the level of commitment accordingly resisting the occurrence of counterproductive work behavior.

2.10.4 Adaptive Performance

Chen et al. (2005) stated that adaptive performance has more strong association with knowledge and skill at the individual than the team level of analysis. According to Borman et al., (1997) personality successfully predicts contextual performance.

Charbonnier et al. (2010) carried out a study in the aerospace industry and found that the association between transformational leadership and adaptive performance can be increased through a strong climate for innovation.
Huang et al. (2014) exhibited that emotional stability and ambition is both identified with associated with adaptive performance. Openness does not determine adaptive performance. Examination of indicator significance proposes that aspiration is the most vital indicator for proactive types of adaptive performance, while emotional stability is the most vital indicator for responsive types of adaptive performance.

Javed et al. (2017) emphasized on the connection between Islamic Work Ethic (IWE) and adaptive performance with the intervening part of Innovative Work Behaviour (IWB) and moderating role of ethical leadership. Findings show that IWE essentially predicts adaptive performance both specifically and by implication through IWB.

2.11 Summary of ROL

In Summary, the above literature review section highlighted the various dimensions of organizational culture and their relationship job performance. The first factor organizational culture is discussed with employee performance which shows positive connection between them. Organizational commitment has relation with organisational culture and employee performance. The third factor is readiness for change which is very important in today’s dynamic environment. It also influences employee performance. The next chapter presents the research methodology.