



A Study On The Impact Of Organizational Culture On Employee Performance In IT Firms

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Citation: Ms. Sudha Rajeev Menon, et.al (2024). A Study On The Impact Of Organizational Culture On Employee Performance In IT Firms, *Educational Administration: Theory and Practice*, 30(4) 11423-11433

Doi: 10.53555/kuey.v30i4.10554

ARTICLE INFO

ABSTRACT

This study investigates the influence of organizational culture on employee performance within the context of Information Technology (IT) firms, where innovation, collaboration, and adaptability are key performance drivers. Drawing on Schein's organizational culture model and supported by various empirical studies, the research explores how factors such as communication practices, leadership style, motivation, and shared values affect employee outcomes. A quantitative, crosssectional design was adopted, involving 300 IT professionals surveyed through a structured questionnaire. Constructs such as communication and collaboration, employee motivation and engagement, leadership style, and organizational values were measured using a 5-point Likert scale.

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to analyze the data. The findings indicate that communication and collaboration ($\beta = 0.640$, $p < 0.001$) and employee motivation and engagement ($\beta = 0.175$, $p < 0.05$) significantly enhance employee performance. However, organizational values and leadership style did not show a statistically significant impact. The model explains 62.1% of the variance in employee performance, demonstrating a substantial level of explanatory power. These insights underscore the importance of fostering transparent communication and intrinsic motivation to drive high performance in IT environments. The study fills a notable gap in the literature by focusing on the cultural dynamics of IT firms, particularly in an era shaped by remote work and diverse, agile teams.

Keywords: Organizational Culture, Employee Performance, IT Firms, Communication and Collaboration, Employee Motivation, Leadership Style, Organizational Values, PLS-SEM (Partial Least Squares Structural Equation Modeling)

1. Introduction

How a company works affects how employees act, how motivated they feel, and how well they perform. This is particularly true in fast-changing fields like Information Technology. Schein's model (Gennaro, 2023) says culture is made of shared values, beliefs, and ideas that guide behaviour at work Ahsanullah et al. (2020). A clear culture helps people understand their roles and feel dedicated. It also helps employees work toward company goals. Research in different areas, from government agencies in Nigeria to banks in Ghana (Erica et al., 2022), shows that culture consistently impacts how much work gets done.

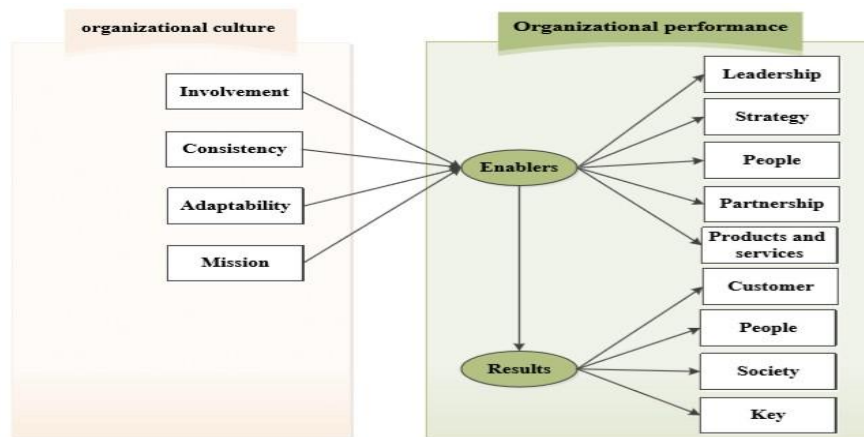


Fig 1. The impact of organizational culture on performance elements

Source: https://www.researchgate.net/publication/333248684_The_Relationship_Between_Organizational_Culture_Risk_Management_And_Organizational_Performance

In IT companies, where new ideas and teamwork are important, culture matters even more. Alfian et al. (2023) show how leaders, managers, and company culture together affect how well employees work by influencing their motivation. Likewise, Etalong (2020) and Etalong & Chikeleze (2022) stress how important tools like performance reviews and self-checks are for fitting in with the culture. Other studies by Anwar & Abdullah (2021) and Pakize et al. (2023) reveal that company culture also improves employee involvement and interest in starting new projects. This study looks at how these parts of culture affect employee work in IT companies. It seeks to offer ideas for creating a workplace where people do their best.

1.1 Objective:

1. To study how company values and rules affect how well employees do their jobs in IT companies.
2. To measure how leadership style and company culture impact how motivated and involved employees are.
3. To look at the connection between employee motivation, involvement, and job performance, shaped by company culture.
4. To check how communication and teamwork practices within the company culture influence how much employees produce.
5. To find the most important cultural things that help employees perform better in IT companies.

2. Review of literature:

Ada and Cross (2021) studied how company culture affects employee performance at NAFDAC, Abuja. They learned that strong values and leadership communication help performance in a public agency. Ahsanullah, Najibullah, and Sarwar (2020) reviewed how company culture affects employee performance in different areas. They concluded that cultures that offer support improve morale and production.

Alfian et al. (2023) looked at how leadership style and culture affect employee performance, with motivation as a link. They found that a leadership style that inspires change and a good culture increase motivation and results. Anwar and Abdullah (2021) explored how learning by doing helps people want to start businesses. They pointed out its link to motivation and new ideas in companies.

Erica, Chang, and Simon (2022) found that a culture of working together in Ghana's banking sector makes employees more involved and better at their jobs. Etalong (2020) criticized tools where people judge their own work. He said their success depends on a culture that supports honest feedback.

Etalong and Chikeleze (2022) showed that clear systems for judging work and giving rewards, when they match the culture, encourage employees to do more work.

Gennaro (2023) explained Schein's model of company culture. He showed how the different parts of culture shape how employees act and perform. Halid et al. (2020) used a model to show that a good culture increases employee involvement and performance. Hauwa (2022) showed that a culture of teamwork and new ideas improves employee performance in Nigeria's phone service industry.

Marie, Naděžda, and Vojtěch (2023) found that changes in culture caused by the pandemic, like being able to adjust and offering support, helped keep employee performance steady worldwide. Mariyani, Aripin, and Darmanto (2023) showed that skilled HR staff combined with a good culture improve employee dedication and performance in finance in Indonesia.

Melletus and Meruo (2020) found that a culture that values rules and teamwork increased how much work was done at Nigerian Breweries Plc. Motunrayo (2020) pointed out how important shared beliefs and leadership are in improving the performance of phone service employees in Nigeria.

Nasruddin et al. (2023) found that company culture makes people more dedicated and disciplined. This leads to better performance in a local office in Indonesia. Nzuva and Kimanzi (2022) reviewed studies and concluded that cultures that value respect, talking openly, and new ideas improve how much employees produce in different areas.

Pakize, Mahije, and Xhavit (2023) showed that cultures that offer support make employees more involved. This leads to better performance. Rashid and Bin Yeop (2020) found that cultures that encourage working together improve how knowledge is managed and how managers perform in a government department in Dubai.

2.1 Research Gap

Most studies look at how company culture affects employee performance in areas like banking, manufacturing, and government. But few explore this link specifically in IT companies. The special setting of IT firms, with quick changes and a focus on teamwork and new ideas, is often missed. Also, how company culture changes for remote work and mixed teams in IT is not clear. This study plans to fill these gaps by looking at the main cultural factors that impact how employees perform in IT firms.

3. Hypotheses development

1. H1: Organizational values and norms have a positive impact on employee performance in IT firms.
2. H2: Leadership style significantly influences the relationship between organizational culture and employee performance.
3. H3: Employee motivation mediates the relationship between organizational culture and job performance in IT firms.
4. H4: Effective communication and collaboration practices within organizational culture enhance employee performance.
5. H5: Certain cultural factors, such as recognition and innovation support, have a stronger impact on improving employee performance in IT organizations.

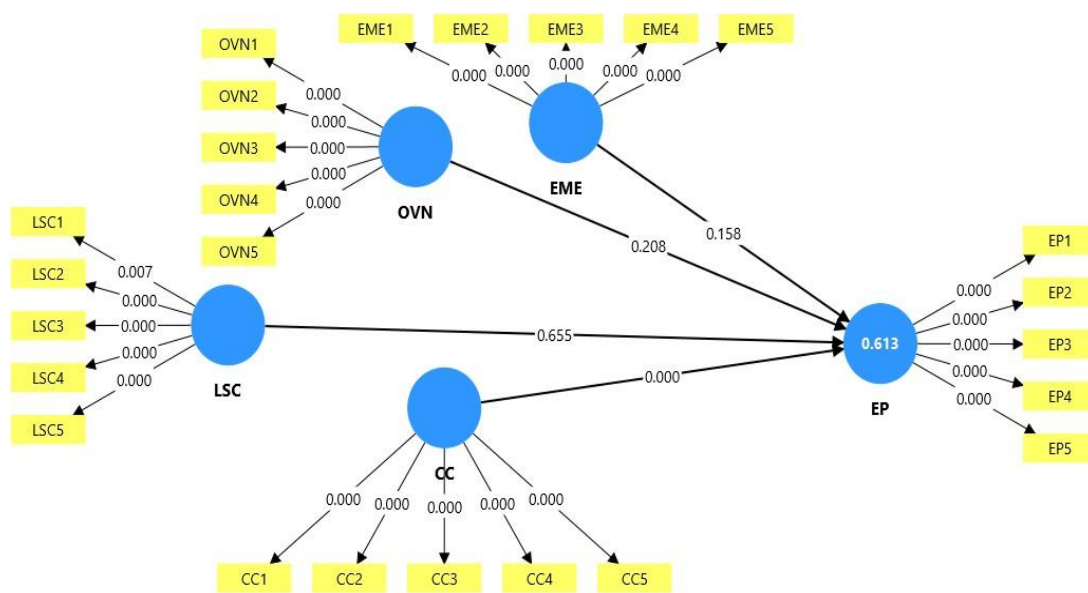


Fig 2. Conceptual Model

Source: SMART PLS

4. Research Methodology 4.1 Research design

This is a quantitative, cross-sectional study using primary data collected via an online questionnaire.

4.2 Sample Size

The study was conducted with **300 respondents**.

4.3 Measurement

All constructs were reflective and measured using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

- Customer Loyalty (5 items)
- Customer Satisfaction (5 items)
- Perceived Quality (5 items)
- Behavioural Intention (5 items)

5. Data Analysis

To study how Organizational Culture, Leadership Style, Employee Motivation, Communication Practices, and Employee Performance relate to each other, we used Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. PLS-SEM is a method for modeling relationships based on variance. It works well for studies that predict outcomes or explore ideas. This study aimed to see how several hidden factors affect how well employees perform in IT companies. We chose PLS-SEM instead of covariance-based SEM because it can handle complicated models and helps build theories.

5.1 Measurement Model Assessment

We looked at the measurement model to see if the scales for Organizational Culture, Leadership Style, Employee Motivation, Communication Practices, and Employee Performance were reliable and valid. This meant checking if the individual items were reliable, if the scales were consistent, and if they measured what they were supposed to measure. We also checked that they did not measure other things. This confirmed the strength of the scales we used in the study.

We checked internal consistency reliability using Cronbach's Alpha and Composite Reliability (CR). All measures showed values above the suggested level of 0.70. Composite Reliability values ranged from 0.897 for Employee Motivation and Engagement to 0.939 for Leadership Style and Culture.

These numbers show strong internal consistency. Cronbach's Alpha values for all measures were also above 0.85. Leadership Style and Culture had the highest reliability at 0.920. This confirms that the indicators accurately measure the intended underlying factors.

We checked convergent validity using the Average Variance Extracted (AVE). All measures had AVE values well above the suggested level of 0.50. Leadership Style and Culture had the highest AVE at 0.755. These findings suggest that each measure explains over 50% of the variation in its indicators, which supports good convergent validity.

Table 1: Construct reliability and validity
Source: SMART PLS

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CC	0.898	0.902	0.925	0.713
EME	0.858	0.870	0.897	0.637
EP	0.895	0.904	0.924	0.711
LSC	0.920	0.940	0.939	0.755
OVN	0.880	0.881	0.913	0.676

We checked discriminant validity using the Fornell-Larcker standard. This test requires that the square root of the Average Variance Extracted (AVE) for each concept be larger than its links with other concepts. The numbers on the diagonal, which show the square root of AVE, were between 0.798 (Employee Motivation and Engagement) and 0.869 (Leadership Style and Culture). All were higher than their links with other concepts. This shows good discriminant validity. It confirms that each concept is separate and measures a different part of the model.

Table 2: Discriminant validity – foenell – larcker creiterion Source: SMART PLS

	CC	EME	EP	LSC	OVN
CC	0.844				
EME	0.667	0.798			
EP	0.775	0.622	0.843		
LSC	0.208	0.292	0.164	0.869	
OVN	0.648	0.772	0.579	0.301	0.822

In outer loading we looked at how each item loaded onto its construct to check how reliable they were. Every item showed high loadings, between 0.720 and 0.922. This is higher than the usual suggestion of 0.70. This means all items connect closely with the hidden ideas they represent. It confirms they reliably measure the things we wanted to measure in the model.

Table 3: Outer loading
Source: SMART PLS

	CC	EME	EP	LSC	OVN
CC1	0.882				
CC2	0.838				
CC3	0.880				
CC4	0.852				
CC5	0.764				
EME1		0.813			
EME2		0.731			
EME3		0.820			
EME4		0.837			
EME5		0.785			
EP1			0.720		
EP2			0.922		
EP3			0.918		
EP4			0.869		
EP5			0.767		
LSC1				0.871	
LSC2				0.912	
LSC3				0.916	
LSC4				0.837	
LSC5				0.803	
OVN1					0.793
OVN2					0.829
OVN3					0.839
OVN4					0.849
OVN5					0.800

The cross loading analysis shows that each indicator loads most on its own construct compared to other constructs. This confirms discriminant validity. For instance, the CC indicators (from 0.764 to 0.882) load more on CC than on other constructs like EME, EP, LSC, or OVN. Likewise, EME indicators show their highest loadings on EME (0.731 to 0.837) compared to other constructs. This pattern holds true for all constructs—EP, LSC, and OVN. This means the constructs are separate and measure different ideas in the model. Thus, the constructs show good discriminant validity through cross loadings.

Table 4: Discriminant validity – cross loading
Source: SMART PLS

	CC	EME	EP	LSC	OVN
CC1	0.882	0.573	0.642	0.205	0.593
CC2	0.838	0.516	0.632	0.149	0.511
CC3	0.880	0.592	0.689	0.182	0.588
CC4	0.852	0.554	0.700	0.106	0.543
CC5	0.764	0.581	0.599	0.249	0.497
EME1	0.485	0.813	0.480	0.229	0.654
EME2	0.466	0.731	0.368	0.335	0.584
EME3	0.560	0.820	0.536	0.324	0.645
EME4	0.617	0.837	0.583	0.097	0.657
EME5	0.511	0.785	0.474	0.229	0.536
EP1	0.604	0.468	0.720	0.217	0.465
EP2	0.693	0.552	0.922	0.108	0.513
EP3	0.709	0.560	0.918	0.141	0.539
EP4	0.678	0.541	0.869	0.051	0.509
EP5	0.569	0.493	0.767	0.195	0.401
LSC1	0.155	0.212	0.097	0.871	0.222
LSC2	0.211	0.279	0.157	0.912	0.293

LSC3	0.221	0.292	0.170	0.916	0.294
LSC4	0.173	0.230	0.115	0.837	0.244
LSC5	0.129	0.232	0.149	0.803	0.234
OVN1	0.537	0.622	0.480	0.150	0.793
OVN2	0.556	0.642	0.438	0.254	0.829
OVN3	0.514	0.633	0.479	0.277	0.839
OVN4	0.570	0.661	0.506	0.209	0.849
OVN5	0.487	0.614	0.471	0.353	0.800

The measurement model met all reliability and validity standards. The constructs showed good internal consistency, convergent validity, and discriminant validity. Next, the analysis evaluated the structural model to test the proposed relationships.

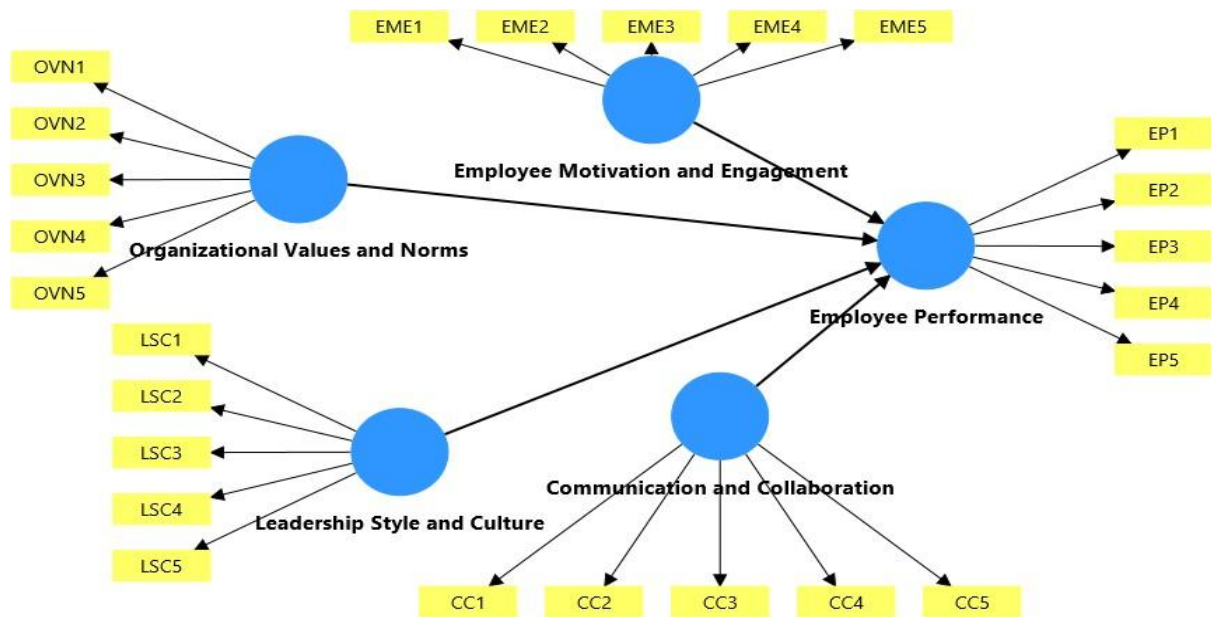


Fig 3. Structural Model
Source: SMART PLS

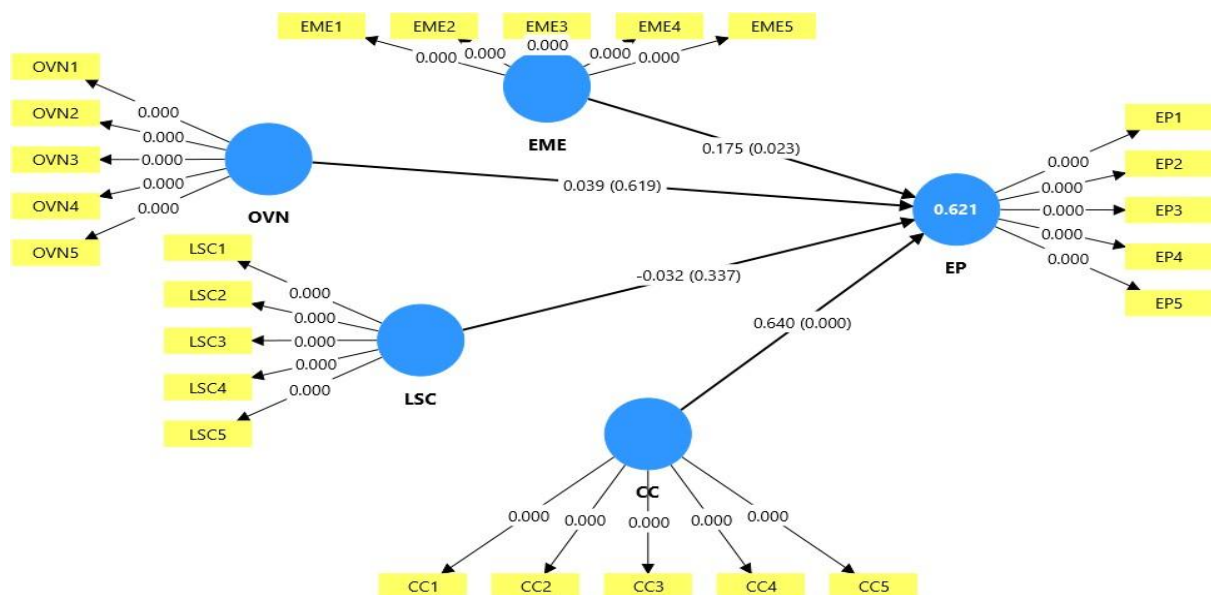


Fig 4. Structural Model Source: SMART PLS After confirming the measurement model was reliable and valid, the structural model was checked. This assessed the proposed links between the different factors. It looked at path coefficients, significance levels (p-values), and the R² value for Employee Performance (EP).

The results show that Communication and Collaboration (CC) affects Employee Performance positively and significantly ($\beta = 0.640$, $p = 0.000$). This confirms a strong link. It supports the idea that good communication and teamwork improve employee performance a lot.

Employee Motivation and Engagement (EME) also has a significant positive effect on Employee Performance ($\beta = 0.175$, $p = 0.023$). This means that when employees are motivated and engaged, their performance gets much better.

But, Organizational Values and Norms (OVN) do not affect Employee Performance significantly ($\beta = 0.039$, $p = 0.619$). This means the related idea is not supported. The effect is positive but not statistically important. Likewise, Leadership Style and Culture (LSC) does not predict Employee Performance significantly ($\beta = -0.032$, $p = 0.337$). The effect is negative, suggesting it does not help performance in a meaningful way when other factors are present.

The R^2 value for Employee Performance is 0.621. This means the factors in the model explain 62.1% of the differences in Employee Performance. This level of explanation is moderate to good and is fine for studies in how people act in organizations.

Table 5: Path coefficients – mean, STDEV, T values, P values
Source: SMART PLS

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CC -> EP	0.640	0.638	0.067	9.490	0.000
EME -> EP	0.175	0.177	0.077	2.276	0.023
LSC -> EP	-0.032	-0.028	0.033	0.960	0.337
OVN -> EP	0.039	0.038	0.078	0.498	0.619

Corporate Culture (CC) has a strong, positive, and significant effect on Employee Performance (EP) ($\beta = 0.640$, $p < 0.001$). Employee Motivation and Engagement (EME) also positively influences EP significantly ($\beta = 0.175$, $p = 0.023$). However, Leadership Style and Commitment (LSC) ($\beta = -0.032$, $p = 0.337$) and Organizational Vision and Norms (OVN) ($\beta = 0.039$, $p = 0.619$) do not significantly impact employee performance.

Table 6: R square values
Source: SMART PLS

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EP	0.621	0.628	0.050	12.495	0.000

Employee Performance (EP) shows a strong and significant effect with a coefficient of 0.621, supported by a high t-value of 12.495 and a p-value of 0.000, indicating the result is highly statistically significant.

Table 7: R square adjusted
Source: SMART PLS

	R Square	R square adjusted
EP	0.621	0.616

The R Square value for Employee Performance (EP) is 0.621, indicating that 62.1% of the variance in employee performance is explained by the model. The adjusted R Square value is 0.616, which accounts for the number of predictors and confirms a good model fit.

Table 8: Age
Source: SMART PLS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below 25	40	13.3	13.3	13.3
25 - 34	154	51.3	51.3	64.7
35 - 44	40	13.3	13.3	78.0
45 and above	66	22.0	22.0	100.0
Total	300	100.0	100.0	

We surveyed 300 people. Most people, 51.3%, were 25 to 34 years old. People under 25 and those 35 to 44 each made up 13.3% of the group. The remaining 22% were 45 or older. The ages in the group vary, but most people are young adults to those in early middle age.

Table 9: Gender
Source: SMART PLS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	173	57.7	57.7	57.7
Female	127	42.3	42.3	100.0
Total	300	100.0	100.0	

Out of 300 respondents, 57.7% are male, while 42.3% are female. This indicates a higher representation of males in the sample, with males making up the majority of participants.

6. Discussion and Findings

The study showed that Communication and Collaboration (CC) was the top factor predicting how employees performed in the IT field. Employee Motivation and Engagement (EME) was the second most important factor. The model showed CC had a strong positive effect ($\beta = 0.640$, $p < 0.001$).

This means good communication, teamwork, and working together are very important for performance. EME also had a notable effect on performance ($\beta = 0.175$, $p = 0.023$). This confirms that motivated and engaged employees add more value to the company. These results match what Halid et al. (2020) found. They said employee performance improves when employees feel supported by a culture that encourages communication and engagement. Also, Mariyani et al. (2023) agreed that HR skills and company culture work together to improve performance.

On the other hand, Leadership Style and Culture (LSC) and Organizational Values and Norms (OVN) did not have a direct effect on employee performance. This suggests that in fast-changing fields like IT, daily factors like communication and motivation might matter more than bigger cultural ideas or leadership plans. Hauwa (2022) saw something similar in the Nigerian telecom field. She noted that while company culture is needed, its direct effect on performance might depend on how it shows up in communication and leadership actions. Marie et al. (2023) also pointed out that changes in culture after the pandemic did not always lead to better performance. This shows how complex and specific to each situation the link between culture and performance is.

Overall, the model was good at predicting performance, with an R^2 of 0.621. This means it explained over 62% of the differences in employee performance. This supports other studies that focus on practical cultural aspects like working together and motivation, rather than fixed ones like formal values or strict leadership styles (Melletus & Meruo, 2020). The results suggest that companies wanting to improve performance should focus on communication systems, ways to motivate employees, and methods for engaging employees in real

time. While leadership and cultural values are still important, their effect might be stronger when they are part of daily actions in the company.

7. Marginal Implications

The study's small findings suggest that companies wanting to improve how employees work should focus on specific, culture-based actions. Motunrayo (2020) noted that when a company's culture is made to be clear, open, and team-focused, workers are more likely to be more productive and responsible. Instead of big culture change plans, small changes—like better ways to give feedback or sharing knowledge—can greatly improve performance. Rashid and Bin Yeop (2020) also showed that a culture that helps people share what they know improves not only how managers work but also how well public and private groups operate overall.

Also, the results suggest improving employee programs by looking at specific parts of the culture that directly affect how much work gets done. Pakize, Mahije, and Xhavit (2023) stressed that company culture greatly affects how involved employees feel, especially where they feel important and linked to common goals. Small spending on involvement—like praising employee successes or letting workers help make decisions—can create stronger emotional ties and drive. Nasruddin et al. (2023) also pointed out how being disciplined and dedicated, as cultural links, lead to ongoing performance gains when managers act consistently and follow clear rules.

Lastly, the study recommends rethinking old culture plans that give less and less back. Nzuva and Kimanzi (2022) stated that while strong company cultures generally help with getting work done, not all parts of the culture matter the same amount. So, shifting small amounts of effort away from symbolic actions (like mission statements or special events) toward real actions (like working with others, learning all the time) can better connect what the company does with results. Together, these points show the need for culture changes based on data and behaviour that get the most out of employees without needing big structural shifts.

Conclusion

The study confirms that company culture greatly affects how employees perform. This happens through overall company values and also through small, specific actions. Companies can improve productivity a lot by focusing on parts of culture like how involved employees are, how disciplined they are, and how they share what they know. The findings show that even minor, regular changes that fit what employees need and what the company wants can lead to good results. This shows how important it is to carefully develop a work culture.

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Appendix 1

Demographic Information

(Please tick the appropriate options)

Demographic Variable	Options
Age	Below 25 <input type="checkbox"/> 25–34 <input type="checkbox"/> 35–44 <input type="checkbox"/> 45 and above
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Current Job Position	<input type="checkbox"/> Entry-level <input type="checkbox"/> Mid-level <input type="checkbox"/> Senior-level <input type="checkbox"/> Managerial/Leadership
Experience in Higher Education	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1–3 years <input type="checkbox"/> 4–6 years <input type="checkbox"/> 7+ years
Highest Educational Qualification	<input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Master's Degree <input type="checkbox"/> PhD <input type="checkbox"/> Other

Section 2: Likert Scale Questions

(Please tick the appropriate box for each statement)

Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
Organizational Values and Norms					
1. My organization has clearly defined values that are consistently followed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The organizational culture aligns with my personal work values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The norms within my team positively influence my behavior and work attitude.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Employees are encouraged to act in accordance with company values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Cultural values are effectively communicated by leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Style and Culture					
6. My manager leads by example in promoting a positive culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Leadership motivates and inspires employees through ethical practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Leaders are approachable and value employee input.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. The leadership supports a culture of collaboration and transparency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I feel empowered by the leadership style practiced in my department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Motivation and Engagement					
11. I feel motivated to perform well because of the organizational culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The culture encourages innovation and taking initiative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Recognition and appreciation are integral parts of our culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I feel emotionally connected to my organization's mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Cultural practices in the company increase my job satisfaction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication and Collaboration					
16. Open communication is encouraged across all levels of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. There is a healthy exchange of ideas within and across teams.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. I feel free to express my views without fear of negative consequences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Team collaboration is valued and promoted actively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Organizational culture supports knowledge sharing among employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Performance					
21. The current organizational culture enhances my overall job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. I am able to meet performance targets more effectively in this culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. I am more productive when the culture aligns with my working style.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Cultural practices have helped improve my time management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Organizational culture influences how well I handle challenges at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>