



The Effect Of Workplace Culture, Political Affiliation And Job Satisfaction On Employee Performance - The Case Of South Gondar Zone Civil Service Organization

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1. Introduction

1.1. Background of the Study

Employee performance is essential for the organizations to achieve its goals and expectations. Usually, employees of the organization are expected to score high performance in the organization. Especially public organizations which have lot of customers have to perform high in order to satisfy the community and attain its mission and vision. Employee performance is affected by many variables. Among the variables workplace culture and employee satisfaction have contributes a lot.

Workplace culture combines the principles and ideologies of an organization. It's the environment organizations create for employees and the sum of organizations' traditions, interactions, attitudes, values and behaviors. A healthy workplace culture aligns the company policies and employee behaviors with the company's goals while focusing on the well-being of individuals. Workplace culture varies from one organization to another. Pearce and Robinson (2004), found that workplace culture contributes both positively and negatively for employee performance. As a positive contribution, work place culture can facilitate communication, decision making and control, and create cooperation and commitment. As a negative contribution, workplace culture may obstruct the smooth implementation of strategy by creating resistance to change, loss work follow-up, lack of accountability, dissatisfaction of employees and customers. Employee satisfaction is also another variable which affects employee performance. Job satisfaction is a positive feeling about one's work that results from evaluating its characteristics (Robbins & Judge, 2013). Job satisfaction can also include employees' feelings about the performance, policies, and general practices of human resources within the organization itself. The study conducted by Yuen et al. (2018), Inuwa (2016), Omar et al., (2020), found that job satisfaction has a positive and significant effect on employee performance. Simon Sinek UD stated that "Customers will never love a company until the employees love it first." Hence, customer satisfaction affects not only employee performance in the organization but also satisfaction of customers in the organization.

Organizational researchers have studied how individuals identify with groups and organizations and how this affiliation influences behavior and performance (e.g., Tajfel, 1982). Political affiliation has typically been managed sensibly by employee. Especially in public service organizations the political affiliation of employee will contribute for the performance of employees. If an employee become upset about fairness, policies and rule of law about the leading political party, they might raise an informal or formal grievance and may not perform as per expected. Even employees may behave negatively to the organization and act in counterproductive performances. Hence considering political affiliation as a variable will contribute for theory as it has been shown having an effect on individuals work performance.

From the observations of researchers and annual reports of civil service organizations in sough Gondar Zone in the year 2015, many offices have faced problems in the performance of its employees, where the quality of the work of employees lacks accuracy, the quantity of work is not optimal, not on time in completing tasks, employees cannot work effectively, and efficiently, employee's complete tasks without supervision. The relationship between employees is less harmonious. In addition to employee performance, low job satisfaction (Hayuningtyas, 2017; Meitisari et al., 2018) can cause various negative impacts such as decreased

work discipline, decreased morale, and enthusiasm for work, and often making mistakes at work, resulting in decreased performance.

The researchers were interested to conduct this study for the following reasons. First, the status quo of work place culture, job satisfaction, political affiliation and employee performance in south Gondar zone civil service offices is not assessed. Second. There are inconsistent findings on the mediation effect of employee job satisfaction on employee's performance among researches. Third, the effect of political affiliation on employee performance is less investigated. Fourth. Workplace culture varies from organization to another organization and the measurement variables for workplace culture, employee performance varies from researcher to researcher and inconsistent findings obtained and standardized measurement instruments for the independent, dependent, and mediating variables were not utilized. As a result, this study will help policy makers and civil service organizations to see the influence of employee job satisfaction and political affiliation on the relationship between workplace culture and employees job performance.

1.2. Objective of the study

1.2.1. General Objective

The general objective of the study is to investigate the mediation effect of employee job satisfaction and political affiliation on the influence of workplace culture on employee performance the case in South Gondar zone civil service organizations.

1.2.2. Specific Objectives

- To identify the effect of work place culture on employee performance.
- To discover the effect of employee satisfaction on employee performance.
- To find out the effect of political affiliation on employee performance.
- To identify the mediation effect of job satisfaction on the influence of workplace culture on Employee performance.
- To identify the mediation effect of political affiliation on the influence of workplace culture on Employee performance.

2. Review of Related Literature

Work place culture is the environment created by the concepts established and embraced by the firm and the employees alike. From the researchers view organization culture is different from workplace culture since the organizational culture is developed based on the interest of the organization, while workplace culture is developed by the combination of interest of employees in the organization and interest of the organization. According to Schein (1990), workplace culture is defined as a set of beliefs, values, and assumptions that are shared by members of an organization. Such shared values have an influence on the behavior of organizational members as they rely on the values to guide their decisions and behaviors (e.g., Barney, 1986; Tsui et al., 2006; van Riel & Fombrun, 2009).

According to the literature review, in many cases there is a significant difference between an organizations' culture and the culture preferred by its employees. According to Wesonga J. N (2012), workplace culture has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Work place cultures have functional as well as dysfunctional nature.

As cited in Wesonga (2012), Deal and Peterson (2004) illustrated how dysfunctional cultures, for example inward focus, short-term focus, low morale, fragmentation, inconsistency, and emotional outbursts surpass shared organizational values, can hinder employee performance. Raduan (2008) observes that, a high degree of employee performance is related to an organization, which has a functional culture with well-integrated and effective set of values, beliefs and behaviors. Several empirical studies have supported the positive link between culture and performance (Calori & Sarnin, 1991; Gordon & DiTomaso, 1992; Kotter & Heskett, 1992). Although different variables are used to measure work place culture, in this research workplace culture is measured in terms of organizational decision, team work, job factor, physical working condition, and employee benefit package Rozanna, *etal.* (2019).

H1: Work Place Culture has significant effect on employee performance.

Job Satisfaction is a general attitude towards one's work as a difference between the benefits received by officers and the remunerations that are thought to be accepted (Bagis, Kusumo, and Hidayah 2021). According to Dawis and Lofquits (1984) "job satisfaction is evaluation of individual's assessment level that how the working environment fulfill their needs. Job satisfaction is the basic thing that shows path towards recognition, salary, promotion, and the achievement of the goals that fulfill their desires. (Kaliski, 2007). The employees who are satisfied will work for the progress of an organization and make their organizational culture healthy (Lock, 1969). The finding of studies conducted by Ahmed and Mahmood (2015), Marlina et al. (2018), and Hanafi et al. (2018b) discovered that organizational culture would further increase the job satisfaction. As cited in Wesonga (2012), Gordon and Christensen (1993) have also reported that job

satisfaction moderates the link between corporate culture and performance. While Bagis, Kusumo, and Hidayah (2021) concluded that job satisfaction cannot mediate the relationship between organizational culture and employee performance.

H2: Employee Satisfaction has significant effect on employee performance.

Political affiliation is any form of association or any support for a political party, politician or any other political cause (Roth, *etal.* 2020). In addition. (Tajfel, 1982), in his study social psychology of intergroup relations, he has explained the interpersonal-intergroup continuum as the behavior of individuals is closely related to their group membership rather than to their personal relations with other individual which has high contribution on the behaviors and performance of employees. Roth, P. L., Thatcher, J. B., Bobko, P., Matthews, K. D., Ellingson, J. E., & Goldberg, C. B. (2020). Political Affiliation and Employment Screening Decisions investigation into political affiliation and political affiliation similarity in the organizational sciences is extremely rare. Political affiliation model (PAM), which describes the implications of political affiliation and political similarity for employment decisions. They have suggested that political affiliation may be associated with substantial levels of affect and, thus, might influence employment decision-makings. In addition, According to Ganyang, M. T. (2019), employee affiliation has a statically significant impact of employee performance, so if the company wants to increase employee performance it has to improve employee affiliation towards a given group.

H3: Political affiliation has significant effect on employee performance.

Employees performance is measured by employee themselves and from task performance, contextual performance and counterfeiting performances i.e task performance which measures the achievement of employees specific to the job, contextual performance measures the behavior of employes that contributes to the goals of the organization and counterfeiting performance which measures the behavior which harms the wellbeing of the organization through complaining and doing tasks incorrectly (Fernández-del-Río *etal* (2019). The measurement for employee performance were Individual Work Performance Questionnaire (IWPQ) which were developed by (Koopmans et al., 2016). The researcher has preferred this employee performance measure since this IWPQ are better than the Big Five and the well know researchers in the area (Koopmans, 2015) recommend the use of IWPQ when the company does not have common measures of employee job performance and these 18-item self-report scale, measures job performance in terms of task performance, contextual performance, and counterproductive behaviors in a wide diversity of jobs. In addition, these measurements were found having high reliability and shows significant associations with other measures of employee performance.

H4: There is a significant mediation effect of job satisfaction on the influence of workplace culture on Employee performance.

H5: There is a significant mediation effect of political affiliation on the influence of workplace culture on Employee performance.

2.1. Conceptual Framework

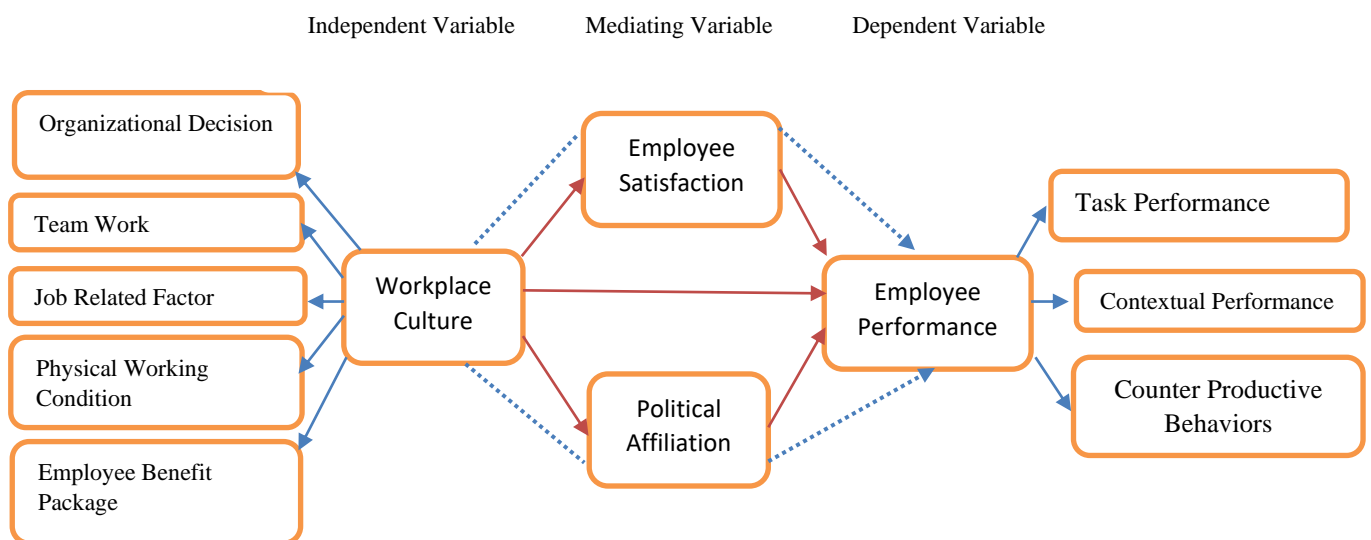


Fig 1. Proposed Research Model (Modified from Raduan (2008) and Rozanna, *etal.* (2019).

H4

H2

H1

3. RESEARCH METHODOLOGY

3.1. Research Design

The research design is the conceptual structures within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Selltiz, et.al, 1962). The study in order to determine the association, the degree of relationship between the independent variables (workplace culture measured by (organizational decision, team work, physical working condition, employee benefit package, job related factors), and the dependent variable (employee job performance) and to predict the mediation effect of employee job satisfaction and employee political affiliation on the influence of workplace culture on employee job performance of public service organizations of south Gondar zone , explanatory research design.

Research Approach

In this study mixed research approaches incorporating both qualitative and quantitative approaches were implemented. The measurement instruments were developed in quantitative for close ended items.

3.2. Sources of Data

In this study Primary data from the targeted source were collected using self-administered survey approach which is the most common data collection methods.

3.3. Method of Data Collection

The questions were designed based on standardized measure of Individual Work Performance Questionnaire (IWPQ) like task performance, contextual performance and counterproductive performance developed by Koopmans et al., 2016) and facets of workplace culture like organizational decision, team work, physical working condition, employee benefit package, job related factors developed from Rozanna, *etal.* (2019). In addition, standardized employee job satisfaction developed from Wang (2007) and political affiliation developed from Roth *etal.* (2020) measurement instruments were used. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five-point Likert scale with 1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, to 5 = strongly agree. Demographic question including experience, age, gender, qualification, and job title were be placed at the beginning of the questionnaire.

3.4. Target Population

The target population of the study comprised of permanent employees who are working within selected woredas civil service offices from south Gondar zone administration. The total number of employees from these offices composed the target population of 5176 people. the main reason that the researchers focus on civil servants is to see the status of work place culture and to see the effect of the current workplace culture, employee satisfaction and political affiliation on employee performance.

3.5. Sampling Technique and sample size

3.5.1. Sampling Technique

According to Kothari (2009) sampling techniques are the instruments used in selecting the sample size. Therefore, this study employed stratified random sampling technique. Stratified random sampling was used since the population consists of public service employees who are working in offices of south Gondar zone Administration. The researcher was employed this method in order to get the right number without bias when selecting the respondents from each stratum, in this regard South Gondar Zone administration, Debre Tabor City Administration, Laygayint Woreda, Dera Woreda, Simada Woreda, Libokemkem Woreda, Ebnat Woreda, Este Woreda, Meketawa Woreda, and Fogera Woreda randomly selected temporary civil service employees were incorporated in the study.

3.5.2. Sample Size

According to Kothari (2009) sample size is the number of items to be selected from the universe to constitute a sample but, the size of the sample to be drawn can be influenced by the size of the population and other parameters like homogeneity of the population. The respondents are the public service employees of the selected woreda civil servants and their sample was examined by using the Yamane's theory to get the representative sample of the respondents from the target population as shown below:

$$n = N / (1 + N (e)^2)$$

Where N= Total number of employees from target population n = Estimated sample size e = error of prediction/ detection Therefore, $n = 5176 / (1 + 5176 (0.05)^2)$ $n = 371$ Therefore, 'n' represent the sample size of this study, which is 371. The sample from each strata was computed by using a formula = $n.P_i/N$. Where: n = represent the total sample size P_i = represents the proportion of the population included in stratum i. N= Population drawn from or the target population.

3.6. Methods of Data Analysis

In order to analyze the data obtained from the questionnaires Statistical Package for Social Sciences (SPSS 26) was used. The collected data were entered, edited and coded accordingly. In this research both descriptive and inferential analysis techniques were applied. Moreover, Structural Equation Modeling (SEM) and AMOS were used to identify the mediation effect of employee satisfaction and political affiliation on the influence of workplace culture on Employee performance. For the analysis of multiple liner regression, the following regression equations were used.

$$\text{Equation 1: } EmP = C + X_1WPC + X_2EmS + X_3PA + e$$

Where EmP = Employee Performance, WPC= Workplace culture, EmS = Employee Satisfaction
PA = Political Affiliation, X_1 - X_3 are coefficients and e = error term

Table 4.1. Demographic Background of Respondents

Variables	Description	Frequency	Percentage %
Gender of Employee	Male	239	68%
	Female	112	32%
	Total	351	100.0%
Age of Employee	< 20 years	5	1.4%
	21 - 30 Years	154	43.9%
	31 - 40 Years	158	45.0%
	41 - 50 Years	28	8.0%
	> 50 years	6	1.7%
	Total	351	100.0%
Educational Qualification of Employee	Certificate	2	0.6%
	Diploma	29	8.3%
	Degree	242	68.9%
	Masters and above	78	22.2%
	Total	351	100.0%
Experience with in this organization	< 1 year	39	11.1%
	1- 3 years	13	3.7%
	3- 5 years	104	29.6%
	5-10 Years	186	53.0%
	> 10 years	9	2.6%
	Total	351	100.0%

Table 4.2. Descriptive analysis

Variables	Number of items	Mean	Std. Deviation
Workplace Culture Factors	19	3.6379	0.74734
Political Affiliation Factors	6	2.2023	0.89662
Employee Satisfaction	6	2.9639	1.15297
Employee Performance	16	3.3306	0.72954

As shown above in table 4.2, the descriptive analysis, showing the independent variables measured by the Workplace Culture Factors were measured by 19 items accounting 3.64 mean with a standard deviation of 0.74, and Political Affiliation Factors were measured by 6 items having a mean of 2.2 with a standard deviation of 0.9, Employee Satisfaction was also measured by 6 items having a mean of 2.96 with a standard deviation of 1.15 and the dependent variable employee performance was measured by 16 items accounted 3.3 mean and 0.73 standard deviation. As it is understood from a rule of thumb, of the entire variable used in the study shows that

Table 4.3. Reliability analysis

Variables	Number of items	Cronbach's Alpha
Organizational Decision Factors	19	0.870
Political Affiliation Factors	6	0.826
Employee Satisfaction	6	0.917
Employee Performance	16	0.901

As shown above in table 4.3, the data provided consists of the number of items and Cronbach's Alpha values for various factors related to workplace culture, political affiliation, and employee satisfaction and employee performance. The Cronbach's Alpha values range from 0.822 to 0.917, indicating high internal consistency reliability for the measures. This data can be used to assess the reliability of the measurement scales and the extent to which the items within each factor are interrelated and the data is reliable for analysis.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.724 ^a	0.524	0.510	0.72525

a. Predictors: (Constant), Average Workplace Culture , Average Employee Satisfaction factors, Average Political Affiliation Factors

The model summary shown in the above table provides an overview of the statistical fit of a regression model. Here, the R-squared value of 0.524 indicates that approximately 52.4% of the variability in the employee performance can be explained by Workplace Culture, Employee Satisfaction, and Political Affiliation included in the model.

The coefficient of determination R^2 in SEM measures the amount of variation accounted for in the endogenous constructs by the exogenous constructs. The range of values of R^2 and its effect size based on Cohen (1988) shows that the R^2 value below 0.13 has small effect, R^2 value 0.13 – 0.26 has medium effect, and the R^2 value above 0.26 has large effect. As a result, the above model explains the large effect of the independent variable on the dependent variable.

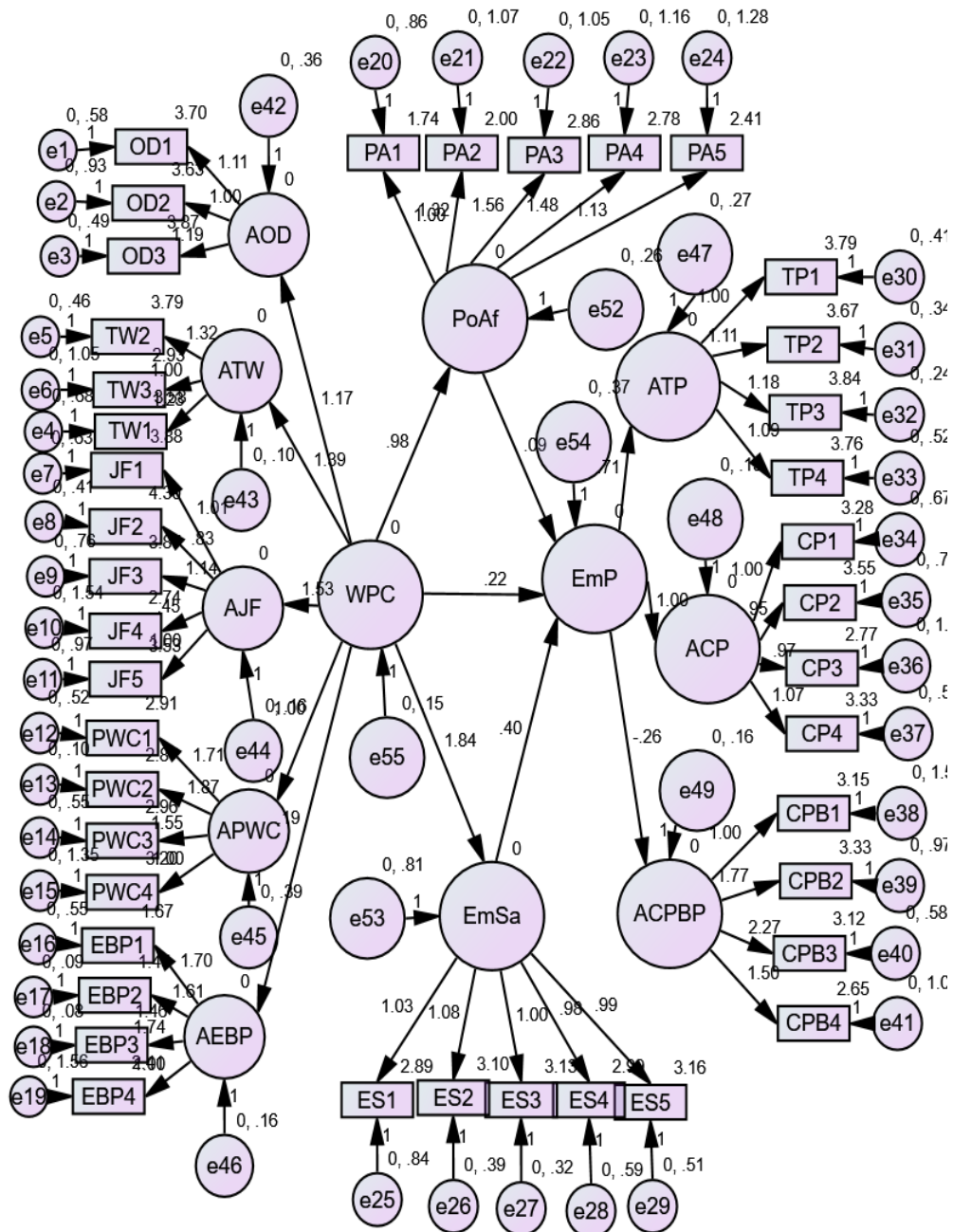


Figure 2. Over all structural model on determinants of e-commerce adoption.

Table 4. Goodness of fit indices for Overall after 2nd round Structural Model

The Fit Index	χ^2	df	p-value	χ^2/df	GFI	CFI	NFI	IFI	RMSEA	PGFI	SRMR	Fitness status
Acceptable range			P > 0.05	< 3	>0.90	>0.90	>0.90	>0.95	< 0.08	>0.50	< 0.08	
Second round Model	747.49	690	0.242	1.035	0.903	0.958	0.915	0.977	0.030	0.65	0.056	Fit

Source: Survey, 2018

Model fitness: As indicated in table 10 above, the measurement model indicate adequate model fit. The measurement model exhibited adequate model fit with Chi-square (χ^2) = 747.49; df = 690; GFI=0.903; CFI=0.958; NFI = 0.915; IFI = 0.977; RMSEA = 0.030 (<0.08); PGFI = 0.65, and SRMR = 0.056. As per the stated criteria by different scholars, after second round factor loading is run and few items with low factor loading were deleted all of the major goodness of fit indices was above the minimum acceptable level.

Mediation effect Analysis

According to Hair *et al* (2014), Mediation effect occurs when the third variable intervenes and changes between the endogenous and exogenous construct. Hair, Gabriel, and Peter (2014), stated that for mediation analysis Structural Equation Model (SEM) is more preferred than first generation multiple regression since the direct, indirect and total effect are checked simultaneously. Hence SEM is used in this study. As per Barron and kenny (1986), for mediation effect to occur the following four conditions must be fulfilled.

1. The independent variable must affect the mediator variable.
2. The independent variable must affect the dependent variable.
3. The mediator variable must affect the dependent variable.
4. The effect of independent variable shrinks upon the addition of the mediator variable in the model.

Testing the mediation effect of political affiliation

The direct effect of independent and mediating variables on the dependent variable.

Hypothesis		Path		Estimate	S.E	C.R	P-Value	Result
Path 1	EmP	<---	WPC	0.268	0.129	2.088	0.037	Significant
Path 2	PA	<---	WPC	0.980	0.182	5.377	0.000	Significant
Path 3	EmS	<---	WPC	1.839	.290	6.345	0.000	Significant
Path 4	EmP	<---	PA	0.091	0.071	1.290	0.197	Insignificant
Path 5	EmP	<---	EmS	0.396	0.059	6.707	0.000	Significant

1. Path 1: The estimated coefficient for the effect of workplace culture on employee performance is 0.268. The standard error (S.E.) of this estimate is 0.129. The critical ratio (C.R.) is 2.088, and the p-value is 0.037. This suggests that the effect of workplace culture on employee performance is statistically significant at the 0.05 level.
2. Path 2: The estimated coefficient for the effect of workplace culture on Political affiliation is 0.980. The standard error (S.E.) of this estimate is 0.182. The critical ratio (C.R.) is 5.377, and the p-value is 0.000. This indicates that the effect of workplace culture on political affiliation is statistically significant.
3. Path 3: The estimated coefficient for the effect of workplace culture on employee satisfaction is 1.839. The standard error (S.E.) of this estimate is 0.290. The critical ratio (C.R.) is 6.345, and the p-value is 0.000. This implies that the effect of workplace culture on employee satisfaction is statistically significant.
4. Path 4: The estimated coefficient for the effect of political affiliation on employee performance is 0.091. The standard error (S.E.) of this estimate is 0.071. The critical ratio (C.R.) is 1.290, and the p-value is 0.197. This suggests that the effect of political affiliation on employee performance is not statistically significant at the 0.05 level.
5. Path 5: The estimated coefficient for effect of employee satisfaction on employee performance is 0.396. The standard error (S.E.) of this estimate is 0.059. The critical ratio (C.R.) is 6.707, and the p-value is 0.000. This indicates that the effect of employee satisfaction on employee performance and is highly statistically significant.

As shown above in the structural model and the significance in table ---, political affiliation is insignificant to employee performance. As per Barron and kenny (1986), condition 3 i.e the The mediator variable must affect the dependent variable is not met, it is concluded that political affiliation does not mediate the effect of workplace culture on employee performance.

Testing the mediation effect of employee satisfaction (when EmS is entered as a mediator)

Hypothesis	Path	Estimate	S.E	C.R	P-Value	Result	
Path 6 With and without mediator	EmP <--- Without mediator	WPC	0.268	0.129	2.088	0.037	Significant
	EmS <---	WPC	1.839	0.290	6.345	***	Significant
	EmP <---	EmS	0.396	0.059	6.707	***	Significant
	EmP <--- With mediator	WPC	0.224	0.219	1.022	0.307	Insignificant

Since all the four criteria's stated by Barron and Kenny (1986), were fulfilled when employee satisfaction used as a mediating variable hence employee satisfaction mediated the effect of Workplace culture on employee performance. But, Barron and Kenny (1986) in order to check the types of mediation either partial or complete the following conditions has to be checked.

- A. If the estimate of the mediating path reduced and remains significant when mediating variable is included as an additional predictor, then partial mediation is supported.
- B. If the estimate of the mediating path reduced but became insignificant when mediating variable is included as a mediating variable, then full mediation is supported.

When Employee satisfaction is added as a mediator in the structural model, condition B was met. i.e the estimate of the mediating path reduced from 0.268 to 0.224 and becomes insignificant when employee satisfaction is included as a mediating variable, it can be concluded that employee satisfaction has full mediation effect on the effect of workplace culture on employee performance.

Conclusions

From the analysis of the study, it is concluded that workplace culture has significant effect on employee satisfaction, employee political affiliation and employee performance. In addition, when employee satisfaction has significant effect on employee performance, employee political affiliation has no significant effect on employee performance. Moreover, when employee satisfaction has full mediation effect on the relationship between workplace culture and employee performance, political affiliation does not mediate the effect of workplace culture on employee performance.

Recommendation

Based on these findings, it is recommended that organizations focus on improving workplace culture as it is significantly related to higher average employee performance. In addition, when employee satisfaction has a significant direct effect on employee performance; political affiliation was found insignificant to affect the employees' performance. Hence rather than working towards political affiliation public service organization leaders have to create conducive work environment that can be achieved through initiatives such as promoting open communication, providing opportunities for growth and development, fostering a diverse and inclusive environment, and prioritizing employee well-being. In addition, improving workplace culture can also lead to higher employee satisfaction, as indicated by the significant positive path from workplace culture to employee satisfaction. Therefore, organizations should prioritize initiatives aimed at enhancing workplace culture to increase employee satisfaction.

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