Analytical Study of the Relationship between Organizational Culture and Organizational Performance: A Case of Private Organizations of Kurdistan in Erbil

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Abstract:

The purpose of this study is to measure the relationship between organizational culture and organizational performance at Private organizations of Kurdistan in Erbil. This research implemented a quantitative method to analyze the relationship between organizational culture and organizational performance at private organizations of Kurdistan in Erbil. For collecting the research data online questionnaire has been used which is digitally send it for the selected study population. However, within 7 days I received 114 online fulfilled questionnaires by cooperation of research responders. Based on the data analysis there is effectiveness of organizational culture and significant relationship between organizational culture and organizational performance in private organizations of Kurdistan. furthermore, the research study has used regression analysis to measure between an independent variable which is organizational culture and dependent variable which is organizational performance. However, the outcome demonstrates that the relationship value between study dimensions are strongly positive is B = .922 with the level of Sig.000 it is highly significant. I found that my research was limited to only one factor, all analysis and results found based on organizational culture factor. For future studies, I suggest having more organizational culture's dimension, for example, the Hofstede's dimension to measure the organizational performance.

Keywords:*Organizational Culture, Organizational Performance, Private organizations of Kurdistan, Erbil.*

I. INTRODUCTION

The present economic condition is noticeable by extreme rivalry and rapidly growing modern technologies. Therefore, organizations become more worldwide and staffs with various views, experience and occupation linked behaviors must interact with each other. For this reason, organizational culture has been the concentration of attention, in practical life and theory, and took researchers and academicians attention through the latest period. As culture is the process that things are completed within a cluster of people it creates significances and prospects, allowing individuals to acquire and recognize what is significant, consequently classifying those movements that direct to penance and those that direct to compensation. [1] demonstrated that there is a connection between culture and encouragement elements which are vital for the society's achievement. As per [2] it is inviting to highlight the consequence of business cultures for accomplishment, development, and achievement. Organizational culture can be utilized

as an administration instrument to accomplish proficiency, adequacy, profitability, hardworking attitude, as appeared in changed organizations, while [3], expresses that, hierarchical culture can impact how individuals set individual and expert objectives, doing undertakings and utilization of assets in its accomplishment. This implies the esteem framework received by the association may influence the way work is done and how representatives to act. Hence one might say that in the way of life of an association can urge and convey workers to accomplish hierarchical goals, as expressed [4], that, organizational culture related to the achievement of the association. With the organizational culture, we can enhance the conduct and inspiration of HR to enhance its execution and thus enhance the execution of the association to accomplish hierarchical objectives [5]. Regardless of the cases for a connection between hierarchical culture and corporate execution, few investigations seem to have really analyzed the presence and additionally the idea of this relationship. In this article, the connection between hierarchical culture and execution is inspected. Keeping in mind the end goal to do this, approaches used to ponder hierarchical culture will be introduced as a reason for looking at existing observational research on the connection between culture and execution.

Statement of the problem

Private organizations of Kurdistan like different private organizations in Kurdistan is portrayed with hardened rivalry and dynamic business methodologies notwithstanding globalization which has presented clients to exceedingly separated items and administrations. [6] and others contend that hierarchical culture must be "valuable, uncommon, incomparable and not substitutable" in order to serve a wellspring of the supported upper hand. [7] noticed that a significant number of the prior distinguished wellsprings of the upper hand, for example, economies of scale, mechanical development, money related assets and so forth have lessened in importance because of de-directions, shorter item

life cycles and need of adaptability underway because of more divided markets. Investigation and portrayal of culture stay troublesome as most administration writings give just shallow depictions of culture.

Purpose of the study

The main purpose of this study is to examine the relationship between organizational culture and organizational performance at private organizations of Kurdistan in Erbil.

Research Objectives

- To measure the effectiveness of organizational culture at private organizations of Kurdistan
- To find the relationship between organizational culture and organizational performance in private organization sectors

Research questions

Research question 1: is there a significant relationship between organizational culture and organizational performance in Private organization of Kurdistan?

Research question 2: is private organizations of Kurdistan implementing organizational cultures' elements effectively?

Research hypothesis:

H1: There is a positive relationship between organizational culture and organizational performance at Kurdistan private organizations in Erbil.

II. LITERATURE REVIEW

Organizational Culture

According to [8], organizational culture as "transmitted and made substance and examples of qualities, thoughts and other emblematic important frameworks as elements in the forming of human conduct and the curios created through conduct". [9], characterizes that culture is theoretical idea started by individuals to portray and comprehend similitude of individual intra-framework and difference of

intra-framework. The substance of culture, thorough of qualities, assessments, standards and social examples, which determinate state of mind, feeling, conduct and their results of substantial and impalpable nature, is for every framework and is transmitted from age to age by methods for learning. [10], characterized culture as a unique arrangement of understood and unequivocal principles made by gathering keeping in mind the end goal to survive, thorough of mentalities, qualities, assessments and standards of conduct. They additionally contended that in truth we watch the appearance of the way of life, no culture without anyone else. The way of life of a gathering is an example of shared fundamental presumptions that the gathering has learned as it takes care of its issues of outer adjustment and interior combination, that has functioned admirably enough to be viewed as legitimate and along these lines to be instructed to new individuals as the 3 rectify approach to see, think, and feel in connection to those issues [11]. Organizational culture is speculated to be the prime factor molding hierarchical strategies, binding together hierarchical capacities, giving the answer to the issues and in this way blocking or encouraging the association's accomplishment of its objective [12]. [13] expressed that the organizational culture is a principal component for advancing a creative situation. The association's way of life speaks to the procedure of the manner in which things are done. In different investigations, culture is isolated into various attributes. Every characteristic differently affects execution markers. [14], trusts that more grounded the way of life; the more noteworthy is its effect on association observations and execution. Diverse mediating variable impact employees ‟fulfilment, which thus leads towards execution, culture changes have a genuine impact on monetary return. It was discovered that daily paper office with helpful culture portrays more grounded development. Thus, retailer stores with valuable culture earned more income. Chow [15] the study in Taiwan uncovered that execution models of the association can be upgraded by viably overseeing, controlling and

changing their way of life. Culture to an association is the thing that identity is to a person. It is that accumulation of convictions, values, work styles, and connections that recognize one association from another [16]. The way of life of an association can be characterized as the epitome of its aggregate frameworks, convictions, standards, philosophies, fantasies and ceremonies. They can rouse individuals and can end up the important wellspring of proficiency and adequacy [17]. Organizational culture dimensions are about understanding the set of value, norms which is describe the variety types of the organizational culture in the same framework, that insight different types of the organizational culture accordingly. in order to perfectly analyze the organization culture based on dimensions. [18] The four dimensions of organization culture are as: Power Distance, Individualism versus Collectivism, Masculinity/Femininity and Uncertainty Avoidance [18].

Power Distance: Unbalanced distribution of power get accepted by the people in the society. Furthermore, it is extent in which mental and physical capabilities increases when the nation accepted the dissimilarities by citizens that is create variations for the nation welfare. **Individualism & Collectivism**: It is a national culture quality that defines a flexible social framework in which people stress on the protection of themselves and their family; A national culture quality which define a close-knit social framework in which people require from the other people of the group to take care of them and protect them. **Masculinity/Femininity:** The manliness speaks to an inclination for accomplishment, courage, emptiness and material remunerate for progress. While femininity, represents an inclination for coordination, feelings, thinking about the frail and personal satisfaction. **Uncertainty Avoidance**: A national culture quality that describes the extent to which a society feels threatened by unknown situations and try to avoid them.

Organizational Performance

The level of an accomplishment to which a representative satisfies the hierarchical mission at work environment is called execution [19]. Execution has been seen distinctively by different analysts; however, most of the researchers relate execution with estimation of transactional0efficency and viability towards hierarchical objectives [20]. Organizational culture influences administrative skill, as it influences managers` demeanors and conducts in the work environment through shared presumptions, qualities, and standards and the connections between members` practices and the inside condition [21]. Hierarchical culture impacts chiefs on how they decide, manage data and deal with the interior authoritative condition. For instance, if a hierarchical culture has a more participatory culture, workers would be more associated with the association. Therefore, the chiefs would outline their correspondence ability effectively through data streams [22]. The idea is characterized as a vital and incorporated way to deal with make supported progress for an association, by enhancing the execution of the workers and by building up the capacities of the groups and of the fundamental people. Execution administration incorporates exercises which guarantee that objectives are reliably being met in a successful and productive way [23]. One of the fundamental points of this examination is to set up the impacts of authoritative culture on hierarchical execution. As indicated by [24] an organizational culture depends on the frameworks that assistance to characterize how workers settle on choices and think. Culture depends on an arrangement of convictions, qualities and presumptions and it, for the most part, characterizes manners by which an association directs its business. Actually, [25] recognized four parts that an organizations culture play, including giving a feeling of personality to individuals, upgrading the worker duty, fortifying hierarchical qualities and molding conduct through a focal system. [26] contended that execution measures could incorporate outcome arranged conduct (paradigm based) and relative (standardizing) measures, instruction and preparing, ideas and instruments, including administration improvement and authority preparing, which were the important building aptitudes and dispositions of execution administration. Henceforth, from the above writing survey, the expression "execution" ought to be more extensive based which incorporate viability, proficiency, economy, quality, consistency conduct and regulating measures [27]. According to [28] a variable of the performance dimension is not giving the adequate measurement of the performance target it's the organization goal and objectives. So, the following are the performance measurement dimensions of scorecard included which in organization and business a statistical record used to measure and evaluate the achievement or progress towards a goal: Financial perspective; customer perspective, Internal Perspective and Learning Perspective. **Financial perspective:** By what means should we appear to our investors to succeed money-wise? Measures are: return on capital; improved investor esteem; and resource usage. **Customer perspective**: By what means should we appear to our clients to accomplish our vision? Measures are: Product/administration characteristics; client relations; Image and reputation. **Internal business processes**: At what business forms must we exceed expectations to fulfill our investors and client's measures are: produce items and administrations; convey items and administrations; and "after-deals" control. **Learning and perspective**: In what capacity will we keep up our capacity to change and improve to achieve our vision? Measures are: representative capacities; data framework abilities; inspiration, strengthening and arrangement.
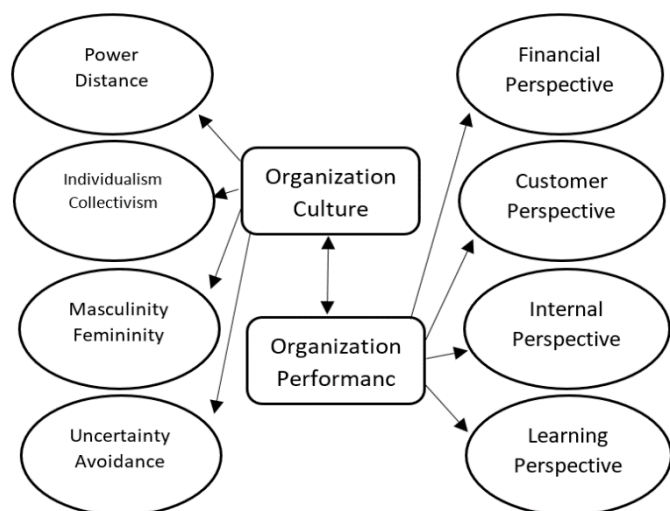
CONCEPTUAL FRAMEWORK

Figure 1- M. Ahmed and S. Shafiq , 2014

III.   METHODOLOGY

The study implemented a quantitative research method to analyze the relationship between organizational culture and organizational performance at Private organizations of Kurdistan in Erbil. A quantitative research method is clarifying phenomena through gathering numerical data that are examined utilizing statistically. The quantitative research method is utilized in many fields, for instance, social science, psychology and education and more. Furthermore, according to [29], quantitative method is a social study that uses empirical approaches. Usually, an empirical approach is dealt with numerical statements; an additional variable in a quantitative method is that empirical assessments are employed. Empirical assessment is a method that searches to identify the extent to which a precise database or plan empirically achieves or do not achieve a specific average [30].

In this study, the author employed questionnaire to analyze the relationship the relationship between organizational culture and organizational performance at Private organizations of Kurdistan in Erbil. Questionnaire study utilizes technical and academic sampling and survey design to examine features of the population with numerical accuracy.

Questionnaire study allows the administration to compare between collections. It offers approximations from a sample that could be connected to the whole research population with an extent of confidence.

The author of the study designed online survey questionnaire which contained the demographic part about Gender, Age, Marital Status and Education. Furthermore, the rest is about 17 items which first 10 of them asked about organizational culture and the last 7 others are asked about organization performance to gathering the research data which is online questionnaire has been used and digitally send it for the selected study population. However, I received 114 online fulfilled questionnaires by cooperation of research responders from the Kurdistan private organizations.

Table 1 Reliability Statistics

Cronbach's Alpha	N of Items
.843	17

When I gathered information by using questionnaires, the researcher wants to make sure the reliability of each question that I used, the alpha for organizational culture was .843 for ten questions and alpha for organizational performance questions also, however the results demonstrated that all questions employed to measure the relationship between organizational culture and organizational performance at private organizations of Kurdistan were reliable.

Demographical Data

Parameters		Frequency	Percentage
Gender	Male	78	68.4
	Female	36	31.6
Age	20-25	7	6.1
	26-30	22	19.3
	31-35	40	35.1
	36-40	23	20.2
	41-45	12	10.5
	46-50	5	4.4
	51-55	5	4.4

Marital Status	Married	28	24.6
	Separated	4	3.5
	Widowed	4	3.5
	Single	76	66.7
	Divorced	2	1.8
Education	High School	6	5.3
	College	11	9.6
	University	68	59.6
	Graduate School	27	23.7
	Other	2	1.8
Total		114	100

After analyzing gathered information from respondents in private organizations of Kurdistan in Erbil, the following demographic information has been found; 78 male employees participated in the present research and 36 female employees participated, employees were from different age group however I found that four employees from 20 to 25 years old, 7 employees from age 26 to 30 years old, 22 employees aged from 31 to 35 years old, 40 employees aged from thirty six to forty years old, 23 aged from forty one to forty five years old, 12 employees aged from forty one to forty five years old, 5 employees aged from forty six to fifty years old and 5 employees aged from fifty to fifty five years old. Clearly, these employees had different marital status, twenty-one married employees' respondent to the questionnaire, only two separated employees, also two widowed employees, forty-nine single employees and only one divorced employee responded to the survey. Each of these employees had different academic qualifications, only three employees had high school diploma, six employees had college diploma, forty-seven employees had university certificate, seventeen employees were graduated from graduated school and two employees had another diploma than listed.

Items Data

Parameters	Frequency	Percentage

Organizational Culture item Description

Private organizations of Kurdistan has an element of organizational culture	Strongly disagree	4	3.5
	Disagree	6	6.18
	Neutral	18	14.92
	Agree	60	54.35
	Strongly agree	26	21.04
Objective assesses of organization culture are applied to improve private organizations of Kurdistan's performance	Strongly disagree	6	5.3
	Disagree	8	7.0
	Neutral	28	24.6
	Agree	45	39.5
	Strongly agree	27	23.7
Functions evaluate of organization culture are applied to improve private organizations of Kurdistan' performance	Strongly disagree	5	4.4
	Disagree	6	5.3
	Neutral	15	13.2
	Agree	48	42.1
	Strongly agree	40	35.1
Workers' performance evaluation used to improve private organizations of Kurdistan' performance	Strongly disagree	4	3.5
	Disagree	3	2.6
	Neutral	17	14.9
	Agree	49	43.0
	Strongly agree	41	36.0
Professional associations improve private organizations of Kurdistan'	Strongly disagree	4	3.5
	Disagree	6	5.3
	Neutral	18	15.8
	Agree	60	52.6
	Strongly	26	22.0

performance	agree						
Open system culture improves private organizations of Kurdistan' performance	Strongly disagree	6	5.3	Human Resource standards worker appraisals to evaluate private organizations of Kurdistan' performance	Strongly disagree	6	5.3
	Disagree	8	7.0		Disagree	8	7.0
	Neutral	28	24.6		Neutral	28	24.6
	Agree	45	39.5		Agree	45	39.5
	Strongly agree	27	23.1		Strongly agree	27	23.7
Workers are estimated to care for colleagues' responsibilities and tasks as a method of improving private organizations of Kurdistan' performance	Strongly disagree	5	4.4	**Organizational Performance item Description**			
	Disagree	6	5.3	Organizational culture has improved private organizations of Kurdistan' performance	Strongly disagree	5	4.4
	Neutral	15	13.2		Disagree	6	5.3
	Agree	48	42.1		Neutral	15	13.2
	Strongly agree	40	35.1		Agree	48	42.1
					Strongly agree	40	35.1
Private organizations of Kurdistan have firm code of conduct for the purpose of performance improvement	Strongly disagree	4	3.5	Organizational culture has improved private organizations of Kurdistan' employees' outcome and achievement	Strongly disagree	4	3.5
	Disagree	2	1.8		Disagree	2	1.8
	Neutral	16	14.0		Neutral	16	14.0
	Agree	49	43.0		Agree	49	43.0
	Strongly agree	43	37.7		Strongly agree	43	37.7
Active communication networks are highlighted at private organizations of Kurdistan as a method of improving private organizations of Kurdistan' performance	Strongly disagree	4	3.5	Organizational culture has improved effectiveness at private organizations of Kurdistan	Strongly disagree	4	3.5
	Disagree	6	5.3		Disagree	6	5.3
	Neutral	18	15.8		Neutral	18	15.8
	Agree	60	52.6		Agree	60	52.6
	Strongly agree	26	22.8		Strongly agree	26	22.8
				Customer relationships management has improved client loyalty and satisfaction	Strongly disagree	6	5.3
					Disagree	8	7.0
					Neutral	28	24.6
					Agree	45	39.5
					Strongly agree	27	23.7
				Internal	Strongly	5	4.4

organization measures have improved private organizations of Kurdistan' operational achievement	disagree		
	Disagree	6	5.3
	Neutral	15	13.2
	Agree	48	42.1
	Strongly agree	40	35.1
Internal organization measures have improved private organizations of Kurdistan' financial achievement	Strongly disagree	4	3.5
	Disagree	3	2.6
	Neutral	17	14.9
	Agree	49	43.0
	Strongly agree	41	36.0
Internal organization measures have improved private organizations of Kurdistan' goal achievement	Strongly disagree	4	3.5
	Disagree	6	5.3
	Neutral	18	15.8
	Agree	60	52.6
	Strongly agree	26	22.8
Total		114	100

In the research items of the first study dimension which is the organizational culture the following results shows that private organizations of Kurdistan have an element of organizational culture 62 responders are agreed and 24 others are strongly agreed it means 86 of the population are agreed. Objective assesses of organization culture are applied to improve private organizations of Kurdistan's performance 72 of the participants are agreed which is 27 of them are strongly agreed. Functions evaluate of organization culture are applied to improve private organizations of Kurdistan' performance 48 participants are agreed

and 40others are strongly agreed among 114 responders. Workers' performance evaluation used to improve private organizations of Kurdistan' performance in the selected population 90 of them are agreed. Professional associations improve private organizations of Kurdistan' performance 86 of the responders are believed association improved and 18 of them are neutral the rest are disagreed. Open system culture improves private organizations of Kurdistan' performance 28 of the participants are neutral, 45 agreed and 27 strongly agreed the open system is improved. Workers are estimated to care for colleagues' responsibilities and tasks as a method of improving private organizations of Kurdistan' performance 88 of the study population are agreed and 15 of others are neutral and the rest are 11 disagreed. Private organizations of Kurdistan have firm code of conduct for performance improvement 92 of the responders are agreed which is 43 of them are strongly agreed and 6 of them are disagreed 16 are neutral. Active communication networks are highlighted at private organizations of Kurdistan as a method of improving private organizations of Kurdistan' performance only 26 of the participants are strongly believed and 60 of others are agreed 18 neutral and 10 are disagreed which 4 of them are strongly disagree. Human Resource standards worker appraisals to evaluate private organizations of Kurdistan' performance 72 of the population are agreed and 14 others are disagreed, and rest others are neutral. In the second measurement of the study dimension Organizational culture has improved private organizations of Kurdistan' performance 88 of the participants are agreed 40 of the population sizes are strongly agreed the organizational culture improved. In proved culture of Kurdistan' employees' outcome achieved 92 of the participants are agreed which 93 of them are strongly agreed 16 of them neutral and rest are disagreed. In improvement of the culture and effectiveness of the work culture 60 of the responders are agreed and strongly agreed are 26, 18 others neutral the rest 10 are disagreed. Customer relationships management has improved client loyalty and satisfaction which

shows that 28 of the population are neutral, 45 are agreed and 27 are strongly agreed. Internal organization measures have improved private organizations of Kurdistan' operational achievement 11 of the participants are disagree, 15 neutral, 48 are agreed and 40 are strongly agreed. Internal improvement financially achieved which is 90 of the

population sizes are agreed, 41 are strongly agreed. Based on the internal measures have improved private organizations of Kurdistan' goal achievement the result shows that 86 of the responders are agreed 18 are neutral the rest others are 10 disagreed which 4 are strongly disagreed.

ANOVA

Model	Sum of Squares	Mean Square	F	Sig.
1 Regression	29.003	29.003	1194.071	.000[b]
Residual	2.720	.024		
Total	31.723			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Organizational Culture

I found in ANOVA analysis the value F is 1194.071 with Sig. is .000 this indicates the strong relationship between dependent variable and predictor.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.956[a]	.914	.913	.15585

a. Predictors: (Constant), Organizational Culture
b. Dependent Variable: Organizational Performance

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.359	.104		3.435	.001
1 Organizational Culture	.922	.027	.956	34.555	.000

a. Dependent Variable: Organizational Performance

I employed a simple regression analysis to measure the relationship between independent variable which is organizational culture and dependent variable which is organizational performance. However, the finding demonstrates that the value between organizational culture and organizational

performance B = .922 with the level of Sig.000 this shows the strong relationship between organizational culture and organizational performance at private organizations of Kurdistan, therefore my research hypothesis is supported.

IV. CONCLUSION

I came to conclude that there is a significant relationship between organizational culture and organizational performance at Private organizations of Kurdistan in Erbil. I used descriptive analysis to measure the relationship, based on my data which

gathered at Private organizations from the participants employee, I was able to find the answer for my research questions; however, I found that there is a highly positive relationship between organizational culture and organizational performance in Private organizations of Kurdistan. Furthermore, I found that private organizations of Kurdistan currently is implementing organizational cultures' elements effectively. I employed a simple regression analysis to measure the relationship between independent variable which is organizational culture and dependent variable which is organizational performance. However, the finding demonstrates that the value between organizational culture and organizational performance B = .922 with the level of Sig.000 this shows the highly positive and strong relationship between the research dimensions which organizational culture and organizational performance at private organizations of Kurdistan, therefore my research hypothesis is supported.

Future studies and limitation

After analyzing the results of this research, I found that my research was limited to only one factor, all analysis and results found based on organizational culture factor. For future studies, I suggest having more organizational culture's dimension for example the Hofstede's dimension to measure the organizational performance.

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