Qualitative Content Approach: Impact of Organizational Climate on Employee Capability

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Abstract

Purpose – The corporate culture's energy is recognized to go through the company and facilitate a new balance to realize success, which means that the culture in an environment of various organizations affects the performance of its employees. The purpose of the current research is to investigate the impact of organizational culture on employee performance.

Research design, data, and methodology – The current research conducted a qualitative content analysis. The primary research approach applied by qualitative content analysis is an inductive methodology, and this approach is a type of reasoning that seeks the application of logic, which later helps develop a theory that will guide the future research.

Result – Research findings of the present study indicated that five solutions to the problems encountered through the execution of culture are attached to how effective the organizational culture are when workers execute. Thus, culture is realized to boost structure, because the structure of an organization elevates the behavior of the organization.

Conclusion – Workers will be aware of both the negative and positive implications of executing culture in the organization. Therefore, organization managers must learn that various employees are vital people in their vicinity, and creating a culture that would make a good rapport with them is vital.

Keywords: Corporate Climate, Employee Management, Employee Performance, Qualitative Analysis

JEL Classification Code: M14, J53, L21

1. Introduction

The culture in an environment of various organizations affects the performance of its employees. Organizational culture is mainly discussed in most entities without reaching a consensus of what the term means. Multiple scholars have researched how culture has either negative or positive effect on the behavior of all the stakeholders of the organizations and how managers can influence it accordingly (Maamari, & Saheb, 2018; Cho & Mor Barak, 2008). The size, type, and caliber of people in an organization determine the type of culture practiced. There is a complication in comprehending the organizational environmental culture related to various issues like structure and system of incentives. There would be a challenge in understanding the cultural environment's definition amongst employees if there is no better explanation. Thus, building a constructive culture would be impossible due to a poor understanding of the concept. In understanding the organizational culture, one can design, develop, and diagnose improved conditions from the corporate culture. Some of the aspects that define corporate culture are the daily routine, language used, leadership style, procedures, and symbols applied. Shared values and norms shared by individuals and examples in a group define the culture of an organization (Groysberg, Lee, Price, & Cheng, 2018). Also, organizational culture defines how people within the organization interact with one another and stakeholders found outside the company. Thus, culture is like personality, which is determined by virtues, assumptions, and beliefs. Habits and interests that influence people's traits in an organization can also give people's culture in the organization. All the experiences in life that workers contribute to an organization define the culture practiced in these companies (Oyemomi, Liu, Neaga, Chen, & Nakpodia, 2019).

Members of the managerial staff influence the culture of the organization. These individuals have a more substantial impact on the organization's culture due to the duties of decision making and organized direction they have, accordingly. Workers, in various ways, affect the culture of organizations in many ways. All organizations have cultures despite complications in understating them, consequently. Beliefs, sets of philosophies, and values are aspects that build a more robust organizational structure. Cultures that balance the work and life routine will be used as examples in various institutions. A good example is the handling of the meeting. Things like teleconferencing to allow people working remotely to attend the meeting are among the best organizational cultures that consider both work and life balance. A solid culture will enable business owners to be employers of choice and serve as long-term motivators of their workers. An environment that makes employees feel the value, respect, and making vital contributions should form the organizational culture (Groysberg, Lee, Price, & Cheng, 2018).

Thus, it needs more than the organization's surface features to realize an excellent organizational culture. Hence, what employees realize when they go deep into the organization is what matters regarding corporate culture. There are central elements of environmental culture, including focusing on the attention and recognizes its significance and realization of its most familiar features. Other aspects of organizational culture include creating suitable systems in helping employees work together, members of the organization to realize their strengths and weakness, and determining the capacity, continuity, and effectiveness of the organizational routine. Also, the corporate culture's energy is recognized to go through the company and facilitate a new balance to realize success.

The main rationale for this study is that in the current business environment, it is essential to understand the impact of business climate on employee's performance. Therefore, there has been a consistent rise in the significance in understanding the behavior of the employees in response to the existing organization's culture. It is evident that several previous studies have provided proof that elements of organizational culture affect employee performance, either indirectly or directly without explaining ways in which these elements affect performance. Additionally, most researchers have focused on the benefits of good organizational climate without addressing how it affects employee performance and contribution in the achievement of set objectives. However, this study can be distinguished from other studies as it tries to establish ways in which organizational elements of culture impact the employee performance and productivity in the long run. This discussion of this research will focus on the impact of environmental, organizational culture on employee environmental performance.

2. Literature Review

There are various ways of influencing the culture of an organization. Emphasizing what is vital is one of the ways of influencing organizational culture (Mikalef et al., 2019). Both the vision and mission of the organization contribute to the emphasis of the corporate culture. Also, the realization of various goals after setting them, following a specific routine is the best form of emphasizing organizational structure (Aboazoum, Nimran, & Al Musadieq, 2015). Rewarding employees with the best behavior that contributes to the organization's better performance is one way of

influencing the corporate culture. Also, not supporting actions that do not generate the organization's excellent performance contributes to the organization's best culture. Issues like long-term discomfort and punishment must be avoided. Providing structural feedback will help workers maintain an excellent organizational culture (Pambreni et al., 2019). Also, verbal and warnings in written form or firing them help discourage the employees from contributing to the organization's poor culture. Culture can be compared to natural resources like either wind or tides for a better understanding. These facets might sometimes be unrealized or obvious. Plans can be demolished and progress reinstated through the mentioned elements (Ali, Rehman, Ali, Yousaf, & Zia, 2010). Also, the organizational culture cannot be domesticated and changed. These cultural elements will turn profitable if they can be understood, worked with, and tapped into their seal parts. An organization must not wait for a quick result over the night from organizational culture but must be chronological. Corporate culture changes chronologically, making it a challenge to its executors.

There are various types of organizational structure. These types include clan, adhocracy, market, and hierarchic cultures in an organization. Clan culture is the employee-centered practice in the organization, which provides for teamwork and participation. Creativity and innovation are elements of the adhocracy organizational culture (Al-Swidi & Mahmood, 2012). Rules and regulations that circulate the corporate environment as a culture entail a hierarchical organizational structure, mitigating practices in the organization. Various competition and organizational achievement of the goals involve market structure. Some of the clan culture values include affiliation of human beings, connection, collaboration, honesty, and support. Employees realize their motivation when organizations react in a civilized manner when using the clan culture (Azanza, Mariano, & Moero, 2013). There is a good relationship with in-person in an organization when the organizational culture is supportive. When trust is developed amongst workers in an organization, employees have a sense of ownership and can work accordingly. The culture realized in the clan includes teamwork, proper communication, and involvement of the worker. Both workers' empowerment and teamwork are motivated by managers of various organizations that execute clan culture (Auinis & Glavas, 2019). The employee's performance will improve through the clan culture approach, and different aspects like the sense of ownership, focus, and duty performance are realized. There is a positive result in the relationship between clan culture and daily organizational activities (Cascio, 2015). Managers encourage employees to engage one another in the clan culture because they will develop better ideologies and quickly solve problems that face the organizations, hence a boost to the entities' economic condition. A worker might need the unmistakable appearance of the implication and vitality of assignment in realizing organizational goals, accordingly.

Organizational climate refers to a consistent attribute about a business enterprise which distinguishes from other enterprises and this attribute can either build or ruin the organization's image. According to Wallace, Hunt and Richards (1999), organizational climate is formed by the collective thinking of organizational members about their business that indicates their self-sufficiency, creativity, cohesiveness, confidence, support and fairness. Organizational climate reflects the degree of collaboration among individuals and the culture for dominant values, standards and qualities of the organization and hence influences individual's behavior. Gerber (2003) postulates that organizational climate refers to the descriptive features of individuals' common perception and measures their emotional connection to the organization.

Some of the values in adhocracy organizational culture are innovation, diversification, independence, and growth. More resources are provided by business managers in running their organizations in an adhocracy culture. The design I realized is a positive result of adhocracy culture in organizations. Also, long-term financial activities are identified as a product of the adhocracy culture in organizations (Bucharan & Huczynski, 2019). There is stronger control system that managers create when using the hierarchical culture in organizations. Workers follow strict rules and regulations in hierarchical culture. Also, each activity is accompanied by a strict procedure that will enable employee to give the required outcome. Enhancement, improved communication channels, and consistency are elements of the hierarchical culture. The main focus of having rules that direct us is efficiency and effectiveness. Also, there is a poor relationship between financial realizations and hierarchical culture. There is a poor integration between the customers and the organization when hierarchical culture is executed. Members of the organization have the goal of elevating their goal realization in competition culture. Collecting customer and competition data, good goal setting, improved planning and decision-making, and task force leadership are facets of competition culture (Zheng, Yang, & McLean, 2010). There is aggressiveness and realization of goals in the competition culture applied by organizations. Thus, good channels of communication, consistency, competition, and achievements are some of the issues related to competition culture. Managers try to control the external market and regulate the competition through achievement of the market. Thus, client understanding and giving priority to the market are additional elements that business managers require in the competitive culture (Djastuti, 2019). Customers' satisfaction is the main focus on in the competitive market thus maintained in the competitive culture by various managers of different organizations.

Managers in an organization have the additional duty of performing what the owners of the organization want. Increased profit, productivity, and elevated market share are some of the realizations under a competitive organizational culture. The journey of the organization is made easier by managers using the organizational values in the competitive culture. The effectiveness of the organizational culture is realized through satisfaction of the customer and fairness in the competition level. Different geographical locations determine the acceptance of the various types of cultural implications (Kim et al., 2019). The effectiveness of organizational culture on the employees can be measured too. Various methods are used by business managers to measure the effectiveness of organizational culture. The exact tool that fits any organizational culture in various geographical regions must be used in the measurement. Later, it was realized that differences and insufficient standardization of measuring effectiveness of the cultural effectiveness (Castilla & Benard, 2010). There are six factors that are used in measuring the effectiveness of cultural application in various companies. Oriented elements, adaptation, collaboration, integrity, result-centered, and customer-centered, are some of the facets used. The alignment of the culture, consistency in behavior, and gaps in culture are additional three factors used in measuring the effectiveness of culture in its execution within the organization, accordingly. The beliefs, values, and ethics are facets measured by the six factors of cultural effectiveness on workers' execution of daily duties in an organization. Variation in the actual values and desired values are realized due to the cultural gaps, accordingly (Cham et al., 2012). There was a model introduced to realize the difference between the actual and desired performance of the organization. An open analysis of the vision and mission of the organization entails the desired performance of the organization. Otherwise, actual organizational performance entails both internal and external factors that affect the economic existence of the company.

There is a cultural dimensional analysis that include various elements of the organizational culture (Diamantidis & Chatzoglou, 2019). Some of these elements are orientation of the consumers, workers' orientation, standards in performance, focus on alterations, and the process of organizational orientation. Comprehension of the client includes customer orientation, including how both managers and workers serve their customers (Cummings et al., 2010). Managers have values that guide the interaction between the workers and consumers, accordingly. Organizational cultures have diversified effects on the implementation efforts of various workers and their levels of motivation. Workers, who consider themselves as part of the organizational culture, do their best. There are effects from the application of various cultures in the same organization. A good example is that employees will work well when the "reversed talk," of the company is executed (De Roeck & Delobe, 2012). Otherwise, there will be differences within areas of operation when one area of operation is used by the employees. Therefore, the culture of a worker deployed to another organization will be manipulated when organizations have their own culture. Workers are believed to have the same beliefs in an organizational cultural practice (Taliento, Favino, & Netti, 2019). Both rapport and trust elevate in the presence of cooperation within organizations that hold certain company culture. More focus will be in completing the task of the organization when there is coordination, accordingly and implementation of corporate duties are easily realized when the cultural practices support unity in their application. Worker are aware of what is expected of them and how management get access to their performance. Also, good performance reflects the forms of reward organizations realize.
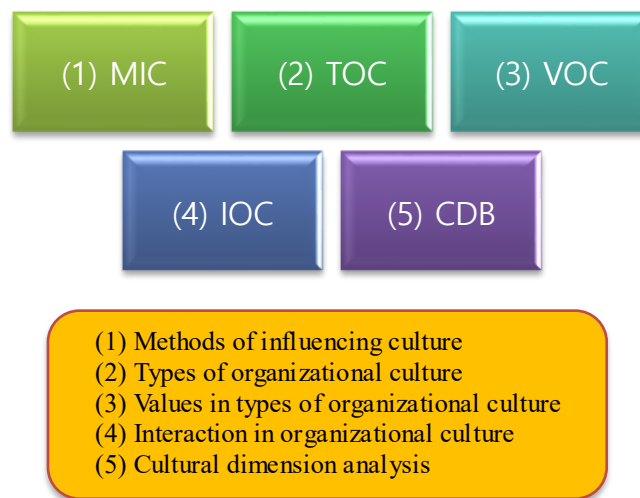

Figure 1: Summary of Literature Review

Organizational climate has a direct impact on employees' career development which in turn determines the employees' ability to perform better (Jianwei, 2010). For example, good organizational climate that provides necessary support and relevant training to the employees can generate positive effects on their career development thus improving job performance. Additionally, organizational climate that encourages good communication and relationship between the employees and top management can boost employees' satisfaction and hence their productivity (Sanad, 2016). According to Kumari and Singh, (2018), the organization's commitment to employees' welfare, concern for minority individuals among other aspects have a direct influence on employees' perception about the organization which in turn affects their job performance. Organizational climate also affects the employee performance as its dictates their ability to attain their goals. Therefore, organizations with good climate is made the employer of choice as it infers confidence on employees to achieve their goals.

3. Methodology

The primary research approach applied by qualitative content analysis is inductive methodology. An inductive approach is a type of reasoning that seeks the application of logic, which later helps develop a theory that will guide the research. This approach sets off with observation of various types of content, followed by discovering available patterns that may be present from the statement and culminating by the creation of theories using the discovered patterns. This approach ensures the data provided is reliable and valid. There are three significant reasons why this research approach is preferred for qualitative content analysis. The first reason is that inductive reasoning helps condense information from various sources into a summary form so it can easily relate to the study (Hayes & Heit, 2018). The second reason is that the inductive approach provides apparent associations between the summary of the research and the objectives of the investigation. The last one is that the inductive approach enables developing a framework containing the content evident in the various sources of information used to compile the data (Hayes & Heit, 2018). Besides being a simple approach, it is also straightforward in the mode it derives its conclusions.

The objectives that qualitative content analysis presents are one of the unique features that help describe its meaning. This type of data analysis's first and principal aim is to gain first-hand information or knowledge to understand the subject of study better. Secondly, since the research focuses on first-hand information, it mostly gets it from the experiences different people have and even tries to relate how participants resonate with their environment. Lastly, the research seeks to comprehend how the same participants' behavior is affected by the meaning they draw from their environment. Thus, although qualitative research is guided mainly by the objectives, there is a possibility of other questions and themes arising in pursuit of the information.

Lastly, examples are part of the features that help in the description of qualitative content analysis. This type of research method employs unique methods of data collection, which are very different from other types of research methods. Since qualitative research uses first-hand content, then observation is one of the leading data collection methods employed (Moser & Korstjens, 2018). It is a unique method of data collection since the information collected is not available anywhere else. Anthropologists and psychologists extensively use it. Questionnaires are also used for data collection, surveys and interviews as well.

In more details, qualitative content analysis (QCA) is a distinctive research design that follows the following process that makes it stand out. QCA as a research design uses a wide variety of data from numerous sources. However, the data obtained must be put in written form to make it useful in QCA. The texts that the present author chose was in a position to answer the questions intended by the research. For instance, verbal information obtained from numerous prior literature must be transcribed to fit the analysis. Besides, the information put in written form must be based on the research questions. The present author outlined the basic unit that the text prepared is classified into during the analysis. Unitizing messages aid the comparability of the findings to others, thus making the definition of the coding unit a fundamental decision. A code can be assigned to a word, sentence, phrase, paragraph, or theme (Selvi, 2019). The coding units chosen must be relevant to the research questions. Additionally, categories and coding schemes are developed to enhance the analysis. The coding schemes can be developed either deductively or and inductively. When the present author was involved in the coding process of one QCA, a coding manual was developed to ensure consistency. The present author also had to validate a coding scheme before the analysis begins. A sample text was collected from the data to its effect, and it is coded using the outlined coding scheme. In the case that the consistency of the coding scheme was low, the coding scheme was revised with new additions to the coding manual. To conclude the analysis and term it as successful, a truthful and thorough report of the analytical procedures was made (Lindgren., Lundman, & Graneheim, 2020). The report also included the reasons as to why various decisions were made regarding the coding process chosen.

4. Findings

Solutions to the problems encountered through the execution of culture are attached to how effective the organizational culture are when workers execute. Motivation is an element that elevates cultural effectiveness. Norms and virtues facilitate execution of the cultural activities in various organizations (Zheng, Yang, & McLean, 2010). Behavior is rewarded through incentive by culture in an organization. Thus, both competency and competitive merits are surfaced in the organizations. Culture is realized to boost structure, because the structure of an organization elevates the behavior of the organization. Terminal values of the organizations are arrived at through cultural practices too. One of the major problems to organizations when implementing the culture amongst worker is employees are discouraged, bored, and not happy. A s a manager, one cannot force people to be happy. Building trust with the employees will improve the ability of listening to them, accordingly. Also, building trust is a slower process, but later things will catch up. Worker get motivated to work for a particular organization despite the fact that they are lazy, because their managers care. Another problem with a solution is supervisors having reduced equipment, thus over work. Any new supervisor will feel excited about the task ahead of them, accordingly. Managers that feel insecure execute their pride within working. A negative energy will be cultivated in the organization due to rankles experienced amongst workers. There must be good lines of communication where one decides to supervise an organization. All the stakeholders will benefit when the duties of a supervisor are explained. Also, the supervisors need to be couched and guided as they take their role in the organization.

Higher turnover is a problem that can be solved. A culture problem is realized when people leave the organization after a shorter time. Managers must work on the culture of the organization when they realize the high rate of turnover. Worker should be given voice to air their grievances in the organization in such a case. The tabulated grievances must also be executed according to the requirements of the employees. The improvement will enable workers to feel the sense of belonging. People will give suggestions when they feel respected for what they do and given the chance to talk about, accordingly (Taliento, Favino, & Netti, 2019). Conflict or tension is another problem in the application of culture in an organization. A leader can overlook issues in the organization and make it their culture. Stakeholders will not talk about what is not discussed because they fear the top authority. No worker wants to hold on to the bad news, but they all know how heavy it is to daily go to work in such a poor condition. The main solution is telling the truth or quit the job. As an employee, one has a merit over the managers who arrived that organization earlier. An organization with a poor culture, communication path goes downwards. There is a solution for the same too (Mikalef et al., 2019). Some organization have a poor display of their communication channels. As a manager getting various opinions from employees regarding the improvement of communication channel is vital. Also, workers must be taught how to mitigate their approach on communication paths. An organization will do better if the communication channel is comprehensive, hence cultivating a positive culture for its workers.

A problem-solving culture can also work for the development of organizations. Large scale organizations that fail, emanate their failure from poor cultures. Most organizations run under strategic plans. Growth and stability are realized when the desire to maintain consistency in updating values of the organization. Thus, new forms of values must be updated in the organization to ensure that the culture of realizing better results is achieved. Problems arose in the implementation paths (Aguinis & Glavas, 2019). Thus, a problem-solving culture is vital for organizations. The first approach in having a culture that is flexible is solving problem is executing the plan-do-check-act, within the employees' community. Improvement is regarded as part of the daily routine in the problem-saving culture. The value to the end customer is realized through elevating the daily work. The strategic objectives of an organization are linked to the systematic improvement. Also, maintaining a problem-solving culture is vital. Management of change will help in manipulating the problem-solving culture (Djastuti, 2019). There are four E's that the strategic plan focuses on, accordingly. The first one is the expectation setting, where ninety-seven percent o result is expected. The percentage is not easy to realize because shortcomings are not treated with emergency. A shared comprehension will be achieved when the employer community works with the managers. Abnormalities will be clearly defined and communicated, leaving nothing vague. Enabling is the second type of E's that solves cultural problems in organizations (Pambreni et al., 2019). Quick realization of technique in the organization and mitigation of organizational activities are managed through enabling by managers of certain companies. Employees are taught when and where to apply the techniques, which will boost the effectiveness of the organization, accordingly.

Empowering helps in eliminating cultural vagueness in organizations. Empowering brings to the table tools, expectations, and capacities that will be used in running organizational activities (Bucharan & Huczynski, 2019). Workers are empowered to use the available resources, making it a culture and solving the stale problem. Vibrant measures and approaches will be realized through productivity when working with the employees. The employee community will be coached through empowering making a development of problem identification, and getting solution to skills so that they realize the owners (El Kassar & Singh, 2019). Thus, problem-solving technique will be

applied as a daily routine of the organizational task. Effectiveness in execution is the fourth E's that is used in solving problems, regarding poor cultural execution in organizations. Leaders require a process to monitor the progress on how activities are run in an organization (Dhar, 2015). Leadership team will work with productivity to realize effective measures and practices that manipulate cultural change. Countermeasures are developed to implement when expectation are not realized. When there is a continuous improvement, it reflects continuous problem solving. Thus it is good to have problem solving activities in companies (Eccles et al., 2015). Five Whys is another problem-solving technique that can be used in solving organizational problems. Problem solved through a team formed in the organization is the best move. The type of solving problem is suitably applied during the day. CEDAC is another approach structured under a team in solving problems. There are facts and ideas applied in the CEDAC fish borne type of diagram (Elnaga & Imran, 2013). The CEDAC technique is applied recurring due to its deep realization of background conditions. Also, the A3 problem solving method is based on a team of competent employees that encounter complex issues within the organization.
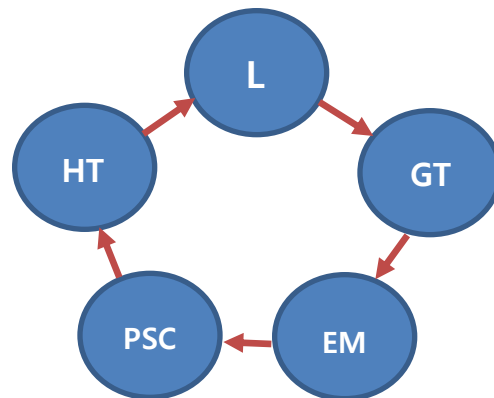
• **Higher turnover as a form of solution**

• **Problem-solving culture**

• **Empowering**

• **Groups and Teams**

• **Leadership**

Figure 2 Solutions based on Prior Literature

Problems can be solved in terms of groups and teams. Maintaining cultures means problems surrounding the various types of cultures in the organization are solved, accordingly. Attraction-selection-attrition is one of the forms that help in solving organizational problems. Culture in the organization is maintained through attraction-selection-attrition method (Ernst, Lewis, & Harmmer, 2010). The first part is where employee will be attracted in an organization and fit working in it, accordingly. Thus, various cultures of the organization are realized as attractive by various job applicants. For example, some workers will prefer to stay in an organization where its culture is interpersonal competition. Other workers will like working in an organization that values teamwork. Thus, employees will select companies that are of their interest and avoid ones that do not satisfy their wants (Fraj, Matute, & Melero, 2018). Despite the poor level the approach portrays, workers can be attracted to organizations by various aspects like good benefits. The second element of the ASA stops the workers from entering into the selection process. People will choose organizations of their interest and run things with the same interest in the entities. New employee on board is another approach in mitigating culture in an organization. Onboarding means that workers learn the attributes required to work well in an organization (Guilaume et al., 2017). After adapting to these facets, the form a culture of unity and work in peace. New employees get the energy to stand strong and work for an organization that makes them feel at home and learn values for survival tactics. Thus, these new workers realize job satisfaction and perform better (Kim et al., 2019).

Other merits that emanates from such actions are stronger company commitment and prolonged tenure within the entity, accordingly.

   Leadership helps in managing a culture of an organization. The style of a leader has a direct connection to the culture of the organization (Hu et al., 2012). The culture of an organization is realized as supportive and centered on the people when leaders, advise their workers. Thus an actions by leaders has a direct effect on the culture of the organization. Leaders are role models who have a direct influence on the culture of the organization (Iqbal, Anwar, & Haider, 2015). Workers will get the signal of what is acceptable in an organization and what is not accepted in the organization. For example, a team-oriented culture will surface, when the managers of an organization involve all the stakeholders in making decisions, either shallow or critical, concerning the company (Diamantidis & Chatzoglou, 2019). The culture of an organization is shaped by how leaders react to people around them, accordingly. Reward systems is another issue that helps in solving an organization's cultural problems. There are various reward systems that enable the running of organizations (Job, 2010). Either the organization rewards elements or behavior is one of the reward system applied. Some companies measure the result but not the process, when focusing on the targets. Cultures that dwell in such organizations are oriented on outcomes and have competitive measures, accordingly. Organizational effectiveness can be facilitated by its stakeholders. Workers and employers are the first lot in an organization who give both positive and negative impact on various actions (Manzoor, 2012). The mission and vision of the organization are geared towards achieving better goals in connection with practicing cultural facets. Workers have the energy to mitigate what they do and when they are treated well, they will contribute to the best culture in their respective organizations, hence achieving major goals.

5. Discussion, Implication and Limitation

   The culture of an organization has an impact on the performance of the employees. Employees do their best in providing the best they can in service. Most organizations have cultures that guide their achievements. The surrounding matter a lot when it comes to the operation of entities. Both internal and external factors that contribute to the growth of an organization affect its culture too. Thus, it is the duty of the employers and the employees to be united and come up with solutions to the problems facing their entities and maintain a certain culture. In strategic plans of various organizations, cultures are different. There are problems that are related to the cultural practices of various organization. These problems can be solved in many ways that suit the organizational needs. Employees will go for companies that have cultures which suit them, accordingly. Such a move boosts the culture of the organization since a bigger group in a certain company have similar interest. Workflows easily, making it valid for the organization to encounter stronger tides. Companies have the aim of doing the best in all aspects. Culture can be distorted in many ways leading to the formation of methods that will deal with these issues. When culture is a common practice, organizations do not suffer from intrinsic activities. The performance of the employees improves when they are comfortable, meaning they enjoy executing the culture of the organization. Organizations that have workers with improved organizational performance realize more profits. Companies must get all means possible of maintaining their cultures, through their workers and relevant stakeholders. Culture is vital in the growth of the organization.

   The research on how the culture of an organization affects employees is vital. Workers will be aware of both the negative and positive implications of executing culture in the organization. Most employees do not give value to the culture of the organization. That is, workers understand that there is culture running organizations but are not concerned about how it existed and who runs it, accordingly. This research brings to the attention how culture is vital for the success of the entities. Workers appreciate when they are made aware of what surrounds them at work. Most of the employees are ignorant of the existence of culture, and some are clumsy in execution of what is intended, thus forming their own culture. The research also contributes to the development of unity in various organizations since employees are shown how to realize organizational culture. Culture is also realized to have an impact on the application by its workers depending on their notion. Due to cultural effects on the final results of the organization, when the culture is poor, the organization fails. Also, when the organization has a positive culture, it realizes better outcomes. Organizations also take notes from the research on various aspects. One of the issues that organizations must focus on is how to treat their workers. Also, organizations learn that culture is a precious element that boost their daily practices and must be preserved. Culture is also formed by the collaboration between employers and employees. Therefore, if employers want to realize an improvement in their entities, they should focus on elevating the welfare of their workers. Organization managers must learn that various employees are vital people in their vicinity, and creating a culture that would make a good rapport with them is vital.

   According to the findings of this research, effective communication between the employees and the management creates an organizational climate improves the employee performance (Al Khajeh, 2018). Poor communication

destroys the good relationship between the top management and the employees hence creating a poor organizational climate that inhibits employee performance and productivity. The findings also highlight the significance of teamwork in creating a good organizational climate. Strong and effective teamwork that acquires support from the organization generates positive influence on employee and helps in building fruitful relationships among the employees. Finally, promoting career development among the employees by offering training opportunities, promotions and efficient reward system creates good organizational climate that promotes employee performance (Kumari, & Singh, 2018). However, an organization that does not promote career development activities among the employees tend to create a poor organizational culture that inhibits growth and hence limiting their employee performance.

One organization characteristic that influence the effectiveness of an organizational culture is leadership style. Organizational culture does not only entail the activities of a leader in advocating and implementing cultural changes but also involve leaders who promote cultural innovations. Leaders can influence their organizational culture through their leadership styles which relationships and communication within the organization (Al Khajeh, 2018). For example, democratic leadership style creates a culture of open communication and promotes fruitful relationships. Second, values and personality of a leader can influence organizational culture. Leaders who possess anti-social personality and values have negative influence on the development of an effective organizational culture and hence hindering employee performance and productivity. Finally, organizational vision can influence the effectiveness of organizational culture. A clear and straightforward vision cultivates a culture of hard work and commitment where employees understand their expectations in achieving organizational vision. On the contrary, unclear and ambiguous vision cultivates a culture of confusion whereby the employees lack understanding about the vision and hence reduces their morale and commitment. For HR researchers, this study can prove significant. In consideration of the connection between employee capability and corporate culture, this study investigated whether the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals and a company's HR management practices that are intended to lead to the effective management of the company's operations and to the development of their employees has much to do with the culture of the organization. Furthermore, this study may provide an information relating specific organizational characteristics with the use of cultural attributes for HR practitioners, who are trying to determine the veracity of cultural attributes for their companies, contending for a focus on the relationship between employee intelligence and corporate culture.

However, this study has a few limitations which are important to highlight for future research purposes. One limitation is that the existing literature applied in this research were confined to specific industries and regions. Therefore, the findings and conclusions made are limited to specific regions and industries hence limiting the scope for generalization in other industries and regions. The second limitation is that most of the existing empirical studies on organizational climate does not address the role of employees and leaders in creating an effective organizational culture. Limited research has been conducted to establish the role of leaders and their leadership styles in promoting employee performance through creation of an effective culture. Therefore, future studies should entail evidence-based research on how organizational characteristics such as leadership style, values and personality of leaders influence the effectiveness of an organizational culture.

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