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**Assessment of the Relationship between National Culture and  
Organizational Culture and Its Impacts on Performance  
Management in National Water Company in Saudi Arabia**

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## **Assessment of the Relationship between National Culture and Organizational Culture and Its Impacts on Performance Management in National Water Company in Saudi Arabia**

### **ABSTRACT**

**Purpose:** This study aims to investigate the relationship of the national culture of Saudi Arabia to the organizational culture of National Water Company (NWC) and its effects on the organizational performance of the NWC. **Methodology:** The research utilized Hofstede's cultural dimensions to provide a picture of the national culture. Correlation analysis was used to determine the relationship between the dimensions and phrases representing the culture of the organization. **Results:** The results showed that almost all phrases correspond in the same direction with the respective dimensions. The results imply that the culture of NWC reflects the national culture since NWC has a high-power distance index, high masculinity, and high uncertainty avoidance. The findings of this study present a deeper understanding of authoritative culture and its effects on performance execution in KSA. The study found that organizational culture can be considered as regulating glue that holds the general association together. The findings indicate that the association's standards and qualities have a solid effect on all individuals connected with the association. The limitation of this study is that research has been carried out without considering the effects of change management on the NWC in Saudi Arabia.

**Keywords:** national culture, organizational culture, performance management, Hofstede's cultural dimensions

**المخلص:**

**أهداف البحث:** تهدف هذه الدراسة إلى التعرف على علاقة الثقافة الوطنية للمملكة العربية السعودية بالثقافة التنظيمية لشركة المياه الوطنية (NWC) وتأثيرها على الأداء التنظيمي لشركة المياه الوطنية. **المنهجية:** استخدم البحث الأبعاد الثقافية لهوفستد لتقديم صورة للثقافة الوطنية. تم استخدام تحليل الارتباط لتحديد العلاقة بين الأبعاد والعبارات التي تمثل ثقافة المنظمة. **النتائج:** أظهرت النتائج أن جميع العبارات تقريباً تتوافق في نفس الاتجاه مع الأبعاد المعنية. تشير النتائج إلى أن ثقافة NWC تعكس الثقافة الوطنية لأن NWC لديها مؤشر مسافة عالية الطاقة ورجولة عالية وتجنب عدم اليقين بدرجة عالية. تقدم نتائج هذه الدراسة فهماً أعمق للثقافة الموثوقة وتأثيرها على تنفيذ الأداء في المملكة العربية السعودية. وجدت الدراسة أن الثقافة التنظيمية يمكن اعتبارها بمثابة تنظيم للغراء الذي يربط الرابطة العامة معاً. تشير النتائج إلى أن معايير الجمعية وصفاتها لها تأثير قوي على جميع الأفراد المرتبطين بالجمعية. تحد هذه الدراسة من أنه تم إجراء البحث دون النظر في آثار إدارة التغيير على NWC في المملكة العربية السعودية.

**الكلمات المفتاحية:** الثقافة الوطنية، الثقافة التنظيمية، إدارة الأداء، الأبعاد الثقافية لهوفستد

## I. INTRODUCTION

Organizational culture is referred to as the beliefs, patterns, principles and methods that make an assembly distinct from the other (Chartered Management Institute, 2017). It comprises beliefs, shared values and assumptions about how employees should behave and interact among themselves, and effective procedures to make decisions and carry out work-based activities. Factors that are extremely important in an organisation's culture are its people and its history (Rieley, 2014). Managers and leaders should be able to implement proper strategies and achieve organisational goals by having a thorough understanding of the organisational culture (Mesko et al, 2010). Strategies that do not map with organisational culture are extremely difficult, or even impossible, to implement.

In an organisation, culture provides a set of guideline and framework that influences the behaviour and controls the performance and activities of the employees. The history of an organisation or firm is another important factor that influences organisational culture (Cekuls, 2015). When employees of an organisation unite as a team to achieve an assigned task or goal, an unfolding of group processes takes place that integrates the group and establishes effective relations with the world. Culture can be characterised as an empowering influence or an impediment when initiating action. Similarly, culture may either bolster the highly noteworthy factor of profitability or frustrate efficiency (Smith et al, 1996). Modern technology and innovation might be

extremely valuable. However, if workers fail to use the assets in a compelling way, a large amount of capital products and technological innovations will not boost profits. This is also true of productivity, advancement and other objectives (Aguinis, 2014).

A proper understanding of organisational culture is a key to effective leadership which creates a lasting impact to an organisation's performance management. Given this, there is an increasing interest to conduct further studies on this topic to help organizations achieve their overall growth and deliver benefits to their stakeholders. The keen interest of many companies in developing, sharing, identifying and using knowledge in a more systematic way will help enhance and increase the performance of the entire organization. Thus, the study aimed to investigate the national culture of Kingdom of Saudi Arabia (KSA) to understand how national culture affects organizational performance.

## **II. THEORETICAL FRAMEWORK AND LITERATURE REVIEW**

### **General culture**

Culture is the shared beliefs and norms within a group that influences their way of living (Esty, 2009). This definition accounts for three key characteristics. First, culture is unique to people of a certain group (Kreiser et al, 2010). From this viewpoint, cultures exist in all spheres of life, including organisations, business enterprises, industries, geographic locations and nations (Brock et al, 2008). Second, global culture and the impact of cultural differences are more highlighted than other types of culture because of its crucial role it takes in international business. Third, the definition insinuates that culture is complex and

developed through socialisation. Thus, it is not a birth trait (Deleersnyder et al, 2007).

### **National Culture and Hofstede's Cultural Dimensions**

National culture shapes the conduct of its people, which influences administrative government structures, such as public institutions and policies (Ralston et al, 2008). Investigating national cultural disparities requires not only adequate knowledge of behavioural traits, but a comprehensive understanding of inner-cultural practices that detail why certain types of behaviours are more preferred than others (Chui & Kwok, 2008).

According to Hofstede, national culture emphasizes the distinctiveness of one group of people from the other (Hofstede,1984). He also developed the national culture model which consists of six dimensions. These include power distance, uncertainty avoidance, indulgence, long-term orientation, masculinity, and individualism. These dimensions clearly differentiate the preferences of one country from the other.

Power distance refers to the extent to which those in the lower social class accept the unequal distribution of power in organisations (Brockerhoff & Rutigliano, 2014; Hofstede, 1984; Hofstede, 1985). The second dimension, uncertainty avoidance, has been defined as 'the extent to which individuals feel threatened by uncertain and ambiguous situations' (Brockerhoff & Rutigliano, 2014; Hofstede, 1984; Hofstede, 1985; Pheng & Yuquan, 2002). Uncertainty avoidance culture tries to

limit such situations by installing rules, security measures and safety (Blenkinsopp et al, 2010). The third dimension, individualism and collectivism, manifests in a society through people's tendency to create groups (Brockerhoff & Rutigliano, 2014; Hofstede, 1984; Hofstede, 1985; Pheng & Yuquan, 2002). Individualistic societies show that people lean more on taking charge of their own needs and their families. Conversely, in the collectivistic approach, people are engaged and integrated into strong groups since birth, which sometimes extends to families (Hofstede, 2001). Femininity and masculinity are the fourth cultural dimension which refers to gender role distribution in society (Hofstede, 2001; Aswathappa, 2010; Bortolotti et al, 2014). The masculinity index measures the degree to which the society values itself as either masculine or feminine in terms of power, assertiveness and competitiveness (Hofstede, 1984; Hofstede, 1985; Hofstede, 2001). Conversely, the feminine side of the index indicates caring and modest behaviour by placing more value on interpersonal relationships and concern for the vulnerable. The four dimensions mentioned appear to have a shortcoming. Hofstede discovered this weakness, and in 1991, headed a fifth dimension, which is long or short terms, also described as Confucian dynamism (McSweeney, 2002). Time orientation specifies the degree to which members of the society are willing to delay short-term social success (Hofstede, 2005). Those with a culture that scores highly demonstrate a more rational technique; they engage thrift and follow guidelines to prepare for the future.



## Organizational Culture

From an organisational perspective, Hofstede defined culture as “the collective programming of the human mind that distinguishes the members of one nation from those of another” (Hofstede, 1984; Blenkinsopp et al, 2010, p. 409). Personal values, behaviour and attitudes are influenced by national (Hofstede, 1984; Blenkinsopp et al, 2010). Organizational culture affects the way executives and employees feel, think and perform in the workplace (Glisson, 2015). It is divided into four main functions: increasing commitment; providing a sense of identity to members; reinforcing organizational beliefs; and controlling mutual behavior (Tong et al, 2013). Moreover, organizational culture may provide a means by which employees feel, learn and set the principles, norms, patterns and behavioral expectations, and promote a maximum level of accomplishment (Zhu, 2016).

Hofstede emphasized the importance of sharing values in national culture and organizational culture so there can be a common point between them (Hofstede, 1984; Gerhart, 2009). In different nations, organizations possess different primary values. However, organizations that exist in one nation often have different management practices (Hofstede et al, 1990; Pothukuchi et al, 2002). While organizational culture and national culture are different in terms of structure, it is generally agreed that organizational culture is part of national culture (Pothukuchi et al, 2002).

## **Hofstede's Culture dimensions**

Hofstede's work is the most comprehensive study of cultural differences with putative relevance. His model has had a significant influence on the social sciences and cross-culture studies and is the most critical and useful theory about culture [15,16]. His dimensions, as described below, are the most widely accepted [6] because it provides an in-depth insight into the dynamics of culture.

### ***Power distance***

Power distance refers to the extent to which the less powerful members of the society accept and expect that power in institutions and other organizations is distributed unequally (Hofstede, 1985; 1984; Brockerhoff & Rutigliano, 2014). People who are in the lower status in lower power distance have faith that they should be involved in decision making and they lose their motivation if they are not involved in the process (Alves, et al., 2006; Blenkinsopp, et al., 2010). Also, the management styles and practices get significantly affected by power distance (Van Emmerik, et al., 2008). Lower power distance enhances the leadership to promote flexibility, job mobility, innovation and general skills while high power distance prefers specialized skills (Dickson, et al., 2003).

### ***Uncertainty Avoidance***

Uncertainty avoidance refers to “the extent to which individuals feel threatened by uncertain and ambiguous situations” [3,19,20]. To limit the unexpected through rules, codes of conduct, and laws [21]. Low uncertainty avoidance countries are more accepting of differing views and impose fewer regulatory measures. In countries where uncertainty avoidance exists, formal and informal rules will be established to control employees' rights and responsibilities [22]. Thus, people from high uncertainty avoidance countries are motivated by leadership styles that promote planning, career stability, and formal rules [23]. However, employees in high uncertainty countries prefer clear employment law and contract that get into the nitty-gritties of the job details (Mentzer, 2007; Leat & El-Kot, 2007). Moreover, employees from

high uncertainty societies prefer clear set of instructions for carrying out their job rather than enjoying a fair degree of independence in terms of executing their work (Pellegrini & Scandura, 2006).

### ***Individualism and Collectivism***

This dimension supposedly indicates the tendency to which people are integrated into groups and thus revealing whether the society is individualistic or collective (Hofstede, 1984; 1985; 2001; Pheng & Yuquan, 2002; Brockerhoff & Rutigliano, 2014). In the individualistic societies every individual is expected to look after themselves and their families. Collectivistic approach in comparison has people already engaged and integrated into strong groups since the birth which sometimes extends to families (Hofstede, 2001).

This dimension gets more attention than other dimensions in cross cultural organizational studies (Blenkinsopp, et al., 2010). The most distinguishing factor between the individualistic and collective society lies in the reward system. While those hailing from a collective society prefer to work in a non-competitive environment and perform to their best under these circumstances (Chiang & Birtch, 2005), those hailing from individualistic societies prefer a competitive environment (Probst, et al., 1999). Another distinguishing feature is that while individualistic countries have the tendency of their employees welcoming a job change preposition to change or improve upon their hierarchy in the organization (Albrecht, 2001), those from collectivistic societies generally tend to remain loyal to their employers (Gannon & Newman, 2002).

### ***Feminism and Masculinity***

Feminism and masculinity is the fourth cultural dimension referring to the gender role distribution in the society (Aswathappa, 2010; Hofstede, 2001; Brockerhoff & Rutigliano, 2014). Masculinity index measures the degree to which the society values itself as either masculine or feminine, i.e. in terms of, power, assertiveness and competitiveness (Hofstede, 1984; 1985; 2001). On the other hand, the feminine side of the index indicates the caring and modest behavior by placing more value on interpersonal relationships and being concerned about the weak.

### ***Long- term Orientation***

Long-Term Orientation vs Short-Term Orientation recognizes the connection between past, current and future actions or challenges. Long-term orientation view adaptation and circumstantial, pragmatic problem-solving as a necessity, while short-term orientation honors and values traditions (Hofstede, 2005).

### **Performance Management**

For the purpose of this project, performance management can be seen as the process that gives opportunity to the employer to ensure that employee' activities and outputs are congruent with the organization's goals (Chattopadhyay & Ghosh, 2012).It also provides a clear vision to the employers about whether the company is going in the right direction they like it to be in (Teeratansirikool, et al., 2013).Performance management does not only focus on the past achievement but also focuses on the future, and it is about the ability to evaluate the unit. That because the management objectives

are to shape and create organization's future (Lebas, 1995; Soltani, et al., 2002). The performance management system has five parts (Kramar, 2013).

The first part of the performance management system emphasizes on which parts of performance are pertinent to the firm. This means clarifying the responsibilities and activities that are important and required of individual/s and group/s. This may be done by explaining individual responsibilities and roles within work team. Another important part of performance is establishing and/or building standards of performance (Scotts, 1999).

The second part of the performance management system is "facilitates performance" which emphasizes on removing the barriers that stop or shorten performance such as old equipment, shortage of training and work practices (Kramar, 2013; Wainwright, 2001). Performance can be encouraged or facilitated by providing good training, valid equipment, and materials which are very important to achieve the expected outcome (Cascio, 1996; Paauwe, et al., 2010; Savu, et al., 2012).

The third part of the performance management system is to encourage maximum performances, which means enhancing employees to perform their best (Kramar, 2013). This may be aided by providing enough and suitable rewards, which are valued by the employees, and can, motivate them to perform more (Paauwe, et al., 2010). This reward also has to be done at the right time after completing the task and should be viewed as fair by other employees who work for the company (Scotts, 1999).

The fourth part of the performance management system assesses each part of the performance, which is a very important part of the system in terms of achieving the firm's strategies and the competitive advantages. It usually can

be done by performance appraisals which assist the progress of the performance management to achieve the firm's goals (Kramar, 2013).

The last part of the performance management system is giving the employees feedback regarding their performance which helps the employees to check, improve and compare their performance to the firm's objectives (Govaerts, et al., 2013; Savu, et al., 2012). Feedback is "Information about the gap between the actual level [of performance] and the reference [or standard] level which is subsequently used to alter the gap in some way" (Ramaprasad, 1983 p. 4). This information helps to adjust employee's performance with firm's expectation as well as improving employee's performance (Broughton, et al., 2012). Feedback has to be interpreted in the right ways to enable performance improvement (Govaerts, et al., 2013; Savu, et al., 2012).

### **Impact of Organizational Culture on Performance Management**

In general, organizational culture includes a firm's prospects, experiences, beliefs and ethics that keep it moving (Cameron, 2008). It is manifested through self-image, interior operations and the organization's overall relationship with the outside world. The key principles of organizational culture include virtues such as collective attitudes, values, traditions and the discipline to adhere to the rules and routines of the organization (Bae et al, 2012). It influences the firm's efficiency and output, and offers strategies on consumer care, product worthiness, turnout and reliability, and care for environment (Dirani, 2009). In addition, it extends further to production methods, advertising and marketing practices (Song et al, 2009).

The focus of the relationship between organizational culture and performance management has been studied by some academics in the literature (Ngo & Loi, 2008; Lau & Ngo, 1996; Uz Kurt, et al., 2013). Also, many argue that performance is dependent on the degree to which the values of the culture are widely shared (Deal & Kennedy, 2000; Denison, 1990; Kotter & Heskett, 1992; Ouchi, 1993; Pascale & Athos, 1981; Peters & Waterman, 1982).

Furthermore, the link between Culture and performance has been argued by many academics. For example, Scholz (1987) argues that “Organizational culture is linked to performance is founded on the perceived role that culture can play in generating competitive advantage” (Ogbonna & Harris, 2000 p. 769). Even though there are some academics who still have doubts regarding the relationship between organizational culture and performance, there is enough existing evidence to support the claim that organizational culture is connected with performance management (Scholz, 1987; Ogbonna & Harris, 2000).

This study aims to investigate the national culture of Saudi Arabia using Hofstede’s model to understand how national culture affects organizational performance. This research utilized Hofstede’s dimensions because his work has involved the most comprehensive study of cultural differences, and his five dimensions are the most widely accepted (Alkailani et al, 2012). Therefore, Hofstede’s model has validity and credibility (Alkailani et al, 2012; Kolman et al, 2003).

Furthermore, Hofstede's dimensions have been examined in some Arab countries such as Kuwait, Iraq, United Arab Emirate, Libya, and Lebanon and the finding has been generated in all Arab countries including Saudi Arabia (Alkailani, et al., 2012; Hofstede, 1997). Even though Kuwait and Iraq have something in common with Saudi Arabia, which is all speaking the same language (Arabic) and sharing the same religion (Islam), "these countries are still far less similar form each other with regard to GDP, disposable income, social life, government intervention, educational institutions, level of literacy, and economic infrastructure" (Alkailani, et al., 2012 p, 74).

This study attempt to exam the relationship between organizational culture and performance using Hofstede's dimensions to exam the relationship between the two variable and answer the following question:

How does organizational culture influence employees' performance?

### **III. METHODOLOGY**

The study was concentrated on the National Water Company (NWC) in Saudi Arabia (KSA) to assess the significance of its culture to the performance of their employees. A survey questionnaire was utilized for data collection. The survey questionnaire consists of two parts. First, organization culture which was adopted and modified form Hofstede study (1984). Second, Performance management which adopted from Raymond, et al (2012). This study employed a random sample approach to determine the population size, and 500 employees



were randomly selected based on employee numbers. Surveys were emailed to 50 Managers, 100 Supervisors, and 350 Officers employed at the Riyadh, Jeddah, and Makkah branches of NWC.

A total of 334 questionnaires were returned. However, 72 were discarded because they were incomplete, and 262 surveys were analyzed to identify the impacts of organizational culture to employees' performance, Hofstede's culture dimensions were studied. These include power distance, uncertainty avoidance, individualism and collectivism, femininity and masculinity, long-term orientation and finally, performance management.

The data was analyzed using SPSS and employ the statistical methods "Pearson correlation coefficient".

#### **IV. RESULTS AND DISCUSSION**

Table 1 provides descriptive statistics of the survey respondents' demographics, where a significant percentage (27.7%) of NWC sample are aged 30–34 years and 64% of the sample population hold a university degree or higher. Also, concerning gender, 251 (96.5%) of the study sample were male. This indicates that the data for this study is skewed towards a male-dominated response. Therefore, there is a need to separately analyse and compare responses to determine if there are any significant differences among the men and women in NWC. Furthermore, 180 (68.7%) respondents were officers, 50 (19.1%) were supervisors, and 32 (12.2%) were managers, whose opinions on organisational culture can be divided into two parts. First, the managers

are the decision-makers whose opinions could be biased due to their hierarchical privilege and the benefits received from the existing organisational culture (Glisson, 2007; Lightle et al, 2009). Second, officers and supervisors whose opinions could be unbiased based on the unfavourable and ineffective organisational culture (Alvesson, 2012).

**Table 1:** Characteristics of the sample according to demographic variables

		Frequency	Percent
<b>Age</b>	Under 20	6	2.3
	20 – 24	30	11.5
	25 -29	61	23.5
	30 -34	72	27.7
	35-39	41	15.8
	40 -49	32	12.3
	50 -59	13	5.0
	Over 60	5	1.9
<b>Gender</b>	Male	251	96.5
	Female	8	3.1
<b>Educational Level Completed</b>	Below secondary	21	8.1
	High Schools	46	17.7
	Diploma	24	9.2
	University Degree	100	38.5
	Postgraduate	69	26.5
<b>Job Title</b>	Officer	180	68.7
	Supervisor	50	19.1
	Managers	32	12.2

The results in Table 2 show suggest that there is a strong positive correlation between socialization and the power distance dimension. This shows the NWC employees are careful about social relationships with their bosses and highly acknowledge the leader's status and people

understand their position in the system. Phrase 2 investigated the delegation of tasks between managers, supervisors and lower-level employees. The result shows that there is a strong positive correlation between the delegation of tasks in the organization and power distance. It indicates that a high-power distance exists in delegation of tasks in NWC. Phase 3 involved assessing the correlation between power distance and involvement of employees in the decision-making process. The results suggest a moderate positive correlation between the two variables. Phrase 4 investigated the importance of recognition and reward. The results show moderate degree of correlation with a level of 0.523. However, it is found out that the result is not significant based on the set level of significance. Phrase 5 analysed the correlation between power distance and clarifications of authority and job requirements to the employees. The result shows that there is a strong positive correlation between the two variables. Hence, a higher power distance denotes a clearer authority and requirements to the employees. This establishes the line between the authority figures and the staffs thus, the employees of NWC are more compelled to carry out their responsibilities in work well. Firms that have a culture characterised by low power distance allow socialisation between managers and employees, thus motivating them to share the firm's problems and possible solutions and promote teamwork to increase productivity(Watson, 2008; Zhang & Begley, 2011) . It is found out that there is a moderate positive relationship between power distance and the decentralisation of work in NWC. It shows that the current level of

decentralisation is not sufficient and can negatively affect the performance of employees. This is consistent with the findings of (Khatri, 2009) where they affirmed that Having a large power distance reduces employee participation, reduces organisational communication, and leads to poor decision making. This could necessitate changes to the organisational structure and re-distribution of duties to increase the performance of the company. Table 2 show that most of the correlation coefficients denote a significant, positive correlation that ranged from moderate to strong one. This indicates a high degree of internal consistency, reflecting a high degree of validity of scale paragraph. These basically show that the high-power distance in Saudi Arabia is evident in the NWC.

**Table 2.** Pearson correlation coefficients of first dimension phrases, power distance, with the total degree thereof

Phrase	Correlation coefficient of dimension
Socialization	.624**
Delegation	.629**
Decision-making	.517**
Recognition and reward	.°23
Clarifications of authority and job requirements	.٦1٨**
Decentralisation of work	.439**

Table 3 shows the correlation of uncertainty avoidance and its phrases. Phrase 1 investigated the extent of employees' job loss fears. There is a strong positive correlation between the variable uncertainty avoidance and the fear of job loss at the company. Employees perform poorly in an organisation in which they constantly fear losing their source of income. One might assert that different cultures use varying behaviours

when responding to uncertainty, affecting the service provided (Reimann et al, 2008). On the other hand, jobs with high security motivate employees to work hard and develop strategies to satisfy customers, which lowers the avoidance index. Companies with a low uncertainty avoidance index can serve their clients well compared to those with a high avoidance index. To reduce uncertainty avoidance, NWC needs to provide job security as job insecurity moderates' employee behaviour, organisational citizenship, turnover, and absenteeism (Staufenbied & Cornelius, 2010). The result shows that there is moderate, positive correlation between uncertainty avoidance and the importance of rules and regulations to the company. Phrase 3 examined the change of character and attitude between the workplace and home. The nature of work and the culture of an organisation can lead to significant changes in attitude and performance between home and work. Results show a strong, positive correlation between the character traits at home and at work and the uncertainty avoidance variable. These changes result from the adoption of organisational cultures and have significant effects on job performance. In Phrase 4, it is shown that there is a strong, positive correlation between the two variables and implies the importance of clear communication of precise job requirements. This can provide a room for clearer and more concise about expectations and goals. Phrase 5 investigated job security, or the general labour turnover, of the company and its relationship to the variable of uncertainty avoidance. The result indicates a mild, positive correlation between the two variables. Thus, the relationship between

job stability and performance is strong and adopting this culture could translate to improved performances from employees and the company. Phrase 6 assessed the correlation between uncertainty avoidance and managers' expectations on adherence to policies and procedures. The result indicates a mild, positive correlation between the variables. Part of a healthy organisational culture is accurate understanding of procedures and their implementation. When staff follows regulations well, fears of job loss and reprimands are absent. Therefore, stability is achieved, prompting better performance. According to Table 3, values of correlation coefficients between phrase degree and total degree of uncertainty avoidance are all positive and ranged from mild to strong correlation. This indicates a high degree of internal consistency, reflecting a high degree of validity of scale paragraphs.

When the national culture of Saudi Arabia is being manifested in the culture of the organization, it creates an impact on how the organization and its members function together. Based on the findings, a high-power distance and high uncertainty avoidance are seen on the culture of NWC. The employees are compelled to do their responsibilities better due to more distinct authority. A high uncertainty index in NWC indicates that a culture guided by implementation of and adherence to policies and procedures is good for the performance of employees. The workers recognise this importance and embrace it. Thus, it should be maintained. Similarly, in Ghana, high uncertainty avoidance and high-power distance cultures produced a significant positive consequence on

companies' organizational culture. However, collective and masculine cultures were found to have no significant influence on the organization (Owusu & Louw, 2019). This is also consistent with the findings of Nazarian et al. (2014) where they determined that there is a significant relationship between national culture and hierarchy culture in the case of medium-sized organizations.

**Table 3.** Pearson correlation coefficients of second dimension phrases: uncertainty avoidance, with the total degree thereof

Phrase	Correlation coefficient of dimension
Job security	.409**
Rules and regulations	.413**
Change of character and attitude	.571**
Clear communication of precise job requirements	.691**
Job security or general labour turnover	.395**
Adherence to policies and procedures	.397**

In Table 4, Phrase 1 refers to the comparison of the importance of individual goals versus those of the groups. The result shows a moderate, positive correlation between the variables. Hence, a higher IDV denotes a high value placed on employees' efforts and shows respect for their need for privacy and freedom. This culture acknowledges individual accomplishments which can compel employees of NWC to perform better and contribute to overall efficiency of the company. In Phrase 2, there is a moderate, positive correlation value as denoted by the coefficient with a value of 0.473. There is a relationship between group work as an organisational culture and the variable individualism and collectivism. Therefore, enhancement of group work has an impact on enhanced performance of

the workers. This is a positive or reinforcing attribute of the company. Phrase 3 tested whether the company encouraged individual work over group work and its relationship to performance enhancement. The result shows that there is mild, positive correlation between the two variables. It implies that as NWC encourages individual work, employees' performance is better since individual's accomplishments are acknowledged. Phrase 4 assessed the correlation between the importance of group success and individualism and collectivism. It is shown that there is a moderate, positive relationship between the two. This means the greater the group success, the greater the performance at an individual level. Therefore, this is an important variable in determining the importance of culture to worker performance. Lastly, it is seen that there is a strong, positive correlation between the importance of group welfare and individualism and collectivism. This indicates that the culture of group welfare is regarded highly in the company thus; it significantly influences the performance of the employees. Overall, the result shows positive correlation coefficients that ranged from moderate to strong. This indicates a high degree of internal consistency, reflecting a high degree of validity of scale paragraphs. This is consistent with the findings of Wagner et al. (2012) where they affirmed that heterogeneous combinations of individualism and collectivism affect higher levels of team member performance in terms of quantity of output.



**Table 4.** Pearson correlation coefficients of third dimension phrases, individualism and collectivism, with the total degree thereof

Phrase	Correlation coefficient of dimension
Individual goals	. 446**
Group work	. 473**
Encouragement of individual work over group work	. 331**
Importance of group success	. 500**
Importance of group welfare	. 712**

Table 5 presents the results of correlation analysis among the femininity and masculinity dimensions. The results show a high degree of positive correlation between these two variables. Thus, they have an influence on organisational performance. There is more success when males lead meetings compared to when females lead. Therefore, this culture has a direct impact on the organisation's performance. The results also show a moderate, positive correlation between the perception of promotion for men and women and femininity and masculinity. This illustrates that a promotion is more valuable to men than to women at the NWC. The organisational culture supporting men to fill senior roles is likely to lead to better performance for the employee and organisation. Phrase 3 is also related to promotion of males compared to females. It examined the culture of the company towards encouraging men for better ideas and concept development compared to women. From the analysis, there is a positive correlation of 0.496. Therefore, the company encourages men to develop new ideas and innovations more than it encourages women. Thus, this is a relevant culture in the company and has an influence on employee performance. Phrase 4 of the analysis shows a positive correlation between femininity and masculinity and the culture of men being preferred to fill certain jobs than women. Through this culture, there are certain types of work that the organisation believes are better handled by men. Therefore, this affects their performance in these roles. The coefficient of correlation stands at 0.475, showing good correlation. Phrase 5 investigated the acceptability of men in higher-level positions than women at the NWC. A strong positive correlation between the variables indicates that the culture of males being more privileged and favoured than women is present at the company and influences the performance of employees. According to Table 5, values

of correlation coefficients between phrase degree and total degree of the femininity and masculinity dimension, to which the paragraph belongs, are high values. Ranging between 0.475 and 0.621, these are all positive. This indicates a high degree of internal consistency, reflecting a high degree of validity of scale paragraphs. The results highly show the national culture of Saudi Arabia being manifested in the culture of NWC. This is consistent with the results of the study of Cundiff et al. (2010) where they found out that males in Saudi Arabia portray a very traditional attitude towards working women.

**Table 5.** Pearson correlation coefficients of fourth dimension phrases: femininity and masculinity, with the total degree thereof

Phrase	Correlation coefficient of dimension
Successes of meetings when led by men	.576**
Perceptions of promotion for women and men	.497**
Encouragement for men for concept development compared to women	.496**
Preferring men over women to fill certain jobs	.475**
Acceptability of men in higher-level positions than women	.621**

Table 6 displays the long-term orientation variable, which was examined through two questions on the survey. Phrase 1 investigated employees' promotion prospects and their subsequent longer service at the company. The results show a weaker positive correlation or a mild correlation between the two variables. Employees who have longer-term goals in the company are more likely to perform better and follow procedures more effectively than short-term orientation workers are which could be a possible reason for the weaker positive correlation. Phrase 2, which questioned employees on their intention to work for the company for at least five years, shows a good positive correlation to the long-term orientation. The organisational culture encourages a working period exceeding five years. This culture could be enhanced to improve the performance of employees. According to Table 4.6, values of correlation coefficients between phrase degree and total degree of the

long-term orientation dimension, to which the paragraph belongs, are high and mid values. Ranging between 0.380 and 0.505, these are all positive. This indicates a high degree of internal consistency, reflecting a high degree of validity of scale paragraphs. The findings correspond to the results of Inanlou and Ahn (2017) where organizational commitment can be attributed to an organizational culture that is defined by better communication among superiors and subordinates.

**Table 6.** Pearson correlation coefficients of fifth dimension phrases, long-term orientation, with the total degree thereof

Phrase	Correlation coefficient of dimension
Employees' promotion prospects	.380**
Employees' intention to work for the company for at least five years	.505**

Table 7 presents the performance management. The results show that there is a low- level of correlation between traditions and performance management. This can mean that employees who adhere to more traditions can result to a slight betterment in their work performance. Phrase 2 investigated whether Ramadan is a time of the low performance in the company. Results show a very high positive correlation between these two variables. Therefore, this period has a direct influence on employee productivity. The fact that this period has many festivities and activities could also act as a distraction to work, leading to lower levels of employee performance. Phrase 3 shows a positive correlation between performance and the company's strategies and policies. Organisational policies determine the culture that employees adopt and this has a direct impact on performance, hence the positive correlation. A company policy that focuses on promoting

strong teamwork may achieve higher productivity than one promoting individual work does. Phrase 4 shows the effect of the company's efforts to encourage workers to perform well. It is can be seen that there is a moderate positive correlation between company's efforts and performance. The company culture of encouraging better performance ultimately helps to improve results. Therefore, this culture should be enhanced. Phrase 5 is about the influence of Saudi Arabian customs on employee performance. The results show a strong positive correlation at a value of 0.673. Therefore, the national culture is a key influence on employee performance (as a hindrance rather than a promoter as per the analysis question). Phrase 6 examined whether people's customs and beliefs have an influence on their performance. There is a high positive correlation between customs and beliefs and employee performance, with a correlation of 0.671. Customs can influence productivity through beliefs on relationships with colleagues, group influences and even working times. Phrase 7 questioned the effects of rewards, such as monetary rewards, on the performance of workers. There is a positive correlation of 0.464. Therefore, rewarding workers and recognising good performance can lead to enhanced productivity in the company. This motivation encourages greater effort, which leads to improved performance. Monetary rewards have a direct influence on the employees' ability to meet their needs and improve their quality of life. This could be a good stimulator of performance in the workplace. The use of rewards such as money and gifts were also investigated under Phrase 8, and a mild positive correlation is evident. This correlation also

shows other factors have a greater positive impact on performance than recognition and rewards do. Phrase 9 investigated the importance of basic rewards, such as consideration in decision-making and increased superiority, as factors that can enhance productivity in the organisation. The analysis shows a high correlation of 0.673. This could imply that intrinsic rewards without monetary value have a high impact on performance. Though an organization differ from another, a balanced organizational culture creates a positive effect on its performance (Nazarian et al, 2017). These findings align to that of Abbas and Saad (2018) where they found out a positive relationship between organizational culture and job performance. These are determined by assessing the four organizational culture sub-elements namely managing change, achieving goals, coordinating teamwork, and cultural strength. These are basically aligned to the dimension phrases used in the case of the NWC.

**Table 7.** Pearson correlation coefficients of sixth dimension phrases, performance management, with the total degree thereof

Phrase	Correlation coefficient of dimension
Traditions	. 291**
Ramadan	. 633**
Company's policies and strategies	. 434**
Company's efforts	. 442**
Saudi Arabian customs	. 673**
People's customs and beliefs	. 671**
Effects of rewards	. 464**
Use of money and gifts	. 247**
Importance of basic rewards, such as consideration in decision-making and increased superiority	.673

## V. CONCLUSION

The study highlights the importance of setting a strong organisational culture, which is in accordance to the national culture. Culture differentiates the values of one group from the other by evaluating the behaviour of individuals within an organisation. An organisation's standards and qualities have a solid effect on all individuals connected with the group.

The analysis indicates that organisational culture can be considered the regulating glue that unites a group. In this research, hierarchical culture provided an accessible base to assess the impact of national culture on organisational culture. The study supports the idea that authoritative culture helps new employees understand the organisation's values and objectives. It is seen that there is a relationship between positive organisational culture and improved performance. These findings suggest that hierarchical culture has a positive effect on employee performance. Further, it indicates that despite the diverse cultures and values of employees, workers attempt to conform to the standards of the organisation.

The study overall contributes to the field of business management and highlights the relevance and impact of national and organisational culture on the overall performance of the employees working at different levels. The relationship between organisational culture and national culture and its impact on performance management in Saudi Arabia's NWC could be further researched to understand the relationship between other crucial factors, such as performance management and leadership.

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