

**IMPACT OF ORGANIZATIONAL CULTURE ON JOB PERFORMANCE
AMONG IT PROFESSIONALS: ROLE OF ORGANIZATIONAL
COMMITMENT AND WORK-LIFE BALANCE**

BY

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THESIS AND DEFENSE APPROVAL FORM

The undersigned certify that they have read the following thesis, examined the defense, are satisfied with the overall exam performance, and recommend the thesis to the Faculty of Psychology for acceptance.

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Candidate of **Master of Philosophy** at the National University of Modern Languages do hereby declare that the thesis "Impact of Organizational Culture on Job Performance among IT Professionals: Role of Organizational Commitment and Work-Life Balance" submitted by me in partial fulfillment of MPhil degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

I also understand that if evidence of plagiarism is found in my thesis/dissertation at any stage, even after the award of a degree, the work may be cancelled, and the degree revoked.

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ABSTRACT

Title: Impact of Organizational Culture on Job Performance among IT Professionals: Role of Organizational Commitment and Work-Life Balance

Organizational culture holds a pivotal position in enhancing the job performance of employees. The study posits that a strong, cohesive organizational culture, characterized by adherence to shared aims and values, can enhance job performance among IT professionals. It explores how organizational commitment and work-life balance acts as crucial intermediaries, potentially improving job standards, engagement and ultimately performance. The research acknowledges that the dynamics of organizational culture, commitment and work-life balance are complex as well as multifaceted, impacting various aspects of job performance and employee well-being. The sample consisted of 347 IT employees (Males=262, Females=85) and they were selected by convenient sampling from Islamabad and Rawalpindi. Organizational culture was measured by using the Shorter Version of Denison Organizational Culture Scale (Fey & Denison, 2003). Job performance was measured by using Individual Work Performance Questionnaire (Koopman, 2015), Organizational commitment by Organizational Commitment Scale (Mowday et al., 1979) and Work-Life Balance by Work-Life Balance scale (Taşdelen-Karçkay & Bakalim, 2017). Measures used in the study depicted satisfactory and acceptable reliability.

The research was conducted in two phases i.e. pilot study and main study. The results of both pilot study and main study indicated that organizational culture is significantly and positively related with job performance. Regression analysis also shows similar results. Organizational culture positively predicted job performance. Mediation analysis revealed that work life balance and organizational commitment acts as mediator between the dimensions of organizational culture and job performance. The t-test was applied on education, gender, marital status, working hours and job experience to see the effect of organizational culture, job performance, organizational commitment and work life balance. ANOVA was carried out on job designation and the outcome obtained exhibited that job designation has noteworthy influence with the variables studied in this research. The implications of studying the effect of organizational culture on job performance, mediated by organizational commitment and work-life balance, offer valuable insights for enhancing organizational effectiveness and employee

well-being in the modern workplace. Due to the significant effects of work-life balance, managers should create and implement family friendly policies including teleworking, reasonable workloads and flexible work schedules. Hence, organizational support helps employees in managing their work and non-work domains of life.

Keywords: Organizational Culture, Job Performance, Organizational Commitment, Work Life Balance

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May Allah Bless Them Always!

INTRODUCTION

CHAPTER I

INTRODUCTION

Studies of social anthropology in the late 19th and early 20th centuries gave rise to the term "Culture." The term "Culture" is wide and comprises of information, beliefs, art, laws, customs, competencies and behaviors of individuals within groups as well as the social behavior and norms present in human communities (Onday, 2016). It is common to say that a certain region or locality gives rise to a certain culture. The term "culture" suggests prevalent social patterns. It essentially consists of a common comprehension of how the world works. Members of the group pass it on from one generation to other generation. People work together, exchange skills and knowledge in their networks. The methods that people use to share and the information they offer both contribute to the culture (Triandis, 2013).

Culture is complex and main component of an organizational life. Certain elements of an organizational culture are highly apparent such as rules within the group and behaviors of individuals. Certain aspects of culture rarely go unnoticed because they represent underlying assumptions, concepts, and values. Norms and values of a culture can be described as the way employees get affiliated with an organization; the standard customs, values and beliefs of an association, various different aspects that are being followed there and the beliefs and approaches towards the right and wrong of an organization. Culture should not be observed as a hindrance in managerial processes but should be considered as an important tool for economic stability of an organization. Culture offers several rewards in tough times by offering a number of benefits (Hsu, 2022).

Culture has many diverse features. There are various topographies of culture that are fundamental for understanding the individuality and variety of every individual's thinking processes. People have multiple identities depending upon the situation. Situational identity is a unique feature of cultural diversity (Thin, 2023). Sharing is another feature of cultural diversity. It assumes that culture is formed when people share beliefs and ideas with one another. It is a common practice among individuals to engage in cooperative endeavors and exchange knowledge with other individuals. Cultural knowledge is cumulative in nature. The information

is preserved and is transferred from generations to generations. With time we comprehend and learn more about our environment (Biswas, 2023).

Patterns are orderly and anticipated modes of behavior that are exhibited by members of a given culture. They arise from assimilation, dissemination and retention of cultural knowledge. It is noteworthy that patterns may exhibit both similarities and differences across various cultures (Thin, 2023). Soomro and Shah (2019) propose that each organization either small or large has certain traits that together form its culture and affect the performance and abilities of individuals. Numerous business newsletters and journals assert that culture holds a pivotal part in achieving organizational success. It is recommended that managers adhere to their organizational culture to facilitate growth within an organization.

IT professionals represent a rapidly growing segment of the worldwide financial situation. They require surroundings that enable them to exchange ideas, inspire them in decision-making and promote mutual support. Such an environment can be improved through the organizational culture. A healthy culture enables open communication, effective and dynamic involvement in policymaking, and the assessment of ideas and abilities (Powell et al., 2019). With the changing nature of roles for gender, family statuses, labor, and occupations the attention of scholars has been diverted to work-life issues. Incorporating work-life balance has been the center of attention of management, researchers, and consultants for a long time. To obtain enhanced job performance and higher work-life balance, the environment of an organization holds an important position. It shapes the attitudes and behavior of the employees, which provides a viable advantage to an organization. Any irregularity between work, life, and job attitudes of an individual has hostile consequences on the performance of employees (Crawford et al., 2019).

1.1 Organizational Culture

The fundamental organizational philosophy that comprises of common values, conventions, and principles that establish the cornerstone of an organization's operation is known as its organizational culture (Dewi & Sukarno, 2021). Organizational culture refers to the institutionalized ideals, presumptions, approaches and communicative customs that take on in an organization's appearance, demeanor, and behaviors ultimately defining its identity (Imran et al., 2022). The culture determines the conduct of employees within an organization and their

interactions with external stakeholders (Hogan & Coote, 2014). The culture of an organization that is established by a specific group or acquired over time as the group navigates the challenges of adapting to the external setting and achieving inner incorporation (Kwarteng & Aveh, 2018).

Diverse organizational factors hold an imperative position in deciding the strengths or weaknesses of its culture (Chienwattanasook & Jermittiparsert, 2019). Culture is an organizational tool that has the potential to fortify the business mission, elucidate its values and embody the aspirations of the organizational founders. Furthermore, it can exert a significant impact on decision-making processes and business strategies (Taneja, 2015). According to Hofstede (2011), organizational culture refers to the collective cognitive framework or commonly held convictions of individuals within an organization (Insan & Masmarulan, 2021). Corporate culture, also known as organizational culture let their members feel like they are a part of a family (Bisbey et al., 2021). Throughout the organization's history, events have given rise to patterns of ideas, attitudes and procedures that are reflected in the management and behavior of its associates (Huragu & Chuma, 2019)

According to Schein (2011), the concept of organizational culture is composed of three interrelated levels. The first level consists of expectations that replicate the fundamental views. The second level is comprised of standards, which are the shared values and morals that guide the behavior of individuals within the organization. Finally, the top level encompasses the observable and tangible features of the organizational culture. Additionally, it is widely acknowledged that many organizations possess cultures that serve to unify characters as unified individuals, with their actions being aligned towards the achievement or fiasco of the organization. It is imperative that the intricate set of fundamental proposals and positions that have been precisely developed and endorsed by the relevant organization, endure for a considerable period of time and retain its autonomy (Shane, 2002).

Culture is considered as one of the most crucial attributes of an organization. It is positively associated with the desired outcomes and performance in the place of work, as stated by Chatterjee et al. (2018). Sauermann (2023) asserts that strong cultures of organizations possess an advantage above those with fragile cultures. A strong organizational culture institutes a behavioral norm founded on ethical principles, which fosters a sense of identity and positive attitude among its members. Daft (2015) explains that a culture well developed and well

established provides a healthy environment to its employees. On the other hand, weak cultures result in reduced efficiency and performance which causes catastrophe of the organization (Cherian et al., 2021). Culture serves as a significant instrument for regulating employees' conduct. In situations where there is a requirement to enhance the way the customer's issues are addressed, rules and regulations may not suffice in resolving organizational difficulties. Instead, organizations must establish a conducive culture that enables employees to generate solutions aimed at improving customer-institution relationships (Nongo et al., 2012).

Organizations that cultivate a collective sense of purpose among their teams consistently foster the development and empowerment of their employees. This entails promoting a culture that motivates organizational personnel to perform at an elevated level, thereby achieving optimal operational efficiency within the organization (Denison, 2011) and modifying the behavior of employees as well (Ofori & Dampson, 2011). Tulcanaza (2021) explained that those employees who exhibit an optimistic approach demonstrate comparable approaches, principled ethics, and principles. Conversely, employees who exhibit adverse corporate culture possess dissimilar principled morals and views. Bigliardi, Dormio, Galati, and Schiuma (2012) stated that the effectiveness of individuals is deeply affected by their organizations. Change of organization can cause change in their efficiency and performance too. This declaration advocates that the organizational culture serves as a foundation upon which employees are able to execute their duties.

According to Denison and Mishra (1995), organizations interact with their environment in a sociocultural context that affects the lives of their personnel. The significance of organizational culture cannot be overstated in terms of improving the performance and profitability of an organization. Employees strive to outperform their colleagues and gather the recognition and praise of their supervisors. The workplace culture assists as the motivating force for personnel to surpass their peers in terms of performance (Uddin, 2013). The organizational work culture has a major impact on forming the brand image of the organization. It serves as a defining characteristic of the organization, representing a set of established policies that provide guidance to employees and instill them with a sense of purpose in the workplace. The work culture serves to unify individuals from diverse backgrounds, families and with varying attitudes and mentalities (Szczepanska, 2014).

Each employee possesses a clear considerate thought of their designated roles and duties, and endeavors to complete assigned tasks within the specified time frame in accordance with established guidelines. In organizations where a defined culture is followed, implementation of policy is not a challenge (Carsono, 2021). Newly hired personnel exert their utmost effort to comprehend and assimilate into the work culture, thereby contributing to the betterment of the organization. The work culture fosters positive relationships among employees, and no individual perceives their work as a burden, instead adapting themselves to the established culture (Contiu, 2012).

The culture of an organization is prejudiced by the nature of the business, its goals and objectives and the strategies and procedures implemented to achieve them. In government organizations individuals typically adhere to established guidelines and feedback procedures are mostly not followed. In fast-paced industries such as advertising and event management, employees are expected to be attentive, aggressive and hyperactive. Additionally, the work culture of an organization can also be influenced by clients and external parties to some extent (Boyce et al., 2015).

Culture is not always beneficial, sometimes it causes hindrance in the development and growth of an organization. Strict policies such as harsh rules and regulations may pose challenges for employees, which in turn makes it difficult for them to remain with the business over a long period of time. In such cultural contexts, retaining employees can become an overwhelming task. Therefore, policies must be designed so that they are employee-friendly and beneficial for them (Mariani, 2021). The gender of an employee affects the culture of an organization. In organizations where male employees outnumber their female counterparts, the organizational culture tends to normalize late working hours. Additionally, male employees tend to exhibit more assertive behavior, while female employees are often characterized by their compassionate and empathetic nature. The culture of a workplace can be influenced by the management and their approach towards employee management as well. In certain organizations, the management empowers their employees to make decisions and participate in strategic planning. This type of culture fosters a sense of loyalty among employees towards their management and encourages enduring dedication to the organization (Boyce et al., 2015).

The significance of organizational culture in shaping employee performance is evident, as it serves as a guiding principle for action and facilitates the enhancement of organizational member's work. It is widely believed that organizational culture is the primary determinant of employee success within an organization (Mariani, 2021). The effective implementation of organizational cultural values has the potential to enhance the performance of employees (Annisa & Frinaldi, 2020). There are various models and theories which help in understanding the concept of organizational culture. In this research Denison organizational culture model has been studied. It has four dimensions that includes involvement, consistency, adaptability and mission (Kotrba et al., 2012).

Involvement. Teams are the foundation of an effective organization, and they foster the development of employee's potential at every stage. Members of the association take great pride in their work and are deeply committed to it. Three indices measure this trait including empowerment, team orientation and capability development (O'Reilly et al., 2014).

Consistency. Organizations that are well-integrated and consistent are effective. Organizational structures and mentalities that foster consensus-based internal governance are developed by consistent organizations. These organizations consist of extremely committed employees. This kind of internal integration and stability-promoting uniformity is quite effective. This trait has core values, agreement, coordination and integration as its indices (Nongo & Ikyanyon, 2012).

Adaptability. Adaptable organizations are excited to take risks, learn from their errors and past mistakes and can effect change. They are raising the company's prospects of survival and expansion while also steadily enhancing its capacity to deliver value to its clients. Businesses with high levels of flexibility observe increase in market share and sales. This trait is measured by creating change, customer focus, and organizational learning (Mousavi et al., 2015).

Mission. A solid sense of direction and purpose that identifies the goals and strategic objectives of the organization is another attribute of successful organizations. An organization's members' proper course of action is defined by its purpose, which offers a clear direction and goals. An organization with a sense of mission can influence behavior of their employees. This

trait is measured by three indices that include strategic direction and intent, vision, goals and objectives (Mousavi et al., 2015).

1.2 Job Performance

The variable of job performance is widely studied and it is the most crucial and extensively researched aspect in industrial and organizational psychology and study of organizations (Carpini et al., 2017). It is the individual behavior and an observable action that adds value to the organization and supports it in achieving its objectives and goals, the extent to which an employee meets general organizational performance expectations (Campbell & Wiernik, 2015). Job performance encompasses all the possible actions that might have positive or negative effect for the attainment of organizational objectives (Carpini et al., 2017). The expected standard for employee job performance is to attain both quality and quantity which is designated to their job roles and responsibilities (Nwakoby et al., 2019). The outcome of task is commonly referred to as performance. It is the measure of an employee's accomplishments in relation to their job duties, which must be consistent with the expectations, aspirations and guidelines of the organization (Yunus, 2018).

The degree of quantity and quality, the method of production and the degree of supervision all play a role in the job outcomes. Job knowledge is the degree of expertise in a given field that will directly impact the volume and caliber of output produced. Initiative is the step taken in order to address the issues that arise during work. Mental proficiency is the capability of employees to adapt and work according to the instructions that are provided. Attitude is explained as the morale approach adopted in order to complete the tasks (Hewagama et al., 2019). The most important factor in human resource management is job performance. The evaluation and examination of job performance hold significant importance for various organizational procedures including personnel recruitment, compensation, incentives and training (Denisi & Murphy, 2017).

Job performance has dynamic nature. As a result of the evolving nature of work and organizations, the concept of individual work performance has undergone a transformation from its conventional processes to modern approaches (Griffin et al., 2007). Sonnentag (2023) emphasized on this aspect that the performance of individuals does not remain consistent, it changes over time depending upon various aspects that include 1. Individual perspective, 2.

Situational perspective, 3. Performance regulation perspective. Individual perspective is described as an individual's personal capacity which includes character, aptitude, motivation and work experience. Certain performance enhancement initiatives such as targeted experiential exploration and training programs have the potential to enhance an individual's job performance (Ramawickrama, 2017).

The situational perspective imply various factors present in an individual's environment that either facilitate or hinder their performance. This perspective seeks to identify the situations in which individuals are most likely to perform efficiently. Factors such as job characteristics, role stressors and situational constraints can significantly impact an individual's job performance (Ramawickrama, 2017). The performance regulation perspective differs from the two other viewpoints and centers on the job performance process as an ultimate route. This viewpoint recognizes activities at the organizational level, such as goal-setting, job design and training, behavior modification, action process improvement, and feedback interventions to improve work performance. Consequently, the identification of the vibrant scope of job performance is crucial for effecting change and improvement (Ramawickrama, 2017).

Griffin et al. (2007) suggested that job performance has three levels including individual level, team level, and organizational level. There is no group performance, organizational efficiency or financial growth without the performance of individual members (Campbell & Wiernik, 2015). Previous studies have demonstrated that optimal individual performance is a key for business success and has a significant influence on an organization's profitability. Inefficient job performance is frequently linked to reduced productivity, profitability and overall organizational ineffectiveness. Hence it is essential to identify both positive and negative dynamic features of job performance for the betterment of organization (Okoyo & Ezejiofor, 2013).

In challenging situations, individuals utilize their specialized knowledge and skills to achieve desired outcomes. These outcomes are typically measured in terms of capacity, excellence, and the overall influence that employees have on their respective roles, commonly referred to as performance (Nwakoby et al., 2019). Job performance is comprised of three main dimensions including task performance, contextual performance and counterproductive work behavior (Campbell & Wiernik, 2015).

Task performance is a fundamental aspect of job performance that encompasses the actions and activities that facilitates the creation and delivery of belongings and facilities. It is a crucial form of influence to an organization as it directly impacts the production, provision of goods and services. Task performance is characterized by a range of behaviors that are specific to different job roles and are typically prescribed within job descriptions. These behaviors are essential for achieving organizational goals and objectives and are therefore a key focus of organizational management and leadership (Auginis et al., 2012).

According to Koopmans et al., (2015), task performance indicators encompass a range of competencies including the completion of job tasks, the maintenance of up-to-date knowledge, technical knowledge and productivity, accurate and precise work, effective planning, problem-solving abilities, technical expertise and productivity. Task performance is classified into two distinct categories: Declarative knowledge as well as procedural expertise. Declarative knowledge is the understanding of the steps required to do specific activities. Procedural knowledge and skill is concerned with the capability to perform the recommended tasks. Consequently, the employee must know that how to perform certain tasks and which activities should be done to attain the desired outcome (Campbell et al., 2015).

Contextual performance denotes the actions that enhance the social and psychological atmosphere of an organization, thereby contributing to its overall objectives (Rotundo & Sackett, 2002). Creating a positive organizational environment is a significant factor which contributes in the success of an organization. This involves performing tasks that extend beyond one's job responsibilities, cooperation with fellows and showing interest (Koopmans et al., 2015). The diversity between task performance and contextual performance lies in the fact that the task performance endorses the competent working of the organization. While contextual performance is influenced by personality and related factors, task performance is typically predicted by abilities and skills (MacKenzie et al., 1991).

Deliberate actions undertaken by employees that have a negative consequence on the inclusive health and running of the association is the counterproductive work behavior. The activities that are harmful for the organization are off-task activities, expressing dissatisfaction, intentionally performing tasks incorrectly and misusing the privileges given to them are counterproductive behaviors (Koopmans et al., 2015). These detrimental behaviors have negative consequence on personal as well as organizational level (Rehman & Shahnawaz, 2018). The

dimensions of job performance are correlated with each other. There is positive and significant correlation between task and contextual performance, whereas, there is a negative and significant correlation between task performance, contextual performance and counterproductive work behaviors (Azevedo et al., 2020). Organizational commitment is an essential component in determining the outcomes of an organization (Anoliefo, 2018). It is the readiness of employees to devote their efforts to the organization. The attainment of increased performance of employees is dependent upon the presence of a robust commitment to the organization and emotional attachment to it (Lapointe et al., 2018).

1.3 Organizational Commitment

The degree to which an employee accepts and believes in the organization's goals and wishes to stick with it is known as organizational commitment (Al-Jabari & Ghazzawi, 2019). It also refers to a person's level of interest in their organization and willingness to stay a member of the organization because they are devoted in giving their employers their best efforts (Hadi & Tentama, 2020). A person with a high commitment level worries more about the organization than their own interests (Mete & Bıyık, 2016). Individuals will act in their own best interests when there is a lack of organizational commitment. Identification with the organization's goals, a sense of participation in its operations and a sense of devotion to it are all components of organizational commitment (Harmen et al., 2020).

Organizational commitment is the binding force between organizations and employees. Members of an organization can demonstrate their level of recognition and attachment to the organization where they work by their attitudes, which are reflected in their organizational commitment (Alparslan & Saner, 2020). When it comes to inspiring and retaining workers in the present era, the responsibilities of executives and human resource management have become more multifaceted (Idris, 2014). In order to attract talent and keep employees as long-term assets to the organization, the management face more problems as a result of the workforce's globalization and improvements in telecommunications technology (Singh & Gupta, 2015). Faloye (2014) states that an organization's total stability including its productivity and financial viability is maintained when it can find, develop and retain qualified workers.

The significance of organizational commitment originates from its correlation with specific behavioral and attitudinal outcomes in the workplace. Organizational commitment results in less turnover, decreased counterproductive behavior and enhanced job performance

(Eisenberger et al., 2019; Rubenstein et al., 2017). According to the behavioral approach, having a personal investment in the organization is a prerequisite for commitment. On the other hand, attitudinal approach defines commitment as the degree to which a member of the organization identifies with a specific organization and its objectives as well as their desire to continue being a part of the group in order to support the achievement of their objectives (Meyer et al., 2004).

Organizational commitment is shaped by an individual's relationship to the organization which is a natural and organic process (Messner, 2013). Employee loyalty to a corporation is vital ever since it effects their engagement there and benefits with employee preservation. When employees believe that their employers fulfil their job needs and support them, the employees are more motivated to devote in their work. They will also have an improved organizational commitment and work performance as well (McDonald & Makin, 2000). Employers who care about work-life balance of employees, help them in hiring and retention (Farivar & Cameron, 2015), their employees perform well in terms of their job performance and increased organizational commitment is seen in their employees (Chang et al., 2019).

1.4 Work-Life Balance

Work-life balance is the state of having a harmonious relationship between work and non-work activities, such as leisure, family, and personal development. If a person is successful in achieving harmony in all spheres of life, they will have Work-life balance (Kim & Park, 2008). It is the extent to which a person participates in and finds equal satisfaction in their job and personal duties. In the US, working mothers began to express worries about work-life balance in the 1960s and 1970s. Later, in the middle of 1980, the US Government offered the problem its proper solution. In other parts of the world, Work-life Balance was sufficiently recognized as a human resource management issue in the 1990s (Bird, 2006). The primary focus of work and personal life was on female employees who were responsible for childcare. Later, it was discovered that male employees also had private lives unrelated to their jobs. As a result, the challenges associated with balancing work and social obligations came under investigation (Grisslich et al., 2012).

Work-life balance is a significant phenomenon and a major source of concern for both private and public sector organizations (Obiageli et al., 2015). Regardless of the perspective of age, gender, degree of education, family situation, or line of work all employees have an

important concern for work-life balance. The tension between work and life in the workplace not only leads towards physical and mental health issues but also raises turnover and low performance. Employees that are content with their work, feel comfortable in their surroundings and are self-motivated to work for the betterment of an organization that values their needs and well-being (Adu et al., 2021). With more people working, the idea of work-life balance has gained popularity. The dual-earner couples, single parents, long workdays, blurring boundaries between work and non-work and rising aspirations for a high excellence of life, people now have more obligations in both their personal and professional lives, which leads to an imbalance between work and life (Adu et al., 2021).

In today's environment, the concept of work-life balance has become increasingly important (Akanji et al., 2020). To attain an encompassing sense of comfort, such as life satisfaction, mental health, and global life satisfaction, employees are more worried about balancing work and family obligations (Ninaus et al., 2021). Reduced unemployment, corporate citizenship, enhanced work engagement, better job performance, higher productivity, greater organizational commitment and employee well-being are all associated with successful work-life balance (Taşdelen-Karçkay & Bakalm, 2017).

Organizational policies nowadays are aimed at fostering an atmosphere where employees can be motivated both internally and externally to develop and raise performance. To enhance the performance of employees and work-life balance, organizations are concentrating on implementing a number of human relation initiatives (Thevanes & Harikaran, 2018). An employee's time is mostly devoted in fulfilling their personal duties as well as professional duties. It is difficult for a dual-earner couple to balance work and life without domestic support. Support from the spouse and family improves work-life balance (Dumas & Perry, 2018).

Mindfulness, emotional intelligence, and stress coping strategies can be considered to improve the WLB of employees (Zheng et al., 2016). Social changes brought about by local and global events have altered peoples' lifestyles. Utilizing WLB policies enables one to balance the responsibilities to one's family and job. WLB policies are available, but their practical uptake is slow and inconsistent (Adame et al., 2018). Organizational variables define how a company is set up, including the policies, rules, and guidelines that are made to manage employees and handle their work-related responsibilities. Only a small number of IT companies offer the options

of flexible scheduling, reduced working hours, work from home and childcare facilities. Role overload occurs when organizations demand workers to do multitasking. WLB is badly impacted by the intensifying demands of organizations and short deadlines. Because of time constraints, managing one's personal life might be difficult (Jenkins & Harvey, 2019). A great percentage of a normal day is consumed by the work (Haar et al., 2019) as a result, the lives of employees become exhausted, undernourished or neglected. According to Hughes et al., (2018), employees have limited time for their families. Improved WLB results in improved employee efficiency and their performance.

Flexi-time schedules are flexible work arrangements that are typically formed among an employee and an employer. Flexible scheduling, daycare, parental leave and supervisor support are among the services that employees have which results in less resistance between individual's personal and professional lives, less stress and a lower tendency to leave their positions (Wheatley, 2016; Dave & Purohit, 2016). The likelihood that employees may experience strain and tension is often on the rise in organizations where they operate in a strict setting. Flexibility in policies and rules benefits organizations more than employees. As by flexible scheduling employees work with more dedication and passion for their organization (Wheatley, 2016). Annual vacations, parental leave, casual leaves, medical leave, compassionate leave, study leave, career leave, etc. are among the leave programs that facilitates the employees and enhance their WLB as by compensating employees they feel content and satisfied by heart (Isaacs et al., 2017). Work-life balance is fundamental for preserving a healthy workplace. Maintaining a healthy balance between one's personal and professional lives is the main goal of work-life balance (Irfan et al., 2023).

WLB refers to adequate planning that satisfies an individual, rather than assuming that work and non-work-related activities take equal amounts of time. Imbalance in WLB causes drinking issue, blood pressure, psychological ailments, exhaustion, deficiency of energy and enthusiasm (Hammig & Bauer, 2009). Employees who put extra effort and work overtime may experience weariness, irritation, mood fluctuations and a decline in work performance. In current age WLB is of crucial importance. WLB boosts the commitment of employees to organizations and enhances their performance also (Irfan et al., 2023).

Organizational commitment serves as a critical mediator between culture and performance. Employees who identify with their organization's values and feel a sense of belonging are more likely to exhibit higher job performance. Studies have shown that work-life balance policies positively predict organizational commitment, leading to increased loyalty and reduced turnover intentions (Powell et al., 2019). Work-life balance is a significant factor affecting both organizational commitment and job performance. Flexible work arrangements and supportive policies enable employees to manage personal and professional responsibilities effectively, leading to higher job performance. Research indicates that organizations offering robust WLB programs experience enhanced employee well-being and organizational commitment (Al-Hawary et al., 2023).

In the IT industry, the rapid pace of technological change and project demands can lead to high stress levels. Studies have found that IT professionals benefit from organizational cultures that promote psychological safety, continuous learning, and innovation. Such environments not only improve job performance but also enhance commitment and work-life balance of employees. The interplay between organizational culture, commitment, and work-life balance is complex yet crucial. In the rapidly evolving global business landscape, the demand for IT professionals has intensified competition among organizations, leading to challenges in retaining highly qualified IT members in their organizations. A supportive culture that values employee well-being fosters greater organizational commitment, which in turn enhances job performance. Implementing policies that promote work-life balance can strengthen this relationship, leading to a more engaged and productive workforce (Costa et al., 2024).

1.5 Organizational Culture and Job Performance

Culture of an organization is important for both individuals and enterprises. In order to make employees effective in their professions, organizations should value their employees and work to improve their organizational cultures. Strong organizational cultures encourage cooperation and participation among employees, allowing them to advance and develop within the company (Kuswati & Sundararajan et al., 2020). The link between various morals and principles and employee performance is particularly advantageous for administrations and it may be used to improve employee performance through organizational culture. Strong management and worker relationships must be internalized in order to produce good organizational

performance. Organizational culture has a favorable and significant influence on job performance (Sopiah et al., 2021; Diana et al., 2021; Rozanna et al., 2019).

According to Ahmed's (2014) investigation carried out in a Pakistan telecom sector, there is statistically noteworthy correlation between organizational culture and performance of employees. Some Telecom franchisees in Bahawalpur were employed in the study. The results demonstrated that all facets of Denison's organizational culture i.e. involvement, consistency, mission, and adaptability had an impact on a number of organizational and worker performance metrics. Ahmad (2012) found a connection between organizational culture and performance of employees at Pakistani universities. 140 employees' data were collected using questionnaires. The findings demonstrated a strong positive correlation between the two features.

Strong positive correlation has been found between organizational culture and job performance according to Pearson correlation and T-test matrices (Nazir & Zamir, 2015). A strong organizational culture would promote company effectiveness and a positive work environment (Gregory et al., 2009). Organizations with the appropriate culture would benefit in ways such as improved employee engagement, perception, ethical behavior and corporate ethics, as well as career fulfilment and improved performance (Paais & Pattiruhu, 2020). The majority of the research done in a variety of industries throughout the world has proven that organizational culture significantly improves employee job performance. These industries included finance, education, the food processing industry and telecommunications (Anoliefo, 2018). A firm organizational culture brings out the best in an average person. The competencies of an exceptional individual are diminished by a weak organizational culture (Mohamed & Abukar, 2013). Organizational culture and its dimensions i.e. consistency, mission, involvement, adaptability have a significant impact on how well employees perform. The diverse organizational cultures significantly affect employee's performance at work (Janićijević et al., 2018). An experimental study conducted by Bhatti (2012), explored the effect of culture on the employee's performance and efficiency of organization. The results of the study featured that corporate culture is being significantly affected by the performance of employee's. Employee performance is greatly enhanced by culture of a particular organization, as it acts as a facilitator in enhancing the performance. Organizational culture instigates the consistency amongst the associates of the organization.

Employee performance in company is influenced by type of organizational culture. It either upsurges or declines the performance of employees. An administration's desire to increase performance requires implementing all available strategies, such as creating an atmosphere that not only satisfies its consumers but also the labor force and personnel that comprise of the organization (Stephen, 2016). An organizational culture where people are the vigorous and essential part of the organization's development, improves job performance of employees as it encourages employees to align their goals and aspirations with those of the company to support its expansion (Awadh & Saad, 2013).

The organizational culture provides employees with a clear route of anticipated and accepted processes, organizational behaviors, values, and standards by allowing them to become familiar with both the previous and present ways and approaches of procedure of an organization. Managerial procedures, aims and objectives enhance the performance of its employees and are significantly related to each other (Soomro & Shah, 2019). Employee performance is being measured by the different facets of organization culture including consistency, involvement, adaptability and mission (Marker, 2010). Although organizational culture has a noteworthy impression on worker performance, there could be a difference between the culture that the corporation wants and the culture that workers truly accept. This disparity arises when the company's declared values and the norms followed on a daily basis at work diverge. Employee's discontent, annoyance, and poor performance are caused by this misalignment (Ekosusilo, 2020; Hasibuan & Bangun, 2020).

According to the Denison model, a strong and well-integrated organizational culture improves workers' task performance and contextual awareness. This is supported by studies on Denison organizational culture. This link results from the ways in which these cultural characteristics influence an organization's decision-making procedures, leadership philosophies, working conditions, and levels of motivation and engagement among employees. Employee's engagement, adaptability, a clear objective and consistent procedures are all hallmarks of a well-defined organizational culture, which greatly improves workers' capacity to do their duties properly. This relationship highlights the significance of culture of an organization as a key aspect in improving job performance and overall organizational success (Magee, 2002).

Kandula (2006), suggests that a strong culture is the key factor in increasing to high-quality task and contextual performance of individuals. Magee (2002) concludes that some practices may be detrimental, it is imperative to take organizational culture into account. It is clear that an exceptional employee can perform poorly because of the demotivating elements of a weak culture, which results in little achievement, but an average person can operate brilliantly under a strong or positive culture. Hence, organizational culture plays an imperative part in the performance improvement of employees (Zehra & Bukhari, 2017).

1.6 Organizational Culture and Work-Life Balance

Personnel who work for organizations with perks and strategies in abode typically have a better work-life balance, but if they don't use the provisions, the balance will likely worsen. There is a strong relationship between organizational culture and work-life balance. There is little friction between work and family, as well as low absenteeism and turnover when culture of an organization balances work life and personal life (Rife & Hall, 2015). Unnecessary stress rises when someone works too much and doesn't have enough leisure time (Golder & Wiens-Tuers, 2005), leading to deprived health, lower performance and efficiency (O'Driscoll et al., 2003).

Work-life balance is more likely to occur when family-supportive policies are taken in consideration (Han & McLean, 2020; Ferri et al., 2018). Workplace culture has a momentous impression on employees' work-life balance. Workforce have seen significant changes in the past few years. The effects of dynamic employment transitions are undoubtedly being felt by employees (Shabir & Gani, 2020). Workers anticipate that employers will foster an environment where they can feel more fulfilled at work and have more chances to advance both personally and professionally. Furthermore, they also expect their organizations to support them in better balancing their personal and professional life. Family-friendly programs have a higher chance of being adopted and embraced by staff members when an organization's culture prioritizes giving employees a healthy balance between their job and personal obligations and is supportive (Anand & Vohra, 2020).

Negative organizational culture causes imbalance in work life, dissatisfaction at job and high turnover among employees (Shah & Baker, 2022). A friendly corporate culture that promotes adaptability and responsiveness supports employees' personal situations, family demands, and obligations. Conversely, an intolerable work environment makes it harder for

employees to strike a balance between the challenging needs of life, which frequently leads to clash and misbalance (O'Neill & Follmer, 2020).

1.7 Work-Life Balance and Job Performance

The failure to attain the ideal equilibrium between effort and reward is closely related to both a lack of energy in meeting obligations and personal requirements and a lack of control over one's profession. A mismatch between effort and reward can lead to weariness, reduced quality of work and a reduction in life quality. Work-life balance and job performance have a substantial relationship (Johari et al., 2018).

Work-life balance shakes not just the productivity of the company but also the attitudes, actions and general well-being of its personnel. In order to improve employee performance, businesses must implement innovative administration techniques that offer social and supervisory support (Au & Ahmed, 2014). Workers with excessive workloads were shown to exhibit poor job performance, low work-life balance and decreased likelihood of becoming ingrained in their organizations. If workers believe that they are not succeeding in merging their work and non-work roles, they may decide to quit their jobs either by showing low performance or increased absenteeism from their jobs (Lawson et al., 2013).

The absence of work-life balance has contrary effect on job performance (Preena, 2021). Employee performance is enhanced in a healthy work environment, which also evaluates how well new technologies are being used. The work-life balance of employees and their job performance are significantly correlated (Borgia et al, 2022). Researchers recommended that human resource managers create efficient policies that help lessen work-life conflict among employees and improve their performance, as well as giving them with sufficient guidance and assistance, flexible hours of labor and a reduction in workload (Allen et al., 2020). Healthy work-life balance leads to grateful employees towards their companies. An employee with a high work-life balance performs better at work (French et al., 2020). If employees are satisfied with their professional and personal achievements, they are more likely to meet their demands and set goals (Dousin et al., 2019).

1.8 Organizational Culture and Organizational Commitment

Culture is the characteristic that sets one organization apart from another. Organizational commitment increases with stronger adoption of organizational cultural values. It is the standard goals and values that gives the guidance to the fellows of organization. Each person in the organization is unique due to their individual personality. Organizational commitment and all aspects of organizational culture have favorable correlations. Organizational commitment was significantly impacted by mission and consistency (Rahmatullah et al., 2022). Numerous research studies examining the correlation between organizational culture and organizational commitment demonstrate that these variables positively relate with one another (Brewer & Clippard, 2002). Organizational culture has been recognized as a primary reason behind employees' retention and commitment (Desselle & Lui, 2018).

A study was done in Information Technology organizations to look at the effect of organizational culture on organizational commitment. The investigation showed that there is a progressive and noteworthy relationship between organizational culture and organizational commitment (Aranki, 2019). Another study was conducted on banks and the results of the study showed that all aspects of organizational commitment and organizational culture had positive and significant relationship using the Pearson correlation test and linear regression approaches (Khalili, 2014).

1.9 Organizational Commitment and Job Performance

The readiness to provide the efforts and loyalty to a social structure is the organizational commitment. Performance at work is seen as a crucial metric within the company (Lapointe et al., 2018). Job performance of an employee can be enhanced when they are loyal to their organization (Khan et al., 2010). Employees can be inspired to perform better if they have a robust commitment to the organization's standards and purposes, are eager to put in a lot of energy on its behalf and are strongly motivated to stay loyal and committed to the organization. Organizational commitment is significantly associated with job performance (Al-Zeifeti & Mohamad, 2017).

Organizational commitment has positive impact on job performance. It proposes that when workers are highly committed to their effort, have strong convictions and accept the organization's current values, they will be more likely to put in a lot of struggles for the

organization and produce better results (Hendri, 2019). Organizational commitment has substantial impacts on employees' job performance at work. Employees who have a strong psychological bond and devotion to the company will deliver high quality work. Employees' readiness to achieve at job may be increased or decreased depending on level of commitment, which ultimately has an impact on performance. Committed employees participate and think about their work more than less devoted employees and also perform better in their employment (Loan et al, 2020). Job performance is positively and significantly impacted by organizational commitment (Ausat et al., 2020). Individuals who exhibit high levels of organizational commitment behave positively towards the organization, give the maximum amount of their time and energy and they also have a strong sense of loyalty and a strong desire to remain committed to the organization. Job performance has a strong and positive relationship with organizational commitment (Ulabor & Bosede, 2019; Tjahjono et al., 2020).

1.10 Organizational Commitment as a Mediator

When an organization has to improve or pursue its aims and objectives, corporate culture is regarded as a crucial aspect. The fundamental principles of the company might motivate staff to put in more effort and produce greater results, therefore, culture of an organization may impact on an effectiveness of organization. Strong organizational culture would facilitate personnel to easily comprehend the goals of company and achieve high performance. An important basis for creating and maintaining commitment is organizational culture. Employees will work for achieving organizational goals if they believe that they fit in with the culture, which will enhance commitment at it will eventually lead to enhanced performance of employees (Mohamed, 2013). Organizational culture, organizational commitment and job performance are all significantly correlated.

To improve employee's job performance, organizational culture must be strengthened. If an employee feels invested in or devoted to their organization, they will give more to the organization (Chiu et al., 2020). If an organization is consistent in its working, then it will enhance task performance and contextual performance of employees as well. It has been thought that a strong organizational commitment is essential for achieving higher performance. A key constituent of refining performance is employee organizational commitment, as the efficiency of an organization depends heavily on the output of its workforce (Menaka, 2015).

Along with high employee continuity, high adaptability is the organizational culture element that has the highest influence on raising task and contextual performance of employees. It is crucial for organizational commitment to be raised because organizational commitment acts as a mediator to strengthen organizational culture on performance improvement. The improvement of high performance is shown by the high-quality work of employees, which in turn leads to maximum performance. The results of the study being conducted shows that employee's competencies won't affect the performance if they are not committed to the organization (Patulak & Thoyib, 2013).

Organizations should develop a solid, uplifting culture that reflects their workforce. The process of socializing the culture must begin as soon as a great culture has been established, using the proper technique. The management must incorporate the culture into every choice, decision and course of action after the development of a culture. Employees would only gradually comprehend and adopt the culture in their work only when the culture of an organization is continually implemented and it involves its employees. Organizational commitment will be strengthened by an understanding of and application of organizational culture, which will ultimately impact the task performance of employees (Hendri, 2019).

Employee dedication in pursuing a common path towards the organization's objectives is increased by a strong organizational culture. Employees in organizations with strong cultures work together to achieve shared objectives, giving them the chance to advance within the company and enhance their capabilities. It is established by results that employee's commitment and contribution are important factors to rise the job performance (Raharjo et al., 2018).

Organizational commitment acts as a mediator in the interaction between the predictor of organizational culture and the outcome job performance. The extent to which an organization's members are involved in its culture, their commitment is strengthened which in turn helps them to avoid engaging in unproductive work practices and improves their task as well as contextual performance (Ramshida, 2013). Organizational culture influences work performance via mediating effect of organizational commitment. In order to boost the influence of organizational culture on job performance, businesses should strengthen organizational commitment inside the workplace. The theoretical framework suggests that fostering a culture that aligns with the dimensions of Denison's organizational culture can lead to a more committed workforce, which

in turn positively impacts overall individual work performance of employees (Sihombing et al., 2018; Chiu et al., 2019).

1.11 Work-Life Balance as a Mediator

Due to the organization's culture of family-friendliness, employees feel backed by their employers and are less hesitant to voice concerns about work-life balance. Those personnel who experience the envisioned culture will be required to remain with the group since their perception of the ideal culture creates a social link and keeps them close (Ismail et al., 2018). A deeply engaged culture reduces stress and role conflict, which boosts employee well-being and task performance as well as loyalty to the organization (Matthews et al., 2014). A study, (Talukder, 2021) explains that WLB mediated the link between an organizational culture and worker job performance. It suggests that an employee's capability to accomplish WLB intensifies when resources which can be physical, cognitive, or emotional, surpass demands, and decreases when demands exceed available resources.

A research study conducted by Duan (2022), explores that how the relationship between an independent organizational culture and job performance in the workplace is mediated by work-life balance. Findings of the study illustrates that the mediation of work-life balance on the involvement of employees in organization indirectly affects contextual as well as task performance. Research by Haar et al., (2014) suggest that a content workplace may result in a healthier work-life balance which can boost performance by decreasing stress, improving morale on the job, boosting morale and enthusiasm among workers. Prasad and Pateriya (2023) explained that work culture positively effects the performance of the employees directly and indirectly it is being mediated by work-life balance. Work-life balance moderately mediates the association between workplace culture and employees job performance.

Corporate culture is a substantial aspect in both individual performance and the success of the industry. By prioritizing employee satisfaction and joy at work, companies may increase productivity, improve work-life balance, strengthen their whole organization and enhance performance of employees as well as organization. There is noteworthy association between organizational culture and job performance with mediating effect of work life balance (Prasad & Pateriya, 2023).

Giancaspro (2022) confirmed the critical role of culture of an organization in influencing the job performance of workers. Supportive, employee-centered and consistent corporate culture may help boost employees work performance. Work-life balance is shown to be significant mediating factor that improve employee performance. Employees who receive support, consideration, attention from their employer and a strong organizational culture will perform better in their place of employment.

The majority of research explains that the work-life conflict shows trouble managing many responsibilities and duties at work and personal life may get effected which results in poor work behaviors including stress, emotional exhaustion and burnout which ultimately decreases job performance (Jensen, 2016; Rabenu et al., 2017). A positive organizational culture that is consistent would result in positive emotions and better work life interface that could possibly encourage workers' contextual performance and their roles more efficiently (Pradhan et al., 2016; Lapierre, 2018).

Different demographic variables i.e. gender, education, marital status, working hours, job designation and job experience have been studied in this research and their effect on organizational culture, job performance, organizational commitment and work-life balance has also been studied.

1.12 Gender

The values of organizational culture and gender differ significantly. Researches have shown significant gender differences where women are more agreeable and conforming to authority as compared to males. Men are aggressive, competitive and have more success expectations. Women prioritize doing jobs properly and fostering happy relationships over competitive achievement (O'Neil et al., 2005). Gender traits would influence the culture of an organization. Women are often perceived as being comparatively humble and meek with feminine characteristics like kindness and selflessness, communal and more oriented towards interpersonal group processes whereas men are aggressive and independent. So, culture of an organization effects females more as compared to male employees (Castro & Justo, 2017). There is no important alteration found among men and women on job performance. This shows that there is no noteworthy variance between men and women on the basis of gender and job performance (Sapkota, 2023).

Research on differences in work-life balance between genders is contradictory. However, additional researches indicate that gender still has a considerable impression, with males showing better levels of work-life balance than females (Morgenroth, 2021). Owing to cultural norms, gender bias in the workplace, time constraints and spouse support women express significant difficulties in balancing work and home responsibilities (Pace, 2021). Due to the duties of families, women show less career resilience. It seems that women experience more friction between job and family life than males. Research indicates that men have higher work-life balance than women do (Solanki, 2021).

Women experience an inferior work-life balance, which calls for workplace policy changes that are appropriate in order to address the problem. Work-life balance (Askari, 2021) varies among gender. Role conflict, a lack of appreciation for accomplishments, politics inside the organization, gender bias and childcare concerns are some of the problems which cause low WLB among the employees (Warrier, 2013). There is statistically noteworthy variance between the organizational commitment of males and females. Males show more commitment level as compared to women as they have responsibility of home and need job to live a fulfilling life (Satriawan & Anindita, 2021).

1.13 Job Experience

There are various researches which conclude that work experience of employees has a significant correlation with organizational culture. The results indicate that as the job experience of the employees increases, they develop self-confidence and the tendency to compete decreases in them and the culture of organization affects them less as compared to those who are new recruits (Ali, 2021). Another study conducted by Sürücü (2020), indicates that employees who have little experience or those who are new to the firm or an organization are more affected by the organizational culture. Employees that have just been hired are more adaptable and eager to provide a variety of services. Together with these findings, newly hired staff are more competitive than long-term employees. According to a research, workers who spend less time at a company are more affected by the culture of an organization as compared to those who are in the same firm for a longer time. In a study carried out by Ajlouni et al., (2019), it was explained that there is no noteworthy outcome of work experience of employees and culture of an organization.

Employees with more experience are less adaptable to societal and novel circumstances and are less receptive to amendment so no significant differences were found between job experience and job performance (Kahya, 2007). Experience of employees indicates significant correlation with work-life balance. Numerous studies have shown that new workers give high value to work-life balance because they do not want to work under pressure to inhibit their subjective lives. Nevertheless, scheduling and arrangement flexibility is something that both younger and older workers' desire (Li, 2018).

The longest-serving staff have the highest level of organizational commitment. Organizational commitment and employee work experience differ statistically significantly from one another and are correlated with each other (Bakotić, 2022). One good indicator of organizational commitment is tenure. An employee is more likely to form feelings of loyalty and attachment to the company the longer they stay there. They might advance and receive promotions, earn more money and receive other benefits. Tenure and dedication to the organization are positively correlated (Avci & Erdem, 2022). Research results report a positive relationship between tenure and organizational commitment. Both are positively and significantly connected to one another (Sheikh, 2017).

1.14 Education

Education has no significant impact on organizational culture. There is no discernible relationship between organizational culture and education level (Ajlouni, 2019). In a study conducted on organizational culture and its demographic characteristics (Sürücü, & Sürücü, 2020), it was concluded that organizational culture is not meaningfully interrelated with education level of employees. There were 4 levels of employees' education i.e., elementary level, high school, undergraduate and post-graduate. Results obtained displayed that there is no difference between organizational culture and education level.

After conducting research, Mulugeta (2020) found that employee education is essential to a company's success. Education increases an employees' worth and boosts their self-esteem, enabling them to make a more significant contribution. Education and job performance are significantly and favorably correlated. Task and contextual performance were considerably impacted by varying educational degrees. Postgraduate employees exhibited significantly higher mean values when compared to other employees, suggesting that postgraduates perform at a

better level on the job (Kalia, 2019). Work life balance is positively and significantly related to education level of employees. Employees with higher levels of education are given greater freedom to decide when and how much work they do, as well as greater authority and flexibility in making decisions (Mainiero, 2005).

Highly educated workers have the lowest level of loyalty to the company. It's likely that they have greater standards and demands. Consequently, they are unable to cultivate a greater sense of organizational commitment in contrast to employees with lesser levels of education, who tend to have lower aspirations and expectations as well as fewer career options. Thus, it can be said that there is a strong correlation between organizational commitment and education attainment levels (Bakotić, 2022). Individuals with lower levels of education incline to be further devoted to their organizations since they have a harder time finding new employment. Organizational commitment is significantly correlated with education level of employees (Khan et al., 2013).

1.15 Job Designation

Relationship between organizational culture and job designation was found important and noteworthy. In a study conducted on employees of a company it was concluded that demographic factors exert a significant influence over organizational culture. The sample taken were the employees of top level, middle level and lower level management of the organization. Significant variations in managers' designation levels were found via ANOVA analysis. There occurs a substantial affiliation between job designation and organizational culture. The respondent's attitude towards their jobs improves with time and with their timely promotions. As the experience of their work increases, their job designation also improves which results in clearer job roles with time. Employees get more knowledge and improve their skills to perform their tasks (Rifai & Susanti, 2021).

Another study was conducted on entry level and executive level employees. According to the study's findings, employees' performance was unaffected by their designation at work if there was no proportionate rise in compensation. It has been discovered that better job security in the public sector encourages workers to deliver quality work. Employee performance was higher when they worked for large, well-organized organizations with lots of career options (Kalia, 2019). In a study conducted on various demographic factors linked with work-life balance, it was

established that job designation of employees is significantly related to their work-life balance. High level employees have improved work-life balance than those at lower levels, according to the substantial P value. They have more resources and authority which keeps their work-life balance intact (Schieman, 2013).

The individuals who are on higher ranks show more commitment. They are more loyal towards their organization. They are usually the ones who get more bonuses, incentives and more rewards. They are the privileged employees of any organization. The association between organizational commitment and job designation is significantly correlated. Lower level employees show lower organizational commitment as compared to top level management (Shah et al., 2020, Gopinath, 2020).

1.16 Working Hours

Some companies' make their workers put in long hours and overtime, which impairs their ability to perform normally. Employees frequently fail to meet their desired goals and outcomes despite putting in more hours of effort resulting in negative and significant correlation between long working hours and organizational culture (Rife & Hall, 2015). When there is a good work culture, people are more inclined to utilize rules and benefits and take time off for personal purposes. Once a better organizational culture is established then there is betterment in the working of the employees. If long working hours are paid and employees get incentive of working for long hours, then employees are happy to perform their task otherwise it will affect the normal functioning of the employees (Groner, 2018).

The South African Basic Conditions Act states that an employee is not permitted to work more than 45 hours a week during regular business hours (Bröchner, 2017). When employees work more than the set limit then their performance is deeply affected. There is strong negative relationship between job performance and working hours. As the time of doing work increases, the performance decreases (Joshua, 2021). Employees' work week is prolonged and their leisure time is diminished when they work overtime. After a while, this habit causes the workers to become increasingly exhausted, stressed out, and unhappy because they are not spending much time with their families. It has adverse effect on their performance and it will eventually lower their performance. Workers need time away from their work to improve physical, mental, and

emotional level. The job performance and working hours fluctuate significantly (Pencavel, 2016).

International Labor Organization (ILO) established a law in 1930 that 40 hours a week should be the ideal work week. Workers become fatigued after working multiple hours and hence their performance and productivity decreases (Collewet & Sauermann, 2017). Long work hours and performance were found to be statistically significant and associated in another investigation. A substantial connection was found between employees' performance and salaries and extended work hours. This shows that the working hours' effect job performance (Vallo & Mashau, 2020).

When workers have control over their time they show more satisfaction. In a study, the links between working hours, job satisfaction, and work-life balance was examined and the outcomes of the study showed that long working hours cause stress and imbalance in an employee's life and there is significant difference between both variables. As a result, it is advised that labor rules be changed accordingly to discourage working excessive hours and improve work-time flexibility (Hsu, 2019). Longer working hours mean that employees can spend less time with their families, which negatively impacts work-life balance. This demonstrates that work-life balance and working hours fluctuate significantly (Putra et al., 2020). Flexibility in working hours decreases the conflicts of employees which arises due to their various roles in life. Impact of working hours on organizational commitment is positively and significantly correlated (Buruck et al., 2020).

Individuals can fulfil their predictable obligations in the family, society, and other spheres of life due to flexibility of their work schedules. Hence, forms a substantial connection between organizational commitments and working hours (Gautam et al., 2023). Chen and Fulmer (2017) explained that organizational commitment is absolutely impacted by working hours of employees in an organization.

1.17 Marital Status

In a study conducted, there was no substantial variance found between organizational culture and marital status. There was no association between marital status and organizational culture (Turkkan & Yalcintas, 2017). Married employees are more dedicated and driven to

accomplish better at work than unmarried employees because they need a secure employment due to perceived obligations to their family and worries about their fiscal security (Bogahalande et al., 2015). The marital status of the employees significantly affects the dimensions of job performance individually. When it comes to job performance, married employees score higher on the mean values than their single counterparts. Married workers are more cautious, sincere, and responsible at work since they require job security to support their families which is also reflected in their work output (Kalia, 2019).

According to a study by Panisoara (2016), there is no obvious difference in the work-life balance among different levels of the employee groups, that were the subject of the research married with children under the age of 18, married with children above the age of 18, and unmarried. Another study's findings indicate that personnel who are not married may not have a good work-life balance. Paralleled to single workers, married employees have a higher work-life balance (Denison, 2020). Duxbury and Higgins (2008) state that work-life conflict is a regular occurrence for couples in the workforce. There is statistically important modification between work life balance and marital status.

Marital status influence organizational commitment. People who are married have extra duties and commitments to their families, which calls for employment security. They work harder, are more driven and have greater devotion to their organizations (Khan et al., 2013). Study depicts that organizational commitment is significantly correlated with marital status (Elkhdr & Kanbur, 2018). It has been shown that marital status is a good indicator of organizational commitment. Compared to single workers, married employees are more devoted to their company. They should therefore be more dedicated to their existing company. The domestic responsibilities of married employees, force them to depict organizational commitment. Organizational commitment is significantly correlated with marital status (Angela & Rojuaniah, 2022).

1.18 Theoretical Framework

Organizational culture can be studied by various theories. Organizational culture theories provide valuable frameworks for understanding how shared values, beliefs, and practices influence employee behavior and organizational performance. Edgar Schein's model (1985) describes

□ culture at three levels. They are artifacts, espoused values (formal goals), and underlying assumptions (deeply ingrained beliefs). Hofstede's cultural dimensions' theory (1990) examines how societal norms shape organizational behavior through factors such as power distance and individualism. The Denison model (Denison & Neale, 2011) links cultural traits like involvement, consistency, adaptability, and mission to improve performance outcomes. Cameron and Quinn's Competing Values Framework (Cameron & Quinn, 2011), categorizes organizational culture into four types. They are clan, adhocracy, market, and hierarchy. Deal and Kennedy's model highlights how risk levels and feedback speed define cultural archetypes. Together, these theories provide insights into diagnosing, managing, and aligning organizational culture with strategic objectives. The theoretical approach of this study is based on the organizational culture model proposed by Denison.

Edgar Schein's model of organizational culture offers a detailed framework for examining the interplay between organizational culture, organizational commitment, and work-life balance. The model identifies three cultural levels. They are artifacts (visible elements like structures and processes), espoused values (formal principles and norms), and underlying assumptions (deep-seated beliefs). A supportive organizational culture, demonstrated through artifacts such as flexible work policies and espoused values that emphasize employee well-being, creates a positive work environment that nurtures organizational commitment (Nongo & Ikyanyon 2012). Employees are more likely to form strong emotional affective commitment when the culture's underlying assumptions align with their personal values and expectations (Al Musadieq et al., 2018). Furthermore, a culture that recognizes and respects work-life boundaries promotes better work-life balance, alleviating stress and enhancing job performance. By integrating both the visible and hidden dimensions of culture, Schein's model highlights how organizations can foster environments that enhance employee well-being, loyalty, and performance (Crawford, 2019).

Soelton et al., (2020) found that work-life balance policies, a tangible artifact, significantly enhance organizational commitment by reducing work-related stress following Schein model of organizational culture. Haider et al., (2021) emphasize that espoused values such as prioritizing employee well-being foster emotional attachment, affective commitment and loyalty among the employees. Alignment between an organization's underlying assumptions and

employees' personal values creates a supportive environment, reducing work-life conflicts and improving commitment and performance of employees (Akhter et al., 2024).

1.19 Denison Organizational Culture (DOCS)

Denison organizational culture theory is well-liked with IT organizations (Boyce et al., 2015). A good technique for evaluating organizational culture is the DOCS model. DOCS has solid theoretical underpinnings and excellent predictability (Denison et al., 2014). Denison has investigated organizational culture using a four dimensional framework. When an organization's internal systems, procedures, and personnel are aligned then it is internal focused and involvement and consistency are strong characteristics of internal focus. When an organization is ready to change in response to what they observe then it is external focus. Adaptability and Mission are prominent organizational attributes in external focus.

DOCS model of organizational culture is externally focused and internally focused. (Denison et al. 2014). High scores on adaptability and mission, discloses a trend to be more external focused while high scores on the bottom level, involvement, and consistency shows a propensity towards internal focus. The genuine ideals and principles of the firm, as well as its culture, are influenced by the strengths and weaknesses of these attributes. The four components that make up DOCS are its mission, involvement, consistency, and adaptability. In order to make the results relevant by representing the organization's need for strength and flexibility, Denison's organizational culture attributes have also been further divided into smaller indices (Denison et al., 2014).

Mission outlines the organization's long-term course. The organization's strategic orientation should be in line with logical aims and objectives that can aid it in achieving success, competing the competition and enjoying growth. It has the future in mind. Vision, goals, objectives, and strategy all contribute to an organization's mission (Denison et al., 2012). The mission attribute is related to people's behavior. It can be guided by a sense of purpose, vision, and mission to help the organization to prosper (Denison et al., 2014). The mission attribute describes the necessity for businesses to have a purpose in which strategy and policies are used to achieve the goals because organizations function as societies. Organizations that are successful, have a distinct mission and vision that spell out their strategic aims and objectives (Kotrba et al., 2014).

Employees' involvement is a state in which they believe their work is closely related to the organization's goals, feel empowered, value teamwork and are given priority in the development of their skills. Employees' ownership and dedication to the organizations are reflected in the involvement (Ha, 2020). Without full commitment of its personnel to achieving organizational success, no organization can operate efficiently. Competent organizations practice cooperation, provide organizational personnel autonomy and empower their staff members (Fey & Denison, 2003).

The high level of integration and coordination is consistency. Fundamental principles, coordination and integration define consistency. No organization in a competitive environment can do better without consistency (Fey & Denison, 2003). The framework that allows an organization to take calculated risks, learn from past mistakes, respond swiftly to consumer needs and be open to change is referred to as adaptability. It is an organization's capacity to assess and comprehend its customers. Customer needs are constantly evolving. A customer no longer relies on local goods only in today's fast-paced, globally integrated business world. This has made it more difficult for firms to succeed on the local market and in e-commerce. Adaptability is achieved through organizational learning, customer focus and change-making. Performance improvement requires highly flexible organizations (Kassem et al., 2019)

Employees are drawn to or turned away from a company based on the stability of its culture. People behave in certain ways due to certain set of beliefs, executives and staff. They are skilled at coming to an agreement despite divergent opinions (Daft, 2015). History demonstrates that societies with stable cultures and well-organized, interconnected institutions are more likely to succeed and function well. The alignment of organizational culture with individual and organizational goals, as well as the blending of systems and people to provide synergy for carrying out operational and tactical tasks, all have a significant impact on goal accomplishment (Tulcanaza et al., 2021).

Mission and adaptability must be aligned in order to achieve organizational growth, development and efficiency. Organizations can achieve high levels of operating performance, employee satisfaction, and high-quality output when people feel engaged and accountable in a system that can harness dependable practice. Performance can be improved by the development of employees' capabilities, employee empowerment and a focus on suitable team orientations to

improve coordination and integration. According to research, businesses that are internally focused and flexible enough to respond to changes tend to grow (Bagga et al., 2023). In order to emphasize internal attention, organizations must balance involvement and consistency (Bagga et al., 2023).

For businesses to sustain they must comprehend client needs and innovate new ideas. Adaptability and involvement are required for satisfying customers. Employee involvement in accomplishing organizational objectives can lead to better understanding of customer wants, as well as ways to adapt and innovate in order to create goods and services that can keep customers satisfied. Organizational focus must be on mission and consistency in order to increase profitability and efficiency. Goals, objectives, strategic intent and workforce coordination and integration must all be in line with the organization's core values (Denison et al., 2014).

1.20 Conceptual Framework

Considering the literature mentioned above following proposed model of the present study is recommended to foresee the effect of organizational culture on job performance of IT employees. Organizational culture affects the job performance of IT employees. Organizational culture is the predictor variable of the study and job performance is the dependent variable of the present study. Organizational commitment and work-life balance will act as mediators between organizational culture, consistency, involvement, job performance and its sub scales i.e. task performance and contextual performance.

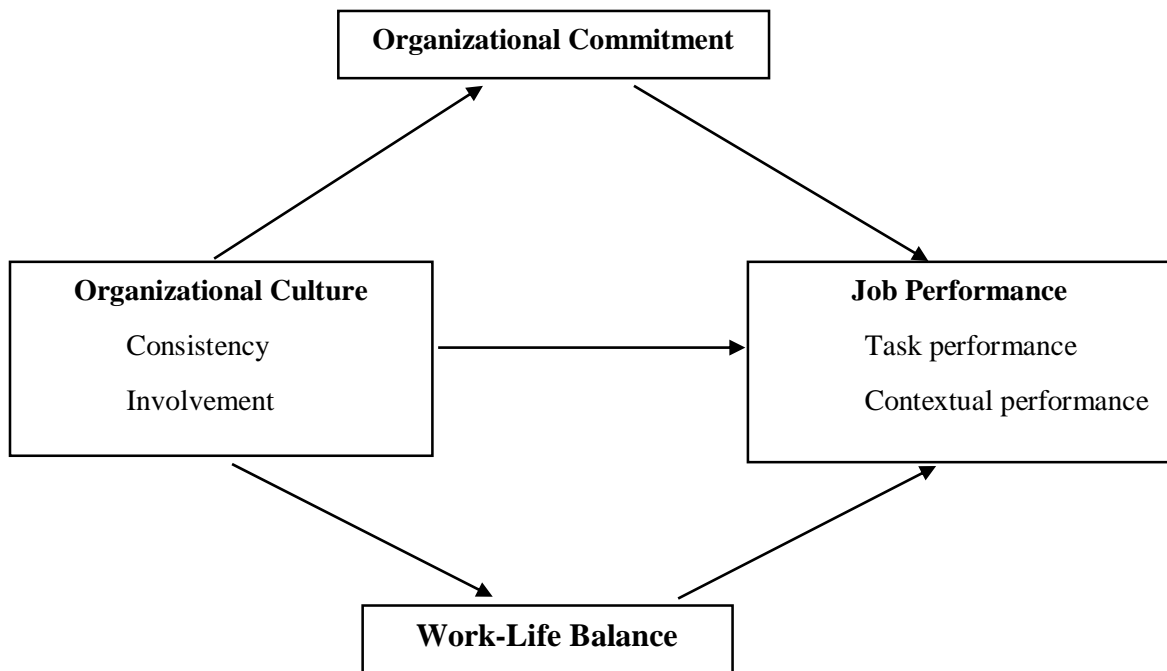


Figure 1.1: Conceptual framework of the study

1.21 Rationale of the Study

Employee dedication, behavior and health are of utmost importance to the organization and job due to the shifting economic conditions in developing nations (Dewi & Sukarno, 2021). Enhancing commitment, WLB, and performance makes it easy to manage employees' goals (Nongo & Ikyanyon, 2012). The study might serve as a roadmap for business executives of organizations to improve dedication and WLB by promoting organizational culture, which could increase the output and profitability of the company. In particular, for a developing setting, the study further excavates and broadens the findings. The study provides fresh proof that the model is accurate in a changing environment. As a result, it might enhance the relationship among the discussed variables.

The affirmative connotation between organizational culture and job performance was stronger for employees with advanced degrees of organizational commitment, indicating that organizational commitment mediates the association amongst Denison's dimensions of organizational culture and sub-scales of job performance (Ali et al., 2021). It is possible to claim

that the expected level of employee performance depends on the employee's WLB which can either increase or decrease the connection between the organization and employee performance (Haar et al., 2019).

Main focus of the study is on the employees of IT sector and mainly on the data science, computer engineering, software engineering, artificial intelligence, cyber security, computer game development, software project management, database administration and other relevant information technology disciplines. Furthermore, the effect of various demographics is also studied. Age, family status, working hours, gender and job experience are the demographics which have been studied extensively in this research. The industry with the fastest growth and advancement is the IT sector. Day by day, these businesses are providing brand-new, innovative services and deals (Costa et al., 2024). The findings of this investigation may contribute to a deeper comprehension of job performance and the ways in which organizational culture influences it.

The research aims to describe the direct effect of organizational culture on job performance and the indirect effect of work-life balance and organizational commitment on job performance via organizational culture. Furthermore, research aims to contribute to the theoretical understanding of this relationship and provide valuable insights to the academicians. It focuses mainly on Denison's dimensions of organizational culture i.e. consistency and involvement. It serves the purpose of advancing knowledge, guiding practice and promoting organizational success by understanding and leveraging the intricate relationships among these variables.

It offers the chance to closely analyze the work-family interaction as a factor that can indirectly have a favorable influence on employees' capability to do their jobs (Ismail et al., 2018). The research assists organizations in realizing the need to create work-life balance policies because it has an impact on overall organizational and psychological health. Organizations must consider their sustainability and growth while creating their policies and frameworks (Jenkins & Harvey, 2019). Organizations may not benefit from expensive work-life balance policies if they fail to create a conducive environment that directly and indirectly effects individual as well as organizational performance (O'Driscoll et al., 2003). By promoting a culture that values employee well-being and work-life balance, organizations can generate

productive and innovative workforce, leading to enhanced organizational performance and retention of employees (Johari et al., 2018). It is the contribution to the existing literature by understanding the role of organizational commitment, organizations can work towards creating a culture that fosters loyalty and commitment among employees. By promoting a culture that values employee well-being and work-life balance, organizations can produce productive and innovative workforce, which results in overall enhanced organizational performance and retention. To further understand whether work-life balance and organizational commitment mediate the relationship between organizational culture and employee performance, the present research benefits from expanding its model through the use of mediating analysis.

METHOD

CHAPTER II

METHOD

2.1 Objectives

The present study has the following aim and objectives.

1. To examine the association of organizational culture and job performance among the employees of IT sector.
2. To examine the mediating effect of organizational commitment on organizational culture and job performance among the employees of IT sector.
3. To understand the mediating effect of work-life balance on organizational culture and job performance among the employees of IT sector.
4. To examine the effect of gender, education, job designation, working hours, marital status and job experience with organizational culture, job performance, organizational commitment and work life balance among the employees of IT sector.

2.2 Hypotheses

Hypotheses of the present investigation are:

1. Organizational culture is positively associated with job performance of IT sector employees.
 - 1a. Consistency is positively linked with task performance of IT employees.
 - 1b. Consistency is positively linked with contextual performance of IT employees.
 - 1c. Involvement is positively linked with task performance of IT employees.
 - 1d. Involvement is positively linked with contextual performance of IT employees.
2. Organizational culture will have positive effect on work-life balance of IT employees.
3. Organizational culture is positively linked to organizational commitment of IT employees.

4. Work-life balance is positively associated with job performance of IT sector employees.
5. Organizational commitment will have positive effect on job performance of IT employees.
6. Organizational culture is positive predictor of job performance in IT employees.
 - 6a. Consistency is positive predictor of task performance in IT employees.
 - 6b. Consistency is positive predictor of contextual performance in IT employees.
 - 6c. Involvement is positive predictor of task performance in IT employees.
 - 6d. Involvement is positive predictor of contextual performance in IT employees.
7. Organizational commitment mediates the relationship between organizational culture and job performance in IT employees.
 - 7a. Organizational commitment mediates the relationship between consistency and task performance.
 - 7b. Organizational commitment mediates the relationship between consistency and contextual performance.
 - 7c. Organizational commitment mediates the relationship between involvement and task performance.
 - 7d. Organizational commitment mediates the relationship between involvement and contextual performance.
8. Work-life balance mediates the relationship between organizational culture and job performance in IT employees.
 - 8a. Work-life balance mediates the relationship between consistency and task performance.
 - 8b. Work-life balance mediates the relationship between consistency and contextual performance.
 - 8c. Work-life balance mediates the relationship between involvement and task performance.
 - 8d. Work-life balance mediates the relationship between involvement and contextual

performance.

2.3 Sample

The IT sector was selected for data collection because of its greater diversity. The current study's overall sample size consists of 347 IT employees. The study encompasses both male and female employees as participants. Workers are divided into two educational categories: post-graduates and graduates. Sample is drawn from Islamabad and Rawalpindi. Convenient sampling technique has been applied.

2.4 Inclusion/Exclusion criteria:

The inclusion/ exclusion criteria of the present study are:

1. Employees who were at least graduates and above were selected for the study.
2. Only participants who were proficient in English language were selected for the study.
3. Employees who had minimum experience of 6 months in the current organization were selected for the study. This ensured that employees had enough exposure to the organizational culture and work environment to form opinions about their job performance, commitment, and work-life balance.

2.5 Operational Definition

Organizational Culture. The combined principles, responsibilities and morals of an organization's affiliates establish its organizational culture, which shapes its behavior patterns and sets it apart from other organizations (Cameron & Quinn, 2006). Denison organizational culture survey (Fey & Denison, 2003) consists of 6 items. Its sub scales are: (a) Consistency and (b) Involvement. Higher score illustrates higher organizational culture on main scale and subscales respectively.

Job Performance. Performance is the work outcome. The goal of employee job performance is to fulfil job functions and obligations in a quality and quantity manner. The outcomes at the end of the task constitute the performance (Nwakoby et al., 2019). Individual work performance questionnaire (Koopman, 2015) consists of 13 items. It consists of these sub

scales: (a) Task performance and (b) Contextual performance. Higher score represents higher job performance on main scale and its subscales as well.

Organizational commitment. Organizational commitment is the degree to which a worker accepts and trusts in the administration's objectives and goals to stay with it (Ghazzawi, 2019). Organizational commitment questionnaire (Mowday et al., 1979) consists of 15 items. Higher score indicates higher organizational commitment and lower score indicates lower organizational commitment.

Work-life balance. Achieving a sense of harmony between work and non-work accomplishments including personal, leisureliness, personal growth and self-development is known as work-life balance (Kim & Park, 2008). The scale by Taşdelen-Karçkay & Bakalım (2017) was used to measure work life balance. It consists of eight items. Higher score indicates higher work-life balance and lower score indicates low work-life balance.

2.6 Instruments

The current study consists of the following measures.

2.6.1 Demographic Sheet

In addition to all the questionnaires, each participant received a demographic sheet which comprised of Denison Organizational Culture Survey (Fey & Denison, 2003), Individual Work Performance Scale (Koopmans, 2015), Work-Life Balance Scale (Taşdelen-Karçkay & Bakalım, 2017) and Organizational Commitment Scale (Mowday et al., 1979). A comprehensive demographic sheet was utilized which included gender, education of the participant, job designations, their job experience, marital status and working hours of participants.

2.6.2 Organizational Culture

Shorter version of Denison Organizational Culture Survey (DOCS) is used to assess organizational culture. The 6 items used to measure the several proportions of organizational culture were modified by Carl F. Fey and Daniel (2003). Its alpha reliability determined is 0.85 (Imran, 2022). There are total 6 items of the scale. The dimensions of organizational culture that are being measured are consistency and involvement. There are three items in relevance of each dimensions. Items 1, 2 and 3 are items for consistency trait. Items 4, 5 and 6 are items for

involvement trait. Responses are obtained using a 5-point Likert scale. The items range from (1) strongly disagree to (5) strongly agree. High score shows that organization is internally engrossed and high scores on Involvement, and consistency shows a trend towards internal emphasis of organization. The genuine ideals and principles of the firm, as well as its culture, are influenced by the strengths and weaknesses of these attributes. Low score indicates lower organizational culture, lower involvement and low consistency.

2.6.3 Job Performance

The Individual Work Performance scale was developed by (Koopmans, 2015). It has 13 items. Its alpha reliability is 0.82 (Coffeng, 2012). Its further dimensions are task performance and contextual performance. Items range from seldom (1) to always (4). Task performance is the dimension of job performance and it has 5 items from 1 to 5. High score on job performance scale indicates higher job performance of employees and low score indicates lower job performance of employees. High score on task performance indicates high task performance of individuals and low score reveals less contribution of employees in completion of their job tasks. Contextual performance is the second dimension of job performance and it consists of 8 items. They are: 6, 7, 8, 9, 10, 11, 12, and 13. High score indicates more contextual performance, and low score indicates low contextual performance. The alpha reliability for task performance is ($\alpha = 0.78$) and contextual performance ($\alpha = 0.85$).

2.6.4 Work Life Balance

The scale by Taşdelen-Karçkay & Bakalım (2017) was used to measure work life balance. It consists of eight items. It is a seven-point Likert-type scale. Items range from 1= strongly disagree to 7= strongly agree. The scale does not have items coded in reverse. It has no sub scales. Its alpha reliability value was obtained as .92 (Vimala, 2013). High score indicates high work-life balance whereas low score indicates low work-life balance.

2.6.5 Organizational Commitment

Organizational commitment scale was developed by Mowday, Steers and Porter (Mowday et al., 1979). The scale consists of fifteen (15) items that gauge an employee's level of commitment and attachment to their current employer. Its alpha reliability is 0.83 (Harmen,

2020). It is a seven point Likert scale. Range of items is from strongly disagree (1) to strongly agree (7). It has 6 reversed score items. Reversed score items are 3, 7, 9, 11, 12, 15. It has no subscales. High score on organizational commitment shows higher commitment and loyalty of employees towards their organization and lower score indicates lower commitment.

2.7 Research Design

It is a cross-sectional study and convenient sampling technique was applied in the research.

2.8 Research Phases

Pilot study and main study are the two phases of this research. Shorter version of Denison Organizational Culture Survey (Fey & Denison, 2003), Individual Work Performance scale (Koopmans, 2015), Work-Life Balance scale (Taşdelen-Karçkay & Bakalım, 2017) and Organizational Commitment scale (Mowday et al., 1979) were used to conduct the research. The scales of main study were used in pilot study too, in order to obtain the results. The main study was conducted to investigate the current study's hypothesis following the pilot study.

2.8.1 Phase I

A sample of 100 IT employees was used to administer the impact of the study variables on IT professionals. Building the psychometric qualities, applicability and relevance of the instruments to the local community was the primary goal of the first phase.

2.8.2 Phase II

An extensive examination was carried out in order to explore the impact of the variables that are being studied in this research. Work-life balance and organizational commitment were found to have a mediating effect on the relationship between Denison's dimensions of organizational culture and subscales of job performance.

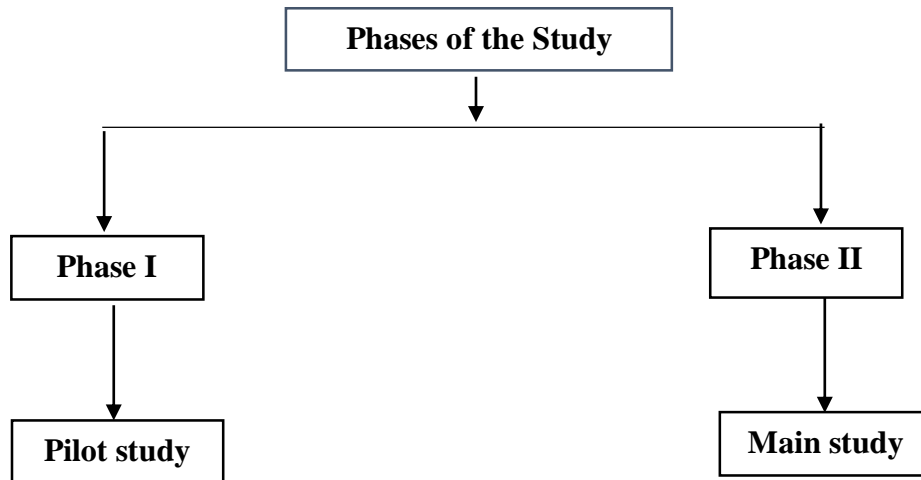


Figure 2.1: Phases of the study

2.9 Procedure

For the pilot study, data from IT workers in the twin cities of Rawalpindi and Islamabad was collected using convenient sampling. A brief summary of the study's goals and methodology, a consent form, a confidentiality affirmation and assurance of total confidentiality when conducting and inferring information were all included in the form that was created with a detailed demographic form along with all four scales and their subscales. Data was investigated statistically through SPSS-22.

PILOT STUDY

CHAPTER III

PHASE I: PILOT STUDY

3.1 Objectives

The pilot study's goals include determining each measure's psychometric qualities, its applicability, relevance, and assessing each questionnaire's level of understandability. To verify the viability of all the scales and subscales that were used in the second phase, which is the primary study of this research, a small study of a sample of one hundred people was carried out at the beginning.

3.2 Sample

On a small sample of 100 IT employees pilot study was conducted (76% males, 24% females). Data was gathered from Rawalpindi and Islamabad. All contestants in the first phase of study gave their informed consent after being informed about the study's purpose and being guaranteed that their individuality and data would be kept secretive.

3.3 Instruments

The following measuring tools were used during this stage:

1. Denison Organizational Culture Survey (Fey & Denison, 2003)
2. Individual Work Performance Scale (Koopmans, 2015)
3. Work-Life Balance Scale (Taşdelen-Karçkay & Bakalım, 2017)
4. Organizational Commitment Scale (Mowday et al., 1979)

3.4 Inclusion/Exclusion criteria:

The inclusion/ exclusion criteria of the present study are:

1. Employees who were at least graduates and above were selected for the study.
2. Only participants who were proficient in English language were selected for the study.
3. Employees who had minimum experience of 6 months in the current organization were selected for the study. This ensured that employees had enough exposure to

the organizational culture and work environment to form opinions about their job performance, commitment, and work-life balance.

3.5 Procedure

Information was gathered from several IT institutions and groups in Rawalpindi and Islamabad. All participants of the study who took part in the process gave their consent. There was also a demographic sheet and all the scales along with their subscales that were being used in the second phase of this study were part of the pilot study.

3.6 Ethical Considerations

Confidentiality of the participants was kept. Participants were thanked for their cooperation. All the participants that participated were taking part in the study voluntarily and they were given the freedom to withdraw from the study at any time. Purpose of the study was clearly briefed to the participants and they were not deceived at any point of the study. Before taking information from the employee's permission was taken from the concerned authorities as well.

Table 3.1*Demographic statistics of participants (N=100)*

Demographics	Categories	<i>f</i>	%
Gender	Male	76	76
	Female	24	24
Education	Graduates	54	54
	Post-graduates	46	46
Experience	Below 10years	86	86
	10 years & above	13	13
Designation	Lower management	15	15
	Middle management	63	63
	Higher management	22	22
Working hours	8 hours & less	75	75
	Above 8 years	25	25
Marital status	Married	33	33
	Single	67	67

Note: M=Mean, SD=Standard Deviation

Table 3.1 shows the descriptive statistics of IT employees (N=100) on the basis of their gender, education, job experience, job designation, working hours and marital status.

Table 3.2*Descriptive statistics and alpha reliability coefficient (N=100)*

Scales	No. of items	α	M	SD	Range	Skewness	Kurtosis
Organizational Culture	6	.87	50.78	5.93	36-60	-.29	-.67
Consistency	3	.60	12.20	1.65	9-15	.06	-.45
Involvement	3	.75	12.89	1.55	9-15	-.28	-.46
Job Performance	13	.71	52.93	7.96	21-82	-.29	-.47
Task performance	5	.85	17.01	2.83	8-20	-1.20	1.68
Contextual performance	8	.84	25.93	4.41	8-32	-.93	1.50
Work-Life Balance	8	.81	32.39	6.97	16-48	-.71	.06
Organizational Commitment	15	.70	52.93	7.96	21-82	-.12	3.80

Note: M=Mean, SD= Standard Deviation

Results presented in table 3.2 represents the Cronbach alpha reliability of all scales and their subscales in acceptable range.

Table 3.3*Correlation Matrix of Study Variables (N=100)*

No.	Variables	1.	2.	3.	4.	5.	6.	7.	8.
1.	OC Scale	-							
2.	Consistency	.87**	-						
3.	Involvement	.83**	.56**	-					
4.	Job Performance	.19*	.10	.13	-				
5.	Task Performance	.39**	.29**	.46**	.77**	-			
6.	Contextual Performance	.26**	.26	.18**	.87**	.60**	-		
7.	Organizational Commitment	.19*	.19*	.13	1.00**	.77**	.88**	-	
8.	WLB	.34**	.40**	.22*	.27**	.46**	.26**	.26*	-

* $p < .05$ ** $p < .01$

Note. OC Scale= Organizational culture scale, WLB= work-life balance

Table 3.3 shows the correlation between study variables and the consequences depicts that there is positive association between organizational culture, its dimension's consistency, involvement and job performance and its dimension's task performance, contextual performance, also positive association between organizational culture, organizational commitment and work-life balance. Results also show that there is positive affiliation between organizational commitment, work life balance and job performance as well.

3.7 Discussion

A pilot research was carried out to examine the psychometric qualities of the scales used for the current investigation and to examine the relationship between the variables under investigation. Organizational culture, job performance, organizational commitment and work-life balance were assessed by using different scales which were later on used in the main study too. The Pearson bivariate correlation approach was employed to examine the relationship between the study variables. Organizational culture is positively correlated with job performance. In present world, organizations are struggling to endure in the competitive setting. Employees, who become a key element are one factor that might affect an organization's capability. Employee performance has an impact on the organization's success or failure. Organizational culture is one specific component that influence workers' performance. Employee performance may be impacted by social norms, rituals and expectations for how work should be done and other organizational values. The way human resources are handled is fundamentally influenced by culture (Adam, 2020).

By cultivating a strong organizational culture, employers can increase the innovation, customer orientation and high performance standards in their workforce, which gives them a competitive advantage. The outcomes of the present investigation match with the previous studies, which explains that when organizational culture of an organization is improved the job performance of employees also gets enhanced. Hence, there is positive association between organizational culture and job performance (Jufrizen et al., 2021).

MAIN STUDY

CHAPTER IV

PHASE II: MAIN STUDY

4.1 Objectives

The present study has the following aims and objectives.

1. To examine the association of organizational culture and job performance among the employees of IT sector.
2. To examine the mediating effect of organizational commitment on organizational culture and job performance among the employees of IT sector.
3. To understand the mediating effect of work-life balance on organizational culture and job performance among the employees of IT sector.
4. To examine the effect of gender, education, job designation, working hours, marital status and job experience with organizational culture, job performance, organizational commitment and work life balance among the employees of IT sector.

4.2 Hypotheses

Hypotheses of the present investigation are:

1. Organizational culture is positively associated with job performance of IT sector employees.
 - 1a. Consistency is positively linked with task performance of IT employees.
 - 1b. Consistency is positively linked with contextual performance of IT employees.
 - 1c. Involvement is positively linked with task performance of IT employees.
 - 1d. Involvement is positively linked with contextual performance of IT employees.
2. Organizational culture will have positive effect on work life balance of IT employees.
3. Organizational culture is positively linked to organizational commitment of IT employees.

4. Work-life balance is positively associated with job performance of IT sector employees.
5. Organizational commitment will have positive effect on job performance of IT employees.
6. Organizational culture is positive predictor of job performance in IT employees.
 - 6a. Consistency is positive predictor of task performance in IT employees.
 - 6b. Consistency is positive predictor of contextual performance in IT employees.
 - 6c. Involvement is positive predictor of task performance in IT employees.
 - 6d. Involvement is positive predictor of contextual performance in IT employees.
7. Organizational commitment mediates the relationship between organizational culture and job performance in IT employees.
 - 7a. Organizational commitment mediates the relationship between consistency and task performance.
 - 7b. Organizational commitment mediates the relationship between consistency and contextual performance.
 - 7c. Organizational commitment mediates the relationship between involvement and task performance.
 - 7d. Organizational commitment mediates the relationship between involvement and contextual performance.
8. Work-life balance mediates the relationship between organizational culture and job performance in IT employees.
 - 8a. Work-life balance mediates the relationship between consistency and task performance.
 - 8b. Work-life balance mediates the relationship between consistency and contextual performance.
 - 8c. Work-life balance mediates the relationship between involvement and task performance.
 - 8d. Work-life balance mediates the relationship between involvement and contextual performance.

4.3 Sample

Sample in phase II consists of 347 IT employees. Data was collected through convenient sampling and all respondents gave their informed consent. Instructions regarding the questionnaires were also provided to them. Demographic data of participants was also gathered from them. The participants were not given a deadline. Problems were answered by the

investigator. The data gathered from the contestants was kept private and was not revealed to anybody. Contestants were acknowledged for their assistance.

4.4 Instruments

The following measuring tools were used during this stage:

1. Denison Organizational Culture Survey (Fey & Denison, 2003)
2. Individual Work Performance Scale (Koopmans, 2015)
3. Work-Life Balance Scale (Taşdelen-Karçkay & Bakalım, 2017)
4. Organizational Commitment Scale (Mowday et al., 1979)

4.5 Procedure

To collect the data, participants were approached by the investigator individually. Informed consent of the contributors was taken. Before the questionnaires were distributed, approval from the relevant organization's administration was obtained. They were guaranteed that all information gathered would be kept confidential and that the data collection was solely for the purpose of the research. Participants who expressed interest in learning more about the study were informed about its purpose. Convenient sampling was used to collect the data, and each respondent gave their informed consent. Instructions regarding the questionnaires were also provided. Demographic data of participants was also gathered from them. The participants were not given a deadline. Problems were answered by the investigator. The data collected from the participants was kept private and was not revealed to anybody. Contestants were acknowledged for their assistance.

4.6 Data Analysis

Process macro 4.0 and SPSS-22 were used for data analysis in order to meet the study's objectives and hypothesis. After collecting the data, normality assumptions and data cleaning were performed. After conducting a descriptive analysis to assess the psychometric qualities of the study's variables, the mean, kurtosis, skewness, and standard deviation were reported. Cronbach alpha was employed to assess the validity and suitability of the research measures. In the case of demographic categorical data, percentages and frequencies were computed. In order to investigate the relationship between the study variables, Pearson product moment correlation

was computed. Regression analysis was utilized for prediction, while mediation analysis was performed using Process Macro 4.0. To evaluate the mean differences on demographic variables, ANOVA and T-test were applied. To determine the link and influence of organizational culture on work-life balance, organizational commitment, and job performance, correlation and regression analyses were conducted. Only significant results have been reported.

Table 4.1

Demographic Characteristics (N=347)

Variables	<i>f</i> (%)
Gender	
Male	262 (75.5)
Female	85 (24.5)
Education	
Graduates	181 (52.2)
Post-graduates	166 (47.8)
Job Designation	
Lower Management	57 (16.0)
Middle Management	215 (62.0)
Higher Management	75 (21.0)
Marital Status	
Married	119 (34.3)
Single	228 (65.7)
Job Experience	
Below 10 years	298 (85.9)
10 years and above	49 (14.1)
Working Hours	
Less than 8 hours	265 (76.4)
8 hours and above	82 (23.6)

Table 4.1 summarizes demographics of the study which comprises of gender, education, job designation, marital status, job experience and working hours of IT professionals.

Table 4.2*Descriptive statistics and alpha reliability coefficient (N=347)*

Scales	No. of items	α	M	SD	Range	Skew	Kurt
Organizational Culture	6	.86	50.80	5.92	36-60	-.30	-.66
Consistency	3	.61	12.22	1.67	9-15	.04	-.53
Involvement	3	.75	12.88	1.55	9-15	-.30	-.44
Job Performance	13	.76	53.01	7.81	21-82	-.00	3.73
Task performance	5	.85	17.02	2.79	8-20	-1.14	1.44
Contextual performance	8	.84	25.96	4.32	8-32	-.86	1.23
Work-Life Balance	8	.81	32.19	7.04	16-48	-.67	-.05
Organizational Commitment	15	.77	71.21	7.18	21-82	.42	-.46

Note. M =Mean, SD = Standard Deviation, Kurt = Kurtosis, Skew = Skewness.

Table 4.2 shows the descriptive details with reliability and normality scores of the Scales. The Cronbach's alpha reliability of organizational culture is .86, job performance is .76, organizational commitment is .77 and work-life balance is .81. They fall within the satisfactory range.

Table 4.3*Correlation Matrix of Study Variables (N=347)*

No.	Variables	1.	2.	3.	4.	5.	6.	7.	8.
1.	OC Scale	-							
2.	Consistency	.77**	-						
3.	Involvement	.83**	.57**	-					
4.	Job Performance	.29**	.18	.14*	-				
5.	Task Performance	.41**	.31**	.37*	.65**	-			
6.	Contextual Performance	.25**	.26**	.18**	.76**	.69**	-		
7.	Organizational Commitment	.49**	.37**	.39**	.16**	.25**	.35**	-	
8.	WLB	.34**	.40**	.23**	.24**	.36**	.38**	.33**	-

** $p < 0.01$, * $p < 0.05$.

Note. WLB=Work-Life Balance, OC= Organizational Culture

Table 4.3 represents correlation of organizational culture and its dimensions (consistency and involvement), job performance and its dimensions (task performance and contextual performance), organizational commitment and work-life balance. Organizational culture is positively correlated with job performance, organizational commitment and work life balance. Job performance is also positively linked with organizational commitment and work life balance. Organizational commitment is positively correlated with work-life balance.

Table 4.4

Mean, standard deviations and t-values for male and female IT employees on organizational culture, with its dimensions, job performance and its dimensions, organizational commitment and work life balance (N=347)

Variables	Male (n = 262)		Female (n = 85)		<i>t</i> (347)	<i>P</i>	95% CI		Cohen's d
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>S.D</i>			<i>LL</i>	<i>UL</i>	
Organizational culture	51.01	5.78	50.14	6.34	1.17	.12	-.58	2.32	
Consistency	12.19	1.68	12.33	1.63	-.68	.49	-.55	.26	
Involvement	12.92	1.54	12.74	1.58	.92	.35	-.26	.56	
Job Performance	52.84	6.61	53.52	10.72	-.69	.49	-2.59	1.24	
Task Performance	17.19	2.83	16.51	2.63	1.96	.05	.00	1.36	
Contextual Performance	26.29	4.05	24.95	4.96	2.49	.01	.28	2.39	.29
Organizational Commitment	71.81	7.44	69.35	5.94	2.76	.00	.71	4.20	.36
WLB	31.86	7.38	33.22	5.81	-1.55	.12	-3.09	.36	

Note. CI=Confidence Interval, UL=Upper Limit, LL= Lower Limit, WLB= Work-Life Balance

Results presented in Table 4.4 shows that there is no impact of gender on organizational culture and job performance, consistency, involvement, task performance and work-life balance. It is statistically non-significant. Organizational commitment and contextual performance shows statistically significant difference between males and females of IT sector professionals.

Table 4.5

Mean, standard deviations and t-values for education of IT employees on Organizational Culture with its dimensions, Job Performance with its dimensions, Organizational Commitment and Work Life Balance (N=347)

Variables	Graduation (n = 181)		Post-Grad (n = 166)		<i>t</i> (347)	<i>P</i>	95% CI		Cohen's d
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>S.D</i>			<i>LL</i>	<i>UL</i>	
Organizational culture	50.36	6.45	51.27	5.27	-1.41	.15	-2.15	.35	
Consistency	12.13	1.86	12.32	1.43	-1.01	.29	-.54	.16	
Involvement	12.72	1.60	13.05	1.48	-1.98	.04	-.65	-.00	.21
Job Performance	53.27	9.08	52.27	6.15	.65	.51	-1.10	2.20	
Task Performance	16.92	2.62	17.14	2.98	-.73	.46	-.81	.37	
Contextual Performance	25.80	4.60	26.14	4.00	-.72	.46	-1.25	.57	
Organizational Commitment	71.14	7.51	71.28	6.82	-.18	.85	-1.16	1.37	
WLB	33.14	6.19	31.16	7.76	2.63	.00	.49	3.45	.28

Note. CI=Confidence Interval, UL=Upper Limit, LL= Lower Limit, WLB= Work-Life Balance, Post-Graduation= Post Graduation

Table 4.5 presents the results and shows that there is statistically significant difference of education on involvement and work-life balance. Results shows that there is statistically non-significant difference of education on organizational culture, consistency, job performance, task performance, contextual performance and organizational commitment.

Table 4.6

Mean, standard deviations and t-values for job experience of IT employees on Organizational Culture with its dimensions, Job Performance with its dimensions, Organizational Commitment and Work-Life Balance (N=347)

Variables	Less than 10 years (n = 294)		10 years & above (n = 49)		<i>t</i> (347)	<i>p</i>	95% CI		Cohen's d
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>S.D</i>			<i>LL</i>	<i>UL</i>	
Organizational culture	50.52	6.06	52.59	4.95	-2.26	.02	-3.86	-.27	.37
Consistency	12.19	1.70	12.65	1.16	-1.81	.70	-.95	.03	
Involvement	12.76	1.58	13.59	1.20	-3.52	.00	-1.30	-.37	.59
Job Performance	52.64	7.52	52.86	4.80	-.19	.84	-4.74	4.08	
Task Performance	16.95	2.66	17.53	3.56	-1.33	.18	-1.43	.27	
Contextual Performance	25.89	4.49	26.57	3.27	-1.01	.30	-2.00	.63	
Organizational Commitment	71.13	7.49	72.33	4.67	-1.08	.28	-3.36	.98	
WLB	32.19	6.73	31.67	8.80	.47	.63	-1.62	2.65	

Note. CI=Confidence Interval, UL=Upper Limit, LL= Lower Limit, WLB= Work-Life Balance

Results shows that there is statistically noteworthy variance of job experience of employees on organizational culture and involvement presented in Table 4.6. Whereas, there is no statistically important alteration between consistency, job performance, task performance, contextual performance, organizational commitment and work-life balance.

Table 4.7

Mean, standard deviations and t-values for working hours of IT employees on Organizational Culture with its dimensions, Job Performance with its dimensions, Organizational Commitment and Work-Life Balance (N=347)

Variables	8 & less hours (n = 265)		Above 8 hours (n = 82)		<i>t</i> (347)	<i>p</i>	95% CI		Cohen's d
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>S.D</i>			<i>LL</i>	<i>UL</i>	
Organizational culture	50.96	5.81	50.26	6.26	.94	.34	-.76	2.17	
Consistency	12.27	1.73	12.07	1.45	.92	.35	-.22	.61	
Involvement	12.84	1.48	12.99	1.77	-.74	.45	-.53	.24	
Job Performance Task Performance	53.08	8.26	52.77	6.14	.31	.75	-1.63	2.25	
Contextual Performance	17.00	2.82	17.10	2.72	-.27	.78	-.79	.59	
Organizational Commitment	25.69	4.47	26.84	3.71	-2.11	.03	-2.22	-.08	.27
WLB	71.13	7.56	71.45	5.78	-.35	.72	-2.10	1.46	
	31.80	7.40	33.46	5.59	-1.87	.06	-3.40	.08	

Note. CI=Confidence Interval, UL=Upper Limit, LL= Lower Limit, WLB= Work-Life Balance

Results shows that there is statistically substantial difference of working hours on contextual performance. Results in Table 4.7 shows that there is statistically non-significant difference of working hours on organizational culture, consistency, involvement, job performance, task performance, organizational commitment and work-life balance.

Table 4.8

Mean, standard deviations and t-values for marital status of IT employees on Organizational Culture with its dimensions, Job Performance with its dimensions, Organizational Commitment and Work-Life Balance (N=347)

Variables	Married (n = 119)		Single (n = 228)		<i>t</i> (347)	<i>P</i>	95% CI		Cohen's d
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>S.D</i>			<i>LL</i>	<i>UL</i>	
Organizational culture	50.81	5.48	50.79	6.15	.02	.98	-1.30	1.33	
Consistency	12.32	1.48	12.17	1.76	.78	.43	-.22	.52	
Involvement	12.97	1.48	12.83	1.59	.78	.43	-.20	.48	
Job Performance	53.63	5.73	52.68	8.69	1.07	.28	-.79	2.68	
Task Performance	17.60	2.76	16.72	2.77	2.78	.00	.25	1.48	.31
Contextual Performance	27.05	3.92	25.39	4.42	3.43	.00	.70	2.60	.39
Organizational Commitment	72.62	6.66	70.47	7.34	2.67	.00	.57	3.73	.30
WLB	31.18	8.23	32.72	6.29	-1.93	.05	-3.09	.02	

Note. CI=Confidence Interval, UL=Upper Limit, LL= Lower Limit, WLB= Work-Life Balance

Table 4.8 shows that there is statistically noteworthy influence of marital status on task performance, contextual performance and organizational commitment. Results exhibited that there is statistically non-significant difference between organizational culture, consistency, involvement, job performance and work-life balance.

Table 4.9

Difference between different levels of job designation of IT employees on Organizational Culture with its dimensions, Job Performance with its dimensions, Organizational Commitment and Work-Life Balance (N=347)

Variables	Lower Management (n=57)		Middle Management (n=215)		Higher Management (n=75)		F	P	η^2
	M	SD	M	SD	M	SD			
OC	53.16	6.53	50.15	5.69	50.85	5.70	5.98	.00	.03
Consistency	12.89	1.79	12.17	1.52	11.87	1.85	6.64	.00	.03
Involvement	13.23	1.90	12.70	1.44	13.11	1.49	3.68	.02	.02
JP	52.44	8.61	54.06	7.61	50.43	7.15	6.39	.00	.03
Task Performance	17.14	3.54	17.25	2.42	16.28	3.06	3.45	.03	.02
Contextual Performance	25.40	5.22	26.48	3.93	24.91	4.46	4.32	.01	.02
Organizational Commitment	70.04	6.44	71.59	7.22	71.01	7.56	1.08	.33	.00
WLB	32.67	8.09	31.93	6.77	32.57	7.04	0.38	.68	.00

Note. η^2 =Partial eta squared values are suggestive of significant effect size. Cohen (1969) classified effect of 0.2 as small, 0.5 as medium, and 0.8 or higher as large.

OC= Organizational Culture, JP= Job Performance, WLB= Work-Life Balance

Table 4.9 shows that there is statistically substantial variance between levels of job designations. Job designation is significantly related with organizational culture and job performance.

Table 4.10*Post hoc analysis of group difference on job designation (N=347)*

Variables	(I) job designation of employees	(J) job designation of employees	Mean Difference (I-J)	(I-J)	S.E	95% CI	
						LL	UL
OC	Lower Management	Middle Management	LM > MM	3.00*	.87	.96	5.06
Consistency	Lower Management	Middle Management	LM > MM	.72*	.24	.15	1.30
	Lower Management	Higher Management	LM > HM	1.02*	.28	.35	1.71
JP	Middle Management	Higher Management	MM > HM	3.63*	1.03	1.21	6.06
Task Performance	Middle Management	Higher Management	MM > HM	.97*	.37	.09	1.85
Contextual performance	Middle Management	Higher Management	MM > HM	1.57*	.57	.22	2.93

Note. LM= Lower Management, MM= Middle Management, HM= Higher Management, OC= Organizational Culture, JP= Job Performance

p<.05*

Table 4.11

Simple regression analysis showing the effect of organizational culture on job performance of IT employees (N=347)

Variables	Job Performance			95% CI	
	<i>B</i>	<i>SE B</i>	β	<i>LL</i>	<i>UL</i>
Constant	40.33	3.56		33.32	47.34
Organizational Culture	.25	.07	.18***	.11	.38
<i>R = .18, R² = .03, (F = 12.81***)</i>					

*** $p < .001$

In Table 4.11, linear regression analysis was carried out with organizational culture as predictor variable and job performance as the outcome variable. The results of the regression analysis indicated that 3% of the variance in the outcome variable can be accounted by the predictor variable that is organizational culture with a significant F ratio ($F = 12.81^{***}$). Findings emphasized organizational culture as positive predictor ($B = 40.33$, $\beta = .18^{***}$) of job performance which implies a positive association.

Table 4.12

Multiple regression analysis showing the effect of consistency and involvement on task performance and contextual performance of IT employees (N=347)

Variables	Task Performance				
	B	SE B	β	95% CI	
				LL	UL
Constant	6.61	1.39		3.86	9.36
Consistency	.15	.10	.09	-.05	.36
Involvement	.30	.13	.16*	.04	.56
<i>R = .41, R² = .17, (F = 17.51*)</i>					
Contextual Performance					
Constant	15.65	2.27		11.18	9.36
Consistency	.04	.17	.01	-.29	.38
Involvement	-.16	.21	-.06	-.59	.25
<i>R = .28, R² = .08, (F = 7.68***)</i>					

p < .05, *p < .001*

In Table 4.12, multiple regression analysis was carried out with dimensions of organizational culture; consistency and involvement as predictor variable and dimensions of job performance; task performance and contextual performance as the outcome variable. Findings indicate that involvement and consistency, dimension of organizational culture accounted for 17% of variance in the task performance dimension of job performance with significant F ratio ($F = 17.51^*$). Results emphasized that involvement and consistency is the positive predictor ($B = .15, \beta = .09$) of task performance. Similarly, involvement and consistency dimensions' accounts for 8% of variance in contextual performance with significant F ratio ($F = 7.68^{***}$).

Table 4.13

Simple linear regression analysis showing the effect of organizational culture on organizational commitment and WLB of IT employees (N=347)

Variables	Organizational commitment			95% CI	
	<i>B</i>	<i>SE B</i>	β	<i>LL</i>	<i>UL</i>
Constant	46.89	3.06		40.87	52.92
OC	.47	.06	.39***	.36	.59
<i>R = .39 , R² = .15 , (F = 63.77 ***)</i>					
WLB					
Constant	53.26	3.06		47.22	59.30
OC	.41	.06	.34***	-.53	-.29
<i>R = .34 , R² = .12 , (F = 47.77 ***)</i>					

*** $p < .001$

Note. OC = Organizational Culture, WLB = Work-Life Balance

Results of Table 4.13 illustrate the impacts of organizational culture on organizational commitment and WLB among IT employees. Findings indicate that organizational culture accounted for 15% of variance in organizational commitment of IT employees with a noteworthy F ratio ($F = 63.77^{***}$). Results underlined organizational culture as the strong positive predictor ($B = .47, \beta = .39^{***}$) of organizational commitment. Organizational culture is the positive predictor of WLB of IT employees. Organizational culture accounted for 12% of variance in WLB of IT employees with a significant F ratio ($F = 47.77^{***}$). Findings highlighted organizational culture as the strong positive forecaster ($B = .41, \beta = .34^{***}$) of WLB.

Table 4.14

Simple Mediation of the effect of Organizational Culture on Job Performance by WLB (N =347)

Predictors	Job Performance			
	Model 1	Model 2	95% CL	
	B	B	LL	UL
Constant	40.33***	52.03***	42.60	61.47
OC	.24***	.15*	.01	.30
WLB		.21***	.34	.09
Indirect effect-OC→WLB→JP		.09	.02	.15
R ²	.03	.07		
ΔR ²		.04		
F	12.81***	13.01***		
ΔF		.20		

* $p < .05$, ** $p < .01$, *** $p < .000$

Note. B= Unstandardized coefficients; LL = Lower limit; UL = Upper Limit; WLB = Work-Life Balance; OC, Organizational Culture; JP= Job Performance.

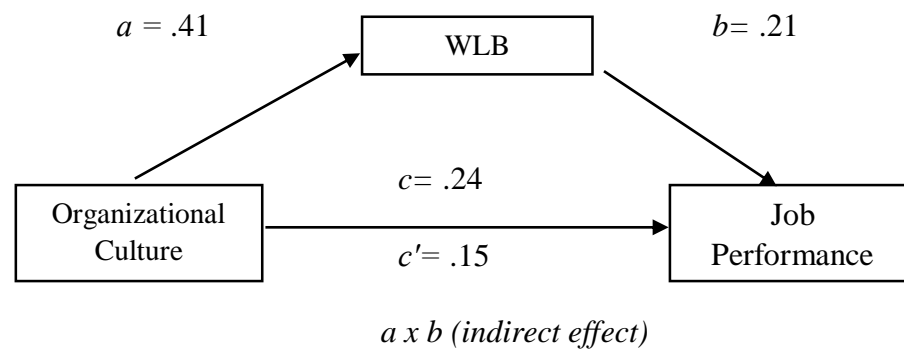


Figure 4.1: Mediation of the effect of Organizational Culture on Job Performance by WLB.

A mediation analysis of WLB on organizational culture and job performance was done and presented in Table 4.14. Significant total effect of the model was seen, $b=.24$, $t=3.58$, CI [.11, .38], $p<.001$. Similarly, direct effect was also found noteworthy, $b=.15$, $t=2.16$, CI [.01, .30], $p<.05$. An empirically significant indirect effect was also observed, $b=.09$, CI [.02, .15]. The obtained results show the mediating role of WLB among organizational culture and job performance.

Table 4.15

Simple Mediation of the effect of Consistency on Task Performance by WLB (N =347)

Predictors	Model 1 B	Model 2 B	Task Performance	
			95% CL	
			LL	UL
Constant	10.71***	16.84***	13.84	19.84
Consistency	.51***	.31***	.14	.49
WLB		.11***	.15	.07
Indirect effect-CC→WLB→TP		.19	.09	.29
R ²	.09	.16		
ΔR ²		.07		
F	36.14***	34.05***		
ΔF		2.09***		

* $p<.05$, ** $p<.01$, *** $p<.000$

Note. B= Unstandardized coefficients; LL = Lower limit; UL = Upper Limit; WLB = Work-Life Balance; CC, Consistency; TP= Task Performance.

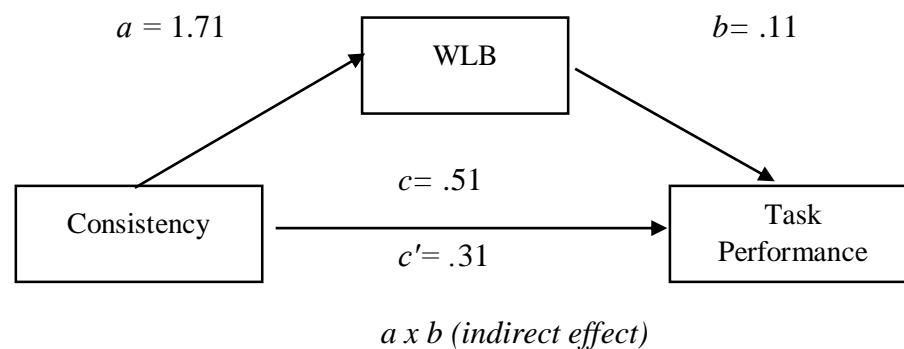


Figure 4.2: Mediation of the effect of Consistency on Task Performance by WLB.

A mediation analysis was carried out to inspect the mediating influence of WLB on consistency and task performance and presented in Table 4.15. Significant direct effect as well as indirect effect was also found between consistency, task performance and work life balance. Significant total effect of the model was seen, $b=.51$, $t=6.01$, CI [.34, .68], $p<.001$. Similarly, direct effect was also found noteworthy, $b=.31$, $t=3.52$, CI [.14, .49], $p<.001$. An empirically substantial indirect effect was also observed, $b=.19$, CI [.09, .29]. These results show the mediating role of work life balance between consistency and task performance.

Table 4.16

Simple Mediation of the effect of Consistency on Task Performance by Organizational Commitment (N =347)

Predictors	Model 1	Model 2	Task Performance	
			95% CL	
			LL	UL
Constant	10.71***	6.61***	3.54	9.67
Consistency	.51***	.42***	.25	.60
Organizational Commitment		.07***	.03	.11
Indirect effect-CC→OCM→TP		.08	.03	.15
R ²	.30	.12		
ΔR ²		.18		
F	36.14***	24.96***		
ΔF		11.18		

* $p<.05$, ** $p<.01$, *** $p<.000$

Note. B= Unstandardized coefficients; LL = Lower limit; UL = Upper Limit; OCM = Organizational Commitment; CC, Consistency; TP= Task Performance.

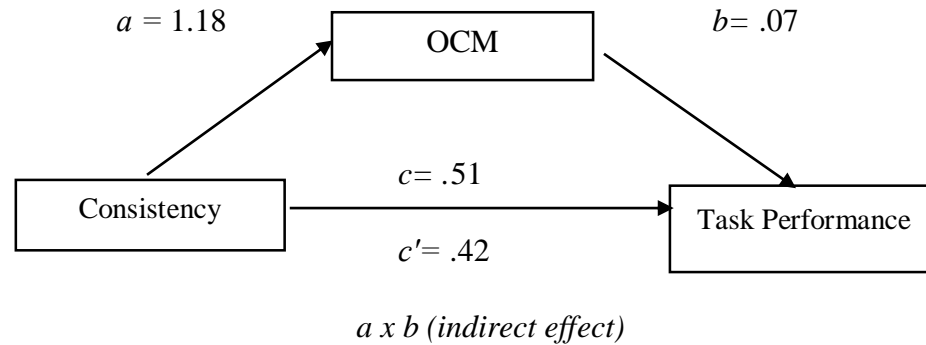


Figure 4.3: Mediation of the effect of Consistency on Task Performance by Organizational Commitment.

Significant total effect of the model was seen in Table 4.16, $b=.51$, $t=6.01$, CI [.34, .68], $p<.001$. Similarly, direct effect was also found significant, $b=.42$, $t=4.89$, CI [.25, .60], $p<.001$. An empirically significant indirect effect was also observed, $b=.08$, CI [.03, .15].

Table 4.17

Simple Mediation of the effect of Consistency on Contextual Performance by Organizational Commitment (N =347)

Predictors	Contextual Performance			
	Model 1	Model 2	95% CL	
	B	B	LL	UL
Constant	20.92***	9.48***	4.75	14.21
Consistency	.41***	.17	-.09	.43
Organizational Commitment		.20***	.13	.26
Indirect effect-CC→OCM→CP		.23	.13	.36
R ²	.02	.12		
ΔR ²		.10		
F	8.95***	25.44		
ΔF		16.49		

* $p<.05$, ** $p<.01$, *** $p<.000$

Note. B= Unstandardized coefficients; LL = Lower limit; UL = Upper Limit; OCM = Organizational Commitment; CC, Consistency; CP= Contextual Performance.

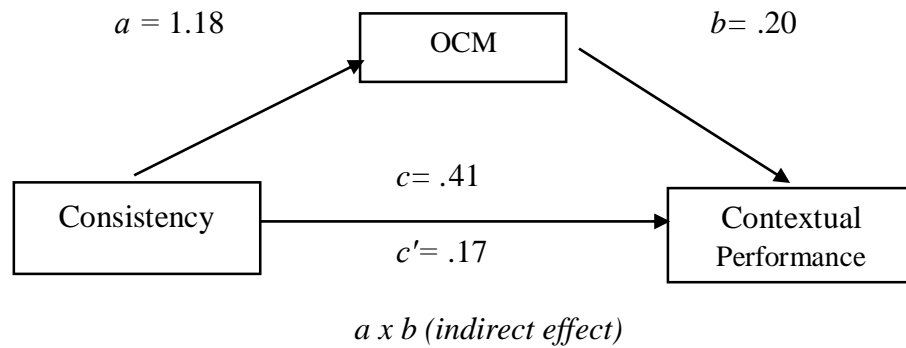


Figure 4.4: Mediation of the effect of Consistency on Contextual Performance by Organizational Commitment.

A mediation analysis was focused to examine the mediating influence of organizational commitment on consistency and contextual performance and results presented in Table 4.18. Significant direct effect as well as indirect effect was also found between consistency, contextual performance and organizational commitment. Significant total effect of the model was seen, $b = .41$, $t = 2.99$, $CI [.14, .68]$, $p < .05$. Similarly, direct effect was also found $b = .17$, $t = 1.27$, $CI [-.09, .43]$. An empirically significant indirect effect was also observed, $b = .23$, $CI [.13, .36]$. These results shows that the mediating role of organizational commitment between consistency and contextual performance.

Table 4.18

Simple Mediation of the effect of Consistency on Contextual Performance by WLB (N =347)

Predictors	Contextual Performance			
	Model 1	Model 2	95% CL	
	B	B	LL	UL
Constant	20.92***	29.58***	24.72	34.45
Consistency	.41***	.13	-.15	.42
WLB		.16***	.23	.09
Indirect effect-CC→WLB→CP		.27	.11	.41
R ²	.02	.08		
ΔR ²		.06		
F	8.95***	15.81***		
ΔF		6.86		

* $p < .05$, ** $p < .01$, *** $p < .000$

Note. B= Unstandardized coefficients; LL = Lower limit; UL = Upper Limit; WLB= Work-Life Balance; CC, Consistency; CP= Contextual Performance.

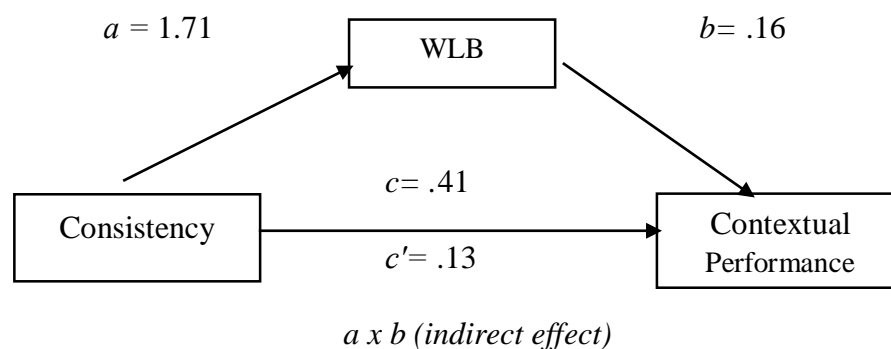


Figure 4.5: *Mediation of the effect of Consistency on Contextual Performance by WLB.*

Significant total effect of the model was seen in Table 4.19, $b=.41$, $t=2.99$, CI [.14, .68], $p<.05$. Similarly, direct effect was also found $b=.13$, $t=.90$, CI [-.15, .42]. An empirically significant indirect effect was also observed, $b=.23$, CI [.13, .36].

Table 4.19

Simple Mediation of the effect of Involvement on Task Performance by Organizational Commitment (N =347)

Predictors	Model 1	Model 2	Task Performance	
			95% CL	
			LL	UL
Constant	8.47***	5.93***	2.90	8.96
Involvement	.66***	.57***	.38	.76
Organizational Commitment		.05*	.01	.09
Indirect effect-Involvement→OCM→TP		.09	.01	.18
R ²	.13	.15		
ΔR ²		.02		
F	54.31***	30.71***		
ΔF		23.6		

* $p<.05$, ** $p<.01$, *** $p<.000$

Note. B= Unstandardized coefficients; LL = Lower limit; UL = Upper Limit; OCM= Organizational Commitment; Task Performance= TP

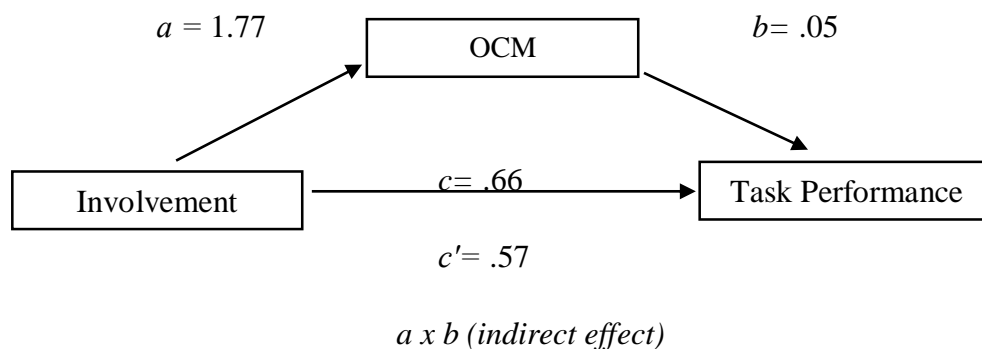


Figure 4.6: Mediation of the effect of Involvement on Task Performance by Organizational Commitment.

A mediation analysis was carried to examine the mediating influence of organizational commitment on involvement and task performance and presented in Table 4.20. Significant direct effect as well as indirect effect was also found between involvement, task performance and organizational commitment. Significant total effect of the model was seen, $b = .66$, $t = 7.36$, CI [.48, .84], $p < .001$. Similarly, direct effect was also found to be significant $b = .57$, $t = 5.89$, CI [.38, .76], $p < .001$. An empirically significant indirect effect was also observed, $b = .09$, CI [.01, .18]. These results describe the mediating role of organizational commitment between involvement and task performance.

Table 4.20

Simple Mediation of the effect of Involvement on Task Performance by Work-Life Balance (N = 347)

Predictors	Task Performance			
	Model 1	Model 2	95% CL	
	B	B	LL	UL
Constant	8.47***	13.87***	11.08	16.66
Involvement	.66***	.54***	.36	.71
WLB		.11***	.15	.08
Indirect effect-Involvement→WLB→TP		.12	.06	.18
R ²	.13	.22		
ΔR ²		.09		
F	54.31***	48.73***		
ΔF		5.58		

* $p < .05$, ** $p < .01$, *** $p < .000$

Note. B= Unstandardized coefficients; LL = Lower limit; UL = Upper Limit; WLB= Work-Life Balance; Task Performance= TP

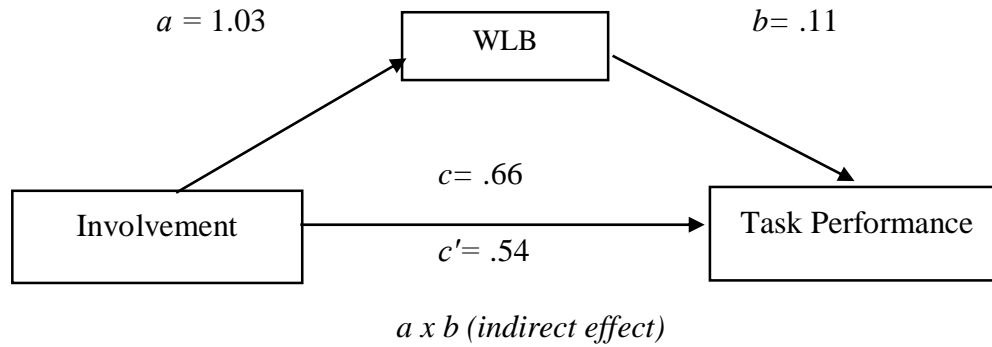


Figure 4.7: Mediation of the effect of Involvement on Task Performance by Work-Life Balance

A significant total effect of the model was seen in Table 4.21, $b = .66$, $t = 7.36$, $CI [.48, .84]$, $p < .001$. Similarly, direct effect was also found to be significant $b = .54$, $t = 6.15$, $CI [.36, .71]$, $p < .001$. An empirically noteworthy indirect effect was also observed, $b = .12$, $CI [.06, .18]$.

Table 4.21

Simple Mediation of the effect of Involvement on Contextual Performance by Work-Life Balance
($N = 347$)

Predictors	Model 1	Model 2	Contextual Performance	
			95% CL	
	B	B	LL	UL
Constant	45.50***	26.87***	22.22	31.52
Involvement	1.03***	.32	.03	.61
WLB		.15***	.22	.09
Indirect effect-Involvement→WLB→CP		.16	.07	.25
R ²	.05	.09		
ΔR ²		.04		
F	18.89***	18.08***		
ΔF		.81		

* $p < .05$, ** $p < .01$, *** $p < .000$

Note. B= Unstandardized coefficients; LL = Lower limit; UL = Upper Limit; WLB= Work-Life Balance; Contextual Performance= CP

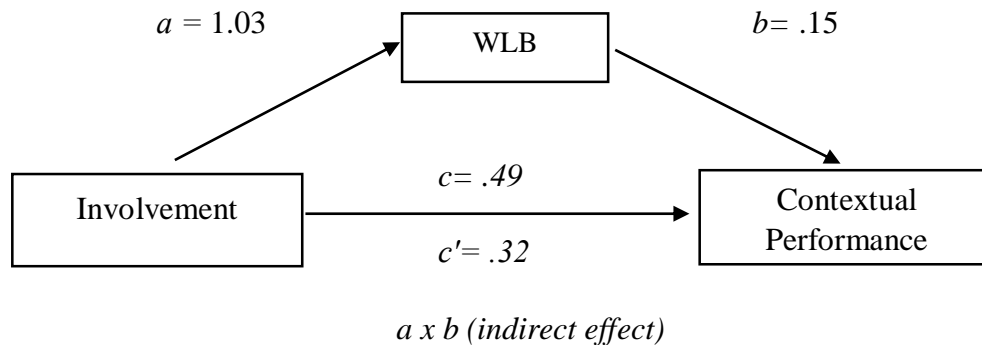


Figure 4.8: Mediation of the effect of Involvement on Contextual Performance by Work-Life Balance

A mediation analysis was directed to examine the mediating influence of WLB on involvement and contextual performance and presented in Table 4.22. Significant direct effect as well as indirect effect was also found between involvement, contextual performance and WLB. Significant total effect of the model was seen, $b = .49$, $t = 3.33$, CI [.20, .78], $p < .001$. Similarly, direct effect was also found to be noteworthy $b = .32$, $t = 2.23$, CI [.03, .61], $p < .05$. An empirically substantial indirect effect was also observed, $b = .16$, CI [.07, .25].

Table 4.22

Simple Mediation of the effect of Involvement on Contextual Performance by Organizational Commitment (N =347)

Predictors	Contextual Performance			
	Model 1	Model 2	95% CL	
	B	B	LL	UL
Constant	19.62***	9.87***	5.11	14.62
Involvement	.49***	.13	-.16	.43
WLB		.20***	.13	.26
Indirect effect-Involvement→OCM→CP		.35	.22	.52
R ²	.03	.12		
ΔR ²		.09		
F	11.12***	24.96***		
ΔF		13.84		

* $p < .05$, ** $p < .01$, *** $p < .000$

Note. B= Unstandardized coefficients; LL = Lower limit; UL = Upper Limit; OCM= Organizational Commitment; Contextual Performance= CP

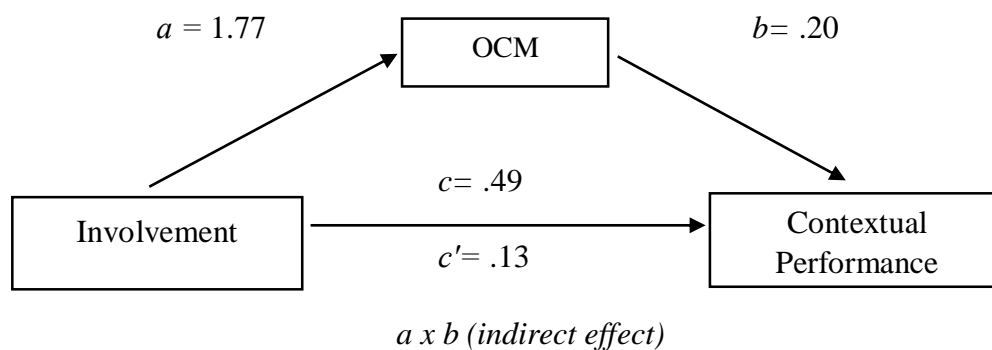


Figure 4.9: Mediation of the effect of Involvement on Contextual Performance by Organizational Commitment.

A mediation analysis was done to examine the mediating influence of organizational commitment on involvement and contextual performance and presented in Table 4.23. Significant direct effect as well as indirect effect was also found between involvement, contextual performance and organizational commitment. Significant total effect of the model was seen, $b = .49$, $t = 3.33$, $CI [.20, .78]$, $p < .001$. Similarly, direct effect was also found $b = .13$, $t = .87$, $CI [-.16, .43]$. An empirically significant indirect effect was also observed, $b = .35$, $CI [.22, .52]$. These results show the mediating role of organizational commitment between involvement and contextual performance.

DISCUSSION

CHAPTER V

DISCUSSION

This research was carried out with the intention of examining the impact of organizational culture on job performance among the IT professionals. Moreover, the mediating role of organizational commitment and work-life balance was also studied in the Pakistani context. The key emphasis in the present study was on the Denison organizational cultural model, and its effect on employees' performance, their commitment to work and work-life balance of employees. The subscales of organizational culture i.e., consistency and involvement were also explored. The current investigation also concentrated on the organizational commitment and work-life balance and their role as mediators has been deeply analyzed. The study also sought to investigate the effects of different demographic groups. These include gender, education, working hours of employees, marital status, job experience and job designations of employees as well.

In present study, Denison organizational culture survey (Fey & Denison, 2003), Individual work performance questionnaire (Koopman, 2015), Organizational commitment questionnaire (Mowday et al., 1979), work-life balance scale (Taşdelen-Karçkay & Bakalim, 2017) were used to access the variables. All of the instruments used for this investigation have satisfactory and within an acceptable range Cronbach alpha reliability. Descriptive statistics, such as means and frequencies of demographic parameters, for the research variables such as education, gender, marital status, job experience, job designation and working hours were also analyzed. Various hypotheses were generated to study the effect of organizational culture on job performance with role of organizational commitment and work life balance as mediators.

The purpose of the investigation was to look into the connection between work performance and organizational culture. Hence, it is postulated that there exists a noteworthy positive link between organizational culture and job performance of IT professionals. The substantial positive correlation was demonstrated between organizational culture and job performance as depicted in table 4.3. The hypothesis testing was done using the Pearson's bivariate Correlation. Establishing a strong and good organizational culture has become the firm's primary goal to increase employee performance in today's competitive business

environment. The morals, customs, opinions, and actions that define an organization's identity and methods of operation are reflected in its organizational culture. A positive company culture inspires workers, gives them clear direction, it has a strong impact on their choices and behaviors. Employees can more easily adapt to their work environment and comprehend what needs to be done in accordance with the organization's values when there is an organizational culture in place. These principles can also be used to set behavioral expectations for employees that are in line with their jobs and duties (Adam et al., 2020).

Self-realization is an important aspect when it comes to work culture. Employers might find that their present culture, ideas, policies and rules are not beneficial so they might change their rules and policies in order to facilitate the employees. Similarly, employees may recognize the need to alter their attitudes, perceptions and work styles in order to attain targets more expeditiously. This realization on the part of employees can also contribute to a transformation of the work culture (Mariani, 2021).

The results of this investigation also suggests that organizational culture is strong positive predictor of job performance of employees as shown in table 4.11. Workers that are aligned with their own values and feel a part of a positive organizational culture are more likely to perform well on the job, be more actively involved in their work, and do valuable contributions to the achievement of organizational objectives (Jufrizen et al., 2021). Strong organizational culture can increase team work and cooperation between employees, lessen struggles, and generate a conducive work environment (Iskamto, 2021). Employers can enhance their competitive edge by encouraging high performance standards, creativity, and customer orientation in their workforce by fostering a strong organizational culture. The outcomes of the present investigation match with the previous studies, which explains that when organizational culture of an organization is improved the job performance of employees also gets enhanced hence there is positive association between organizational culture and job performance (Jufrizen et al., 2021).

The dimensions of organizational culture i.e., consistency, mission, adaptability and involvement are positively correlated with job performance as shown in table 4.3. Muhammad & Muhammad (2011) explained that organizational cultural traits i.e., involvement and consistency are positively associated with job performance of employees. As the consistency and

involvement increases the task performance and contextual performance of employees also increases and counterproductive behavior decreases.

When an organization's personnel are involved in organization, they swiftly respond to emerging trends, read the business environment and identify new challenges (Kassem et al., 2019). Involvement of employees reflects the presence of ownership and commitment to the organization (Ha, 2020). Employees in competent organizations are given more authority, learn teamwork quickly and develop their abilities (Fey & Denison, 2003). Businesses that foster a culture of teamwork enable their employees to perform better and reach high levels of operational efficiency with less harmful behavior towards the organizations (Denison & Neale, 2011). Consistency characteristics include coordination, agreement, and organizational members. Organizations that are particularly consistent and organized develop more. Organizations with a high internal promotion level are those that cultivate a culture of consistency within the organization (Denison et al., 2014). Businesses with diversified cultures outperform those with weak ones because employees with strong cultures behave and perform consistently. They also enhance task performance of employees. Hence consistent characteristic is positive predictor of task performance and contextual performance (Zhang et al., 2009).

It was hypothesized that organizational culture and work-life balance are positively interrelated with each other. The outcomes of the current research also show that organizational culture is positively and meaningfully correlated with work-life balance. The calculated values from the obtained data also supports the hypothesis showing that there are significant positive correlations among organizational culture and work-life balance. In an environment where there is strong culture and employees' abilities are enhanced and are given due importance, their work-life balance is improved. They are given enough importance. When an organization has a strong culture, people are better equipped to handle challenges in both their job and personal lives (Ardahan, 2014). By understanding the complex relationship between organizational culture and work-life balance, organizations can better design policies and practices that foster a supportive and flexible work environment. Employees who work for organizations with perks and policies in place typically have a better work-life balance, but if they do not use the provisions, the balance will likely worsen (Groner, 2018). Studies have indicated that a robust organizational support system, which arises from organizational culture, is the means by which work-life

balance is achieved. An organization's culture has a significant impression on all parties involved as well as the organization's success (Rife & Hall, 2015).

It was hypothesized that organizational culture and organizational commitment are significantly related to each other among the employees of IT sector. The conclusions of the present investigation show that organizational culture and organizational commitment are correlated positively among them. The calculated values as shown in table 4.3 from the obtained data supports the hypothesis showing that there is substantial positive connection between the two variables. Past researches also supports this finding that organizational culture is significantly correlated with organizational commitment of employees. Wardani, et al., (2023) implies that workers in organizations with strong cultures have higher levels of dedication to their employers than do workers in organizations with weak cultures. Strong corporate cultures apply recruitment strategies to foster employee loyalty. Another study also supports the study and the hypothesis suggesting that there is a strong and positive correlation between organizational culture and organizational commitment. Organizational culture and organizational commitment are closely linked, while the culture plays a pivotal role in shaping employees' commitment levels.

A positive and inclusive organizational culture, characterized by shared values, norms, and practices, can significantly enhance employees' devotion and a feeling of inclusion within the organization. This suggests higher levels of organizational commitment, where employees are more eager to invest their effort and remain with the organization for a longer duration. Studies have shown that cultures that are supportive, value employee contributions and foster a sense of unity tend to have employees with higher commitment, which is critical for organizational stability and success (Aranki et al., 2019). In light of the global competitive landscape, it is critical for organizations to implement policies that best serve their workforce in order to foster a strong sense of loyalty among them. Previous investigations have shown that organizational culture, in conjunction with a number of other elements like as leadership, employee well-being, support systems and human resource practices, can increase employee commitment levels (Zainab et al., 2013).

It was hypothesized that job performance is meaningfully interrelated with work-life balance of employees. The strain that people encounter at work has intensified due to changes in

working circumstances and worldwide development. There is more work pressure due to evolving difficulties and methods, which raises the bar of work pressure and hours worked. To stay up with the rapidly shifting global landscape and competing with the world employees are unable to keep balance with their work and personal life. Even the most tech-savvy employees must learn new skills in order to enable smart working, sometimes without strong backing from leadership and training (Hjálmsdóttir, 2021). People can excel in their careers and yet spend quality time with their family and friends when they have a healthy work-life balance. When people spend too much time at work and not enough time doing activities they enjoy, they get overly stressed out (Golden & Wiens-Tuers, 2005).

Obiageli, (2015) explain that when workers do well, an organization offers them more opportunities than when they perform poorly. Employers must seek out more effective strategies for raising workers' performance. Assisting them in setting priorities for their life and work activities will accomplish this. When this is accomplished, the worker is inspired to provide their services in an effective and efficient manner. When workers can manage the demands of their job and personal lives, they are happier and more productive.

In next hypothesis it was hypothesized that organizational commitment enhances the job performance of employees. The hypothesis has been reinforced in this study. Employee commitment to an organization positively correlates with improved job performance. Low committed individuals are inclined to favor them as foreigners and do not wish to be perceived as long-term affiliates of the organization. Highly committed people are more reliable and effective workers who eventually help the organization completely (Paramita et al., 2022).

The relationship between organizational commitment and job performance is widely recognized in the field of organizational psychology, suggesting that employees who are more committed to their organization tend to display higher levels of job performance. This positive correlation is attributed to committed employees displaying greater motivation, loyalty, and willingness to go above and further ahead of their basic job requirements. They are also more likely to align their personal goals with organizational objectives, leading to enhanced productivity and effectiveness. Workers who are very committed to the organization believe that they can handle a heavier workload. Additionally, as they engage in and consider their work more, engaged employees do better than less committed ones. The results of this investigation

were consistent with earlier findings. The level of commitment can influence an employee's willingness to perform, hence affecting the quality and productivity of their work (Loan, 2020).

It was presumed in the study that organizational commitment mediates the relationship between organizational culture and job performance in IT employees and the results suggested that organizational commitment mediates the relationship between Denison's dimensions of organizational culture and subscales of job performance. Organizational commitment mediated the relationship between dimensions of organizational culture and dimensions of job performance i.e., task performance and contextual performance as well.

There is an existing role of organizational commitment as a mediator in the relationship between dimensions of organizational culture i.e., consistency and involvement and dimensions of job performance i.e., task performance and contextual performance as shown in table 4.16. By fostering a culture that supports and values employees, which is consistent and keep its employees involved, organizations can enhance organizational commitment, leading to enhanced task performance and overall organizational success. When organizations recognize and give reward on high performance, it reinforces the cultural values that prioritize excellence, commitment, and employee well-being, thus encouraging even greater organizational commitment and job performance in the future. Cultivating a culture that embodies involvement and consistency can foster higher levels of organizational commitment, which leads to enhanced employees task performance and contextual performance (Patulak & Thoyib, 2013). The strength of commitment significantly mediates the relationship between dimensions of organizational culture i.e., consistency, involvement, task performance and contextual performance (Iskandar & Anggraeni, 2018).

When there is a consistent culture that involves its employees, their commitment to the organization increases, as they perceive their contributions to be valuable and meaningful. This heightened sense of organizational commitment leads to improved individual work performance. A culture high in consistency fosters a strong sense of identity and unity among employees, enhancing their commitment to the organization. This commitment, in turn, positively impacts individual work performance by promoting disciplined execution and reliability in meeting job expectations (Mohamed, 2013). When employees are committed to an adaptable organization,

they are more likely to show resilience, innovation and flexibility in their work performance, adapting to challenges and seizing opportunities (Shelton et al., 2011).

It was assumed that work-life balance mediates the relationship between organizational culture and job performance and the results in table 4.13 suggested that work life-balance acts as a mediator between them. There is an existing role of work-life balance as a mediator in the relationship between dimensions of organizational culture i.e., consistency and involvement and dimensions of job performance i.e., task performance and contextual performance (Malaterre et al., 2014). The majority of businesses agree that a culture which is consistent and involves its employees in decision making and giving employees the freedom to change their work schedules promotes productivity, decrease stress of employees, less absenteeism and improves each person's job self-sufficiency, efficacy and performance (Hoeven & Zoonen, 2015; Clarke & Holdsworth, 2017). Workers who are employed by companies that offer extensive vacation benefits and flexible scheduling report higher job satisfaction, increased productivity, and improved job performance (Moen et al., 2016).

Employees perform better and are more satisfied in organizations with integrated consistent organizational culture and autonomous control over working conditions without needless monitoring or restrictions which gives them the freedom to manage their personal affairs and prevents conflicts between work and family. Gaining resources will balance employees' perspectives of the company, which will increase their likelihood of doing a good job on the work place (Rastogi et al., 2016).

The purpose of the research was to inspect the mean differences in study variables between males and females. Non-significant results were found for gender on organizational culture as shown in table 4.4. This is also inclined with the past research (Tiliuță & Diaconu, 2020). No gender differences were seen on job performance. There were gender differences on organizational commitment. There is statistically noteworthy variance between the organizational commitment of males and females. Males are higher on the commitment level as compared to females (Satriawan & Anindita, 2021). There were no gender variances found on work-life balance which is also inclined with the past researches (Dilmaghani & Tabvuma, 2019).

The study hypothesized to explore the difference of education level on organizational culture, job performance, organizational commitment and work-life balance. No difference was found on the variables except work-life balance as shown in table 4.5. Education has no important influence on organizational culture. Level of education is not related significantly with organizational culture (Ajlouni, 2019). Education is not significantly related with job performance of employees. Previous research also supports the finding, that there was no discernible correlation between education and job performance (Kahya, 2007). Education level indicates significant difference with work life-balance (Li, 2018).

There is noteworthy variance between organizational culture and job experience of employees as shown in table 4.6. A study conducted by Sürücü et al., (2020) indicates that employees who have little experience or those who are new to the firm or an organization are more effected by the organizational culture. Employees that have just been hired are more adaptable and eager to provide a variety of services. Together with these findings, there is a greater level of competition among newly hired employees than among long-term staff members.

No difference between job performance and job experience of employees was found. Employee job performance and experience have no significant association with each other (Aschalew, 2020). Employees with more experience are less adaptable to social and novel situations and are less receptive to change. Therefore, no significant differences were found between job experience and job performance. There is no difference between organizational commitment and job experience of employees as shown in table 4.6. It is also supported by previous studies (Kargar, 2012). Work-life balance of employees is not linked with the tenure. Work-life balance varies from person to person. There is noteworthy difference between work-life balance and job experience of employees as supported by previous researches as well (Anand et al., 2016).

Working hours shows no significant differences on organizational culture, job performance, organizational commitment and work-life balance in table 4.7. In organizations where a strong set of core values and mission-driven focus prevails, the emphasis might be more on how work aligns with these values rather than on the hours spent working. In such cases, the culture could be more resilient to variations in working hours (Bigliardi et al., 2012). In roles requiring high levels of creativity or strategic thinking, longer hours may not necessarily

translate to better outcomes, as these tasks often benefit from rest and periodic breaks to maintain cognitive performance (Rotundo & Sackett, 2002). For some employees, favorable compensation, benefits, and perks might offset dissatisfaction with working hours. If they perceive these compensations as adequate or generous, their commitment to the organization might remain stable despite concerns about work schedules (Akanji et al., 2020).

Work-life balance of single individuals is better as compared to married individuals. Single individuals often have fewer family obligations, allowing them more flexibility in managing their time as clearly seen in table 4.8. Without the responsibilities of childcare, spousal commitments, or managing a household with multiple members, singles might find it easier to balance work demands with personal interests and activities. Single individuals often have fewer family obligations, allowing them more flexibility in managing their time. Compared to single workers, married employees show noticeably greater levels of conflict between work and personal life (Abdulkadir et al., 2009).

Significant results were obtained for job designation on organizational culture and job performance as depicted in table 4.9. The previous literature has contributed a lot and showed that there is significant correlation between culture of organization and the designation of the employees. The findings of the research suggested that there are significant differences among various managerial levels (Ayaz et al., 2021). Job designation show significant difference on various job levels and job performance. The empirical outcomes of a study indicated statistical significance of job performance and designations. It indicates that job designation is directly linked with job performance (Joshua, 2021). Task performance and contextual performance showed a substantial correlation with job grade (Kahya, 2007).

5.1 Conclusion

Present study aimed to see the impact of organizational culture on job performance among IT professionals and to explore the role of organizational commitment and work-life balance as mediators. The current study findings are consistent with previous researches in the literature. Job performance can be strongly predicted by organizational culture according to regression research. Work-life balance and organizational commitment act as mediator between dimensions of organizational culture and the sub scales of job performance of IT employees. The research also showed that when it came to organizational dedication, men scored noticeably

higher than women. Job experience of employees significantly differs on organizational culture. Additionally, research demonstrates that married workers exhibit higher levels of organizational commitment than single workers. IT employees significantly differ on different levels of job designation.

5.2 Limitations and Suggestions

Limitations and suggestions of the present study are:

1. The sample was not the representative of complete IT industries of Pakistan. Since Islamabad and Rawalpindi provided the majority of the data for this study, it is advised that additional data be incorporated from other regions of the nation in order to examine variety and ensure that the findings can be applied generally. Future research could include participants from varied geographical and industrial backgrounds for a more comprehensive perspective. Extending the research to various sectors would offer a broader understanding.
2. External influences such as economic conditions, organizational size, and leadership styles were not extensively explored but may significantly impact the studied variables. Future research could integrate these variables to paint a more holistic picture.
3. The demographics i.e job experience and working hours do not have comparable groups as compared to the sample size.
4. Present study has taken work-life balance and organizational commitment as significant mediators of the study. There are many other variables or factors that can increase the job performance of employees e.g., employee engagement, motivation, team cohesion, communication quality, psychological safety, learning and development opportunities. Hence it is critical to investigate further and take into account additional variables that can deviate the findings of the study.
5. In the future, supervisors or employers should verify employees by cross checking in order to ensure their accuracy and prevent any instances of employees providing false information about them to appear socially desirable.
6. Organizations should emphasize on enacting rules that create a good work-life balance since it has been demonstrated to mediate the link between organizational culture and employee job performance.

5.3 Future Implications

- Organizations should aim to foster a strong and productive workplace by appreciating and rewarding employees for their accomplishments, encouraging constructive interactions among workers, matching workers to appropriate positions and encouraging professional development in order to increase their performance and durability with the organization.
- Organizations should emphasize enacting rules that create a good work-life balance since it has been demonstrated that it mediates the link between organizational culture and job performance. Employees must be given right to choose their own schedules, allowing them to work from home, offering on-site child care and encouraging an environment that values personal time and balance.
- Employees can better balance work and life with the help of friendly policies. Due to the significant effects of WLB, managers should create and implement family friendly policies including teleworking, reasonable workloads and flexible work schedules. Hence, organizational support helps employees in managing their work and non-work domains of life.
- Administrators should organize and conduct coaching and training sessions for managers and employees as part of human capital development activities in order to increase the level of commitment within the workforce. Developing these skills not only aids workers in coming up with ways to deal with personal and interpersonal emotional challenges, but it also serves as a tool to improve team performance and effectiveness as a whole and reduce negative outcomes and unproductive worker behaviors.
- Dimensions of organizational culture mission, involvement, adaptability and consistency are central to employee performance. Policymakers need to develop strong organizational culture practices. To guarantee that staff members are able to adjust to the demands of their jobs, authorities must build their missions to integrate with the organizational culture. If effectively implemented, the capacity to adjust to a new environment would improve worker productivity, which is advantageous to both employers and employees.

- Encouraging employees to participate in horizontal and vertical decision-making is a great way for policy implementers and top management to improve the organizational culture. This will increase the commitment level in employees.
- Future researches can develop the theoretical framework by integrating further variables such as, employee empowerment and technological advancements that could provide deeper insights and may influence the relationship between organizational culture, job performance, organizational commitment, and work-life balance.
- Conducting cross-cultural research can highlight how cultural differences impact the effectiveness of organizational culture on job performance. This can help global organizations tailor their cultural strategies to different regional contexts.
- The findings of present study encourage organizations to integrate measures of organizational commitment and work-life balance into their performance management systems. This could involve setting goals not just around output but also around factors that contribute to a healthy work culture. The implications of studying the effect of organizational culture on job performance, mediated by organizational commitment and work-life balance, extend far beyond academic interest, offering valuable insights for enhancing organizational effectiveness and employee well-being in the modern workplace.

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APPENDICES

APPENDIX A

INFORMED CONSENT

I am M.Phil student of Applied Psychology, National University of Modern Languages, Islamabad. I am conducting research with relevance to my MPhil requirements. The purpose of this research is to study the Impact of Organizational Culture on Job Performance among IT Employees: Role of Organizational Commitment and Work-Life Balance. Your participation in this study is voluntary. Information obtained from you will remain confidential and will be used only for research purpose. You may quit anytime during the activity if you feel hesitant or uncomfortable. Your contribution to this research is highly appreciated.

Thank you for your cooperation.

For any feedback you can contact

Ayesha_hanif1@hotmail.com

I hereby agree to take part in the research

Signature of Respondent

APPENDIX B**DEMOGRAPHIC INFORMATION**

Gender: Male Female

Education: Graduation Post-Graduation Diploma

Job experience: _____

Job designation: _____

Working Hours: _____

Marital status: Married Single

APPENDIX C

Organizational Commitment Scale

Please encircle the extent to which you agree with the following statements. There is no concept of right and wrong, your responses will only indicate the extent to which you agree or disagree with the statements.

Strongly disagree: 1, moderately disagree: 2, slightly disagree: 3, neutral: 4, slightly agree: 5, moderately agree: 6, strongly agree: 7.

ITEMS	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral	Slightly Agree	Moderately Agree	Strongly Agree
1. I am willing to put in a great deal of effort beyond that normally expected to help this organization to be successful.							
2. I talk up this organization to my friends as a great organization to work for.							
3. I feel very little loyalty to this organization.							
4. I would accept almost any type of job assignment in order to keep working for this organization							
5. I find that my values and the organization's values are very similar.							
6. I am proud to tell others that I am part of this organization							
7. I could just as well be working for a different organization as long as the type of work was similar.							

8. This organization really inspires the very best in me in the way of job performance.							
9. It would take very little change in my present circumstances to cause me to leave this organization.							
10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined							
11. There's not too much to be gained by sticking with this organization indefinitely.							
12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.							
13. I really care about the fate of this organization							
14. For me this is the best of all possible organizations for which to work.							
15. Deciding to work for this organization was a definite mistake on my part.							

APPENDIX D

Individual Work Performance Scale

Please encircle the extent to which you agree with the following statements. There is no concept of right and wrong, your responses will only indicate the extent to which you agree or disagree with the statements.

Never: 1, Rarely: 2, Often: 3, Always: 4

ITEMS	Never	Rarely	Often	Always
1. I managed to plan my work so that I finished it on time.				
2. I kept in mind the work result I needed to achieve.				
3. I was able to set priorities.				
4. I was able to carry out my work efficiently.				
5. I managed my time well.				
6. On my own initiative, I started new task when my old tasks were completed.				
7. I took on challenging tasks when they were available.				
8. I worked on keeping my job-related knowledge up to date.				
9. I worked on keeping my work skills up to date.				
10. I came up with creative solutions for new problems.				
11. I took on extra responsibilities.				
12. I continually sought new challenges in my work.				
13. I actively participated in meetings or consultations.				

APPENDIX E

Work Life Balance Scale

Please encircle the extent to which you agree with the following statements. There is no concept of right and wrong, your responses will only indicate the extent to which you agree or disagree with the statements.

Strongly disagree: 1, moderately disagree: 2, slightly disagree: 3, neutral: 4, slightly agree: 5, moderately agree 6, strongly agree: 7.

Items	Strongly disagree	Moderately disagree	Slightly disagree	Neutral	Slightly agree	Moderately agree	Strongly agree
1. I can satisfy my own needs and the needs of the important people in my life.							
2. I can manage my roles related to family and professional life in a balanced manner.							
3. I can make enough time for myself by preserving the balance between my professional life and family life							
4. I feel loyalty towards my roles, both in my professional life and my family							
5. I manage my professional and family life in a controlled manner							
6. I am successful at creating a balance between my multiple life roles (employee/spouse/parent and so on).							
7. I can deal with the situations that occur due to the conflict between my roles that are specific to my professional and family life.							
8. I am equally content with my roles in my family and professional life							

APPENDIX F

Denison Organizational Culture Scale

Please encircle the extent to which you agree with the following statements. There is no concept of right and wrong, your responses will only indicate the extent to which you agree or disagree with the statements.

Strongly disagree: 1, slightly disagree: 2, neutral: 3, slightly agree: 4, strongly agree: 5.

Items	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree
1. I share a set of attributes that creates a sense of identity with the institution.					
2. Assignments given to me are consistent with my strength and interest.					
3. The values in the institution are consistent with the organizational goals.					
4. The institution empowers and engages me.					
5. The institution ensures I make input into decision-making.					
6. We work as a team in this institution.					