THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE JOB PERFORMANCE IN SPA AND WELLNESS CENTER ESTABLISHMENT: A CASE STUDY OF MINAB WELNESS CLUB

BY: YEAMLAK ENDALE BIRHANU

JUNE 2026

ADDIS ABABA ETHIOPIA

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ADDIS ABABA UNIVERSITY

COLLEGE OF BUSSINESS AND ECONOMICS

A thesis submitted to the School of graduate studies of Addis Ababa University College of Business and Economics in partial fulfillment of the requirements for the award of Master of business administration in Management

ADVISOR: ASS. PROF. TEWODROS W.

JUNE 2026

ADDIS ABABA ETHIOPIA

DECLARATION

I hereby declare that the thesis entitled "*The effect of organizational culture on employee job performance*" in spa and wellness center establishment a case study of Minab wellness club submitted for the partial fulfillment of the requirements for the Degree of Master of Bussiness Administration at Addis Ababa University College of Business and Economics is my original work and the thesis has not been presented for the award of any Degree at this or any other university and institutions.

Declared By: Yeamlak Endale Birhanu

Signature: _____

Date: **June 05. 2026**

This is to certify that the thesis entitled "***The effect of organizational culture on employee job performance***" in spa and wellness center establishment a case study of Minab wellness club which is undertaken by Yeamlak Endale**,** in partial fulfillment of the requirement for degree of Master of Bussiness Administration in management is an original work of his own and not submitted for any degree or master program in any other university.

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ADDIS ABABA UNIVERSITY

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MASTER OF BUSSINESS ADMINISTRATION IN MANAGEMENT

MBA THESIS (MGMT 741)

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Acronyms and abbreviations

ANOVA	Analysis of variance
CVF	Competing Values Framework
HRM	Human Resource Management
IWP	Individual work Performance
MWC	Minab Wellness Club
OC	Organizational Culture
OCAI	Organizational Culture Assessment Instrument
PM	Performance Management
SPA	Sanitas per Aquam (commonly used for spa services)
SD	Standard Deviation
SP	Staff Performance
SPSS	Statistical Packages for Social Science

Abstract

This study aims to evaluate the effect of organizational culture on employee performance at Minab Wellness Club (MWC), a newly established five-star wellness center in Addis Ababa, which is presently in its pre-launch phase. The concept of organizational culture in this study is measured using the Competing Values Framework proposed by Cameron & Quinn. Organizational culture is measured through four different cultural perspectives, namely clan culture, adhocracy culture, market culture, and hierarchy culture. The research employs a quantitative methodology in the context of a descriptive/explanatory case study design. This study makes use of a survey questionnaire containing 48 likert-scale items in collecting data. In this study, 80 respondents from a targeted population of 100 were chosen using systematic random sampling technique, attaining a 100% valid response rate.

The numerical data gathered, along with the initial hypotheses, were analyzed using SPSS (IBM, Version 27) through percentage computation, descriptive statistics, Pearson correlation, and hierarchical linear regression. From the results of descriptive analysis, it is evident that market culture was the prevalent organizational culture type among employees before the launch of the club. Moreover, from the results of the inferential analysis, it was found that no four categories of organizational cultures (clan, adhocracy, market, and hierarchy) had any statistically significant relationship with employee performance. Through the hierarchical linear regression analysis, none of the four categories of organizational cultures significantly predicted employee performance, wherein 93.4% of the variation in employee performance could not be explained by organizational culture ($R = 6.6\%$, $p = 0.835$). From this finding, it can be concluded that in establishing a luxury hospitality facility, employee performance does not rely on organizational culture but on other external and personal factors.

Keywords: *Organizational culture, Clan culture, Adhocracy culture, Market culture, Hierarchy culture, Employee performance, Minab Wellness Club.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's ever-evolving service sector and more precisely in spas and wellness enterprises, organizational culture is among the key factors affecting organizational performance. Organizational culture, which can be described as a system of values, beliefs, norms, and assumptions determining the social and psychological atmosphere in an organization, provides the basis upon which employees' behavior, decision-making processes, and performance are built. In case of organizations, especially young businesses that operate with no clearly defined structure, culture becomes even more relevant in shaping their performance outcomes, especially as far as employee engagement and performance is concerned.

Spa and wellness services depend on individualized service provision, emotional intelligence, ability to show empathy toward customers, and providing overall wellness to clients. All these qualities make it crucial for businesses in this market niche to have a highly motivated team whose values are consistent with the needs of their target audience. In case of Minab Spa and Wellness Center, which is just beginning its existence and struggling with defining its operational culture, development of a performance-enhancing culture becomes a matter of particular importance. While mature organizations already have systems and cultures in place, startups face the task of creating a unique culture and running day-to-day operations. A positive and well-defined culture can become the cornerstone of effective collaboration, accountability, and high morale, while lack of clarity can result in inconsistency and conflict. Observing different levels of commitment among employees, it becomes clear that further investigation of organizational culture is needed.

Current literature has thoroughly explored the effect of organizational culture on the performance of employees in large organizations and multinationals. However, the area lacks research efforts focused on exploring the issue of performance in relation to the wellness industry since it is faced by a number of challenges including scarcity of funds, lack of formal organizational structure and emergence of a new type of leadership style. The current paper focuses on assessing the impact of organizational culture on employee performance in the wellness industry, in particular, Minab Spa and Wellness Center.

The importance of this topic lies in its significance for entrepreneurs in the wellness sector, human resource specialists and startup counselors who seek to form high-performing teams amid uncertainties and other challenging conditions of their work environment.

1.2. Statement of the Problem

Establishments in the spa and wellness sector frequently face operational and human resource challenges that are deeply intertwined with organizational culture. Unlike established businesses, startups often lack formalized structures, established practices, and a unified sense of identity. This lack of coherence can manifest in inconsistent service quality, unclear employee roles, poor communication, and uneven performance outcomes.

At Minab Spa and Wellness Center, these challenges appear to be present in varying degrees. Preliminary discussions with staff reveal mixed perceptions of leadership clarity, work expectations, and recognition systems—indicating potential cultural misalignment. Staff performance seems to be influenced by undefined expectations, fluctuating team morale, and lack of structured feedback mechanisms. These inconsistencies raise concerns about the effectiveness of the organization’s culture in supporting its employees' efforts to deliver high-quality wellness services.

Given the people-oriented nature of wellness services, any disconnect between culture and performance can have immediate and far-reaching consequences, including loss of clients, negative reviews, demotivation, and attrition. Therefore, there is a need to understand how the organizational culture at Minab Spa and Wellness Center is influencing staff performance—positively or negatively. Without this understanding, efforts to improve service quality and employee well-being may be misdirected or ineffective.

Therefore, this study is intended to fill this gap and put its own contributions and providing empirical evidence through studying the effect of organizational culture on employee performance in Minab wellness club. By investigating dominant organization culture types in the organization, level of employee performances, and the relationship between organizational culture types namely; clan culture, adhocracy culture, market culture/competitive culture, and hierarchy culture with employee performance is targeted.

1.3 Research Questions

In order to achieve the purpose; the study will aim to answer the following research questions

- What is the most dominant organizational culture type in Minab wellness club?
- Is there significant relationship between organizational culture types and employee performance?
- Which type of organizational culture has significant effect on employee performance?

1.4. General and Specific Objectives

1.4.1General Objective:

- To assess the effect of different types of organizational culture (Clan, Adhocracy, Market, and Hierarchy) on staff performance in a spa and wellness establishment, using Minab wellness club as a case study.

1.4.2 Specific Objectives:

The objectives that this research was centered around were:

- To examine the dominant organizational culture in terms of clan, hierarchy, market, and adhocracy cultures.
- To identify the nexus between clan culture and employee performance
- To examine the relationship between adhocracy culture and employee performance
- To determine the relationship between Market culture and employee performance
- To examine the nexus between hierarchy culture and employee performance
- To determine the impact of organizational culture types on employee performance

1.5. Scope of the Study

This study focuses on investigating the effect of organizational culture on employee performance within the realm of spas and wellness centers, taking the case study of Minab Wellness Club into account. Scopes of this study include:

- **Geographical Scope**: Limited to the Minab Wellness Club, a high-class spa and wellness center.

- **Subject Scope**: Investigates the link between organizational culture and employee performance in Minab Spa & Wellness Club. Moreover, this study also takes four different types of organizational culture, namely Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture, into consideration for determining which organizational culture type is effective for improving staff performance in spas and wellness centers.
- **Time Scope**: The span of this study includes six months' time.
- **Population Scope**: Management, administrative staff, practitioners of wellness, therapists, aestheticians, etc.

1.6. Significance of the Study

The research focused on evaluating the influence of organizational culture types on the performance of employees and their relation at Minab Wellness Club. In relation to the stated objectives, the findings have practical implications for the specific organization, for further research as well as to extend knowledge in the fields of organizational culture and performance. The significance of the study is outlined below:

- The role of organizational culture on the performance of employees in Minab Wellness Club is still not known completely; hence, the study can help the organization understand the dominant culture types and their effects on the performance of employees.
- Through establishing the organizational culture type that makes the biggest effect on the performance of employees, it would become possible to change the organization's practices in such a way as to boost employees' job commitment.
- The findings would help the leaders and employees to understand the effect of organizational culture types on the performance of employees at Minab Wellness Club.
- The study would contribute to the existing literature through revealing the link between organizational culture and employee performance and the contribution of organizational culture types to the performance of employees.

- Finally, the research contributes to the body of empirical knowledge in organizational behavior and hospitality management, particularly wellness environments in emerging economies.

1.7. Limitations of the Study

- **Limited scope of case study**: Concentrating on just one wellness center (Minab Wellness Club) leads to limited generalizability of findings for other spas.
- **Restrictions on time**: Shorter timespan is being ineffective at identifying any long-term impact of culture or seasonal differences in performance.
- **Confidentiality restrictions**: Information regarding company's culture are accessible due to strict confidentiality rules.

1.8. Organization of the Study

The thesis is divided into five chapters:

- **Chapter 1:** Introduction—includes background information, problem formulation, research questions, objectives, significance, scope, and limitations.
- **Chapter 2:** Literature Review—consists of conceptual and empirical foundations, theoretical frameworks, and related literature.
- **Chapter 3:** Methodology of Research—includes research design, target population, sample selection, data collection tools, and techniques of data analysis.
- **Chapter 4:** Data Presentation and Analysis—analysis of results and hypotheses testing.
- **Chapter 5:** Conclusions and Recommendations—conclusion, recommendations, and suggestions for further research.

1.9. Definition of Terms

Definitions of terms used for the purpose of the research:

- **Organization culture:** The values, beliefs, and practices that make up the essence of organizations and play an important role in forming employees' behavior (Deal & Kennedy, 1982).

- **Performance:** It can be described as an extent to which an individual is able to accomplish the organizational mission at work (Cascio, 2006).
- **Employee's performance**: The ability of the employees to attain individual or organizational goals by making effective use of available resources (Daft, 2000).
- **Minab Wellness Club**: Case Study subject; five-star luxury spa and wellness center that offers a wide array of services.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is a comprehensive critical review of the literature regarding the effect of organizational culture on the performance of workers, particularly in the spas and wellness industry. The current discussion will incorporate both conceptual and empirical studies to critically evaluate the varying definitions and dimensions of organizational culture and performance and how these interrelated elements are dependent upon each other. Furthermore, relevant models/theories are also explored in light of the hospitality and wellness industry.

2.2 Conceptual Framework

2.2.1 Organizational Culture: Definitions and Dimensions

The organizational culture is the set of values, beliefs, and norms, which impact the thought processes, behavior, and actions of people working within a particular organization. In other words, it impacts identity creation, communications styles, leadership methods, and decision-making (Schein, 2010; Cameron & Quinn, 2011).

As a fundamental element of understanding and managing organizations, organizational culture is the overall psychological and social environment within a business entity. Culture is related to the way people communicate, decide things, and work in the process. Organizational culture includes the set of assumptions, values, and beliefs developed by people working within the company in order to influence their thinking and action.

It should be noted that culture is a dynamic phenomenon since it develops within an organization based on its communication, leadership, and past experiences. Culture is also

impacted by various external factors, including changes in markets and social conditions. The dominant culture has an essential impact on management, organizational communication, employees' motivation, innovations, and customer service quality.

2.2.2 Several Models Define Organizational Culture:

2.2.2.1 Schein's Model (2010)

According to Schein, culture comprises three levels of depth: artifacts, espoused values, and basic underlying assumptions. Although artifacts make up a visible part of the corporate culture, Schein emphasizes their deceptive nature and stresses that the deepest level of corporate culture consists of assumptions, which are mostly unconscious and taken-for-granted.

Artifacts (surface level)

Those are the visible elements that shape up an organization's identity. They encompass physical layout, attire of employees, rituals, slogans and myths, routines and rituals, and circulating stories. In the case of a spa, they will involve such aspects as lighting, choice of music, uniforms worn by employees, rituals of the treatment process, procedures of booking and scheduling, as well as client interactions that take place in the reception area.

Espoused values (middle level)

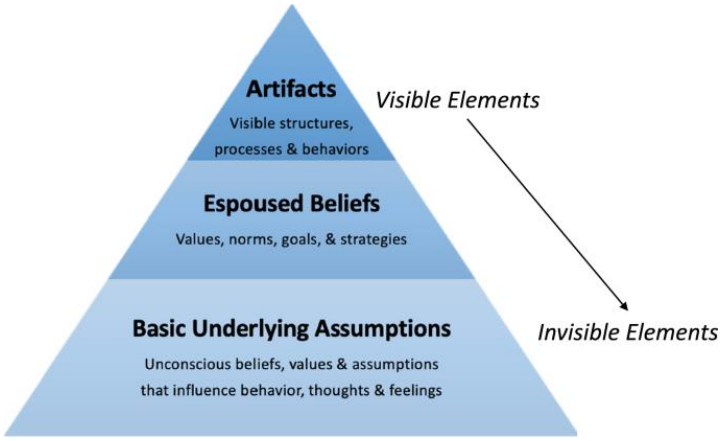
Those include officially articulated values, philosophies, and guiding statements of the organization. Such statements might include mission statements, codes of ethics, as well as the values that the company claims to embody in its operations. However, there might be some discrepancies between the espoused values and actual practices. Thus, while a spa could proclaim the principle of "client-centered service", its business operations might be driven more by a desire to increase profit through upselling.

Basic assumptions (deepest level)

Finally, we have assumptions—those deeply ingrained beliefs about realities, human nature, time, causality, etc. An example of such assumption in a wellness center might be the idea of whether genuine client satisfaction is achieved due to therapist competence or because of some other factor.

Ways of discovering assumptions: participant observation, laddering interviews, analysis of critical incidents, and analysis of organizational stories. The method works well for qualitative thesis writing.

Figure 2.1: Schein's Model (2010)



Strengths:

- Provides an effective heuristic tool for moving from observation to explanation.
- Demonstrates high degrees of applicability in qualitative research.

Weaknesses:

- Provides limited prescriptive guidance on measures in quantitative research.
- Makes many deep assumptions which are hard to test and require interpretive skills.

2.2.2.2 Hofstede's Cultural Dimensions (1980s)

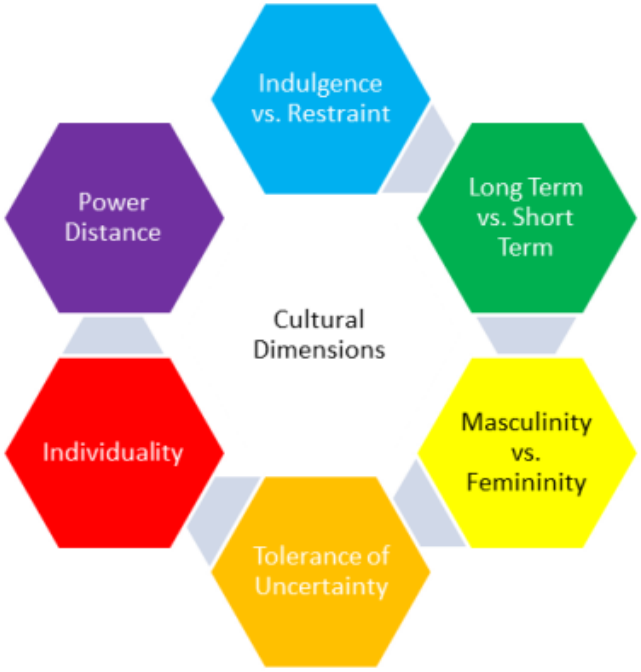
The concept of comparing cultures has been defined by Geert Hofstede through the formation of a model that compares cultures through several parameters. The model has been drawn upon surveying IBM subsidiaries, and hence, it is commonly used for understanding differences between cultures at the national level and also at the organizational level.

There are six dimensions in the model:

- **Power Distance Index**: Degree of acceptance of inequality in power distribution.

- **Uncertainty Avoidance Index**: Level of tolerance for ambiguity and unstructured situations.
- **Individualism vs Collectivism**: Importance attached to individual achievements and collective objectives.
- **Masculinity vs Femininity**: Preference of achieving success to caring for people.
- **Long Term Orientation vs Short Term Normative Orientation**: Orientation towards planning for future over adhering to tradition and focusing on short-term performance.
- **Indulgence vs Restraint**: Degree of permission granted to indulge in one's desires.

Figure 2.2: Hofstede's Cultural Dimensions (1980s)



Applications: The Hofstede framework acts as an instrument for studying phenomena across countries, like contrasting the expectations of service delivery among employees of different nations or ethnicities. Although it is extensively used, it needs to be supplemented with a more contextual analysis approach.

Measurement and instrumentation: The main instruments used are the Hofstede Values Survey Module (VSM) and its variations like VSM 2013. It is crucial to mention some criticisms, which include: (a) averaging national-level data hides the diversity of data within each nation; (b) using one multinational company for the dataset is not necessarily generalizable, and (c) culture changes with time.

Table 2.1: Hofstede's Values Survey Module summary

Dimension	What it means	Example (spa & wellness)
Power distance	Degree to which power unequal is accepted	Is management decision-making centralized? Do therapists accept top-down policies?
Uncertainty avoidance	Tolerance of ambiguity and risk	Are new treatments trialed or avoided? Is there a protocol for innovation?
Individualism vs. Collectivism	Focus on individuals or groups	Are incentives given to individual therapists or teams?
Masculinity vs. Femininity	Preference for task/achievement vs. Quality of life	Is performance measured by sales vs. Customer well-being?
Long-term vs. Short-term orientation	Future planning vs. Immediate outcomes	Investment in staff training vs. Short-term promotions.
Indulgence vs. Restraint	Allowing gratification vs. Controlling socially	Are staff encouraged to personalize guest experiences or strictly follow rules?

Strengths:

- Makes comparison across cultures easier and is used extensively.

Weaknesses:

- Possibility of creating stereotypes; therefore, it should be used cautiously.

2.2.2.3 Cameron & Quinn - Competing Values Framework (CVF)

Cameron & Quinn's Competing Values Framework (CVF) divides the culture of organizations into four types based on internal/external orientation and flexibility/stability: Clan, Adhocracy, Market, and Hierarchy.

2.2.2.3.1 The Four Culture Types

1. Clan Culture (Collaborate)

In this kind of culture, people work together, as they have a common understanding and feel part of one community (Shedaga & Narula, 2019).

The clan culture places a lot of weight on cooperation, participation, agreement, morale, and loyalty. In such cultures, success of organizations depends on their responsiveness to customers within clan-type environments. They perceive themselves as parts of one big extended family that is actively involved in everything. Fundamental premises include managing organizations using teams and developing employees, and seeing clients as the most suitable partners (Alas & Ubius, 2011).

It means that leadership in these kinds of cultures takes place in the form of mentoring and facilitation of employees. Organizations concentrate on internal maintenance and flexibility and pay attention to people and customers (Berrio, 2003).

- Quadrant: Internal + Flexible

Culture characteristics:

- Family atmosphere
- Active participation and teamwork
- Mentorship and development
- Facilitation leadership style

Cultural values: Loyalty, tradition, commitment, cohesion

Efficiency: High employee satisfaction, effective communication, low turnover rate

Examples: Small professional service companies, start-ups

2. Adhocracy Culture (Create)

The origin of the word adhocracy is derived from ad hoc, meaning a temporary, specialized, and dynamic organization (Alas & Ubius, 2011). An adhocracy culture is described as an open system, with emphasis on flexibility and external orientation. In such a case, taking risks by employees is encouraged, and the leaders are viewed as being innovative and entrepreneurial.

In reference to Arditi (2017), "Adhocracy" culture encourages creativity, experimentation, innovation, and personal initiative. Moreover, the organizational culture within adhocracy is entrepreneurial, flexible, innovative, and creative. It is externally oriented and dynamic (Alas & Ubius, 2011). Also, the environment that encourages modeling of new ideas is associated with adhocracy culture. In fact, the strategies associated with adhocracy culture are based on readiness for change and constant pursuit of knowledge and resources (Misigo, 2019).

- Quadrant: External orientation + Flexibility

Key traits:

- Innovative, entrepreneurial, and dynamic
- Encouragement of risk-taking and experimentation
- Visionary and entrepreneurial leadership
- Focus on growth, creativity, and new opportunities

Core values: Innovation, agility, adaptability, and originality

Strengths: Facilitates innovation, responsiveness to market changes, and competitive advantage

Organizations: Technology startups, research organizations, marketing firms

3. Market Culture (Compete)

The above discussion covers a rational, efficiency- and achievement-based culture (Quinn & Spreitzer, 1991). Organizational cultures in these settings display a success-oriented attitude as well as placing individual interests ahead of organizational goals. Planning, performance, and

efficiency are some of the key concepts in this type of culture (Azfar & Acar, 2014). Robert E. Quinn and Kim S. Cameron identify market cultures as results-oriented with a focus on competition, achievement, and "getting the job done." Market cultures pay attention to the external environment while needing stability and control.

It is common for cultures in organizations to have characteristics that can be used to improve operations. In essence, the organizational cultures discussed here consist of assumptions, beliefs, values, and other elements that form a culture. One can argue that no one organizational culture is better than another. However, depending on organizational needs, some culture types will suit some more than others. Using organizational culture to promote better performance requires the adaptation or selective use of particular elements. Rarely do most organizations exhibit one specific culture type. As a result, dominant cultures emerge as organizations try to cope with changes in the environment. The Balanced category covers organizations possessing all four culture types. Such organizations are considered likely to produce performance outcomes.

- Quadrant: External focus + Stability/Control

Culture Characteristics:

- Results-oriented and competitive
- Achievement and profitability oriented
- Goal-oriented leadership that is assertive in nature
- Motivated staff who focus on results

Values: Productivity, results, competitiveness, achievement

Effectiveness: High performance, satisfied customers, increased market share

Examples: Sales-oriented organizations and those highly concerned about profits

4. Hierarchy Culture (Control)

The organization which stresses the need for formalization, rule adherence, procedure, stability, predictability, and efficiency shows traits associated with a hierarchical culture (Wanjiku &

Agusio-ma, 2014). According to Shedaga and Narula, a hierarchical culture is characterized by the presence of a rigid organizational climate as well as the stress placed on maintaining the organizational rules (Shedaga & Narula, 2019). The cultural type is at the meeting point of internal focus and stability/control.

Hierarchy-focused cultures, according to Robert E. Quinn and Kim S. Cameron, are orderly and controlled and emphasize efficiency, stability, and "doing things right." Also, hierarchical cultures in organizations focus on internal maintenance with attention being paid to stability and control. The focus of the organization's long-term goals includes stability, predictability, and efficiency whereby formal policies keep the organization together (Alas & Ubius, 2011).

- Quadrant: Internal Focus + Stability/Control

Characteristics:

- Formalized and structured environment
- Procedures, policies, and standard operations
- Organized, procedure-driven, and risk-averse leadership
- Efficiency, consistency, and predictability

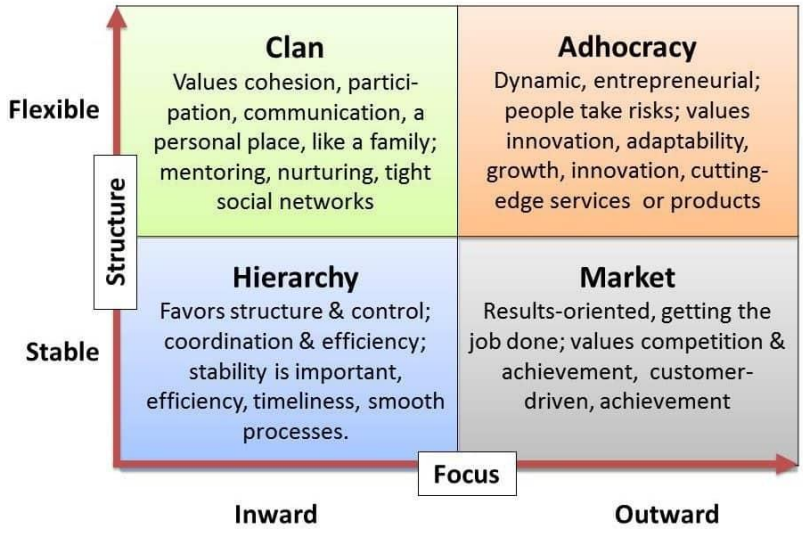
Values: Rules, order, uniformity, accountability

Effectiveness: Efficiency, predictable performance, low-risk operations

Example: Government agencies, manufacturing corporations, hospitals

Measurement: The Organizational Culture Assessment Instrument (OCAI) maps an organization's culture based on all four cultural types described above.

Figure 2.3: Cameron & Quinn – Competing Values Framework



Strengths:

- Practical: Provides an operational connection to interventions via Organizational Culture Assessment Instrument (OCAI).
- Enables better alignment between leadership styles and HR practices according to the selected cultural type.

Weaknesses:

- Oversimplifies heterogeneous combinations of culture types, as organizations usually have several sub-cultures.

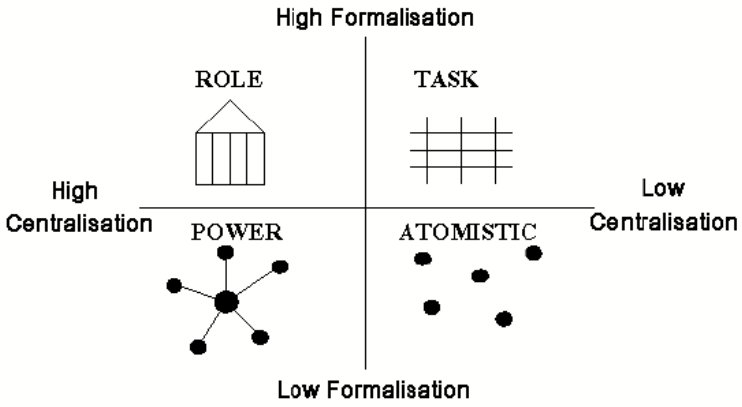
2.2.2.4 Harrison's Cultural Typology (1972)

The typology introduced by Harrison is practical, focusing on organizational efficiency and structure, and encompasses four basic archetypes:

- Power culture: decision-making is concentrated in hands of one charismatic leader or a small elite.
- Role culture: bureaucratic approach that focuses on rules and roles of people based on job descriptions.

- Task culture: project-based culture that focuses on problem-solving and technical expertise.
- Person culture: professionals have autonomy and the organization exists for their benefit.

Figure 2.4: Harrison's Cultural Typology



Applications: Helpful to determine if there is a match between the structure, culture, and strategy of an organization. Example: An innovation group can have either a task culture or adhocracy culture but not a role culture.

2.2.2.5 Deal & Kennedy (1982)

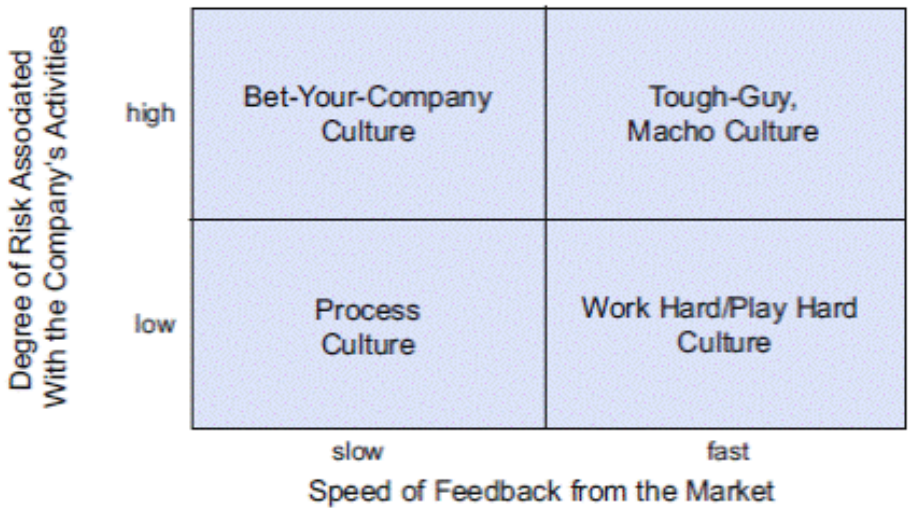
Deal and Kennedy classified organizational culture based on two factors: riskiness and feedback cycle. The combination of these leads to the four different types of cultures, which help in understanding the rewards associated with certain behaviors and what type of rituals an organization has.

- Tough-guy/Macho Culture: Risky behavior with immediate feedback (examples include traders and stunt people).
- Work-hard/Play-hard Culture: No risk with immediate feedback (examples include sales/service organizations that rely heavily on energy and motivation).
- Bet-your-company Culture: Risky behavior with delayed feedback (examples include aerospace industry and pharmaceutical industry).

- Process Culture: No risk with delayed feedback (examples include utility companies and banking institutions).

Application: The four culture types offer insights into rewards, errors allowed, and how feedback works in an organization.

Figure 2.5: Deal & Kennedy (1982)



2.2.2.6 Denison Organizational Culture Model

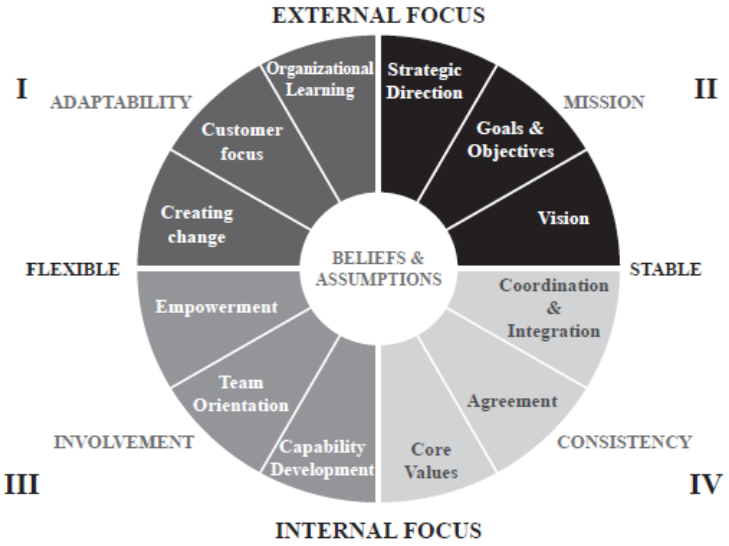
The organizational culture is viewed as a direct contributor to the performance of organizations in Denison's model, which has four dimensions: Involvement, Consistency, Adaptability, and Mission. These dimensions contain sub-dimensions which are quantifiable and capable of being correlated to organizational performance measures like efficiency, innovation, and profitability.

Main dimensions:

- Involvement – empowerment, teamwork, employee development
- Consistency – common values, unity, coordination and integration
- Adaptability – change generation, customer focus, organizational learning
- Mission – vision, strategic goals

Denison provides an empirical tool, the Denison Organizational Culture Survey, for evaluating organizational culture.

Figure 2.6: Denison Organizational Culture Model



Advantages:

- Exhibits a proven empirical relationship between culture and organizational effectiveness.
- Offers practical benchmarking with well-defined sub-dimensions for measuring purposes.

Disadvantages:

- Requires the use of validated surveys for obtaining credible data.

2.2.2.7 Trompenaars' Dimensions of National Culture (1993)

Trompenaars, together with Hampden-Turner, has offered a seven-factor model that could be used to understand cultural differences across different countries in the business setting. These include the following:

- Universalism versus Particularism
- Individualism versus Communitarianism
- Neutral versus Emotional
- Specific versus Diffuse

- Achievement versus Ascription
- Sequential Time versus Synchronic Time
- Internal Control versus External Control

Figure 2.7: Trompenaars' Model of National Culture (1993)

Dimension	Concept
Universalism vs. Particularism	whether a culture is based on rules and standards or relationship and trust.
Individualism vs. Collectivism	whether a culture focuses more on the group or individual.
Neutral vs. Affective	whether the person within a culture expresses one's emotion openly or not.
Specific vs. Diffuse	whether the public and private life are closely linked or not.
Achievement vs. Ascription	whether a culture rewards according to one's performance or to one's age, status, or gender.
Time (Sequential vs. Synchronous)	whether people tend to do one thing at a time or several things at once.

Applications: Useful for intercultural management and designing HR policies that respect cultural preferences.

Table 2.2: Comparative Table of Models

Model	Level of analysis	Core constructs	Suggested methods	Strengths / limits
Schein (2010)	Organizational (deep structures)	Artifacts; espoused values; basic assumptions	Qualitative methods: observation, interviews	Strong for depth; weak for quantification
Hofstede (1980s)	National / organizational	Power distance; uncertainty avoidance; individualism; masculinity; long-term/short-term; indulgence	Surveys (vsm), cross-national comparisons	Great for cross-cultural studies; risks over-generalization
Cameron & quinn (cvf)	Organizational	Clan; adhocracy; market; hierarchy	Ocai survey; workshops	Actionable for change; can oversimplify mix cultures
Harrison (1972)	Organizational /structural	Power; role; task; person cultures	Diagnosis via interviews, structure analysis	Useful for structure-culture fit; less on values
Deal & kennedy (1982)	Organizational	Risk vs feedback: tough-guy; work-hard/play-hard; bet-your-company; process	Qualitative diagnosis; observation	Practical typology; less empirical validation
Denison	Organizational	Involvement; consistency; adaptability; mission	Denison survey (quantitative)	Strong link to performance;

				requires validated instruments
Trompenaars (1993)	National/organizational	7 dimensions (e.g., universalism vs particularism)	Cross-cultural surveys and case studies	Useful for hr and intercultural work

2.2.3 Concept of Employee performance

The issue of performance and organizational performance has received significant scholarly attention from the early 1990s onwards. The concept of performance emerged in the private sector but was promptly adopted by the public sector as a way of increasing efficiency and accountability to stakeholders (Peterson et al., 2003).

Under this scenario, employee performance can be viewed as being the pillar of any organization, forming the basis of effective development (Weerarathna & Geengage, 2014). Employee performance refers to the process of performing any task on which the level of accuracy, comprehensiveness, cost, and speed is evaluated according to predetermined benchmarks (Kotter & Heskett, 1992). Additionally, employee performance is about whether the employee performs and does not perform certain tasks, and the manner in which they are performed. Employee performance has an important part to play in organizational performance. Thus, there is a need for the evaluation of performance to be taken seriously since it is fundamental for organizational effectiveness. Through such assessment, management will be able to gather data that can be used for prioritizing, making decisions, and taking corrective measures towards improvement of work quality and administrative capacity (Isychou et al., 2016).

Employee work performance (IWP) is an essential component in both the organization and its workers because organizational success is dependent on individuals with high levels of work performance (Tria & Rahmat, 2018). Empirical evidence has shown no agreement on the specific measures used for assessing the two components. In addition, it is recommended that a conceptual framework of IWP be used as a way of determining employee performance. This research utilizes a model that has four major dimensions: task performance, contextual performance, adaptive performance, and counterproductive work behaviors.

Koopmans (2014) defines task performance as the degree of skill or competence with which a particular employee performs key duties associated with the job. Contextual performance includes elements of an individual's performance that contribute to maintaining and improving the social and psychological environment within which employees undertake technical assignments.

In contrast, adaptive performance is characterized by how effectively employees adapt their conduct in accordance with the demands of the working situation or events. Finally, counterproductive work behaviors are defined as actions that have an adverse effect on the health of the organization. All four individual work performance components discussed above are crucial for evaluating the effects of individual performance.

2.2.3.1 The Relationship between organizational culture and Employee Performance

The association between the work performance of employees and organizational culture forms a vital topic of study since several researchers have noted that work performance plays a significant role in contributing to organizational success (Shaszad, Iqbal, & Gulzar, 2013). Strong organizational culture becomes a crucial determinant of performance (Kandula, 2006). According to Kandula, good culture can make an average worker achieve excellent results while poor culture can make an excellent employee underperform.

Secondly, some studies have highlighted that employees' commitment and alignment with organizational norms and values can result in improved performance to help reach organizational goals (Misigo, Were, & Odhiambo, 2019). To accomplish their aims, companies create a unique culture, which has a considerable impact on employees' behavior and attitude towards work (Amah, 2012).

In this context, organizational culture and employee performance become important determinants of the organizational capacity to achieve organizational goals and succeed in the environment (Stephen, 2016). Furthermore, Stephen says that most workers aspire to be part of a proud company, have positive working relations, and engage in valuable activities. Thus, an organization should foster organizational culture in order to maintain itself in the market since culture needs to be created to aid the process of development (Salihu et al., 2016).

2.3 Empirical Review

Below is an analysis of researches conducted by different authors concerning "the effect of organizational culture on employee performance."

Highly successful organizational performances tend to be linked with organizations that have a powerful organizational culture that involves integration and effectiveness in value, beliefs, and behavioral systems (Cameron & Quinn, 1999). In relation to organizational culture and performance, it is evident from various studies that organizations that can create and develop their culture effectively tend to benefit from enhanced productivity as well as improvements in the quality of work life for their employees (Rehman, 2012).

According to Karamipour et al. (2015), culture impacts on the development of goal-setting, strategy formation, organizational performance, motivation, job satisfaction, innovation and creativity, entrepreneurship, decision making, and participation of the workforce as well as the employee's level of satisfaction, commitment, and anxiety. Additionally, Kumar (2016), in his peer-reviewed article entitled "Redefined and Importance of Organizational Culture" published in the International Research Journal, states that organizational culture affects both the organization and its employees and helps in identifying employee turnover and increasing job performance.

According to Klimas (2015), a culture which supports and enables collaboration is required for developing inter-organizational relationships in the long run. Further, an organization's culture always motivates its employees towards excellence (Weerarathna & Geeganage, 2014). Furthermore, organizations can boost the effectiveness of employees' job performance through good communication, increasing knowledge about work, and efficient time management (Salihu et al., 2016).

In their research paper titled, "Organizational Culture and Its Effect on Organizational Performance," Vasantha et al. (2017) revealed some of their findings as positive performance impact of clan and hierarchy cultures, and adverse performance impact of adhocracy culture. Naranjo et al. (2015) reported that adhocracy culture has a positive impact and hierarchy culture has a negative impact on organizational performance, while they confirmed positive

performance impact of clan culture. According to Patricia (2016), the type of organizational culture is closely related to stress, productivity, and job satisfaction.

2.3.1 Empirical Studies in Hospitality and Wellness Sectors

Previous research conducted in the field of hospitality and wellness management suggests that organization culture acts as a determinant of success of the operations carried out in those companies. For example, the findings of Park and Kim (2009), studying hotels, reveal that a strong organizational culture characterized by a shared vision, values, and behaviors ensures greater employee engagement, improved job satisfaction, and quality of guest services. It can be assumed that organizational culture serves as an invisible architectural framework that affects employees' attitudes and behaviors.

At the same time, Lee et al. (2013), focusing on wellness clinics, show that organizational values that involve mutual trust and respect play an important role in creating employee commitment and decreasing the rate of turnover. From the analysis provided above, it is obvious that organizational cultures that focus on relationships are especially needed for the discussed companies.

Moreover, Kong et al. (2012), conducting a study at wellness resorts in Thailand, found that a culture promoting mindfulness, empowerment, and holism was a significant driver of customer satisfaction and loyalty. In other words, it may be argued that such a human-centric organizational culture is crucial for achieving excellent results in service provision.

Summing up, one can state that all the above mentioned studies demonstrate that a good service-oriented organizational culture should provide for the needs of its employees and actively engage them in activities related to operations carried out by a company.

2.3.2 Clan Culture and Employee Performance

Clan culture entails team spirit, loyalty, individual commitment, socialization, and social influence (Wanjiku & Agusioma, 2014). According to these researchers, clan culture creates synergy and team spirit, whereby staff members appreciate recognition and teamwork, thus influencing their performance in a major way. Additionally, the research establishes that there exists a positive correlation between clan culture and employee motivation (Panagiotis, Alexanderos, & George, 2014).

In their analysis of "Organizational culture and its effect on performance," Vasantha et al. (2017) show that clan culture positively impacts performance. Further, Beyene (2018) establishes that there exists a positive and significant relationship between clan culture and performance. From the above discussion, we can derive the following hypothesis:

Hypothesis 1 (H1): There exists a positive and significant relationship between clan culture and employee performance.

2.3.3 Adhocracy Culture and Employee Performance

A properly established organizational culture serves as a powerful tool for implementation of innovations, shaping the behavior of employees and improving their performance (Lee & Yu, 2004). If there is proper alignment of the values of individuals within organizational values, it significantly affects the productivity both at individual and organizational level (Isa & Ugheoke, 2016). According to the review of literature, adhocracy culture creates the conditions for motivation, entrepreneurship, and innovation which foster initiative and allow giving the freedom to those willing to take the risks.

It is expected that the effect of adhocracy culture, marked by innovation at organizational level, entrepreneurship, proactivity, creativity, and risk taking will be positive on performance (Valencia, Jemenez, & Valle, 2016). Also, adhocracy culture, together with other elements, is an important factor that affects organizational performance and success by influencing the job satisfaction and performance of employees (Misigo, Were, & Odhiambo, 2019). In support of the above-stated view, Naranjo et al. (2015) confirm the significant and positive influence of adhocracy culture on performance. Therefore, the hypothesis below can be stated.

Hypothesis 2 (H2): Adhocracy culture positively and significantly affects employees' performance.

2.3.4 Market Culture and Employee Performance

Market culture can be defined as a performance-driven business entity that focuses on winning and competing with others. Under the influence of market culture, an organization is expected to improve its competitive advantage, and the main role of management here is to motivate the organization towards higher levels of performance (Wanganci, 2015). Increasingly, market culture has been considered as one of the essential factors for achieving higher organizational

performance (Han et al., 1998). Additionally, market culture has a strong impact on organizational innovativeness, which positively influences performance. According to the findings by Fekete & Borcskei (2011), market culture has a positive impact on performance, since it places emphasis on the external environment and focuses on effectiveness, efficiency, and competitiveness, thus leading to higher performance outcomes. Ogbanna & Harris (2000) have found the relationship between market or competitive culture and employee performance to be direct. Moreover, market culture contributes to a highly competitive and performance-oriented work environment (Tseng, 2010). Therefore, based on the presented literature, the following hypothesis can be developed:

Hypothesis 3 (H3): Market culture has a positive impact on employees' performance.

2.3.5 Hierarchy Culture and Employee Performance

From the works of Alas & Ubius (2015), it can be stated that organizational culture associated with hierarchy involves structured and formalized working environments. An effective leader is one who is efficient in coordinating and organizing work, while organizational efficiency is considered crucial for an organization's operations. The major concerns of the organization in the long-run include predictability, stability, and efficiency. From the research carried out by Vasantha et al. (2017) on the theme, "Organizational Culture and Its Effect on Performance", it can be seen that the major conclusion drawn states that hierarchical cultures have positive effects on performance. In a similar vein, Beyene (2018) shows that there is a positive and significant relationship between hierarchical culture and employees' performance. Therefore,

Hypothesis 4 (H4): Hierarchy Culture has a positive and significant effect on employees' performance.

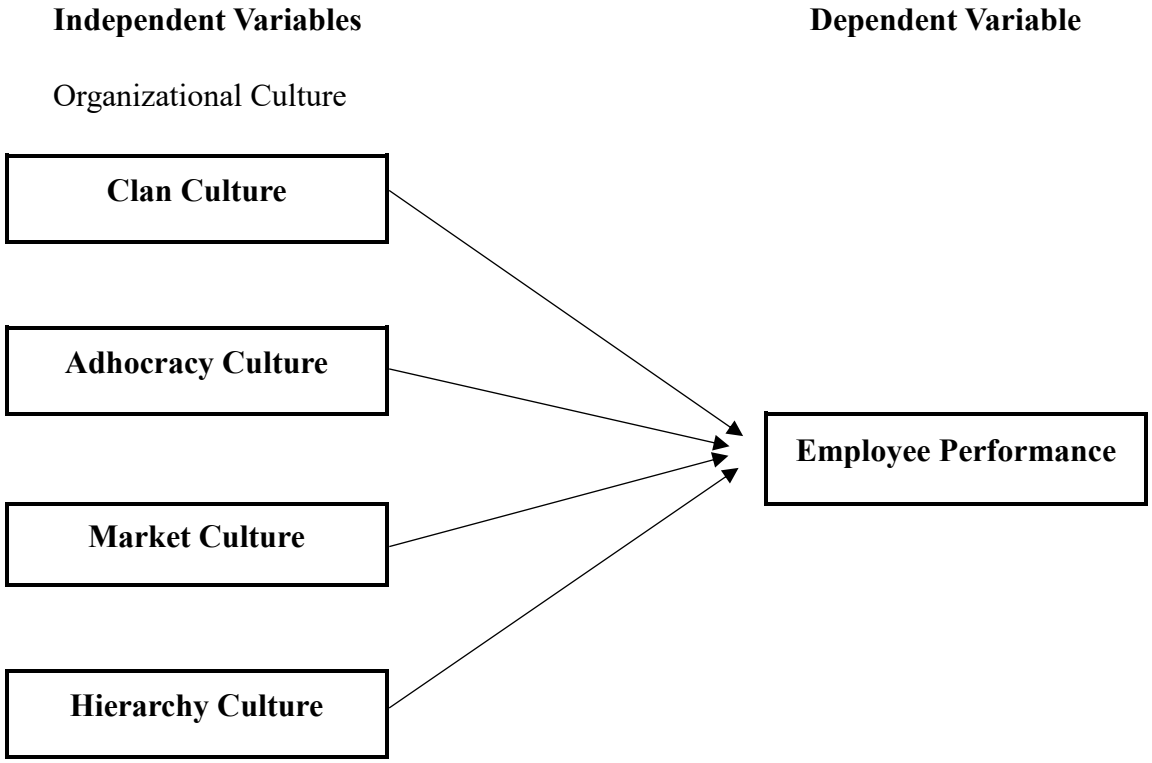
2.4 Conceptual framework of the study

There are many different models that can be used to explore organizational culture. For the purpose of this study, it is decided to use the model of organizational culture as suggested by Cameron & Quinn (1999).

The choice of this particular model as the conceptual framework for the study can be justified by the clear definition of the organizational culture and its effect on performance. This model examines different typologies of organizational culture such as clan, hierarchy, market, and

adhocracy, and treats them as the independent variables while the performance of employees (including task performance, contextual performance, counterproductive behavior, and adaptive performance) serves as the dependent variable. Thus, the researchers develop a conceptual model in order to establish the relationships between these variables and identify which organizational culture is the best way to increase employee performance in Minab Wellness Club.Diagrammatic representations of the research variables show the interrelations between them.

Figure 2.8: Conceptual Framework of the Research (Modified by the Researcher)



Adapted from Cameron and Quinn (1999)

CHAPTER THREE

RESEARCH METHODOLOGY

The purpose of this chapter is to describe the approach adopted by the researcher to answer the research questions posed by the study. The research design, sampling strategy, target population, sample size and sampling method, data collection procedures, and data analysis methods will be described herein, followed by a discussion on the reliability and validity of the data.

3.1 Research Design and Approach

3.1.1 Research Design

The purpose of this study is to examine the influence that organizational culture exerts on employee performance at the Minab Wellness Club. In order to conduct research, it is necessary to use two types of methodologies, as both explanatory and descriptive approaches can help meet the goals of this study and answer the proposed research questions. An explanatory design is used when a researcher strives to explore causal relations between variables and provide an explanation for a certain issue or phenomenon (Saunders, Lewis, & Thornhill, 2009). On the contrary, a descriptive research is concerned with providing a true picture of something (individuals, events, conditions) under study (Saunders et al., p. 590). This is why both approaches will be employed in this study.

3.1.2 Research Approach

The quantitative method will be used in this study since it is very ideal when it comes to analyzing causal relationships and testing theoretical perspectives and hypotheses (Muijs, 2010). Quantitative research method involves the explanation of relationships and phenomena through the use of numeric data followed by their analysis through mathematics. In this case, the aim of this research is to establish the causative relationship between organizational culture and employee performance. Quantitative approach was chosen because of its suitability in making quantifiable causal links between the variables of the study.

In the quantitative part of this study, the organizational culture instrument has been borrowed from the OCAI tool designed by Cameron & Quinn while the employee performance instrument from Heuristic Framework of Individual Work Performance as the dimensions of

assessing the influence of organizational culture on the performance of employees in Minab Wellness Club.

3.2 Population of the Study

3.2.1 Definition of Population:

When discussing research methodology, the population refers to the total number of people who share common characteristics and for whom the results of the research would be generalizable. In this research, the population is made up of all employees working at Minab Wellness Club.

3.2.2 Composition of the Population:

In order to ensure inclusivity and to gain a thorough insight into the effects of organizational culture on performance, the research will be conducted among employees with different job titles and at different organizational levels, such as:

- **Spa therapists and aestheticians**: They are directly involved in the provision of services and their performance is influenced greatly by organizational culture and organizational values.
- **Administrative and front desk staff:** They are responsible for performing customer service and other activities. The experience of these employees reflects the influence of organizational culture both from an external and internal perspective.
- **Support staff (maintenance and housekeeping):** These employees are responsible for creating a safe physical environment for the operation of the wellness club.

3.2.3 Estimated Size:

Total population estimate: 100 people, which is not a difficult number to conduct a full survey on. Being small in numbers, the population also allows us to conduct a case study and have more interaction with the subjects.

3.3 Sample Size

For calculating the sample size, the formula by Yamane (1967) was used. This formula is well-known among social scientists who conduct studies using samples from an identified population, for which there is a predetermined margin of error.

Formula:

$$\boldsymbol{n = \frac{N}{1+N(e)^2}}$$

Where:

n= required sample size

N= population size (in this study, 100 staff members)

e= margin of error or level of precision (commonly 0.05 for 95% confidence level)

Substituting into the formula:

$$\mathbf{n = \frac{100}{1+100(0.05)^2}} \boldsymbol{= approx\ 80}$$

Therefore, the projected sample size is about **80 participants**. The sample size provides a compromise between efficiency and validity in order to ensure the data is statistically valid without requiring too many resources. Using a 95% confidence interval and a margin of error of 5%, the findings obtained will be applicable to the population of employees at Minab Wellness Club.

3.4 Sampling Procedure

To maintain fairness and equality in the representation of all employees' views, a stratified random sampling method is used in this study. The employees are stratified into various strata based on their job positions:

- Spa Therapists & Aestheticians
- Fitness Coach
- Administration & Reception
- Maintenance & Housekeeping

Random sampling within each stratum, which reflects the percentage of each stratum within the population, is done. This means that if the therapists represent 40% of the total employees, then the sample size should reflect this percentage as well.

Reasons for using stratified sampling include:

- It ensures representativeness of the sample through inclusion of all relevant strata within the organization.
- Sampling error can be reduced through this process.
- Comparative analysis of various groups is facilitated for evaluating whether the culture affects different groups differently.

3.5 Data Sources

To build a comprehensive understanding of the research problem, the study utilizes both primary and secondary data sources.

3.5.1 Primary Data:

The present research makes use of information gathered directly from respondents in relation to the study. For gathering information on employees' perceptions about organization's culture and its impact on their performance, the use of structured questionnaires has been made.

3.5.2 Secondary Data:

This is inclusive of existing literature that provides a basis and rationale for the study. External literature comprises relevant publications and journals that discuss the concepts of organizational culture and service industry performance. They provide context to the findings in light of larger bodies of research and theories. Triangulation achieved by combining both primary and secondary data sources strengthens the findings and ensures greater validity and reliability of the findings.

3.6 Data Collection Instruments

An efficiently structured questionnaire was chosen for its effectiveness in gathering standardized information from a large number of respondents. By making use of the Likert scale (1- strongly disagree to 5-strongly agree) in asking close-ended questions, perceptions and attitudes can be quantified..

3.7 Data Analysis Techniques

The quantitative data were obtained through the administration of a structured questionnaire, which was created through reviewing existing literature regarding organizational culture and employee performance. Respondents' answers were quantified using the Likert scale consisting of five points. Valid questionnaires completed by respondents were chosen, coded, and inputted into the SPSS Version 27.

Descriptive, correlational, and regression analysis techniques were used in order to analyze the collected data. Specifically, descriptive statistics were used in order to describe the variables utilizing means, frequencies, and standard deviations. Correlational analysis using Pearson coefficients was used to establish the relationship between variables. However, correlational analysis does not allow to establish a cause-and-effect relationship, and linear regression was used next.

The analysis was performed using diagrams, charts, and tables in the SPSS Version 27 software. The descriptive statistics, correlation, and linear regressions techniques were used to study the impact of independent variables on the dependent variable. Finally, conclusions were drawn from the analysis, and recommendations were made based on the analysis of the collected data.

3.8. Research Model Specification

To analyze the effect of organizational culture on employee performance, the below mentioned linear regression analysis is set up. Variables have been chosen based on the literature review in a proper way, and need to be defined. An example of a regression equation explaining the linear relationship among the variables is:

$$\mathbf{Yi = \beta 0 + \beta 1X1i + \beta 2X2i + \ldots\ldots + \beta nXni + \varepsilon i}$$

Where: Yi"s is dependent variable for ith observation;

Xi"s is independent variable for ith observation;

β0 is the intercept;

β"s are regression coefficients.

εi is the error (residual) of observation i.

This basic regression model is outlined in terms of the variables used in this research to show the relationship among them based on the research conceptual frame work.

$EP = \beta 0 + \beta 1 CC + \beta 2\ AC + \beta 3 MC + \beta 4 HC + \varepsilon$……..…..1

Where:

EP is Employee Performance

CC is Clan culture

AD is Adhocracy culture

MC is Market culture

HC is Hierarchy culture

3.9 Validity and Reliability of the Instruments

3.9.1 Validity

In order to validate the study, the researcher made use of credible literature, which includes reliable books and various articles that are relevant to the research topic. There have been a number of studies on the validity of OCAI questionnaire, among others carried out by Quinn and Spreitzer (1991) and Quinn and Cameron (1999), concerning organizational culture research. Hence, in this study, the questionnaire used to measure the four forms of organizational culture was adapted from Quinn and Cameron (1999). The questionnaire for employee performance was adapted from Koopmans et al. (2013).

3.9.2 Reliability

The instruments used in this research were validated using Cronbach's alpha with respect to each variable. This measure is commonly used to test the internal consistency of questionnaires, especially those comprising Likert scale questions. An alpha greater than 0.7 is considered adequate internal consistency (Pallant, 2013). Below are the results of the Cronbach's alpha test.

Table 3.1: Reliability Test result

Reliability Statistics	
Cronbach's Alpha	N of Items
.788	45

Source: Own Survey, SPSS output, 2026

3.10 Ethical Considerations

Informed Consent: Participants will be fully informed about the purpose of the research as well as their rights, and they will be asked to sign an informed consent that they agree to take part in the study voluntarily.

- **Confidentiality:** All answers will be held in strict confidence. The data will be coded instead of being identified with names in order to ensure anonymity and secure storage.
- **Voluntary Participation:** Participants have the right to withdraw from the study anytime they want without facing any punishment or consequences, and thus coercion will be avoided.
- **Ethical Approval:** Permission has been requested from Minab Wellness Club Management in this regard.

CHAPTER FOUR:

DATA ANALYSIS AND INTERPRITATION

4.1 Introduction

The chapter describes how the data was analyzed, interpreted, and discussed in order to answer the research questions posed at the beginning of the study. The chapter consists of various sections, starting with an introduction where the response rate and demographic characteristics of the respondents are described. Next come descriptive statistics, proportions, tables, and graphs used to portray the most important features of organizational culture and performance of employees working at the Minab wellness club.

Furthermore, after verifying that all linear regression assumptions hold true, correlations and linear regressions were calculated using SPSS software. This enabled testing of hypotheses

about the effect of the studied variables on the dependent variable (employee performance).

4.2 Response Rate

The response rate deals about the distributed questionnaire and number of questionnaire returned

Table 4.1: Response Rate of Respondents

Description	**Respondents**
Target Population	80
Questionnaire distributed	80
Questionnaire returned	80
Response rate (%)	**100%**

Source: Own Survey, SPSS output, 2026

4.2 Demographic characteristics of respondents

This segment gives an account of demographic information that includes age, gender, marital status, education, years of experience, and employment status of the participants. Frequency analysis is used in analyzing the demographic profile of the participants..

4.2.1 Gender of the respondents

Gender distribution is presented in Table 4.2. From all participants, 18 people (22.5%) belong to males, while 62 participants (77.5%) are females. The conclusion can be drawn that male workers constitute an under-represented group in the company.

Table 4.2: Gender of Respondents

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	**Female**	62	77.5	77.5	77.5
	Male	18	22.5	22.5	100.0
	Total	80	100.0	100.0	

4.2.2 Age of the Respondents

It is as stated in table 4.3 below that 24 respondents out of 80 respondents which constitutes 30% were within the age range of 18 to 25, 39 respondents constituted 48.8% from an age range of 26 to 35, 15 respondents formed 18.8% from the age range of 36 to 45, while 2 respondents constitute 2.5% of the respondent group whose age is over 46 years old. Hence, it is clear that 97.2% of the respondents are below 45 years of age.

Table 4.3: Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**18-25**	24	30.0	30.0	30.0
	26-35	39	48.8	48.8	78.8
	36-45	15	18.8	18.8	97.5
	Above 46	2	2.5	2.5	100.0
	Total	80	100.0	100.0	

Source: Own Survey, SPSS output, 2026

4.2.3 Educational level of the respondents

Respondents' level of education can be seen from Table 4.4, which indicates that 54 people (67.5%) have obtained a Diploma, 23 people (28.7%) have obtained a First Degree, while 3 individuals (3.8%) obtained a Master's degree. Respondents can thus be described as educated professionals since 67.5% have a Diploma.

Table 4.4: Educational level of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Diploma**	54	67.5	67.5	67.5
	Degree	23	28.7	28.7	96.3

	Masters	3	3.8	3.8	100.0
	Total	80	100.0	100.0	

Source: Own Survey, SPSS output, 2026

4.2.4 Service Years of Respondents

When considering the years of service among the respondents, it is noted from Table 4.5 that 30 (37.5%) people had years of service under 1 year, whereas 50 (62.5%) people had years of service from 1 to 2 years. This clearly shows that the respondents have different years of service, with most of them having years of service from 1 to 2 years.

Table 4.5: Service Years of Respondents

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	**< 1 Year**	30	37.5	37.5	37.5
	1-2 Years	50	62.5	62.5	100.0
	Total	80	100.0	100.0	

Source: Own Survey, SPSS output, 2026

4.2.5 Departmental position of Employees

Table 4.6 illustrates the occupational groups among the participants. It shows that the number of people who fall under the Front Desk/Guest Relation group was 10 people, representing 12.5% of the total number of respondents, while those who belonged to the Therapists occupational group comprised 20 people (25%). Similarly, the number of participants falling under the Aestheticians group was six people, constituting 7.5%, while those categorized under Spa Attendants amounted to four people, representing 5%. Those who fall under Fitness Coach occupation comprise 22 people representing 27.5%. The number under maintenance was 8 (10%), and the Management/HR was five (6.3%).

Table 4.6: Departmental position of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Front Desk**	10	12.5	12.5	12.5
	Therapist	20	25.0	25.0	37.5
	Aestheticians	6	7.5	7.5	45.0
	Spa Attendant	4	5.0	5.0	50.0
	Fitness Coach	5	6.3	6.3	56.3
	House keeping	22	27.5	27.5	83.8
	Maintainance	8	10.0	10.0	93.8
	Managment/HR	5	6.3	6.3	100.0
	Total	80	100.0	100.0	

Source: Own Survey, SPSS output, 2026

4.3 Analysis and Interpretation of Results

The interpretation of results involved the use of means and standard deviations of Organizational Culture and Employee Performance variables, after which comparisons were done on Clan, Adhocracy, Market, and Hierarchy cultural dimensions together with Employee Performance.

4.3.1 Descriptive analysis of Organizational culture Dimensions

To guarantee good organizational performance, there is a need to conduct a cultural evaluation, especially on those groups that have considerable impact on organizational success. It is important to determine the dimensions and patterns of organizational culture, including its current perceptions and aspirations of different groups for effective development, performance in core areas, and sustainability. Based on the above, the following section discusses the

organizational culture of the Minab Wellness Club based on the descriptive statistics (mean and standard deviation) of the independent variables in the study. In doing this, mean values show the degree of agreement or disagreement of respondents while the standard deviations measure the variance of their responses, thereby providing an overall picture of the organizational perceptions.

Table 4.7: Descriptive analysis of clan culture Characteristics

	N	Mean	Std. Deviation
My organization is a very personal place. It is like an extended family. Employees seem to share a lot of themselves.	80	2.81	1.170
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	80	2.61	1.196
The management style in my organization is characterized by teamwork, consensus, and participation.	80	2.73	1.253
The glue that holds the organization together is loyalty, mutual trust and Commitment.	80	2.94	1.296
The organization emphasizes human development. High trust, openness, and participation.	80	2.81	1.159
Average		**2.78**	**0.571562**

Source: Own Survey, SPSS output, 2026

Descriptive statistics of the clan culture measures are shown in Table 4.7 below. According to the data provided, the organizational climate is characterized as very personal, similar to family life, where people are willing to be open with each other, as can be evidenced by the high mean score of 2.81 (SD = 1.170). The leadership in the organization is mostly viewed as mentoring, facilitating, or nurturing, which is proved by the mean score of 2.61 (SD = 1.196). The

management in the organization is based on teamwork, consensus, and participation, which gives the mean score of 2.73 (SD = 1.253). In terms of the cohesive factor of the organization, which includes loyalty, trust, and commitment, the mean is 2.94 (SD = 1.296). Besides, there is human development, high trust, openness, and participation, which gives the mean score of 2.81 (SD = 1.159). Importantly, among the clan culture measures, the mean score of "The glue that holds the organization together is loyalty, mutual trust, and commitment" (2.94) is the highest one, meaning that loyalty and mutual trust are considered the main ties in the institution by most respondents. On the contrary, the mean of "Leadership is characterized by being mentoring, facilitating, or nurturing" is the lowest (2.61).

Table 4.8: Descriptive analysis of Adhocracy culture characteristics

	N	Mean	Std. Deviation
The organization is a very dynamic innovative place, where Employees are willing to stick their necks out and take risks.	80	3.06	1.215
The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	80	2.79	1.177
The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	80	2.96	1.216
The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	80	2.85	1.223
The leadership in the organization enhances entrepreneurship, innovating and visionary	80	2.79	1.187
Average		**2.89**	**0.607881**

Source: Own Survey, SPSS output, 2026

Descriptive statistics for the characteristics of adhocracy culture are represented in Table 4.8 below. The organization is considered dynamic and innovative with risk-taking employees, as evidenced by the mean value of 3.06 (SD = 1.215). The organizational management characterized by individual risk-taking, innovations, autonomy, and uniqueness received the mean score of 2.79 (SD = 1.177). The centering component is a focus on innovation and development, the emphasis on leadership and being a pioneer, as indicated by the mean of 2.96 (SD = 1.216). Moreover, the organization is focused on gaining access to new resources, new challenges, exploring new activities, and exploiting opportunities, which received the mean score of 2.85 (SD = 1.223). Further, leadership that is characterized by increased entrepreneurship, innovation, and vision was also observed with the mean value of 2.79 (SD = 1.187). It should be noted that questions about the characteristics of adhocracy culture as a very dynamic and innovative organization with risk-taking employees received the highest mean values (3.06). This means that the majority of the participants believe that the organization fosters a dynamic and innovative atmosphere. On the other hand, the lowest mean values (2.79) were given to the management style characterized by individual risk-taking, innovation, autonomy, and uniqueness.

Table 4.9: Descriptive analysis of Market culture characteristics

	N	Mean	Std. Deviation
The organization is very result oriented, Employees are very competitive, and achievement oriented.	80	3.41	1.260
The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.	80	3.66	1.312
The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	80	3.65	1.244
The leadership in the organization is focuses on aggressive, results-oriented out comes.	80	3.83	1.134
The organization defines success on the basis of winning in the marketplace and outpacing the competition.	80	3.70	1.247
Average		**3.65**	**0.487307**

Source: Own Survey, SPSS output, 2026

Table 4.9 depicts the respondents' rating of the market culture indicators. These indicators are as follows: (i) the firm is highly results-oriented, (ii) employees show high competitiveness, and (iii) achievement orientation, whose mean score is 3.41 (SD = 1.260). The management style is aggressive, competitive, demanding, and results-orientated, hence a mean score of 3.66 (SD = 1.312). Organization cohesiveness is achieved through the promotion of achievement and goals, which makes aggressiveness and winning themes, and the mean is 3.65 (SD = 1.244). On leadership, the orientation is towards aggressive and results-oriented achievements, whose mean is 3.83 (SD = 1.134). Moreover, in terms of defining success, the company emphasizes winning in the market and being better than the competitors, hence a mean of 3.70 (SD = 1.247). In particular, the indicator where leadership is seen as aggressively and results-oriented shows

the highest mean score of 3.83. The lowest mean score in Table 4.9 relates to the firm's orientation towards result, competition, and achievement.

Table 4.10: Descriptive Analysis of Hierarchy culture characteristics

	N	Mean	Std. Deviation
The organization is a very controlled and structured place. Formal procedures generally govern what Employees do.	80	2.64	1.314
The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	80	2.75	1.401
The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	80	2.42	1.209
The glue that holds the organization together is formal rules and policies.	80	2.46	1.190
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	80	2.43	1.310
Average		**2.54**	**0.874042**

Source: Own Survey, SPSS output, 2026

Table 4.10 reveals the outcome of the descriptive analysis of the characteristics of hierarchy culture. From the result shown, the organization is greatly characterized by formalism whereby the organization is well controlled and organized with a mean of 2.64 (SD = 1.314). It is further revealed that leadership in the organization portrays a characteristic of coordinating, organizing, and smooth-running efficiency, giving a mean of 2.75 (SD = 1.401). The management style shows a characteristic of security, conformity, predictability, and stability of relations with a mean of 2.42 (SD = 1.209). Formal rules and regulations are the key cohesives in the

organization with a mean of 2.46 (SD = 1.190). It is further revealed that the organization emphasizes permanence and stability whereby emphasis is laid on efficiency, control, and smoothness. This is indicated by the mean score of 2.43 (SD = 1.310). In comparison to all other items, the highest mean was recorded by the item on coordination, organizing, and smooth running efficiency by the leadership. In contrast, the lowest mean was attained by the management style characterized by employment security, conformity, predictability, and stability of relations.

Table 4.11: Summary of Descriptive Statistics for Independent Variables

	N	Mean	Std. Deviation
Clan Culture	80	2.78	.57156
Adhocracy Culture	80	2.89	.60788
Market Culture	80	3.65	.48731
Hierarchy Culture	80	2.54	.87404
Valid N (listwise)	80		

Source: Own Survey, SPSS output, 2026

In Table 4.11, there is an overview of the descriptive analysis of the four types of organizational culture, illustrated using their mean scores and standard deviations. From the table above, it is clear that market culture has the highest mean score, which is 3.65, followed by adhocracy culture, which has a mean score of 2.89 and a standard deviation of 0.608. Clan culture has a mean of 2.78, and its standard deviation is 0.572. Finally, hierarchy culture has a mean of 2.54 and a standard deviation of 0.874.

From the summary of the four types of organizational culture from the table, the mean score for market culture emerges as relatively higher, compared to those of others (3.65). This implies that more individuals agreed to the statements on market practices, showing that Minab Wellness Club adopted a market-oriented organizational culture.

From the results, it can be observed that after market culture, adhocracy culture comes second, in terms of having the highest mean score (2.89). Also, clan culture has a mean of 2.78, while

hierarchy culture has a mean of 2.54. These results clearly show that respondents gave low agreement on practices associated with clan and hierarchy cultures. Consequently, from the results, market culture emerges as the prevalent one among the others..

4.3.2 Descriptive Analysis of Employee performance Measures

This section describes the descriptive statistics, particularly the mean and standard deviation, for the study variables on the two categories of organizational culture and employee performance. In order to measure the performance of employees, the study uses the 24-item standardized Koopmans (2014) test, where the following dimensions are considered: task performance, contextual performance, counterproductive behavior, and adaptive performance. Furthermore, this helps in determining the dominating culture within the organization. The results are provided in the tables below.

Table 4.12: Descriptive analysis of task performance

	N	**Mean**	**Std. Deviation**
I managed to plan and organize my work so that it was done on time.	80	3.71	1.193
I worked at keeping my job knowledge up-to-date.	80	3.71	1.182
I provide immediate solutions for the problems.	80	3.71	1.214
I clearly communicate with co-worker and managers	80	3.71	1.193
The quality of my work over the past three months has met expectations.	80	3.71	1.324
The quantity of my work over the past three months was lower than it should have been.	80	3.71	1.245
Average		**3.7125**	**0.523683**

Source: Own Survey, SPSS output, 2026

Table 4.12 gives the average score of 3.71 (SD = 0.52). Overall, all answers on items for this subcategory are uniform, scoring 3.71 for each of them, showing that the employees are consistent when it comes to their view on task completion, planning, and work quality.

Table 4.13: Descriptive analysis of Contextual Performance

	N	Mean	Std. Deviation
I took on extra responsibilities..	80	3.77	.636
I started new tasks by myself, when my old ones were finished.	80	3.78	.595
I took on challenging work tasks whenever they were available.	80	3.78	.527
I worked in cooperation with other staff members.	80	3.75	.516
I am courteous to both staff and customers.	80	3.76	.534
I came up with creative solutions to new problems.	80	3.81	.530
I kept looking for new challenges in my job.	80	3.66	.502
I actively participated in work meetings.	80	3.84	.538
Average		**3.757812**	**0.400427**

Source: Own Survey, SPSS output, 2026

The table shows the mean score of 3.76 (standard deviation 0.40). Item “I actively participated in work meetings” gets the highest mean score (3.84, standard deviation 0.538), reflecting strong collaboration in the workplace. Item “I always look for new challenges at my job” is ranked last by mean score (3.66, standard deviation 0.502), implying that while staff members collaborate well, they do not proactively take on extra responsibilities on their own.

Table 4.14: Descriptive analysis of Counter Productive behavior

	N	Mean	Std. Deviation
I am complaining about non-important matters at work.	80	3.94	.663
I struggled to find effective solutions, which sometimes led to further complications.	80	3.91	.715
I'm not punctual	80	3.89	.595
I expressed my frustrations to colleagues rather than focusing on constructive solutions.	80	4.03	.551
I had difficulty completing my tasks independently, which required my team to step in and assist.	80	3.89	.779
Average		**3.8875**	**0.511977**

Source: Own Survey, SPSS output, 2026

The mean in Table 4.14 is 3.89 (SD = 0.51). It is important to note that the statement "I vented my frustrations with my colleagues, instead of coming up with positive solutions" had the highest mean (4.03, SD = 0.551), which signifies that venting frustrations is a common phenomenon. Issues related to punctuality and working independently also had high means.

Table 4.15: Descriptive analysis of Adaptive performance

	N	Mean	Std. Deviation
I learn new way of doing task and technology	80	3.74	.651
I am able to cope well with difficult situations and setbacks at work.	80	3.79	.630
I am able to recover rapidly from workplace challenges and maintain my focus on goals.	80	3.89	.616

I am able to cope well with uncertain and unpredictable situations at work.	80	3.85	.597
I am easily adapt to changes in my work	80	3.84	.514
Average		**3.8125**	**0.558791**

Source: Own Survey, SPSS output, 2026

Table 4.15 reveals an average rating of 3.81 (SD = 0.56). The greatest mean is 3.89 (SD = 0.616) and is associated with the ability "to bounce back quickly from work-related difficulties and remain focused on goals." On the other hand, the lowest mean related to this set of skills is 3.74 (SD = 0.651) and refers to learning "new methods of task performance and making use of technology."

Table 4.16: Descriptive analysis of Employee performance

	N	**Mean**	**Std. Deviation**
Task Performance	80	3.7125	.52368
Contextual Performance	80	3.7578	.40043
CPB	80	3.8875	.51198
Adaptive performance	80	3.8125	.55879
Valid N (listwise)	80		

Source: Own Survey, SPSS output, 2026

Table 4.16 below demonstrates the means and dispersion represented through standard deviation for four separate dimensions used for employee performance evaluation, which acts as a dependent variable in the study. Task performance was estimated at 3.7125 mean score and 0.52368 standard deviation. As for contextual performance, its mean score is 3.7578 and standard deviation – 0.40043. Mean score for counterproductive behavior (CPB) was 3.8875 with a standard deviation of 0.51198. Finally, adaptive performance got an average of 3.8125 and standard deviation of 0.55879.

As can be seen, both CPB and adaptive performance demonstrate relatively high average scores. This suggests that most of the respondents agreed with the propositions concerning CPB and adaptive performance measures. On the other hand, both task performance and contextual performance demonstrated average scores higher than 3.70, indicating agreement from the side of respondents. Overall, average scores for all of the four employee performance scales are higher than mid-point average score, thus demonstrating a high degree of employee performance in the selected case area.

4.3.3 Analysis of Inferential statistics

4.3.3.1 Correlations Analysis

A correlation is the measure of relationship between two or more variables (Marczyk, Dematteo & Festinger, 2005). When a correlation analysis is carried out, one ends up getting the correlation coefficient, which is a number ranging from -1 to +1. If the correlation coefficient equals +1, then there is a perfect positive relationship between the two variables, and therefore they move in the same way. In the case where the correlation coefficient is -1, then there is a perfect negative relationship between the two variables, hence they move in opposite ways. In this case, there will be a linear relation. In the case where the correlation coefficient is zero, then there is no association between the two variables. As the association between the variables increases, then the correlation coefficient gets closer to either +1 or -1. If the relationship between the two variables decreases, then the correlation coefficient approaches zero.

The Pearson correlation coefficient is a statistic that measures the strength of the relationship between two variables. The following is an illustration by Evans (1996):

0.19 ‘‘very weak’’, 0.20 - 0.39 ‘‘weak’’, 0.40 - 0.59 ‘‘Moderate’’, 0.60- 0.79 ‘‘Strong’’, 0.8 - 1.00 ‘‘Very Strong’’

Table 4.17: Correlation Analysis of Predictors Variables with employee performance

		Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture	Employee Performance
Clan Culture	**Pearson Correlation**	1	.094	-.104	.045	-.047

	Sig. (2-tailed)		.406	.360	.691	.676
	N	80	80	80	80	80
Adhocracy Culture	**Pearson Correlation**	.094	1	-.048	-.040	.084
	Sig. (2-tailed)	.406		.673	.723	.457
	N	80	80	80	80	80
Market Culture	**Pearson Correlation**	-.104	-.048	1	.067	-.012
	Sig. (2-tailed)	.360	.673		.557	.915
	N	80	80	80	80	80
Hierarchy Culture	**Pearson Correlation**	.045	-.040	.067	1	-.126
	Sig. (2-tailed)	.691	.723	.557		.264
	N	80	80	80	80	80
Employee Performance	**Pearson Correlation**	-.047	.084	-.012	-.126	1
	Sig. (2-tailed)	.676	.457	.915	.264	
	N	80	80	80	80	80

Source: Own Survey, SPSS output, 2026

Results for the relationship between the independent and dependent variables are found in Table 4.17 below, which is the output from Pearson Correlation analysis on these variables. The interpretation of the results is given as follows:

Clan Culture: It was found that there is a slight negative correlation between the Clan culture and the performance of employees, based on the Pearson correlation value of r = −.047. However, the p-value for this two-tailed test is equal to p = .676. Since this value is very large compared to the accepted alpha value of 0.05, this relationship cannot be statistically significant. Therefore, changes in the direction of creating a personalized, familial environment with high trust and commitment are insignificant for employee performance.

Adhocracy Culture: The positive correlation between adhocracy culture and worker performance is significantly low (r = .084). It produces a probability value of p = .457, which is much higher than the acceptable limit of 0.05. This suggests that there is no statistically significant relationship between the culture of innovativeness and entrepreneurial activities in organizations and worker performance.

Market Culture: Unlike what is generally presumed, Market culture shows a very negligible negative correlation with performance, where r = -.012. At the p value of .915, the correlation is statistically insignificant. This implies that, as regards the Minab Wellness Club, a highly competitive culture focused on achievement is not an influencing factor as far as employee performance is concerned.

Hierarchy Culture: Fourthly, according to the statistics, a weak negative correlation exists between Hierarchy culture and employee performance (r = -0.126). The significance value of p is .264, a figure that does not conform to the standard of 0.05 for statistical significance, meaning that the relationship between the two factors is statistically insignificant. While there are rules and stability at the work place, these factors do not affect employee performance mathematically.

Overall, the correlation results reveal that none of the four organizational cultures shows any significant correlation with employee performance. The p-values obtained from all four cultures were significantly higher than 0.05, implying the lack of any linear relationship between the culture and employee performance measures. Therefore, organizational culture can definitely not be considered a correlative determinant of employee performance at this organization..

Table 4.18: Correlation Analysis of overall Predictors Variables with employee performance

		Organizational culture	Employee Performance
Organizational culture	**Pearson Correlation**	1	-.070
	Sig. (2-tailed)		.538
	N	80	80
Employee Performance	**Pearson Correlation**	-.070	1
	Sig. (2-tailed)	.538	
	N	80	80

Source: Own Survey, SPSS output, 2026

The correlation analysis between the dependent variable, employee performance, and the independent variables, representing different organizational cultures, in addition to the organizational culture in its totality at Minab Wellness Club, is presented in Table 4.18. According to the findings, the correlation between individual organizational cultures—Clan culture ($r = -0.047$, $p = 0.676$), Adhocracy culture ($r = 0.084$, $p = 0.457$), Market culture ($r = -0.012$, $p = 0.915$), and Hierarchy culture ($r = -0.126$, $p = 0.264$)—and the dependent variable, namely, the employee performance, is not significant because all the p-values reported above the standard value of 0.05. Furthermore, the correlation coefficient for organizational culture in its entirety equals $r = -0.070$, and the p-value equals 0.538. Therefore, since the significance level (0.538) is greater than the critical value of 0.05, the organizational culture has no statistically significant effect on the employee performance in this case. In conclusion, all correlations between employee performance and organizational culture in its different forms are insignificant.

4.3.4 Statistical Assumption testing

Before employing regression analysis to investigate the influence of organizational culture types – Clan culture, Adhocracy culture, Market culture, and Hierarchy culture – on employee

performance, certain checks were performed to ascertain the nature of the data being used. These included tests for normality, linearity, and multicollinearity. This is necessary because failing to meet these criteria might lead to changes in interpretation.

4.3.4.1 Test of Normality

It is the normality of residuals that is guaranteed by the above assumption. If this assumption is violated, then the standard error of the result will be affected. A possible way to solve this problem would be through histogram graph test. Concerning Normality assumption of this study, the assumption holds true in case of symmetric histogram at the center value of zero.

Table 4.19: frequency distribution of regression standardized residual

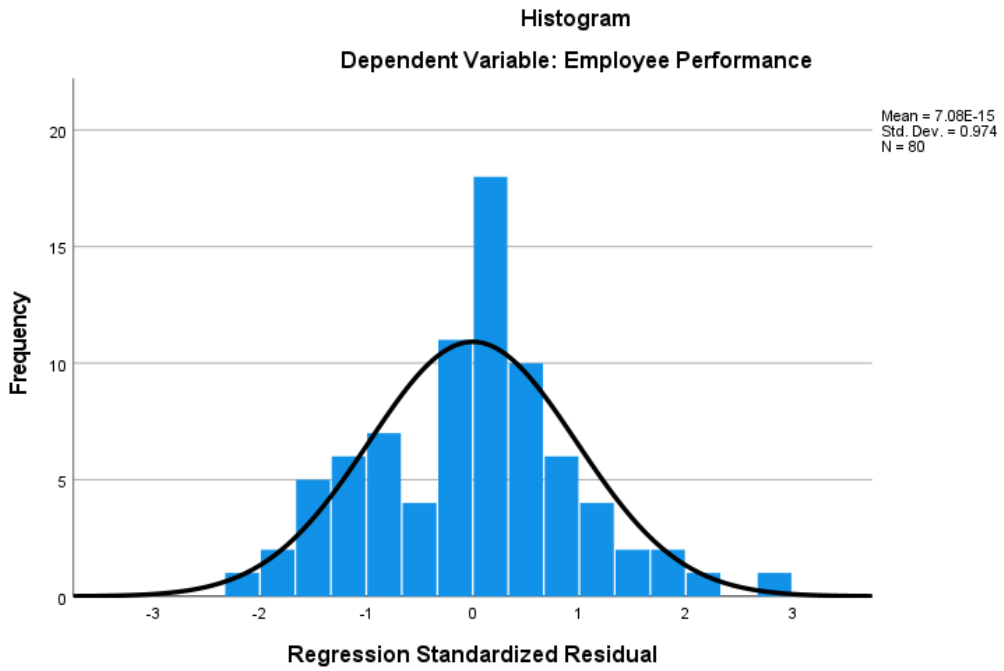
	Kolmogorov-Smirnov[a]			**Shapiro-Wilk**		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
Employee **Performance**	.113	80	.013	.987	80	.594
a. Lilliefors Significance Correction						

Source: Own Survey, SPSS output, 2026

Table 4.19 found in the output labeled "Tests of Normality" contains the findings for a couple of popular normality tests namely, the Kolmogorov-Smirnov test and the Shapiro-Wilk test, conducted for a sample of size N = 80.

- **Shapiro-Wilk Test**: The significance level found from this test is .594. Since the p-value is greater than the critical value of 0.05, the null hypothesis is not rejected. Therefore, it can be concluded that the distribution of the data is normally distributed.
- **Kolmogorov-Smirnov Test**: The significance level for this test is .013. As the p-value is less than 0.05, it can be said that the data does not exhibit normality. Nonetheless, the Kolmogorov-Smirnov test is extremely sensitive to even slight departures from normality for large sample sizes. It is generally agreed that in case of contradictory conclusions from these two tests, the Shapiro-Wilk test gives better results.

Figure 4.1 frequency distribution of regression standardized residual



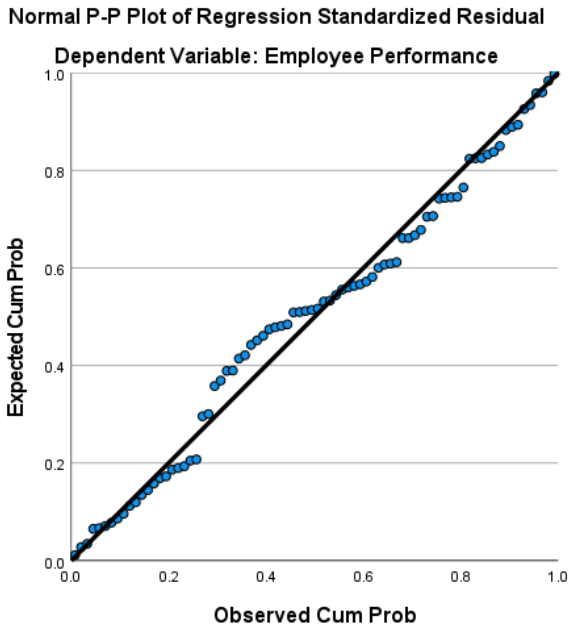
Source: Own Survey, SPSS output, 2026

The histogram presented clearly indicates that the assumption of normality holds true for the variable "Employee Performance," as the distribution is symmetrical and follows a bell shape curve pattern. The scores are centered around the mean of 3.79, which is another indicator of a normally distributed dataset. Based on the p-value obtained from the Shapiro-Wilk test (.594), which is greater than 0.05, and the bell-shape histogram, we can say that the variable "Employee Performance" satisfies the assumption of normality.

4.3.4.2 Testing for Linearity

Linearity test refers to a statistical analysis done to ascertain whether a straight line sufficiently represents the relationship existing between two variables (independent variable and dependent variable). In cases where the relationship between the two variables is non-linear or curved, the use of linear models may not produce accurate predictions because the model does not represent the true nature of the relationship.

Figure 4.2: Normal P-P plot of regression standardized residual



Source: Own Survey, SPSS output, 2026

Figure 4.2 depicts a comparison between the observed cumulative probability of residuals and the expected cumulative probability assuming the normal distribution.

- **Interpretation:** The blue data points lie very close to the straight reference line.
- **Significance:** The closeness to the straight reference line indicates that the residuals are normally distributed. This fulfills a key assumption required to have valid standard multiple regression analysis. In other words, the standard multiple regression is appropriate in estimating the association between independent and dependent variables whenever the associations are linear (Jason & Waters, 2014).

4.3.4.3 Testing for Multi-co linearity

Multicollinearity occurs due to the occurrence of intercorrelation between predictor variables (Kothari, p. 142). Simply put, it indicates that there is an assumption regarding predictors being moderately correlated to each other. Multicollinearity is bound to occur whenever the predictor variables are highly correlated and therefore, it makes sense for one to wonder if they are actually measuring the same construct hence could have been merged into one variable (Muijs, 2004). Multicollinearity causes instability in the values of the coefficient and their respective

standard errors. As such, this assumption should hold before performing multiple regressions. In regressions, the correlation between independent variables is tested by use of tools such as VIF and tolerance.

Table 4.20: Multi-co linearity test

Coefficients[a]								
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
		B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
1	**(Constant)**	3.854	.319		12.088	.000		
	Clan Culture	-.023	.052	-.050	-.437	.663	.978	1.022
	Adhocracy Culture	.036	.049	.084	.732	.467	.988	1.012
	Market Culture	-.003	.061	-.005	-.046	.964	.983	1.017
	Hierarchy Culture	-.036	.034	-.120	-1.050	.297	.991	1.009
a. Dependent Variable: Employee Performance								

Source: Own Survey, SPSS output, 2026

For the purpose of multiple regression analysis, the term 'multicollinearity' refers to a condition where correlation exists between two independent variables (Matt et al., 2013). Multicollinearity can also refer to linear dependence among independent variables. Variance inflation factor (VIF) has been a common measure used to diagnose multicollinearity. As per Robert (2007), VIF and tolerance have been widely used measures for determining the existence of multicollinearity among independent variables. As per Menard (1995), a tolerance level higher than 0.2 with a VIF below 10 indicates that there is no multicollinearity issue.

As depicted in Table 4.20:

- Tolerance levels of all four organizational culture types fall between 0.978 and 0.991, which is much higher than 0.2.
- VIF levels of all four variables are between 1.009 and 1.022, well below 10.

Since the values conform to the stated standards, the existence of multicollinearity among independent variables cannot be observed. Thus, stability of regression estimates has been achieved and the assumption regarding predictors independence remains valid.

4.3.4.4 Autocorrelation

The Independence (No Autocorrelation) assumption of the model requires that the residuals should not be dependent on each other. The Independence assumption of residuals can be tested through the regression output found in the summary of the model. The Durbin-Watson test is conducted to determine whether or not there is independence between the residuals. The value of the test statistic lies between 0 and 4. In case of no autocorrelation, the value of the Durbin-Watson statistic would be close to 2 (Saunders et al., 2009).

Table 4.21: Autocorrelation test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.157[a]	.025	-.027	.26305	1.708
a. Predictors: (Constant), Hierarchy Culture, Adhocracy Culture, Market Culture, Clan Culture					
b. Dependent Variable: Employee Performance					

Source: Own Survey, SPSS output, 2026

The Durbin-Watson statistic as shown in Table 4.21 is 1.708. The Durbin-Watson statistic lies between 0 and 4 where values close to 2.0 do not show autocorrelation (the most desirable situation). Values less than 1.5 or greater than 2.5 imply that autocorrelation might be an issue hence a violation of the independence assumption. In our case, the value of 1.708 lies in the accepted range of values (from about 1.5 to 2.5), showing that there is no autocorrelation

present in the data. This implies that the Durbin-Watson statistic of 1.708 indicates the assumption of independent errors holds true.

4.3.5 Regression Analysis

Regression analysis has been found especially helpful in explaining the predictive ability of the independent variables concerning the dependent variable after establishing a cause-and-effect relationship (O'Brien & Scott, 2012). Regression analysis also shows that regression analysis allows researchers to determine how changes in the dependent variable relate to changes in independent variables, while other independent variables remain unchanged. Another point about regression analysis is that it deals with the relation between the dependent variable and one or more independent variables.

Table 4.22: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
2	.256[b]	.066	-.054	.26651	1.803
Predictors: (Constant), Years of service of Employees, Educational level of Employees, Current Departmental position of Employees, Age of Employees, Sex of Employees, Clan Culture, Adhocracy Culture, Hierarchy Culture, Market Culture					
Dependent Variable: Employee Performance					

Source: Own Survey, SPSS output, 2026

Demographic and Organizational Culture Factors. From the table, we note that when the organizational culture factors (clan, adhocracy, market, and hierarchy) are included with the demographic factors, the R value in the model summary is 0.256. This implies a weak association between the independent and dependent variables. The R squared value is 0.066, which implies that the independent variables contribute to 6.6% of the total variance in employee performance.

Table 4.23: ANOVA of the Variables

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
2	**Regression**	.349	9	.039	.547	.835[c]
	Residual	4.972	70	.071		
	Total	5.321	79			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Years of service of Employees, Educational level of Employees, Current Departmental position of Employees, Age of Employees, Sex of Employees, Clan Culture, Adhocracy Culture, Hierarchy Culture, Market Culture						

Source: Own Survey, SPSS output, 2026

In Table 4.23 , you can see the result of the ANOVA for the regressions. The ANOVA shows the general statistical significance of the model.

From the analysis, it can be seen that the F-ratio is not statistically significant: $F(9, 70) = 0.547$, $P = 0.835$. Therefore, we can conclude that the model is not statistically significant to predict the employees' productivity at Minab Wellness Club. Thus, we can say that the combination of demographic indicators (Years of service, Education level, Departmental position, Age, Sex) along with the types of organizational culture (Clan, Adhocracy, Market, and Hierarchy) is not statistically significant to influence employees' productivity.

Thus, according to the results of the analysis provided above, the model is not statistically significant. It means that there are some other more important factors influencing employee performance.

Table 4.24: Regression Coefficients analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	3.830	.389		9.847	.000
	Sex of Employees	.053	.082	.086	.642	.523
	Age of Employees	.031	.042	.093	.749	.457
	Educational level of Employees	-.005	.061	-.010	-.079	.937
	Current Departmental position of Employees	.012	.014	.107	.857	.395
	Years of service of Employees	-.053	.073	-.099	-.720	.474
	Clan Culture	-.036	.054	-.079	-.657	.513
	Adhocracy Culture	.047	.053	.110	.893	.375
	Market Culture	-.027	.069	-.051	-.395	.694
	Hierarchy Culture	-.023	.037	-.077	-.621	.537
a. Dependent Variable: Employee Performance						

Source: Own Survey, SPSS output, 2026

According to the regression coefficient analysis, the regression equation from model is used to determine the relationship between the independent variables (Clan culture, Adhocracy culture, Market culture, and Hierarchy culture) and the dependent variable (Employee Performance). The regression equation based on the unstandardized coefficients (B) from the table below is as follows:

$$\mathbf{EMP} = 3.830 - 0.036\,(Clan) + 0.047\,(Adh) - 0.027\,(Mkt) - 0.023\,(Hier) + \varepsilon$$

Constant (3.830) refers to the expected value of Employee Performance if all culture variables have a score of zero. While having a zero culture score in reality is rare, it helps form the intercept of the regression equation. B-values give information regarding the direction (positive/negative) and strength of the connection between specific cultures and performance.

Table 4.25: Regression Coefficients summary

Culture Variable	Coefficient	Relationship Type	Interpretation
Adhocracy	+0.047	Positive (Direct)	As Adhocracy culture increases by 1 unit, performance is predicted to increase by 0.047 units.
Clan	-0.036	Negative (Inverse)	As Clan culture increases by 1 unit, performance is predicted to decrease by 0.036 units.
Market	-0.027	Negative (Inverse)	As Market culture increases by 1 unit, performance is predicted to decrease by 0.027 units.
Hierarchy	-0.023	Negative (Inverse)	As Hierarchy culture increases by 1 unit, performance is predicted to decrease by 0.023 units.

The regression analysis indicates that there exists a positive correlation between Adhocracy organizational culture and employee performance (B = 0.047). On the contrary, a negative correlation exists between employee performance and Clan culture (B = -0.036), Market culture (B = -0.027), and Hierarchy culture (B = -0.023). The results show that within Minab Wellness Club, high perception of Adhocracy organizational culture correlates with high employee performance, while high perception of the other organizational culture typologies correlates with low performance of the employees.

In the regression output, the values of t-statistics indicate the statistical significance of the independent variables. Generally, the t-value must be at least 2 to achieve significance at 0.05.

In the coefficient table, t-values of all independent variables are less than 2, varying from -0.311 to 0.403.

Additionally, the p-values in the table show that none of the organizational culture typologies, including Clan culture (p = .757), Adhocracy (p = .688), Market (p = .813), and Hierarchy (p = .839), have any statistically significant relationship with employee performance since all p-values are above 0.05.

Based on p-values being greater than 0.05, as well as t-values less than 2, the alternative hypotheses relating Clan culture, Adhocracy culture, Market culture, and Hierarchy culture do not hold any ground. This means that these organizational culture types are not effective predictors of employee performance within Minab Wellness Club's data set. Similarly, the demographic variables also do not have any statistically significant effects on employee performance in this case.

4.4 Summary and Discussion of Findings

The current research focuses on analyzing the effect of organizational culture, classified into different groups including Clan, Adhocracy, Market, and Hierarchy, on employee performance in the Minab Wellness Club. In order to answer various queries regarding the cultural environment of the organization and how much these cultural aspects affect the performance of employees, descriptive and inferential statistical tools were employed.

4.4.1 Descriptive Overview of Organizational Culture

A total of four cultural dimensions were examined for determining the organizational culture that was dominant. It was found that the Market Culture was dominant with an overall mean score of 3.65. The employees regarded leaders as being aggressive and result-oriented (mean = 3.83). The Adhocracy Culture came second with a mean score of 2.89, and this culture can be best described in terms of being dynamic and innovative (mean = 3.06). The Clan Culture had a mean score of 2.78. Although it was recognized that there existed loyalty and trust among members (mean = 2.94), it was also identified that mentoring leadership was lacking (mean = 2.61).

4.4.2 Descriptive Overview of Employee Performance

Performance measures using the Koopmans' questionnaire with 24 questions were made according to four categories:

- **Counterproductive Work Behavior (CWB):** This category recorded the highest average mean value (3.89). However, employees tended to vent frustrations among their colleagues rather than seeking viable solutions (average mean of 4.03).
- **Adaptive Performance:** The category had a high score (average mean of 3.81) largely due to the ability of employees to adapt swiftly to the difficulties (average mean of 3.89).
- **Contextual & Task Performance**: Contextual performance recorded an average mean of 3.76, characterized by the involvement of employees in meetings, whereas task performance had an equal average mean of 3.71 across all measures implying adequate performance.

The total average means on the performance of the employees was more than 3.70 indicating that the employees performed highly according to self-rating at Minab Wellness Club. However, the aim of the research is to establish the relationship between performance and organizational culture.

4.4.3 Statistical Assumption Testing

The following conclusions on parametric requirements before running the regression models can be drawn from the analysis of the data:

- Normality: From the test performed, the Shapiro-Wilk test value ($p = 0.594$), together with the histogram, shows that the data is normally distributed.
- Linearity: The Normal Q-Q (P-P) plot shows that the observed data falls close to the straight line, thereby showing linearity.
- Multicollinearity: With values of tolerance ranging between 0.978 and 0.991 and VIF between 1.009 and 1.022, it was determined that there was no multicollinearity between the independent variables.

- Autocorrelation: With a value of Durbin-Watson of 1.708, there was no autocorrelation of the residuals since it was above the value of 1.

4.4.4 Pearson Correlation Analysis

Based on the empirical findings obtained from the correlation matrix, there appears to be no statistically significant relationship between any type of organizational culture and employee performance ($p > 0.05$).

- **Clan Culture**: $r = -0.047$, $p = 0.676$. There is no discernible linear relation; creating a family atmosphere does not seem to correlate directly with employee performance variation.
- **Adhocracy Culture**: $r = 0.084$, $p = 0.457$. This represents a negligible positive linear relationship.
- **Market Culture**: $r = -0.012$, $p = 0.915$. It is a linear relationship with a correlation of zero, meaning competitiveness has no effect on performance variation.
- **Hierarchy Culture**: $r = -0.126$, $p = 0.264$. Although there is a negative linear relationship, it does not seem to be statistically significant.
- **Composite Total Culture**: $r = -0.070$, $p = 0.538$. Organizational culture has no linear relation to employee performance.

4.4.5 Regression Analysis

The linear regression has been utilized to analyze the prediction of employee performance:

- With the introduction of cultural variables, the amount of explained variation rises to 0.066 (0.024 change in R2). This total model does not attain statistical significance: $F(9, 70) = 0.547$, $p = 0.835$, with 93.4% of the variation in employee performance unexplained by the model.

4.4.6 Summary of Hypotheses Testing

Table 4.26: Hypotheses Testing and Result

S.N	Hypotheses	Result	Reason
1	H1: Clan Culture has positive and significant effect on employee performance	**Rejected**	p>0.05,t<2
2	H2: Hierarchy Culture has positive and significant effect on employee performance	**Rejected**	p>0.05,t<2
3	H3: Adhocracy Culture has positive and significant effect on employee performance	**Rejected**	p>0.05,t<2
4	H4: Market Culture has positive and significant effect on employee performance	**Rejected**	p>0.05,t<2

The descriptive analysis gives a unique picture of the Minab Wellness Club: an extremely competitive and result-oriented work environment operating on the basis of a dominating Market culture where a highly Adaptive team of workers maintains constant baseline Task Performance. However, this organization also displays signs of danger, especially when it comes to low levels of mentorship leadership and high Counterproductive Work Behavior, such as interpersonal venting and frustration.

In terms of the inferential research, the conclusions can be made that the types of organizational cultures are not significant predictors for employee performance at this firm. Neither demographic nor cultural attributes have any impact on the efficiency of workers' performance. Changing the existing culture alone is not enough to improve the level of employee productivity or reduce counterproductive behaviors. In order to promote real productivity, managers need to dig deeper than merely changing the culture by taking into consideration other factors, like performance rewards for individuals, psychological safety, operational resources, etc.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

From the results, Market organizational culture is the most dominant culture type among the current pre-launched workforce at Minab Wellness Club compared to other types including Adhocracy, Clan and Hierarchy cultures. Contrary to previous studies on organizational culture in existing organizations, there was no statistically significant correlation between the organizational culture types (Clan, Adhocracy, Market and Hierarchy) and performance level. As per Pearson correlation results, all cultural factors have produced p-values significantly higher than 0.05 (p-values from .264 to .915), while correlation coefficient (r) values are approximately zero or negative ($-.126 \leq r \leq .084$). Therefore, all these values confirm the absence of a linear relationship between the differences in organizational culture and staff performance in the current stage of organization initiation.

As for the analysis of the dependent variable, the results reveal high employee performance at Minab Wellness Club with a high average performance (3.71 to 3.89). Employees demonstrated high levels of both Adaptive performance (Mean = 3.81) and Contextual Performance (Mean = 3.76), which indicate their high resilience and preparedness for performing their duties well. However, the descriptive data showed a high frequency of Counterproductive Work Behavior (Mean = 3.89). This includes venting frustrations internally (Mean = 4.03) as well as low leadership mentorship (Mean = 2.61).

Hierarchical Multiple Regression shows that the model of demographic variables and organizational culture types, as a whole, explains only 6.6% of the variance of employee performance ($R2 = .066$). The model as a whole is not statistically significant ($F = 0.547$, $p = .835$). Hence, all alternative hypotheses stating that any one type of organizational cultures affects employee performance of employees at Minab Wellness Club are rejected. This implies that at the pre-launch and early stages of development of a hospitality organization, performance of employees is controlled by some external operational factors or personal employee characteristics and not by the organizational culture as such.

5.2 Recommendations

Taking into account the above results and considering Minab Wellness Club as a prestigious but rather unestablished five-star hotel, the following recommendations can be suggested for consideration:

Counteract Pre-Launch Stressfulness and Improve Communication Channels: Considering the fact that counterproductive work behavior (interpersonal venting) received the highest mean, it would be reasonable for the management to develop effective internal communication channels prior to the opening ceremony. This will prevent stress and venting among the peers.

Promote Coaching and Facilitation as Leadership Styles: The leadership dimension scored the lowest result (2.61) within the Clan organizational culture. Since the services delivered at a premium five-star spa involve a lot of human contacts, it would be reasonable for the managers to move from authoritative styles towards coaching and facilitation.

Provide Comprehensive Technical Training for Staff: Employees were less flexible about adapting to new ways of performing tasks and new technology (3.74). Therefore, it is recommended for management to provide comprehensive and practical training of employees regarding specific equipment and software used at the resort.

Develop Formal Job Description and Ensure Employment Stability: Predictability and job security received the lowest score (2.42) according to the Hierarchy organizational culture. To ensure that the organization has a steady workforce, HRM needs to provide formalized workflows and career paths.

5.3 Limitations of the Study

Some of the key limitations associated with the current study include the following:

Operational Environment Before Launching: The main limitation is that the Minab Wellness Club is under development, and therefore no operations have begun at this point. Employee performance mainly refers to activities carried out during preparations rather than interactions with numerous luxury guests.

Single Case Study Limitation: The study focused on only one case of a new wellness center in Addis Ababa; therefore, the findings cannot be generalized immediately to other more experienced hotels in the hospitality industry.

Research Methodology Limitation: This study used only quantitative analysis, and therefore the qualitative aspects of employees' psychology behind engaging in counterproductive behavior and perceived bad leadership could not be analyzed textually.

5.4 Implications for Future Study

Longitudinal Study after Launch: Since this current study was conducted prior to operation, researchers are recommended to conduct longitudinal research for Minab Wellness Club 12 to 24 months post-launch to analyze the effects of culture stabilization on service performance.

Use of Mixed Method: Researchers studying emerging spas and wellness clubs in Ethiopia should adopt the use of a mixed method where qualitative methods such as interviews and observation are used alongside quantitative methods to provide insights into hospitality practices by understanding corporate culture more deeply.

Different Models of Culture: In this study, Cameron and Quinn's Competing Values Framework was used in isolation, and future researchers can test out different models of corporate culture including the Denison organizational model and Schein's Tripartite model to understand which cultural dimension has a greater correlation with employee performance.

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Appendex A

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSSINESS AND ECONOMICS

MASTER OF BUSSINESS ADMINISTRATION IN MANAGEMENT

Dear respondents: I am Yeamlak Endale, a graduate student at Addis Ababa University College of business and economics. Currently, I am conducting research entitled "***Organizational Culture and its Effect on Staff Performance in Spa and Wellness Centers Establishment: A Case Study of Minab Club***" as a partial requirement for the award of Master of Art Degree in Business Administration.

The purpose of this questionnaire is to gather data for the proposed study, and hence you are kindly requested to assist with the successful completion of the study by providing the necessary information as per the questionnaires given in all sections. Your participation is voluntary, and the questionnaire does not require you to write your names.

The information you share remains confidential and only used for academic purposes, thus does not affect anyone; rather it might provide you with improving the efficiency and effectiveness of your company. Therefore, your clear and timely response is vital for the success of the study. I would like to thank you in advance for your kind cooperation and dedication to filling up and return this questionnaire form to me. Feel free to reach me by email: yeamlakendale01@gmail.com and phone number +251947964811.

Best Regards,

Yeamlak Endale

Staff Research Questionnaire

Research Title: Organizational Culture and its Effect on Staff Performance: A Case Study of Minab Wellness Club

Purpose: To assess the effect of organizational culture on staff performance in Minab Wellness Club. **Anonymity Notice:** Your identity will remain strictly confidential. Data will be analyzed in aggregate form for academic purposes only.

PART I: DEMOGRAPHIC INFORMATION

Instruction: - Please provide the necessary responses in the appropriate box *(*put "Tick" (☑) mark).

1. **Gender:** ☐ Male ☐ Female
2. **Age Group:** ☐ 18–25Years ☐ 26–35 years ☐ 36–45 years ☐ Above 46 years
3. **Educational Level:** ☐ Diploma ☐ Degree ☐ Masters ☐ Other: _____
4. **Your Current Department Position:**

☐ Front Desk / Guest Relations

☐ Spa & Treatment (Therapists/Aestheticians)

☐ Fitness & Wellness Coaching

☐ Housekeeping & Maintenance

☐ Management / HR / Finance

5. **Years of service at Minab Wellness Club:**

☐ Less than 1 year

☐ 1–2 years

Above 2 years

PART II: EVALUATING ORGANIZATIONAL CULTURE

Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn, 1999.

This part of the questionnaire consists of items taken from the Organizational Culture Assessment Instrument (OCAI). The main purpose of the instrument is to assess dominant characteristics, Judge how frequently each statement fits the institutional culture in the organization.

Please indicate your level of agreement with the following statements based on your daily experience at Minab Wellness Club, using a five point Likert's scale where. **1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree put "Tick" (☑) mark on the appropriate box provided for your choice.**

Dominant Characteristics

1 Clan Culture

No.	Items	Actual measures				
		1	2	3	4	5
1.1	My organization is a very personal place. It is like an extended family. Employees seem to share a lot of themselves.					
1.2	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
1.3	The management style in my organization is characterized by teamwork, consensus, and participation.					
1.4	The glue that holds the organization together is loyalty , mutual trust and Commitment.					
1.5	The organization emphasizes human development. High trust, openness, and participation.					

2 Adhocracy Culture

No.	Items	Actual measures				
		1	2	3	4	5
2.1	The organization is a very dynamic innovative place, where Employees are willing to stick their necks out and take risks.					
2.2	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
2.3	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					
2.4	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
2.5	The leadership in the organization enhances entrepreneurship, innovating and visionary					

3. Market Culture

No.	Items	Actual measures				
		1	2	3	4	5
3.1	The organization is very result oriented and Employees are very competitive and achievement oriented.					
3.2	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.					
3.3	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					
3.4	The leadership in the organization is focuses on aggressive, results-oriented out comes.					

3.5	The organization defines success on the basis of winning in the marketplace and outpacing the competition.					

4. Hierarchy Culture

No.	Items	Actual measures				
		1	2	3	4	5
4.1	The organization is a very controlled and structured place. Formal procedures generally govern what Employees do.					
4.2	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
4.3	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4.4	The glue that holds the organization together is formal rules and policies.					
4.5	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					

PART III: ASSESSMENT OF STAFF PERFORMANCE

Employee performance measurement is conducted by using Koopmans (2014) model of measuring employee performance, which includes four prominent dimensions namely, task performance, contextual performance, adaptive performance, and counterproductive work behavior.

According to the above criteria, the following statements are prepared to measure performance of employees. *Please indicate your level of agreement with the following statements based on your daily experience at Minab Wellness Club, using a five points Likert's scale* , where **1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Put "Tick" (☑) mark on the space provided for your appropriate response.**

No	Employee Performance					
1	**Task performance (TP) scale**					
1.1	I managed to plan and organize my work so that it was done on time.					
1.2	I worked at keeping my job knowledge up-to-date.					
1.3	I provide immediate solutions for the problems.					
1.4	I clearly communicate with co-worker and managers					
1.5	The quality of my work over the past three months has met expectations.					
1.6	The quantity of my work over the past three months was lower than it should have been.					
2	**Contextual Performance(CP)**					
2.1	I took on extra responsibilities..					
2.2	I started new tasks by myself, when my old ones were finished.					
2.3	I took on challenging work tasks whenever they were available.					
2.4	I worked in cooperation with other staff members.					
2.5	I am courteous to both staff and customers.					
2.6	I came up with creative solutions to new problems.					
2.7	I kept looking for new challenges in my job.					
2.8	I actively participated in work meetings.					
3	**Counter Productive Behavior**					

3.1	I am complaining about non important matters at work.					
3.2	I struggled to find effective solutions, which sometimes led to further complications.					
3.3	I'm not punctual					
3.4	I expressed my frustrations to colleagues rather than focusing on constructive solutions.					
3.5	I had difficulty completing my tasks independently, which required my team to step in and assist.					
4	**Adaptive performance(AP)**					
4.1	I learn new way of doing task and technology					
4.2	I am able to cope well with difficult situations and setbacks at work.					
4.3	I am able to recover rapidly from workplace challenges and maintain my focus on goals.					
4.4	I am able to cope well with uncertain and unpredictable situations at work.					
4.5	I am easily adapt to changes in my work					