

## Octapace Cultural Dimensions And Employee Contextual And Task Performance Measures

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### Abstract

Several studies have been conducted in the past with regards to researching the predictors and factors of organizational culture and job performance. The present investigation was necessary since there are few studies linking organisational culture using OCTAPACE cultural dimensions with contextual and task performance measures in the hospitality sector. This study intends to investigate how organisational culture affects employee performance. A multistage sampling procedure was used to carry out the study in the state of Kerala. A standardised questionnaire was used to gather the responses from 290 hotel staff members. The outcomes of multiple regression demonstrated that the cultural dimensions influence employee performance through different cultural dimensions. Employees perform better in context and on tasks when they are trusted, experimentation, and autonomy are important organisational culture sub-variables that have been identified as major determinants. According to the study, culture affects how well individuals perform on tasks and in context. Government and commercial organisations can apply the study's results in practise to boost employee productivity in the hospitality sector. The study's findings can be used to guide future research. The study sheds light on the ways and degrees to which cultural factors might influence contextual and task performance. The current study advances the body of knowledge by examining how culture affect task and contextual job performance. The study's findings may be used by managers and policymakers to enhance organisational culture and employee performance in the hotel industry. Future research is made possible by this work.

**Keywords;** OCTAPACE cultural dimensions, SEM, Empirical modelling, HRM, work performance

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### Introduction:

The hospitality industry is the most important source of foreign capital and a major service industry in India. The hospitality word is driven from the Latin word "hospes", meaning both tourist and stranger. Hospitality means making them feel like home in a totally different place and taking care of their needs. Hospitality is widely defined in two different services, the first relates with the supply of overnight lodging for travellers who are staying away from their native cities or homes. And the second is connected to the nourishment of persons who are dining out. (Hartline and Jones, 1996). This industry help tourists to feel at home even when they are far away from their native place.

Kerala is a southern state of the country and has a rich culture and geographical heritage. Being a tourist destination, the hospitality industry has great scope in this state. In this state, tourists are the major source of revenue, so it is necessary that they get the best hospitality experience. There is no doubt that the satisfaction of customers is in the hands of employees. In hospitality service, every single employee has to interact with the customers in one way or another. Employees not only earn their livelihood through hotels, but also create their identity. So, to give the best experience to customers, it is necessary that employees are look after. Every hotel if going through a tough time in competition and is in the race to increase its revenue. For growth, an organization should recognize the areas of improvement and work for the development of its workforce.

Although not being a homogeneous group, the workers in this field have a number of things in common with one another when it comes to the circumstances and schedule of their jobs. Most of the time, employees are required to live on the hotel's grounds. Employee turnover in this industry is fairly high, and their pay is relatively poor (Maroudas et al., 2008). Furthermore, they are required to work overtime without being paid for it. Therefore, finding ways to improve staff performance can lead to increased revenue.

Organizational cultural dimensions cover the individual and organizational context of performance. It is crucial to investigate the impact that organizational culture has on employees' performance, since it in stills in them the necessary beliefs and values. The study attempts to investigate the impact of organisational culture specifically on the contextual and task performance of hotel employees. In previous studies, the impact of culture on task and contextual performance has not fully understood. As a result, the current study was conducted with the objective of evaluating the role of employee engagement variables in the context of hotel employee work. And exploring the role of organizational culture changes that affect the performance of the content and assess the impact of organizational culture. The result of this

study would be helpful to the hospitality sector in understanding what factors might improve employee performance and how they can create an engaged workforce by boosting different organizational culture components.

Customer satisfaction is crucial to a hotel's success because it is a service sector. To keep customers pleased, employees' contextual and task performance is essential. Employee engagement and organisational culture are two such variables that span the individual and organisational context of performance, even if many other factors influence how well individuals perform on the job in the organisation. It is crucial to investigate the impact that organisational culture has on employees' performance since it instils in them the necessary beliefs and values. The study attempts to investigate the impact of organizational culture especially on the contextual and task performance of hotel employees.

The impact of culture on these two factors i.e. task performance (TP) and contextual performance (CP) has not been fully understood in previous studies. As a result, the current study was conducted with the intent of evaluating the contribution of cultural factors to the contextual and task performance of hotel employees, organisational culture factors and task performance of hotel employees is related. The findings of this study will assist the hotel sector to learn vital information about the aspects that can improve employee performance and methods for creating an engaged workforce by increasing various organisational culture elements.

## Study of the Literature

### *The Idea Of Work Performance*

Job performance is one of the organisational behaviour factors that have been thoroughly and regularly researched by academics worldwide (Bommer et al., 1995). Job results, job behaviour, and personality qualities may all be used to gauge job performance (Robbins, 2005). It also relates to how well personnel treat customers.

According to Goodman and Svyantek (1999), an employee's performance may be divided into in-role behaviour known as task performance (TP) and out-of-role behaviour known as contextual performance (CP). The mental models and expectations that each member of the role set has for a particular job are known as role expectations (Conway, 1999). Task performance, according to Motowidlo and Van Scotter (1994), refers to those actions and results that help an organisation reach its goals. Within the same organisation, task performance may differ amongst occupations (Behrman and Perreault, 1982). Instead of the financial rewards they receive, it is the behaviour that employees display that matters. For carrying out task behaviours, knowledge, skills, and abilities—which vary with task proficiency—are crucial. Contextual performance refers to those small roles that are frequently played and assist the context in which tasks are carried out. Performance in a given environment is influenced by an employee's preferences and will. Volitional and predispositional behaviours, which include person-organization fit, are predicted by actions like assisting others, persevering, and volunteering (Borman and Motowidlo, 1993; Motowidlo and Van Scotter, 1994; Borman et al., 1995). According to Christen et al. (2006), both effort and ability improved work performance. Organisational culture plays a significant role among the many factors impacting work performance (Carrell and Elbert, 1974; Konya et al., 2016; Marcus and Gopinath, 2017; Kalia and Bhardwaj, 2019).

### **Determinants of work performance**

According to previous studies (Zhang and Wu, 2004; Sadiqe, 2014), personnel in the hotel industry face a variety of issues, including job instability, a lack of effective training, poor infrastructure, and a high rate of job switching. A growing number of hospitality businesses are strongly devoted to giving their staff members a nice work environment in order to improve their performance (Hughes and Rog, 2008).

Although there are various factors, which affect job performance such as leadership, creativity, personality, work environment (Bakker et al., 2012; Chughtai and Buckley, 2011; Buil et al., 2019), organisational culture dimensions are the one's which are gaining utmost attention in today's changing scenario (Marcus and Gopinath, 2017; Prasongthan and Suveatwatanakul, 2017; Buil et al., 2019; Prihantari and Astika, 2019). The present study was done since there are few studies on the impact of organisational culture and employee engagement in the hotel industry. The following research are among the handful that have been examined to determine how these two factors affect work performance.

### **Workplace Culture and Productivity**

Organisational culture is also known as collective programming of the mind, which distinguishes the members of one organisation from another. The idea of organisational culture is rooted in the work of Pettigrew (1979), who defined it as "the system of personal and collectively accepted meanings of work, operating for a given group at a given period of time." This includes the "beliefs, values, practises, and shared expectations held by members of an organisation" (Hofstede, 1989; Greenberg and Baron, 2003; Pratiwi et al., 2019; De Romario et al., 2019). When handling issues involving external adaptation and internal integration, it is a pattern or fundamental presumption that is held by a group, which has been successful and is seen as it is acceptable to instruct new members on how to accept, think about, and feel about this (Sukayana and Putri, 2019; Widiani et al., 2019).

According to Pareek (1994), organisational culture is made up of several elements, including the following: openness, which is the ability to connect, communicate, and share freely, accept consumer criticism, and freely provide ideas and recommendations to other workers. High-scoring employees were more receptive to trying something new as a learning experience, which led to better performance (Jena et al., 2018). In order to engage in confrontation, one must bravely face the difficulties and obstacles they encounter rather than trying to run away from them (Pareek, 1994). Another crucial element of organisational culture is authenticity. In accordance with Subrahmanian (2012), it alludes to the harmony between one's feelings and words. Employee commitment, job happiness, and work-life balance satisfaction are all critical aspects of management that must be supported (Baptiste, 2008).

Employee job performance was influenced by openness, authoritative, affiliative, and democratic leadership, trustworthy, empowering, and extrinsic incentives, flexible work schedules, and a positive work environment (Bing and Lounsbury, 2000; Singh, 2010). Employees frequently place a high importance on ongoing support and encouragement from top management, according to a Rashid et al. Employees that take initiative contribute to creating a positive atmosphere in the workplace. Taking the initiative, preparing ahead and acting preventively, as well as adopting and promoting creative problem-solving techniques (Pareek, 1994). An effective organisational culture includes the constant development of new goods, techniques, and processes (Subrahmanian, 2012). Job autonomy and the calibre of supervisory input, according to Christen et al. (2006), have a favourable impact on work effort. Ability and effort both played a role in the employees' total job success. In addition to addressing hygienic issues, openness, trust, and experimentation enhance job performance, giving the organisation an advantage over rivals (Singh, 2010; Hofhuis et al., 2016).

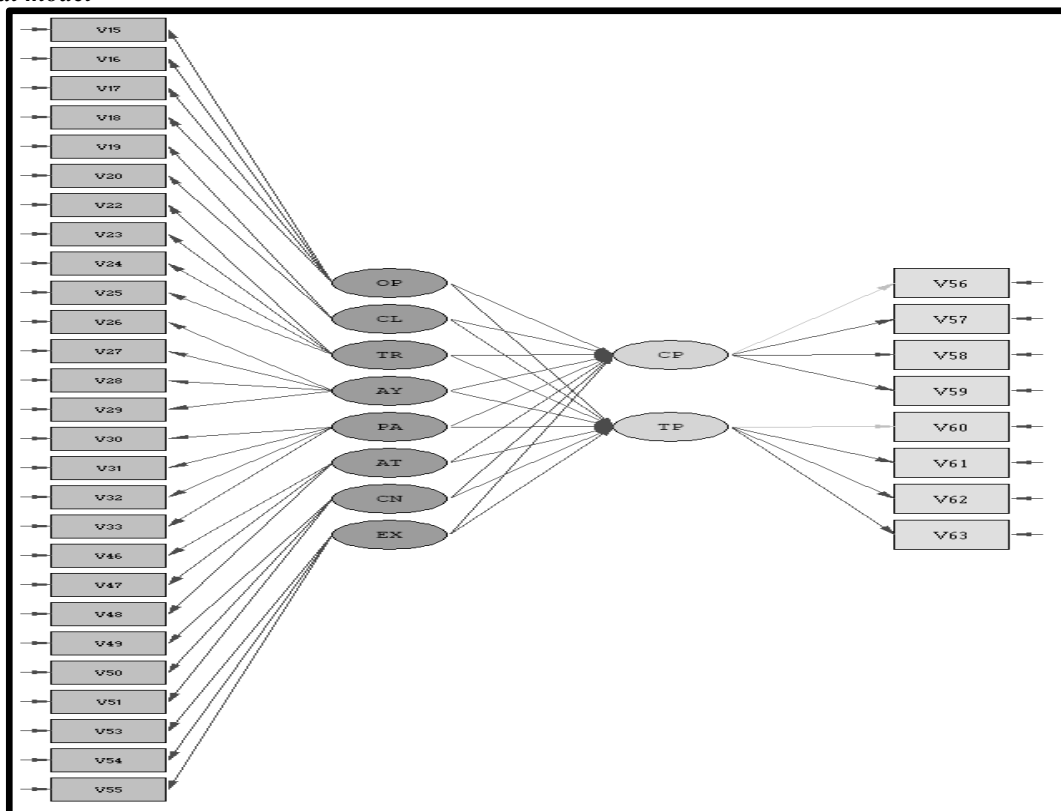
According to Gordon and DiTomaso (1992), organisations with strong cultures perform better in the short run. In a research on organisational culture, Robbins (2005) hypothesises that employees in businesses with stronger cultures are more devoted to their organisations than employees in businesses with weaker cultures. Organisations with a strong culture constantly utilise recruiting strategies and socialisation techniques to increase employee commitment, which in turn improves employee performance. Organisations may give members with assurance and allow them to grow with the organisation by having a strong organisational culture (Prihantari and Astika, 2019). Fauzi et al. (2016) and Kim and Chang (2019) both found that organisational culture has an impact on and improves employee job performance.

Therefore, we suggest two research questions followed by research hypothesis given in the analysis section. They are:

*RQ 01: The Contextual performance of employees in various contexts is improved by various organisational culture elements.*

*RQ 02: Organizational culture dimensions affects the task performance of employees.*

**Conceptual model**



**Research Methods**

For the study, a sample Kerala, a southern state, is a popular vacation spot. Statistics from the Department of Tourism Report (2019), it drew over 4.57% domestic and 7.38% foreign tourists to this state. According to government's department of tourism. There are 2,189 hotels that are officially registered in the state. Multistage sampling was used to gather the state sample. Four districts i.e Kozhikode, Waynad, Allepey and Trivandrum were chosen for the first stage based on the highest, medium, and lowest number of hotels. These districts adequately reflect the hospitality industry in Kerala and account for almost 67% of the state's hotels.

The second level involves lodging facilities licenced by the government's Department of Tourism of Kerala in these districts were listed alphabetically, and every fifteenth hotel from these districts was chosen for the study by systematic sampling. Due to the state's predominance of tiny and medium-sized inexpensive hotels. As a result, convenience sampling was used in the following step to select three or four front-line staff members from each hotel for the survey. The researcher got in touch with the general manager of each hotel, who assisted in setting up one-on-one meetings with the staff so that they could clearly understand the goal of the study. 360 frontline workers out of a total of 400 employees replied and took part in the study. Employee responses to a standardised questionnaire were utilised to gather data. The questionnaire was distributed to the staff, and the confidentiality of their answers was guaranteed. The researcher personally collected the closed answer packets that participants used to return their questionnaires.

**Sources of Data**

Data was gathered using a standardised questionnaire with three parts and statements on demographics, job performance, and organisational culture. In the first segment, two constructs evaluating contextual and task performance of employees were used to gauge how well they were doing their jobs. The scale was developed using Goodman and Svyantek's (1999) research. The scale comprised a total of 16 statements, including 7 for contextual performance and 9 for task performance. All questionnaire items had a four-point Likert scale on which the participants replied.

These measurements were anchored at four different values: 4, 3, 2, and 1, which represent highly valued, very high value, pretty low value, and extremely low value.

Based on Pareek's (1994) scale, the third part on organisational culture was written. It had eight components: exploration, openness, confrontation, trust, authenticity, pro-action, autonomy, and pro-action. This was given a four-point rating scale with the numbers 4, 3, 2 and 1 representing highly valued, pretty high value, very low value, and extremely low value, respectively. Each dimension included five statements, for a total of 40 elements for that dimension.

**Analysis of the data**

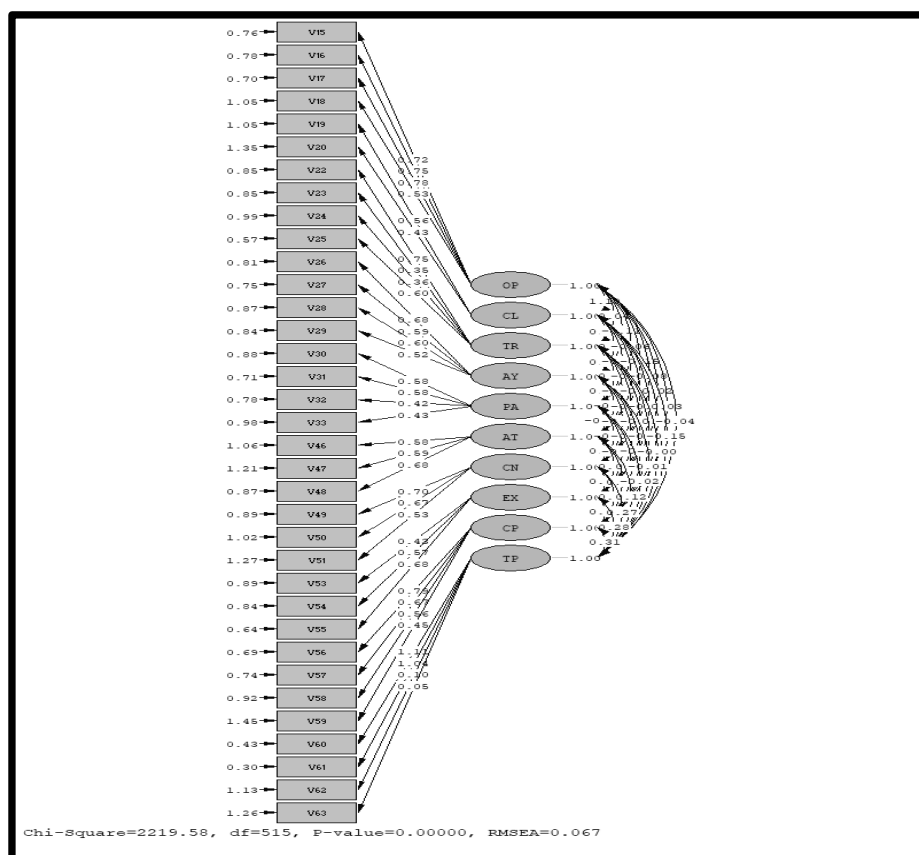
A total of 160 hotels from the state were chosen using a multistage random selection approach to gather responses from the respondents. Each hotel selected three or four front-line staff members to participate in the study. 290 frontline workers out of a total of 400 employees that were contacted took part in the survey. Out of 290 fully completed surveys, 77% of the respondents were men, and 45% of the workers had finished their undergraduate degree. To analyse the data, the replies were tabulated and coded. Using Cronbach's alpha, the scale's reliability was evaluated. The reliability of each multi-scale item was determined organisational culture tested at 0.759, and job performance tested at 0.852. CFA was performed on all study scales and initially all the scales were not unisimensional and got trimmed. The details of scale refinement was given as under.

**Table 03: Showing refined and original scale fit indices**

Scale	Scale Version*	ITEMS	GFI	NFI	NNFI	CFI
OP	Original	5	0.68	0.53	0.50	0.58
	Refined	4	0.90	0.80	0.70	0.80
CL	Original	5	0.95	0.96	0.90	0.97
	Refined	3	0.85	0.80	0.78	0.81
TR	Original	5	0.90	0.94	0.74	0.93
	Refined	4	0.88	0.90	0.80	0.90
AY	Original	5	0.97	0.98	0.98	0.99
	Refined	4	0.95	0.96	0.90	0.97
PA	Original	5	0.68	0.53	0.50	0.58
	Refined	4	0.90	0.80	0.70	0.80
AT	Original	5	0.68	0.53	0.50	0.58
	Refined		0.85	0.80	0.78	0.81
CN	Original	5	0.90	0.94	0.74	0.93
	Refined	3	0.88	0.90	0.80	0.90

EX	Original	5	0.85	0.80	0.78	0.81
	Refined	3	0.90	0.94	0.74	0.93
CP	Original	7	0.88	0.90	0.80	0.90
	Refined	4	0.97	0.98	0.98	0.99
TP	Original	9	0.95	0.96	0.90	0.97
	Refined	4	0.68	0.53	0.50	0.58

All study scales were refined and were found to be unidimensional. The model for the assessment of CFA was given as under. The scale was trimmed by observing a threshold limit of 0.40 as a *std path value*. Thereafter the study progresses and structural model was assessed.



**5.6.2. Assessment of Reliability**

Reliability and validity are the tools used to evaluate the characteristics of a good measurement scale and these tools involve measurement of accuracy and applicability (Cooper & Schindler, 2006; Malhotra & Dash 2011). The main reason for performing validity and reliability analysis is the reduction of measurement errors. In other words, the idea is to develop a measurement that reflects a true score of the variables being measured (Churchill & Iacobucci, 2002).

Once the unidimensionality of the scales is established, an assessment of reliability and validity is necessary before further validation analysis is performed (Anderson & Gerbing, 1991; Mentzer *et al.*, 1999; Steenkamp & Trijp, 1991). Reliability is assessed through Cronbach alpha, validity was assessed through t values. The t values should be more than 1.96. in this research all scales were found to be reliable and valid as shown in table 05.

**Table 05: Showing Cronbach alpha and t values for establishing reliability and validity.**

CONSTRUCT	CRONBACH ALPHA	T VALUES
OP	.77	14.79
CL	.84	12.96
TR	.88	10.89
AY	.85	14.85
PA	.84	10.85
AT	.88	9.89
CN	.85	7.85

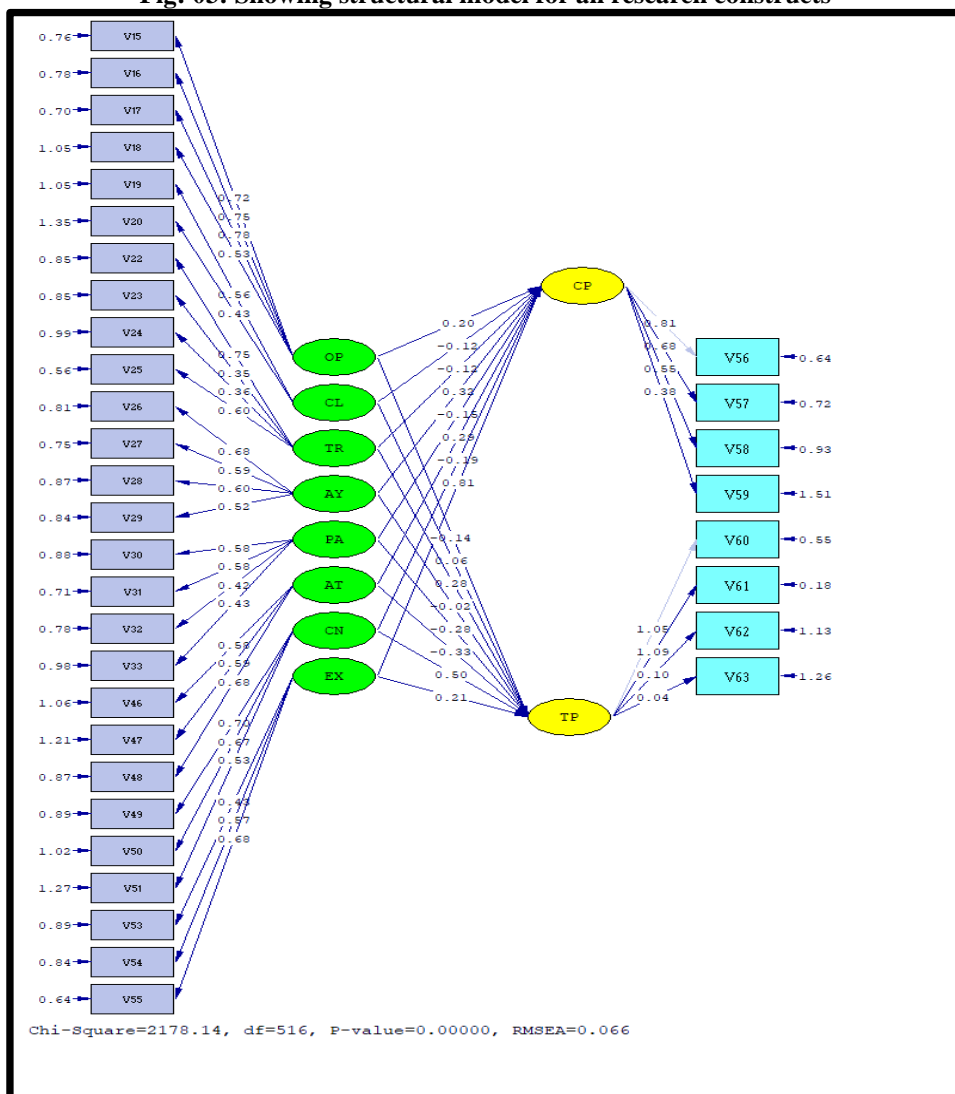


<b>EX</b>	.84	5.85
<b>CP</b>	.88	12.89
<b>TP</b>	.88	13.89

**Assessment of Structural model**

The structural model was assessed with all the independent and dependent variables (Refer Fig 03). The model was converged with 8 OCTAPACE dimensional constructs and two (2) dependent variables as measures of employee work performance (Contextual and task performance). The values (estimates) obtained were interpreted as it was found that various dimensions influences task performance.

**Fig: 03: Showing structural model for all research constructs**



**Summary of Hypothesis testing**

S.NO	HYPOTHESES	RESULT	ESTIMATES
H1	Openness (OP) has a positive influence on Contextual Performance	ACCEPTED	0.20*
H2	Collaboration (CL) has a positive influence on Contextual Performance	NOT ACCEPTED	-0.12**
H3	Trust (TR) has a positive influence on Contextual Performance	NOT ACCEPTED	-0.12**
H4	Authenticity (AY) has a positive influence on Contextual Performance	ACCEPTED	0.32*
H5	Proaction (PA) has a positive influence on Contextual	NOT ACCEPTED	-0.16*

	<i>Performance</i>		
<b>H6</b>	<i>Autonomy (AT) has a positive influence on Contextual Performance</i>	ACCEPTED	0.28*
<b>H7</b>	<i>Confrontation (CN) has a positive influence on Contextual Performance</i>	NOT ACCEPTED	0.19**
<b>H8</b>	<i>Experimentation (EX) has a positive influence on Contextual Performance</i>	ACCEPTED	<b>0.81*</b>
<b>H9</b>	<i>Openness (OP) has a positive influence on Task Performance</i>	NOT ACCEPTED	-0.14**
<b>H10</b>	<i>Collaboration (CL) has a positive influence on Task Performance</i>	ACCEPTED	0.06*
<b>H11</b>	<i>Trust (TR) has a positive influence on Task Performance</i>	ACCEPTED	0.28*
<b>H12</b>	<i>Authenticity (AY) has a positive influence on Task Performance</i>	NOT ACCEPTED	-0.02**
<b>H13</b>	<i>Proaction (PA) has a positive influence on Task Performance</i>	NOT ACCEPTED	-0.28**
<b>H14</b>	<i>Autonomy (AT) has a positive influence on Task Performance</i>	NOT ACCEPTED	-0.33**
<b>H15</b>	<i>Confrontation (CN) has a positive influence on Task Performance</i>	ACCEPTED	<b>0.50*</b>
<b>H16</b>	<i>Experimentation (EX) has a positive influence on Task Performance</i>	ACCEPTED	0.21*

According to the above table, some of the sub-variables of organisational culture significantly affect contextual performance, with Experimentation contributing the most. The other sub-variables were Autonomy, Authenticity and openness. The employees' degree of contextual performance was increased by their mental toughness and willingness to work long hours. Employees' tenacity allowed them to establish a performance-enhancing atmosphere. Their positive outlook and drive to work even at strange hours improved their contextual performance.

Task performance on the other hand is greatly impacted by Confrontation, Experimentation, collaboration and trust with Confrontation level having a bigger impact. Employees reported strong feelings of belonging in hospitality sector.

## Discussion

The study's goals were to examine how organisational culture factors affected how well hotel workers performed in various contexts and on various tasks. The main findings of this study showed that work performance According to Salanova et al. (2005), who performed research on Spanish restaurants, organisational resources and job engagement impacted service atmosphere, which in turn predicted staff performance. The study's conclusions are consistent with these findings.

The study's findings demonstrate that organisational culture has to be improved in order for it to have an impact on organisational performance. The most significant impact on organisational culture was made by experimentation, which was followed by autonomy and trust. Employee independence when expressing their thoughts at work, as well as possibilities for learning and creative problem-solving, are all examples of experimental culture. Employees' willingness to take risks inside the workplace is beneficial to their performance. The current findings are consistent with those of O'Reilly et al. (1991), who found a strong correlation between individual productivity and the congruence between personal ideals and business principles.

The importance of autonomy was discovered to be the following crucial factor. An employee feels more competent of making decisions the more autonomy they are allowed in decision-making, which is reflected in work performance. Individuals have a sense of psychological ownership and self-possession when given the flexibility to make decisions within a particular location or work setting, which enhances their contextual and task performance. The current research confirms Avey et al.'s (2009) assertion that psychological ownership and decision-making power inside an organisation boost job performance.

Trust is the third element influencing work performance. The sense of faith and mutual independence in expressing one's opinions is reflected in one's perception of trust in one's supervisor. These results are consistent with the "relatedness needs" that every employee has for their immediate superiors. Employees who provide moral support, assist coworkers in times of need, and rely on their elders without worrying about them abusing their position of trust strengthen the organisational culture (Janssen et al., 1999). As a result, experimentation, autonomy, and trust were found to be

important cultural predictors that help to improve the contextual and task performance of employees in the objective, which was to explore the predictors of organisational culture influencing job performance of hotel employees.

### **Conclusion**

This study sought to investigate how organisational culture affect the task and situational performance of employees in the hospitality sector. The study's in-depth empirical examination found that organisational culture had an impact on hotel employees' contextual and task performance. organisational culture had a stronger influence on changing employees' contextual performance than task performance.

It has been discovered that an organisational culture of innovation, autonomy, and trust enhances employee performance in tasks and contexts. Employees have more learning and creative problem-solving chances because to the experimental culture of freedom and risk-taking, which has improved performance. Employees' contextual and task performance was impacted by the rich work culture that was fostered through psychological ownership and confidence in top management. As a result, managers should routinely engage with employees and promote a culture of trust and creativity among the workforce.

### **Research limitations, ramifications, and future directions**

The goal of the current study was to comprehend how organisational culture and affect task and context performance. Since hotels are a significant contribution to the state of Kerala's gross domestic product, the study was undertaken there. The current study helps to pinpoint the elements that enhance hotel personnel' ability to do their jobs effectively. As the hotel industry expands quickly in the area, this research must be conducted on a regular basis, year after year, with input to all industry stakeholders in order to satisfy the sector's personnel demands, increase their effectiveness, evaluate their working conditions, and assure their welfare. According to our research, there is a link between employee work performance and several aspects of Culture. Employee performance may be enhanced by autonomy, a participatory culture, experimentation, and trust. The hospitality sector should endeavour to create a culture that values innovation, trust, and transparency in order to boost employee engagement and boost productivity. It is proposed that open hour sessions be held so that staff members may submit proposals for additional programmes or for other ways to get more guests into the hotel. Employees might also talk about the difficulties they encountered over the month, the steps they took to overcome them, or what they expected from management in light of these difficulties during this meeting. As a result, there will be an improvement in organisational culture, which will impact hotel workers' job performance and, in turn, the likelihood of organisational success.

The current research is aware of several study limitations. The participants first resisted sharing details about their existing organisational profiles, such as their pay, age, relationships with their managers, etc. Second, because it is a self-reported rating questionnaire, the issue of self-reporting biases must be considered. As a result, the researcher was unable to document certain employees' unspoken issues that would have been relevant to the study.

Future research could also include the criteria for evaluating organisational and demographic characteristics that have an influence on the organisational culture of hotels in this southern state of India in order to strengthen this study. Future studies might examine the impact of organisational culture and employee engagement on management and non-managerial personnel. In the future, a comparison of staff involvement in public and private hotels may be conducted.

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