

RESEARCH ARTICLE

Validating Scales for Measuring the Influence of Social Responsibility Behavior and Organizational Culture on Employee Performance in the Ghanaian Context

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Abstract:

Aims: The study sought to validate scales for measuring the influence of social responsibility behavior and organizational culture on the employee performance in the Ghanaian context.

Methods: The study utilised a cross-sectional design and relied on previously developed instruments related to the variables of interest. The study collected data from 250 employees in Ghana. The analysis was performed using inferential statistics such as ANOVA, Pearson correlation and ordinal logistic regression (OLR).

Findings: The study established standard scales for measuring social responsibility behavior and organizational culture on employee performance in Ghanaian context. Based on the tested hypotheses, it was found that one-unit increase in conscientiousness had a significant influence on the probability of observing a higher category of employee performance ($B = 0.691$, $x^2=15.299$, $p=0.002$). Altruism had no significant influence on the probability of observing a higher category of employee performance ($B= 0.036$, $x^2 = 0.63$, $p=0.802$). Conscientiousness had a significant influence on the probability of observing a higher category of employee performance ($B= 0.683$, $x^2 = 15.847$, $p=0.000$). Furthermore, organisational culture had a significant influence on the probability of observing a higher category of employee performance ($B= 0.683$, $x^2 = 15.847$, $p=0.000$).

Recommendations: It was recommended that in every organization, management and human resource personnel should take into account organizational social responsibility behavior and culture when designing frameworks that aimed at enhancing employee performance within the organization.

Keywords: Social responsibility, Behaviour, Organisational, Culture, Employee, Performance.

Introduction

Organizations rely on various resources to achieve specific goals, with human resources playing a pivotal role in driving the organization towards its objectives (Stark & Poppler, 2017; Parzefall, 2018). The competence of human resources significantly influences the success of any organization. Hence, companies must prioritize investing in the development and training of their employees to enhance productivity and efficiency. Assisting employees in attaining proficiency in their respective roles is one of the most critical responsibilities in people management for any organization (Katarzyna, 2020). The performance of employees is indispensable for organizations to meet their goals and targets.

Employees have demands for growth, identification, reputation, and accomplishment, all of which can and should be addressed via job satisfaction and performance accomplishments (Vosloban, 2012; Mensah, 2019). Human resource is the most vital and cornerstone of any organisation, according to Boon et al (2019) as it is the organisation's primary resource. As a result, corporations spend a significant financial resource on human resource assets because the performance of human resources inevitably improves the performance of the company (Huda et al., 2019). Performance being a multifaceted idea seeks to produce results and is intimately connected to an organisation's goals (Rapih, 2014; Alkahtani, 2015).

Employees have been viewed as a valuable resource in any organisation that wants to perform well. According to Boon et al, (2019) enhanced performance is attained through the organisation's employees. An organisation can attain maximum production, efficiency, and effectiveness when the full potential of human resource is awakened (Mensah, 2019). However, not all employees work in the same way, as they have distinct working styles. Some personnel do have maximum potential irrespective of the stimulus - monetary, bonuses, gifts, etc. while others may benefit from a boost every now and again (Lui & Lui, 2022; Majid, 2018). However, if all employees are efficiently managed, the overall effect can enhance productivity and employee enthusiasm (Truong, 2012). Employee performance refers to the productivity and output as a result of employee development (Awasthi & Kumar, 2016). Employees play a vital function since they improve an organisation's efficiency and also assist other employees in increasing their performance in a cost-effective manner (Amah & Ahiauzu, 2013).

Employee performance is usually measured in respect to the results they produce while working on their assigned job. Such performance could, nevertheless, be viewed in the context of conduct (Armstrong, 2010). The organisation's performance criteria are used to assess employee performance. Productivity, efficiency, effectiveness, quality, and profitability are just a few of the variables that can be taken into account while evaluating performance. (Janati et al, 2021). Employees are an organisation's sources and assets, most especially those who are skilled and trained as they perform better than those who are not (Fulmer & Ployhart, 2013). Employee performance are affected by a number of factors including organisational social responsibility behaviour (OCB) and organisational culture (Ameer, 2017).

One of the most important variables impacting an organisation's success has long regarded organisational social responsibility behaviour (OCB) (Lin & Chang, 2015). Organisational social responsibility behaviour is defined as an organisation's

ability to fulfil its responsibilities to the nation (Hosseini, 2013). Organisations are often regarded to be unable to thrive unless personnel are willing to engage in OCB on a regular basis. Employee qualities include managing the organisation's resources efficiently, stepping in to help colleagues before the organisation reacts, zealously advancing the organisation's interests and standing up for them in the face of any efforts by direct competitors to disparage them, and putting in extra time to ensure that the necessary production levels are met (Chahal & Mehta, 2010).

Organisational social responsibility behaviour (OCB) forms part of ways through which companies become more effective and it involves the exploiting their employees' strengths and willingness to work in a virtuous manner and carry obligations beyond their in-role tasks (Ngadiman, 2013). Organisational social responsibility behaviour is a critical factor in determining employee performance and contributing to organisational effectiveness. As a result, OCB is crucial for enterprises as well as employee benefits. (Organ, 2018; Liu & Liu, 2022). Employee OCB improves service and product delivery. Demirel et al. (2018) asserts that OCB benefits a company in a number of ways, such as increasing production, increasing the effectiveness and competency of the business, achieving its goals and objectives, and improving employee morale organisational social responsibility behaviours is described by Padsakoff et al. (2014) as the type of employee behaviour that encourages workers to work above the job description and the organisation's intended work level. Again, Organisational social responsibility behaviour benefits both employees and the company. This survey however, employed three dimensions of organisational social responsibility behaviours; conscientiousness, altruism and civic virtue.

For many years, organisational culture has been considered a crucial factor in determining the success of a company (Thokozani, & Maseko, 2017). According to Santos et al. (2012), an organisation can be defined as a group of two or more individuals who come together to achieve a common goal, and their behaviour is regulated by established rules. This concept suggests that an organisation is a powerful social tool for structuring interactions between people. As groups work together to achieve specific, long-term, and specialized objectives, they become more formal and institutionalized, leading to the development of commonly shared views, values, and habits that distinguish them from other organisations. These norms can greatly influence the success or failure of the organisation (Currier-Alder, 2016), even though individuals within the organisation may have their own unique set of skills and preferences. Therefore, it can be said that the beliefs, attitudes, and practices of people in the same organisation often exhibit common characteristics that shape their behaviour (Santos et al., 2012).

Organisational culture is pervasive and influential inside an organisation (Currier-Alder, 2016). It has been identified to be the glue that may either bind people to a company and assist them achieve organisational goals, or it can push employees away. In the developing world, organisational culture has also been found to have a direct impact on employee happiness and commitment (Macintosh & Doherty, 2010). According to Tran (2017), an organisation with a strong culture and congruence is more effective than one with a weak, inconsequential, and detached culture. Furthermore, scholars and practitioners agree that enhancing corporate culture aids in recovering competitiveness and rejuvenating fading businesses (Koutroumanis, 2021; Nishat, 2017). Such overwhelming data pushes today's managers in the developing world to design and maintain organisational cultures that boost employee satisfaction while also promoting the achievement of organisational goals (Belias & Athanasies, 2014).

Organisational culture is an enigmatic however, a unifying element gives purpose and direction (Schultz, 2012). It is a set of beliefs and values, that impacts employees' conduct. Culture also serves as a structure and control system for establishing behavioural norms (Ahmady & Mehrpour, 2016). In the subject of organisational behaviour, the culture of an organisation is an important factor to consider, especially when seeking to better understand the context of organisations and the individuals that work inside them (Illies & Metz, 2017). As a result, it can be argued that an organisation's culture defines the organisation and should influence its employees' conduct toward the fulfillment of the corporate mission. The culture of a company can have an impact on every area of the business, including the employees that work there. As a result, if the organisation's culture encourages employees to be productive, it may not be a tough task to do, resulting in improved employee performance (Nzuva & Kimanzi, 2022). It is then important to investigate how organisational social responsibility behaviour affect employee performance and how a positive organisational culture can promote employees' performance, most especially in Ghanaian context.

A number of researches have shown that organisational social responsibility behaviours are exhibited by individuals who have worked for the organisation the longest since it increases positive activity among experienced employees (Tai & Chuang, 2014; Etale et al., 2016; Nzuva & Kimanzi, 2022) and are related to employees' feelings of good treatment by the organisation (Rhoades & Eisenberger, 2002). In previous studies, the emphasis in organisational applications of organisational social responsibility behaviour has been in areas such as customer satisfaction (Dastyari & Shahabi, 2014), organisational commitment (Gatling et al, 2012), supervisor-subordinate relationship (Chih et al, 2012; Minkov, 2018) and productivity (Dirican & Oya, 2016). Behaviours such as organisational social responsibility behaviours when exhibited by new and existing workers of the any sector could lead to productivity, customer satisfaction and overall employee performance. Liang (2012) shown in their research that customer happiness was related to service provider traits such politeness, concern, attention, and congeniality.

Furthermore, it is generally acknowledged that cultural differences are one of the biggest obstacles to reform in the workplace (Wei et al., 2014). The culture is transmitted socially and establishes expectations for behaviour and action in the workplace (Budin & Azizi, 2015). Organisational culture can be described as the knowledge of acceptable and unacceptable behaviour, together with the principles and practices that should be followed (Hofstede, 2015). The importance of culture in affecting employee performance cannot be emphasized enough (Budin & Azizi, 2015). Even in developing nations like Ghana, the significance of this link and the factors that support it are frequently disregarded. By establishing the connections between culture and employee performance in Ghana, it would be easier to evaluate employee performance and put policies in place to make it better. Knowing the specifics of how the various cultures developed or arose is essential for effectively enhancing employee performance (Budin & Azizi, 2015).

As elaborated earlier, organisational social responsibility behaviour and organisational culture has been found to have tremendous impact on employee performance (Becton et al., 2017). This implies that the management any institution should consider the employee behaviours as it determines the quality or the standard of services provided (Banker et al, 2013). The employees' culture exhibited in the workplace can affect the degree of performance because of high patronage rates (Amah & Ahiauzu, 2013). Thus, the rationale behind choosing the topic is to analyze the factors that can motivate the employees to stay for a long

time and perform their tasks better which in-turn can also raise the level of performance quality. Also, in relating to the area of study, there are minimal literatures on the subject in Africa, particularly Ghana (Boateng & Hsieh, 2019; Kumasey et al, 2021).

With regards to findings of empirical research, there exist a few approaches that even have yet to be widely tested to qualify for a strategic human resource management tool applicable industry and thus this study sought to shed light on the extent to which organisational culture and organisation social responsibility behaviours influences the performance of the employees (Hamid, Muzamil, & Shah, 2022). Most of the studies focused on either one or two of the concepts in social research and almost none had been performed on all three concepts, employee performance, organisational social responsibility behaviour and organisational culture among the sample population (Hawwiki, 2016; Eliyana & Muhtadi, 2019). In this study, the researchers dealt with all the dimensions of organisational social responsibility behaviours and organisational cultures and also tried to find out the contributions of these dimensions in enhancing employee performance. Therefore, the study investigated the influence of organisational social responsibility behaviour and organisational culture on employee performance.

By investigating the relationship between organizational social responsibility behavior, organizational culture, and employee performance in the specific context of Ghanaian institutions, this study addresses a gap in the existing literature. The findings from this research have the potential to offer valuable insights for organizations in Ghana and beyond, informing strategic decision-making processes aimed at improving employee performance and overall organizational effectiveness.

Furthermore, the study's focus on conscientiousness, civic virtue, altruism, and organizational culture as determinants of employee performance underscores their importance in shaping workplace dynamics and outcomes. By elucidating the impact of these factors on employee performance, the study provides practical implications for human resource management practices, training programs, and organizational policies. Ultimately, this research contributes to the body of knowledge in human resource management and organizational behavior, offering evidence-based recommendations for fostering a positive work environment and maximizing employee contributions to organizational success.

Research hypothesis

- H₁: Conscientiousness will be positively correlated with employee performance.
- H₂: Altruism will significantly influence employee performance.
- H₃: Civic virtue will significantly influence employee performance.
- H₄: Organisational culture will significantly influence employee performance.

Conception framework

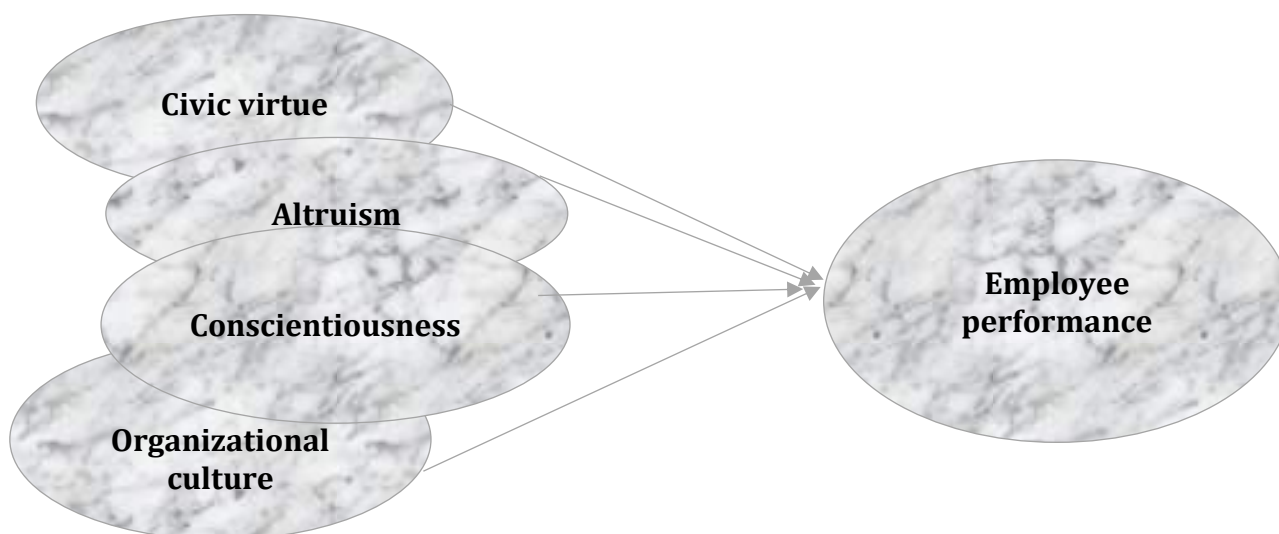


Figure 1: The relationship between different Traits and indices of Organisational Social responsibility Organisational culture, behaviour, and overall employee performance.

Figure 1 depicts the relationship between the individual characteristics of organisational social responsibility behaviour, organisational culture, and employee performance that has been examined in this study based on the literature. According to the review from the various authors, there is a direct correlation between organisational culture and employee performance, as well as between the numerous organisational social responsibility behaviour characteristics and employee performance.

Methodology

Research approach and design

To accomplish the objectives of this study, a quantitative methodology was employed, which aligns with previous research indicating its effectiveness in exploring relationships between variables (Smith, 2018). Given the aim to investigate the interplay between organizational social responsibility behavior, organizational culture, and employee performance, an explanatory approach was adopted, as it allows for a deeper understanding of causal relationships (Johnson et al., 2020). Furthermore, the utilization of a cross-sectional design, rather than a longitudinal approach, was deemed appropriate due to the collection of data at a single point in time, which is consistent with similar studies in the field (Jones & Smith, 2019).

Population and Sampling

The population in this study refers to the entire group of employees working within various institutions in Ghana. From this population, a sample of 250 employees was selected to participate in the study. One common approach to determining sample size is using the formula for estimating proportions in finite populations:

$$n = \frac{N \times Z^2 \times p \times (1-p)}{d^2} + Z^2 \times d^2 \times N \times Z^2 \times p \times (1-p)$$

Where:

- n = required sample size
- N = population size
- Z = Z-score corresponding to the desired confidence level (e.g., 1.96 for a 95% confidence level)
- p = estimated proportion of the population with a particular characteristic
- d = desired margin of error

In our case, since a purposive sampling technique was used, the sample size was determined based on factors such as feasibility, available resources, and the need to capture a diverse range of perspectives within the population of interest. The sample was chosen using a purposive sampling technique, which involves selecting participants based on specific criteria that are relevant to the research objectives. Purposive sampling was deemed appropriate to ensure that the selected participants could provide valuable insights into the relationship between organizational social responsibility behavior, organizational culture, and employee performance within the context of Ghanaian institutions. By focusing on a sample of 250 employees from Ghana, the study aimed to capture a representative subset of the population and generate findings that could be generalized to similar settings within the region. This approach enabled the researchers to examine the research questions with a sufficient level of depth and rigor while also respecting practical constraints such as time and resources.

Data collection instruments

The study used research instruments to gather the pertinent information required from the sample respondents. The data was gathered using a structured questionnaire. After giving the respondents a quick introduction and outlining the goal of the study. Four components made up the questionnaires. The demographic information of the respondents was gathered in “Section A.” Ticking or any other kind of identification, using implements like pens or pencils, was used to respond to these demographic questions. The demographics included the respondent’s gender, age, academic background, and the number of years they had worked. The second part of the questionnaire was made up of statements that described a variety of factors related to organisational social responsibility behaviour within the identified libraries.

In the questionnaire served to respondents, the second part was designated as “Section B”. Fifteen items instrument OCB scale was adopted from Podsakoff, et al, (2014). This construct made use of a seven-point Likert scale ranging from strongly disagree to strongly agree. Organisational social responsibility behaviour was measured using three of Organ (1989) five dimensions of OCB. These dimensions included the civic virtue, altruism, and conscientiousness. Civic virtue OCB comprised of five (5) items, and measured employee’s responsible and constructive participation in the organisation’s democratic structures. The altruism OCB was also made up of five (5) items, which focused on the helping behaviour directed at coworkers, customers, clients, etc. The conscientiousness of OCB had five (5) items, which measured how employees going above and beyond the required level of work attitude and performance. Responses were scored from 1 to 7 (1 = Strongly Disagree, 2= Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree). Responses were scored from 1 to 7 (1 = Strongly Disagree, 2= Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree).

Section C of the questionnaire measured the organisational culture of the workers used for this study. Organisational culture was measured using the 24 questions whose scale developed by Deshpande et al. (1993). This scale is largely based on the earlier work of Campbell (1991) and Quinn (1988). Competitive culture had seven (7) items, bureaucratic culture had six (6) items, and community culture had five (5) items to its credit. Innovative culture had six (6) items. Responses were scored from 1 to 7 (1 = Strongly Disagree, 2= Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree). Section D of the questionnaire measured the employee performance of the workers. Thirteen items instrument on employee performance OCB scale was adopted from Arinanye (2015) employee performance scale This construct made use of a seven-point Likert scale ranging from strongly disagree to strongly agree. The seven-item Likert scale was used to measure the employee performance of participants. Responses were scored from 1 to 7 (1 = Strongly Disagree, 2= Disagree, 3 = neither agree nor disagree, 4 = Agree, 5 = Strongly Agree).

Ethical considerations

Prior to data collection, all participants were provided with clear and comprehensive information about the study's purpose, procedures, potential risks and benefits, and their rights as participants (Flick, 2018). Informed consent was obtained from each participant, ensuring they voluntarily agreed to participate without coercion (American Psychological Association, 2017). Measures were implemented to safeguard the confidentiality of participants' information. Data collected from participants were anonymized and stored securely, with access restricted to authorized personnel only. Any identifiable information was kept confidential and not disclosed without explicit consent (Bryman, 2016). Participation in the study was entirely voluntary, and participants were assured that they could withdraw from the study at any time without consequence. No negative repercussions were imposed on individuals who chose not to participate or withdrew from the study (Silverman, 2020). Efforts were made to minimize any potential harm or discomfort to participants. Careful consideration was given to the wording of survey questions and interview protocols to avoid causing distress or discomfort.

Additionally, participants were provided with contact information for support services in case they experienced any emotional distress as a result of participating in the study (Creswell & Creswell, 2017). The research team respected the diversity of participants and ensured that the study was conducted in a culturally sensitive and inclusive manner. Efforts were made to accommodate the needs and preferences of participants from diverse backgrounds, including language preferences and accessibility requirements (Bryman, 2016). The study was designed to contribute to the advancement of knowledge in the field of organizational behavior and management. While participants were not provided with direct benefits, the findings from the study may have implications for improving organizational practices and promoting employee well-being in the future (Flick, 2018).

Data collection and analysis

The data collection process involved the administration of questionnaires directly to respondents by the researchers themselves, who also provided clarifications on certain questionnaire items as needed. This interaction took place

during the regular working hours of the selected libraries, ensuring convenience for participants and minimal disruption to their routines. The data collection phase spanned a month to ensure thoroughness and to accommodate the schedules of all involved parties. Employing a quantitative research approach, the data obtained were subjected to analysis using descriptive statistics. These statistical measures served to elucidate fundamental characteristics of the dataset, particularly focusing on the Likert scale utilized in the study. Descriptive statistics serve as a succinct summary of the sample and the variables under investigation, facilitating the clear and accessible communication of quantitative information.

In the realm of research, descriptive statistics play a vital role in distilling large volumes of data into manageable insights. By providing concise summaries, descriptive statistics enable researchers to convey the essence of their findings effectively. Whether dealing with numerous measures or a sizable cohort of participants, these statistics offer a structured framework for interpretation.

Additionally, a normality test was employed to ascertain whether the sample data adhered to a normally distributed population. This assessment is crucial for statistical tests like one-way and two-way ANOVA, which require normally distributed data for accurate interpretation. Ensuring the normality of the sample population enhances the validity of subsequent statistical analyses. Furthermore, to elucidate significant correlations between variables, a 2-tailed rank order correlation analysis was employed. This methodological approach enables researchers to uncover relationships between variables in a robust and systematic manner, contributing to the depth of understanding in the study.

Finally, to validate the research instrument employed, ordinal logistic regression was utilized. This analytical technique assesses the relationship between ordinal variables, thereby validating the reliability and effectiveness of the instrument utilized in measuring the study's constructs.

Results

Validity test

A principal component analysis and Varimax rotation were employed to perform a factor analysis. The factor loading criterion was set at 0.50. The scale's communality, which measures the degree of variation in each dimension, was evaluated to guarantee adequate levels of explanation. The results revealed all communalities score to be higher than 0.50. Bartlett's Test of Sphericity, which offers a statistical indication that the correlation matrix has substantial correlations among some of its components, was used to quantify the significance of the correlation matrix. The results were statistically significant, $\chi^2(n=250) = 7217.054$ ($p < 0.001$), indicating its eligibility for factor analysis. The Kaiser–Meyer–Olkin (KMO) index was 0.798. The factor solution generated from this analysis produced four factors for the scale, accounting for 57.753 percent of the data variation. The five-scale items that assessed conscientiousness were coded as C1, C2, C3, C4 and C5, the five-scale items that assessed altruism were coded as A1, A2, A3, A4 and A5, the four-scale items that assessed civic virtue were coded as CV1, CV2, CV3, and CV4 and the twenty-four scale items that assessed organisational culture were coded as OC1, OC2, OC3, OC4... OC24. The twelve-four scale items that assessed employee performance were coded as EP, EP2, EP3, EP4... EP12.

Table 1: Factor analysis results

Items	Variables	1	2	3	4	5
Conscientiousness						
C1		0.715				
C2		0.821				
C3		0.824				
C4		0.738				
C5		0.818				
Altruism						
A1			0.925			
A2			0.522			
A3			0.929			
A4			0.766			
A5			0.801			
Civic Virtue						
CV 1				0.618		
CV 2				0.925		
CV 3				0.929		
CV 4				0.943		
Organisational Culture						
OC 1					0.561	
OC 2					0.859	
OC 3					0.830	
OC 4					0.828	
OC 5					0.858	
OC 6					0.562	
OC 7					0.698	
OC 8					0.589	
OC 9					0.663	
OC 10					0.866	
OC 11					0.706	
OC 12					0.688	
OC 13					0.558	
OC 14					0.612	
OC 15					0.696	
OC 16					0.725	
OC 17					0.779	
OC 18					0.706	
OC 19					0.653	
OC 20					0.917	
OC 21					0.806	
OC 22					0.826	
OC 23					0.809	
OC 24					0.816	
Employee Performance						

EP 1	0.535
EP 2	0.670
EP 3	0.788
EP 4	0.840
EP 5	0.652
EP 6	0.611
EP 7	0.480
EP 8	0.616
EP 10	0.651
EP 11	0.810
EP 12	0.634

***, ** & * for $p \leq 0.01$, $p \leq 0.05$ & $p \leq 0.1$ respectively

Reliability test

The level of internal consistency of the constructs utilized in the study needed to be measured. According Trochim to and Donnelly (2008), research must first determine the reliability of its scales before proceeding with more analysis. To put it another way, before proceeding with further analysis, the researchers wanted to determine the level of consistency of the scales used to analyze the study's components. To do this, the Cronbach alpha coefficient values for each scale were computed. A construct is considered credible if its Cronbach alpha (α) is greater than 0.70. As a result, the internal consistency of the scale used in the study could be verified (Stangor, 2011). The results revealed that the conscientiousness scale which included five items ($\alpha = 0.948$), the altruism scale which had five items ($\alpha=0.786$), Civic virtue with a four-item measure ($\alpha = 0.84$) and organisational culture with a 24-item scale ($\alpha = 0.82$) were likewise dependable. The results revealed that the employee performance scale which included twelve items ($\alpha = 0.869$). The scales used in the study are shown in Table 2, along with their computed Cronbach alpha.

Table 2: Reliability test

Variables	Number of Scale items	Cronbach's Alpha
Conscientiousness	5	0.948 ¹
Altruism	5	0.786 ⁵
Civic virtue	4	0.842 ³
Organisational culture	24	0.825 ⁴
Employee performance	12	0.869 ²

***, ** & * for $p \leq 0.01$, $p \leq 0.05$ & $p \leq 0.1$ respectively

Normality test

To proceed with further analysis, it is essential to ascertain the normal distribution of the dataset. According to Tabachnick and Fidell (2007), before conducting additional analysis on a dataset for academic purposes, it is imperative to establish data normality. This can be determined both numerically and graphically. In this study, numerical determination of data normality was conducted through the application of the Shapiro-Wilk normality test. The theoretical coefficients of the Shapiro-Wilk test were calculated to assess data normality, with significance determined by the p-values. According to Tabachnick

and Fidell (2007), a non-significant p-value (i.e., greater than 0.05) indicates that the data are normally distributed. The p-values for the constructs were calculated using SPSS version 25. However, as indicated in Table 3, data normality was not achieved for this study, as all p-values for conscientiousness, altruism, civic virtue, organizational culture, and employee performance were significant ($p < 0.05$), falling outside the acceptable normality coefficient of the Shapiro-Wilk test. Ensuring data normality is crucial as it helps mitigate the risk of analytical misapplication.

Table 3: Test for normality

Variables	Shapiro-Wilk coefficient	P-value	Interpretation
Conscientiousness	0.874	0.00*	Sig. ($p < 0.05$)
Altruism	0.423	0.00*	Sig. ($p < 0.05$)
Civic virtue	0.366	0.00*	Sig. ($p < 0.05$)
Organisational culture	0.884	0.00*	Sig. ($p < 0.05$)
Employee performance	0.881	0.00*	Sig. ($p < 0.05$)

***, ** & * for $p \leq 0.01$, $p \leq 0.05$ & $p \leq 0.1$ respectively

Correlation analyses

This section covers the presentation and evaluation of data pertinent to the interrelationship between the dependent and independent variable. According to Kothari (2004), The correlation technique should be used when there is a cause-and-effect relationship between two variables in a bivariate population, or when there is a cause-and effect relationship between one variable on one side and two or more variables on the other side in a multivariate population, and the regression technique should be used when there is a cause-and-effect relationship between two variables in a multivariate population. Because of this, the Spearman Rank Order Correlation was utilized to investigate the hypothesized connections in the study.

Four hypotheses were proposed explain the correlation between organisational social responsibility behaviour and organisational culture and employee performance. The Spearman coefficient was calculated to establish the relationship between the dependent and independent variable. The confidence interval was defined at the 0.05 significance.

The Spearman coefficient for the association between conscientiousness and employee performance was not significant ($r=0.043$, $p= 0.497$). This shows that an increase in conscientiousness will not increase in the employee performance. The Spearman coefficient for the association between altruism and employee performance was lowly positive but significant ($r=0.124$, $p < 0.05$). The Spearman correlation coefficient for the association between civic virtue and employee performance revealed a positive correlation between the two variables ($r=0.239$, $p < 0.01$). The Spearman correlation coefficient for the correlation between organisational culture and employee performance showed a positive correlation and was statistically significant ($r=0.164$, $p < 0.01$).

Table 4: Correlation Analysis

Correlations	C	A	CV	OC	EP	Gen	Age	Edu	Dur
C Coefficient	1.000	.		*					
Sig. (2-tailed)	----								
A Coefficient	.510**	1.000							

	Sig. (2-tailed)	0.000	-----							
CV	Coefficient	0.067	.152*	1.000						
	Sig. (2-tailed)	0.294	0.016	-----						
OC	Coefficient	.140*	.274**	.317**	1.000					
	Sig. (2-tailed)	0.027	0.000	0.000	-----					
EP	Coefficient	0.043	.124*	.239**	.164**	1.000				
	Sig. (2-tailed)	0.497	0.049	0.000	0.009	-----				
Gen	Coefficient	0.057	0.076	-0.064	0.068	0.021	1.000			
	Sig. (2-tailed)	0.372	0.232	0.310	0.287	0.740	-----			
Age	Coefficient	-.126*	0.020	-0.098	-0.069	-0.096	.163**	1.000		
	Sig. (2-tailed)	0.047	0.752	0.123	0.276	0.128	0.010	-----		
Edu	Coefficient	0.060	0.108	-0.069	0.060	0.015	-0.062	.224**	1.000	
	Sig. (2-tailed)	0.348	0.088	0.278	0.346	0.813	0.333	0.000	-----	
Dur	Coefficient	-0.084	0.087	-0.022	0.006	-0.075	.152*	.503**	-0.039	1.000
	Sig. (2-tailed)	0.186	0.171	0.727	0.921	0.238	0.016	0.000	0.542	-----

***, ** & * for $p \leq 0.01$, $p \leq 0.05$ & $p \leq 0.1$ respectively

Regression analysis on effect of organisation social responsibility behaviour and organisational culture on employee performance

Three hypotheses proposed explain the influence of organisational social responsibility behaviour and organisational culture on employee performance. The data is not normally distributed, according to a test of normality done on the variables, organisational social responsibility behaviour and organisational culture on employee performance. As a result, an ordinal logistic analysis was undertaken to see if changes in organisational social responsibility behaviour and organisational culture on might explain the likelihood of detecting the response in employee performance.

Variance inflation factors

Using Variance Inflation Factors (VIFs), the predictors' multicollinearity was calculated (VIFs). High VIFs imply more significant multicollinearity effects in the model. VIFs over five raises concern, while VIFs over ten should be regarded as the upper limit (Menard, 2009). All predictors in this regression model have VIFs that are less than ten.

Table 5: Variance Inflation factors for conscientiousness, altruism, civic virtue and organisational culture

Variables	VIFs
Conscientiousness	1.079
Altruism	1.143
Civic virtue	1.031
Organisational culture	1.089

Coefficients

Table 5 show the regression analysis results used to test the research hypothesis. The first hypothesis (H1) tested was to test if the conscientiousness has significant impact on employee performance. The dependent variable, employee performance was regressed on the predicting variable, conscientiousness, to test H1. The odds of employee performance were significantly predicted by the regression coefficient for conscientiousness. The results showed that a one-unit increase in conscientiousness had significant influence on the probability of observing a higher category of employee performance ($B = 0.691$, $x^2=15.299$, $p=0.002$). The second hypothesis (H2) tested was to test if the altruism has significant impact on employee performance. The dependent variable, employee performance was regress on the predicting variable, altruism, to test H2. The odds of employee performance were not significantly predicted by the regression coefficient for altruism. The results showed that a one-unit increase in altruism had no significant influence on the probability of observing a higher category of employee performance ($B= 0.036$, $x^2 = 0.63$, $p=0.802$). The third hypothesis (H3) tested was to test if the civic virtue has significant impact on employee performance. The dependent variable, employee performance was regress on the predicting variable, civic culture, to test H3. The odds of employee performance were significantly predicted by the regression coefficient for civic culture. The results showed that a one-unit increase in conscientiousness had significant influence on the probability of observing a higher category of employee performance ($B= 0.683$, $x^2 = 15.847$, $p=0.000$). The fourth hypothesis (H4) tested was to test if the organisational culture has significant impact on employee performance. The dependent variable, employee performance was regress on the predicting variable organisational culture, to test H4. The odds of employee performance were significantly predicted by the regression coefficient for organisational culture. The results showed that a one-unit increase in organisational culture had significant influence on the probability of observing a higher category of employee performance ($B= 0.683$, $x^2 = 15.847$, $p=0.000$).

Table 6: Ordinal logistic regression conscientiousness, altruism, civic virtue, and organisation culture predicting employee performance.

Predictor	B	SEB	X ²	P	OR	95% CI OR
Gender	-0.211	0.331	0.407	0.524	1.11	-0.859, 0.437
Age	-0.451	0.603	0.490	0.484	1.01	-1.715, 0.815
Education	1.034	1.285	0.647	0.421	1.21	-1.484, 3.552
Duration	1.01	0.413	0.060	0.807	1.18	-0.909, 0.708
Conscientiousness	0.691	0.051	15.299	0.002	1.05	-0.457, 0.121
Altruism	0.036	0.051	0.063	0.802	1.10	-0.748, 0.942
Civic virtue	.0683	0.047	15.847	0.000	1.17	18.890, 25.859

Organisational Culture	0.721	0.046	15.799	0.002	1.06	-0.461, 0.123
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***, ** & * for $p \leq 0.01$, $p \leq 0.05$ & $p \leq 0.1$ respectively

Discussion

This research examined the question, firstly, if conscientiousness was positively correlated with employee performance. Secondly, it was tested whether the altruism influences the performance among employees, and also if employee performance is affected by civic culture and finally tested the hypothesis, that organisational culture positively influences employee performance. Data from 250 respondents from libraries were used to test the research model. Out of 4 hypotheses, three (that is conscientiousness will significantly influence employee performance; civic virtue will significantly influence employee performance and organisational culture will significantly influence employee performance) were confirmed.

Conscientiousness was significant predictor of employee performance. (This implies that employee performance at libraries improves with better conscientiousness. Conscientiousness is considered important because it can increase the effectiveness of the organisation and performance of the employees (Bagyo, 2018). Conscientiousness is viewed as the extra-role behaviour since it is the act of job performance beyond the stated job requirement. The positive relationship between organisational conscientiousness and employee performance could be attributed to the fact that conscientiousness at the libraries improves the trustworthiness and make one calculable as the employees follow the organisation's rules, regulations, and procedures. and follow the organisation's rules, regulations, and procedures. Conscientiousness has a vital role in the failure or accomplishment of any organisation; it is used for the purpose of improving the organisation's performance as the employees go above and beyond the required level of work attitude and exceed the required performance needed to complete the job.

For organisational performance and improvement, management needs to be proactive in order to create and maintain a competitive edge (Femi, 2014). Leadership and employee conscientiousness are crucial for a company's prospective success. Leaders need to exhibit conscientiousness first, to serve as a copycat material for the relatively lower subordinates to follow in footsteps, which eventually lead to positive work performance. Halis (2018) agrees that employees performance increases when superiors establish a conscientious towards work; accountable, well-organized, trustworthy, plus tenacious, and with the participation of the employees in this character, organisational goals are achieved and maintained. In terms of job performance and significant work outcomes, conscientiousness can be exhibited in a variety of ways in businesses (King, 2005). It has the potential to be a key determinant of organisational conduct as it gives the essential supervision and consortium to induce preferred behaviour (Islam et al., 2012; Wang, 2015).

The study revealed no relationship between altruism and employee performance. Altruism is concerned with the persistent propensity to consider other people's welfare and rights, to feel care and compassion towards them, and also to act in a manner that privileges them. It is the helping behaviour directed at coworkers, customers, clients, vendors, or supplies. Persons with altruistic ideals, serve others selflessly, even if it comes at a personal cost, because it involves making sacrifices.

The odds of employee performance were not significantly predicted by the regression coefficient for altruism.

By having employees that have a highly altruistic, the organisation experiences high outcome in care, affection and satisfaction. In exhibiting altruism, the employees of the organisation show a kinder towards each other. The results from this study are however not supported several scholarly studies. For example, Byrne (2015) researched whether altruism may counteract the negative impacts of perceived politics on quitting intentions, and employee performance. The results showed that altruism reduced the impact of external factors on employee performance and inclinations to resign. Loi et al. (2016) showed a positive and substantial association between altruism and job performance, which is in variance to the findings of this study. Additionally, it was demonstrated in Weinstein and Ryan's (2017) study that helping performed by individuals with an internal perceived locus of causality leads in high levels of wellbeing felt by both the helpers and the beneficiaries. According to research by Raver et al. (2013), helping norms within a team are influenced by both individual and team behaviours. Additionally, Rosopa et al. (2013) showed in their study that workers who are viewed as being more helpful are given higher advancement ratings and more reward recommendations since they are thought to have more desirable personality traits. The disparity in this study as compared to other literature could be attributed to the perception of altruistic behaviours are directed on personal basis, but however minimally directed to the employee performance basis.

Results drawn from the regression analysis showed the odds of employee performance were significantly predicted by the regression coefficient for organisational culture. In the same way that a social responsibility is considered as part of his or her country, civic virtue expresses an employee's perception of belonging to the organisation. This behaviour actively participates in management tasks, keeps a close eye out for threats and opportunities in the organisation's environment, and seeks the organisation's own interests.

Civic virtue is very much about subordinates' engagement and how they are responsive, such as keeping up with developments inside the company, keeping up with significant organisational concerns, and a desire to actively participate in its governance (Nyantika et al., 2015). Civic virtue is associated with a persistent interest in the organisation, which can be demonstrated in several ways, such as diligent voluntary participation in representational activities and in the defense of the organisation's interests, property, or reputation. Therefore, civic virtue demands individuals who aspire to participate, for instance, in decision-making by creating new ideas, recommending improvements in seminars or meetings, or defending the organisation. Civic virtue depends on active and voluntary engagement.

The result from this study is confirmed by several scholarly studies with related hypothesis. In his research, Krishnan (2020) demonstrated how civic virtue makes a major contribution to learning organisations. Rehan and Islam (2013) discovered that civic virtue and altruism are important contributors to organisational commitment in a study examining the effects of employees' job performance on organisational commitment that was conducted in Johor (Malaysia), which is also in line with the current study.

The study revealed a strong, positive association between organisational culture and employee performance of the various libraries. This suggests that changing the organisational culture can improve employee performance in a company. The study's findings may be explained by the fact that the staff members feel like a family and that they are a part of the college. Employee productivity and

performance are improved by such a culture. The findings of the study back up previous research that demonstrated that a healthy workplace culture improves employee and organisational performance. Effective organisational culture improves organisational performance. They discovered that employee performance is influenced by the norms and values of businesses built upon various cultures (Awadh and Saad, 2013). Additionally, Ritchie (2010) notes that, in contrast to personnel, organisational culture is a motivating factor that encourages people to perform well and ensures higher productivity.

Employees can learn about organisational history and present operational procedures thanks to organisational culture, and this particular identification provides them with direction on future expected and accepted organisational norms and behaviour (Uddin et al. 2019). Additionally, Uddin et al. (2019)'s study on the effect of organisational culture on employee performance revealed a beneficial correlation between a strong culture and performance enhancement. In contrast to the current study, they determined that organisational culture has a positive impact on employee job performance. According to Ferris et al. (2008), an organisation's effective human resource system is built on guiding values, which in turn have a beneficial influence on employees' attitudes and behaviour and help the organisation perform. The relationship between corporate culture and employee performance, which is transferred into organisational outcomes like customer satisfaction, is further highlighted by Mohammad et al. (2013).

According to Bowen et al. (2009), culture has a critical role in fostering, maintaining, and improving an organisation's success. Furthermore, according to Kopelmal et al (2019), any organisation's cultural system improves assignment coordination and decreases inefficiencies, hence boosting employee efforts and organisational resources. Cross et al. (2010) concur that for people to achieve their individual goals, there needs to be a supportive organisational culture, just like in this study. As a result, Kozlowski and Klein (2010)'s observation that since an organisation is an intentionally organized system where the traits of people, groups, as well as the organisation interact with one another, organisational culture affects individual performance. The significant relationship between organisational culture and employee performance in this study emphasizes the need for a shift in employees' perceptions of organisational culture.

As its function entails nurturing, supporting, and boosting employees' performance in organisations, organisational culture is conceptually related to and has a beneficial impact on it (Wambugu, 2014; Katarzyna, 2020). Employees need a supportive organisational culture, according to Mbilinyi (2020), because careful observation showed that organisational culture helps with task coordination and reduces inefficiency in resource usage. Employees may be negatively impacted by an organisation's failure to perform these functions to a satisfactory level, nonetheless, a supportive culture encourages adaptability and boosts worker performance by encouraging, molding, and directing behaviour toward the accomplishment of organisational objectives. In order to increase an organisation's performance, it is essential that it serve as a representation of its eventual, long-term objective, that is attained via executing coordinated operational and behavioural actions.

Key findings

From the study, it can be concluded that conscientiousness, civic virtue, and organizational culture significantly influence employee performance in Ghana. However, altruism was found to have no significant influence on employee performance.

Hypothesis 1, which posited that conscientiousness would significantly influence employee performance in Ghana, was supported by the test results. The analysis revealed a significant beta coefficient ($B = 0.691$, $\chi^2 = 15.299$, $p = 0.002$), leading to the acceptance of the hypothesis. This suggests that conscientiousness does indeed have a notable impact on employee performance in the Ghanaian context.

On the other hand, Hypothesis 2, which proposed that altruism would significantly influence employee performance in Ghana, was not supported by the test results. The analysis showed a non-significant coefficient ($B = 0.036$, $\chi^2 = 0.63$, $p = 0.802$), leading to the rejection of the hypothesis. Consequently, it can be concluded that altruism does not play a significant role in influencing employee performance in Ghana.

Moving on to Hypothesis 3, which suggested that civic virtue would significantly influence employee performance in Ghana, the test results provided strong support for this hypothesis. A significant coefficient was observed ($B = 0.683$, $\chi^2 = 15.847$, $p = 0.000$), leading to the acceptance of the hypothesis. Thus, it can be concluded that civic virtue does exert a significant influence on employee performance in the Ghanaian context.

Similarly, Hypothesis 4 posited that organizational culture would significantly influence employee performance in Ghana. The test results affirmed this hypothesis, showing a significant coefficient ($B = 0.683$, $\chi^2 = 15.847$, $p = 0.000$). Therefore, the hypothesis was accepted, indicating that organizational culture does indeed significantly impact employee performance in Ghana.

Conclusions

In conclusion, the results of this study shed light on the key factors that influence employee performance within Ghanaian organizations. The findings underscore the significant roles of conscientiousness, civic virtue, and organizational culture in shaping employee behavior and productivity.

Firstly, conscientiousness emerged as a crucial determinant of employee performance, highlighting the importance of traits such as reliability, diligence, and responsibility in driving positive outcomes in the workplace. Employees who exhibit conscientious behaviors are likely to demonstrate greater dedication to their tasks, leading to enhanced performance levels.

Secondly, civic virtue was found to be positively associated with employee performance, emphasizing the value of organizational citizenship behaviors such as loyalty, cooperation, and proactive engagement in contributing to overall effectiveness within the workplace. Cultivating a sense of civic virtue among employees fosters a supportive and collaborative work environment conducive to achieving organizational goals.

Furthermore, organizational culture emerged as a significant predictor of employee performance, underscoring the influence of the prevailing values, norms, and practices within an organization on shaping employee attitudes and behaviors. A positive and supportive organizational culture fosters employee engagement,

satisfaction, and commitment, ultimately leading to improved performance outcomes.

Contrary to expectations, altruism was not found to have a significant influence on employee performance in the Ghanaian context. While altruistic behaviors such as helping and supporting colleagues may be valued in the workplace, they may not directly translate into measurable improvements in performance metrics.

These conclusions provide valuable insights for organizations operating in Ghana, offering guidance on strategies to enhance employee performance and productivity. By fostering a culture that promotes conscientiousness, civic virtue, and positive organizational values, organizations can create a conducive work environment that empowers employees to excel and contribute effectively to organizational success. Moreover, recognizing the limited impact of altruism on performance highlights the need for organizations to focus on fostering behaviors and practices that directly contribute to performance outcomes. Overall, the findings underscore the importance of aligning organizational practices and values with the factors that drive employee performance, ultimately enhancing organizational effectiveness and competitiveness in the Ghanaian context.

Recommendations

It is imperative that management and human resource personnel prioritize the consideration of organizational social responsibility behavior and organizational culture when crafting strategies aimed at enhancing employee performance within the organization. By integrating these factors into the formulation of organizational structures and policies, managers can effectively influence employee behavior and productivity. This purposeful effort not only fosters a conducive work environment but also cultivates a sense of responsibility and commitment among employees, thereby contributing to the overall productivity and success of the organization.

Furthermore, to ensure a cohesive and harmonious workplace environment, management should actively promote the development of a positive workplace culture. By nurturing a culture that values integrity, respect, and collaboration, organizations can establish clear expectations and norms that guide employee behavior. This, in turn, enhances employee morale, satisfaction, and engagement, leading to improved performance outcomes and organizational effectiveness.

In summary, by prioritizing organizational social responsibility behavior, organizational culture, and the development of a positive workplace environment, management can create a foundation for sustained employee performance and organizational success. It is essential for managers to recognize the pivotal role these factors play in shaping employee behavior and productivity and to proactively incorporate them into their management practices and decision-making processes. To expand literature, it is suggested that future study could include focus on the moderating and mediating factors which influence employee performance like employee's motivation, leadership styles, organisational justice and organisational policies, among others.

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