

ORGANIZATIONAL CULTURE AS PREDICTOR OF JOB PERFORMANCE AMONG HOTELS IN DAVAO DEL NORTE

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ABSTRACT

Organizational culture plays a vital role in influencing employee job performance in service-oriented industries such as hospitality. This study examined the relationship between organizational culture and job performance among hotels in Davao del Norte, Philippines, a provincial setting with limited empirical research. Anchored on the Psychosocial Safety Climate Theory developed by Hall et al (2010), and the Affective Events Theory proposed by Weiss and Cropanzano (1996), the study assessed organizational culture in terms of people orientation, team orientation, innovation, service quality, and results orientation, and measured job performance through task efficiency, adaptability, and extra role behavior. A total of 200 hotel employees participated as respondents in this quantitative study, and data were analyzed using descriptive and inferential statistical techniques. Findings revealed high to very high levels of organizational culture and consistently high job performance across all indicators. Results further demonstrated a statistically significant influence of organizational culture on employee job performance, confirming that supportive cultural practices enhance efficiency, adaptability, and discretionary contributions in the workplace. Although prior studies have established the relationship between culture and performance, most were conducted in urban or metropolitan contexts, leaving provincial hotel industries underrepresented. This study addressed that gap by providing localized empirical evidence from Davao del Norte. It concludes that organizational culture is a key determinant of employee job performance that strengthens employee engagement, service quality, and organizational sustainability, and it recommends sustaining strong people oriented and team-based practices, enhancing leadership support and communication, improving innovation and performance feedback systems, and investing in continuous employee training and development.

Keyword: *Hospitality Industry, Hotel Employees, Job Performance, Organizational Culture.*

1. INTRODUCTION

The organizational culture within the hotel industry plays a vital role in shaping employee job performance, particularly when leadership is unclear, recognition is insufficient, and shared values are weak. These conditions often result in low morale and inconsistent service delivery, which are especially harmful in service-oriented industries where performance directly influences customer satisfaction and business sustainability. Empirical evidence consistently shows that weak or unsupportive cultures contribute to employee disengagement and reduced productivity. In the hospitality sector, these challenges are intensified by long working hours and high emotional labor demands. Poorly managed work environments increase stress and burnout, leading to absenteeism, turnover, and service inconsistencies. The absence of adequate guidance

and support systems further limits employees' ability to adapt and perform effectively. Overall, dysfunctional organizational culture significantly undermines both employee well-being and organizational performance.

Global studies confirm the widespread impact of negative organizational culture on job performance across different countries. Research from Sri Lanka, China, Indonesia, and the United Kingdom demonstrates that lack of trust, disorganized environments, and weak support systems reduce commitment, increase stress, and lower productivity. In the Philippine context, particularly in regional and small-scale hotels, limited organizational support and weak cultural alignment contribute to reduced engagement and inconsistent performance. In Davao del Norte, inadequate training systems and weak

organizational structures have been linked to high attrition and service quality concerns.

Although prior research highlights the benefits of supportive organizational culture and transformational leadership, most studies focus on large or urban hotels, leaving provincial settings underexplored. This study addresses that gap by examining the realities of hotels in Davao del Norte, a province with growing tourism potential. Anchored in Sustainable Development Goal 8 on Decent Work and Economic Growth, the study emphasizes the importance of fostering healthy workplace cultures to enhance employee performance. The findings aim to provide actionable insights for hotel managers and stakeholders to strengthen service quality, employee well-being, and sustainable local economic growth.

2. THEORETICAL AND CONCEPTUAL FRAMEWORK

Organizational culture plays a crucial role in shaping employees' attitudes, motivation, and work behaviors in the hotel industry. This study assumes that cultural dimensions such as people orientation, team orientation, innovation, service quality, and results orientation contribute to employees' task efficiency, adaptability, and extra-role behavior. The research is grounded in the Psychosocial Safety Climate (PSC) Theory, which emphasizes the importance of supportive management practices that prioritize employee well-being and psychological safety. In hospitality settings where work demands can be stressful, a culture that promotes open communication and support encourages employee engagement and cooperation. Such an environment strengthens teamwork and commitment, ultimately improving service delivery and job performance.

The study is also supported by Affective Events Theory, which explains how workplace experiences influence employees' emotions, attitudes, and behaviors. Positive organizational practices such as supportive leadership, recognition, and teamwork generate positive emotional responses among employees. These emotions encourage employees to perform their tasks efficiently, adapt to changing situations, and engage in behaviors that go beyond their formal responsibilities. Empirical studies further confirm that supportive and adaptive organizational cultures enhance employee engagement, reduce

burnout, and strengthen organizational resilience in the hospitality industry.

This study examines organizational culture using the framework of Tepeci (2005), focusing on key dimensions that influence workplace behavior and interactions. These cultural dimensions contribute to job performance outcomes, including task efficiency, adaptability, and extra-role behavior, which are essential in delivering quality service in the hotel industry. Task efficiency reflects employees' ability to perform duties accurately and promptly, while adaptability enables them to respond effectively to changing guest needs and operational challenges. Extra-role behavior, such as helping colleagues and proactively assisting guests, further enhances service quality and organizational performance, forming the basis of the study's conceptual framework.

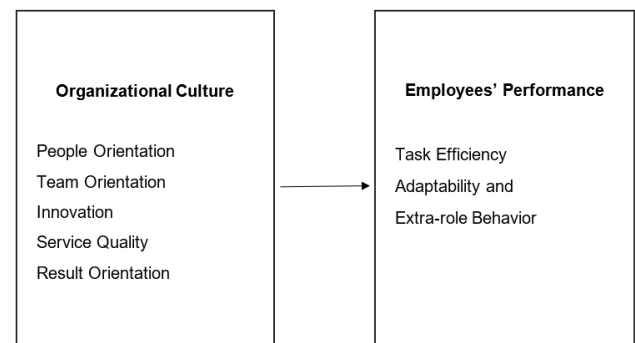


Figure 1. Schematic Diagram of the Study

3. OBJECTIVE OF THE STUDY

This study aims to determine how organizational culture influences employee job performance among employees in selected hotels in the province of Davao del Norte.

4. METHODS

This study employed a descriptive-correlational quantitative research design to examine the influence of organizational culture on employee job performance among hotel employees in selected hotels in Davao del Norte. A total of 200 employees from ten (10) accredited hotels in Tagum City were selected through simple random sampling. Data were gathered using an adapted and validated survey questionnaire based on Tepeci (2005) for organizational culture and Phuong (2020) and Rodwell et al. (1998) for employee job performance, with all scales demonstrating acceptable to high internal consistency based on Cronbach's alpha values.

Descriptive statistics were used to determine the levels of organizational culture and job performance, while canonical correlation and regression analysis were employed to assess the relationship and influence between the variables. Ethical considerations were strictly observed, including voluntary participation, informed consent, confidentiality, and the protection of respondents' rights. Overall, the methodological approach ensured that the findings were valid, reliable, ethical, and meaningful for understanding organizational culture and employee performance in the hospitality sector.

Result Orientation	4.48	High	0.54
Service Quality	4.58	Very High	0.49
Organizational Culture	4.45	High	0.40

Findings reveal that organizational culture in hotels in Davao del Norte is strongly characterized by team orientation and service quality, which obtained the highest ratings and indicate that collaboration, cooperation, and commitment to excellent guest service are deeply embedded in daily operations. These results suggest that teamwork and service excellence remain central strategies for achieving organizational effectiveness, consistent with studies emphasizing that effective teamwork enhances service delivery and improves productivity in hospitality settings (Nartey, 2021). In addition, people orientation was also rated very high, reflecting employees' perceptions that their organizations value interpersonal relationships, ethical conduct, and employee well-being. This supportive and respectful work environment fosters trust, open communication, and stronger employee commitment and engagement (Lee & Shin, 2024). Meanwhile, innovation and results orientation, although still interpreted as high, received slightly lower ratings, indicating that creativity, performance targets, and continuous improvement practices are present but may vary across departments. This suggests opportunities for hotels to further strengthen leadership support for innovation and align performance goals more consistently to enhance efficiency and organizational performance (Nepomuceno et al., 2022).

Scale Range	Description	Interpretation
4.51 - 5.00	Strongly Agree	Very High
3.51 - 4.50	Agree	High
2.51 - 3.50	Slightly Agree	Moderate
1.51 - 2.50	Disagree	Low
1.00 - 1.50	Strongly Disagree	Very Low

Results and Discussion

Summary Table of Organizational Culture

Dimensions	Mean	Interpretation	SD
Innovation	4.43	High	0.55
Team Orientation	4.60	Very High	0.49
People Orientation	4.54	Very High	0.54

Summary Table of Employee Performance

Dimensions	Mean	Interpretation	SD
Task efficiency	4.46	High	0.61
Adaptability	4.44	High	0.52
Extra-role behavior	4.40	High	0.53

Variable	Cross loading	R	R ²	F	P
Organizational Culture					
Innovation	0.666				
Team Orientation	0.522				
People Orientation	0.489				
Result Orientation	0.757	0.796	0.634	19.229**	.000
Service Quality	0.485				
Employee Performance					
Task efficiency	0.615				
Adaptability	0.664				
Extra Role Behavior	0.786				
**Significant at 0.01 two-tailed alpha level.					
Employee performance	4.43	High			0.50

Findings reveal that employee job performance in hotels in Davao del Norte is generally high, with task efficiency obtaining the highest rating, indicating that employees effectively manage time, complete tasks promptly, and maintain work quality despite the fast-paced demands of the hospitality industry. These results suggest that operational efficiency is a key strength that enables smooth daily operations and alignment with organizational goals and service standards (Razalli, 2020). Similarly, adaptability was also rated high, reflecting employees' ability to adjust to changing roles, tasks, and work conditions while sustaining service quality and consistency in performance. This adaptability allows employees to respond effectively to fluctuating guest demands and unexpected operational challenges, thereby supporting service continuity and customer satisfaction (Lim et al., 2024). Meanwhile, extra-role behavior, although still interpreted as high, received the lowest rating, indicating that discretionary efforts such as helping coworkers and taking on additional responsibilities may vary depending on individual workload and capacity. This highlights opportunities for hotels to further strengthen recognition systems and supportive leadership practices to encourage voluntary contributions that enhance teamwork and service outcomes (Ocampo et al., 2023).

Canonical Correlation Analysis Organizational Culture and Employee Performance

The canonical correlation analysis indicated a strong and statistically significant relationship between organizational culture and job performance, with a canonical correlation coefficient of $R = 0.796$ and $R^2 = 0.634$, showing that approximately 63.4% of the variance in job performance can be explained by organizational culture. While this finding highlights the substantial influence of organizational culture on job performance, it also suggests that other contributing factors exist. The remaining 36.6% of the variance may be attributed to variables not examined in this study, such as leadership style, employee engagement, reward systems, work environment, and individual employee characteristics. The analysis further revealed an F-value of 19.229 and a p-value of .000 ($p < 0.01$), confirming a highly significant relationship and leading to the rejection of the null hypothesis. Among the organizational culture dimensions,

result orientation obtained the highest canonical loading (0.757), indicating that clear goals, measurable outcomes, and strong performance standards strongly influence employees' efficiency, adaptability, and discretionary efforts (Kuswati, 2020). A results-driven culture strengthens alignment between individual efforts and organizational objectives, promoting consistent improvements in performance (Abduraimi et al., 2023). Meanwhile, within job performance indicators, extra-role behavior registered the highest canonical loading (0.786),

suggesting that voluntary actions such as helping coworkers, taking initiative, and exceeding formal job responsibilities are the most influential contributors to overall job performance and organizational effectiveness (Amalia & Novie, 2023).

Regression Analysis of the Influence of organizational culture on Employee performance.

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.896	.353		5.377	.000
Organizational Culture	.570	.079	.457	7.220**	.000

Model Summary

R = 0.457 R² = 0.208 Adj. R² = 0.204 F=52.129** p = .000

***significant at 0.01 level*

The results of the regression analysis shows a statistically significant impact of organizational culture on employee performance, with F = 52.129 (p < .001), R = 0.457, and R² = 0.208, indicating that organizational culture explains 20.8% of the variance in employee performance and supports the rejection of the null hypothesis. The findings further reveal that organizational culture is a significant predictor of performance (B = 0.570, β = 0.457, t = 7.220, p < .001), suggesting that shared values, norms, and supportive practices enhance employees' productivity and effectiveness. These results imply that a value-driven and supportive work environment strengthens role clarity, intrinsic motivation, and alignment between individual and organizational goals, leading to improved engagement and accountability (Alrawadieh et al., 2021). Moreover, organizational culture fosters stronger commitment and participation among employees through shared practices and collaborative norms that enhance overall work performance (Sikandar et al., 2022). Ultimately, the alignment of personal and organizational goals reinforced by cultural

values contributes to improved performance outcomes and sustained organizational effectiveness (Ren et al., 2023).

5. CONCLUSION

Previous research has shown that supportive organizational culture and transformational leadership enhance employee motivation and engagement; however, many studies focus primarily on large or urban hotel settings. As a result, the organizational realities of provincial hotels, such as those in Davao del Norte, remain less explored. These hotels operate in unique environments characterized by smaller teams, closer interpersonal relationships, and limited resources. Such conditions may influence how organizational culture shapes employee job performance. By addressing this gap, the study provides evidence on the role of organizational culture in promoting skill development, ethical practices, and sustainability in provincial hotel settings.

The findings support the Psychosocial Safety Climate Theory proposed by Hall et al. (2010),

which emphasizes the importance of organizational policies and practices that prioritize employee psychological well-being. Results revealed high to very high levels of organizational culture across the dimensions of innovation, team orientation, people orientation, results orientation, and service quality. These outcomes indicate that hotel employees in Davao del Norte perceive their organizations as supportive environments that value cooperation, communication, and employee welfare. Such conditions promote psychological safety, enabling employees to work confidently, collaborate effectively, and maintain high service standards.

The results also align with the Affective Events Theory of Weiss and Cropanzano (1996), which explains how workplace experiences influence employees' emotions, attitudes, and behaviors. High ratings for team orientation and people orientation suggest that employees frequently experience supportive interactions and recognition in the workplace. These positive events generate favorable emotional responses such as motivation, satisfaction, and commitment. Consequently, employees are encouraged to perform their duties effectively and demonstrate behaviors that go beyond their formal responsibilities.

Furthermore, employee job performance was found to be consistently high across the dimensions of task efficiency, adaptability, and extra-role behavior. These results reflect how a positive organizational culture supports employees in completing tasks efficiently, adjusting to workplace changes, and contributing beyond their required duties. The significant relationship between organizational culture and job performance confirms that cultural factors are key drivers of employee effectiveness. This finding reinforces previous studies indicating that strong organizational cultures contribute directly to improved performance and service quality in the hospitality industry.

6. RECOMMENDATION

Based on the findings and conclusions of the study on organizational culture and employee job performance among hotel employees in Davao del Norte, the following recommendations are proposed:

1. Hotel employers and management should sustain and institutionalize collaborative work practices, including team-based service delivery, cross-department coordination, and regular team-building activities, to reinforce shared values and consistent performance.
2. Leadership practices should be strengthened to support employee well-being, recognition, and open communication, fostering a positive and motivating work environment.
3. Clear performance feedback systems, innovation recognition programs, and continuous improvement initiatives should be introduced to encourage idea-sharing and alignment of individual goals with organizational objectives.
4. Continuous training and development programs should be invested in to enhance service skills, adaptability, and problem-solving abilities, ensuring sustained employee performance in high-pressure hospitality settings.
5. Hotel employees are encouraged to consistently demonstrate task efficiency, adaptability, and teamwork, especially during peak operations and unexpected work challenges, to maintain service quality and organizational effectiveness.
6. Active participation in team-based initiatives and collaborative problem-solving should be emphasized, supporting coworkers during demanding situations and reinforcing a positive work environment.
7. Employees should voluntarily engage in discretionary behaviors, such as assisting colleagues, sharing best practices, and taking initiative, to enhance team cohesion and overall organizational performance.
8. Embracing adaptability and openness to change is recommended, particularly in responding to new service standards, guest expectations, and organizational improvements, aligning individual growth with organizational goals.
9. Future researchers are encouraged to explore additional organizational factors

influencing employee performance, such as leadership style, engagement, job satisfaction, work-life balance, or reward systems, to provide a more comprehensive understanding of performance drivers.

10. Replication of the study in other regions or comparative studies involving different hotel types (e.g., budget, mid-range, luxury) is recommended to enhance generalizability of the findings.
11. Employing qualitative or mixed-methods approaches, including interviews or focus group discussions, can provide deeper insights into employees' experiences, perceptions of culture, and the reasons behind performance behaviors.
12. Longitudinal research designs are encouraged to examine how organizational culture and employee performance evolve over time, particularly in response to leadership changes, organizational restructuring, or external challenges in the hospitality industry.

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