

Investigating Different Factors Impacting Employee Performance in Irish Small and Medium-Sized Enterprises

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Abstract

Purpose: In this study, the variables of organizational culture, knowledge management, management support, and employee performance will be described in further detail. Analyze the relationship between organizational culture and knowledge management, as well as management support, and employee productivity. Employee performance is examined in relation to organizational culture and knowledge management; managerial support is also considered. In the field of business enterprises.

Theoretical Framework: Numerous conceptual models have been developed to help researchers better understand the factors that influence employee performance, including organizational culture, knowledge management, and management support. An earlier study [21] was conducted to demonstrate the various variables that affect employee performance in (Small and Medium-Sized Enterprises).

Design/Methodology/Approach: The quantitative data collected is tabulated and analyzed statistically using descriptive, correlational, and analytical methods. Following that, the demographic information of the respondents is analyzed, and the findings are compared to the study objectives. The section concludes with a Pearson correlation analysis of the relationship between several factors associated with organizational culture, knowledge management, and management support and Irish Small and Medium-Sized Enterprises success.

Findings: The Effect of Organizational Culture, Knowledge Management and Management Support on Employee Performance. According to the regression coefficient for:

Organizational Culture. The variable, which is 0.036 with a probability level greater than 0.05, organizational culture variables have no meaningful effect on employee performance. Management Support. The Variable has a regression coefficient of 0.839 and a likelihood value of less than or equal to 0.05, indicating that increasing the Knowledge Management Variable results in an increase in employee performance. Knowledge Management. The Variable has a regression coefficient of 0.956 and a likelihood value of less than or equal to 0.05, indicating that increasing the Knowledge Management Variable results in an increase in employee performance.

Research, Practical & Social Implications: These findings showed the importance of these factors in encouraging business in Irish Small and Medium-Sized. This study will be beneficial for managers and stockholders in Small and Medium-Sized.

Keywords: Organizational Culture, Knowledge Management, Management Support, Employees' Performance, Small and Medium-Sized Enterprises, Ireland Enterprises

1. Introduction

Organizational culture can influence an employee's performance. That is, if the application of the values inherent in the organization, which are an integral component of the organization's culture, can be successfully applied in organizations, particularly in the enterprise environment. The values can meet the expectations of employees, whose primary focus is on employees' performance at work. Organizational culture is also a critical component that affects all aspects of employee activity at work and influences employees' maximum level of performance. Organizational influences were identified as external variables [1] They looked at both intra- and extra-organizational elements. All businesses hire personnel with the belief that their performance can be utilized effectively to accomplish goals. However, whether a firm owns its performance is always dependent on internal factors, one of which is organizational culture.

Organizational culture is not applied in the same way in a service business. Employees are obligated to work in accordance with the company's values when they are aware of this. Employee performance typically improves when knowledge management by the employee serves as a baseline for the amount to which employees grasp the company's environment and work methods. Knowledge management shapes employees' mindsets and capital in the course of their work. On the other hand, most employees have difficulty comprehending the operating methods used by hospitality service organizations.

This problem contributes to the reduction in employee performance by slowing staff reactions to activities and functions within an organization. Job satisfaction has become a barometer of an employee's good or bad performance in the firm. Satisfied and whether employees are present at work are indicators of the employees' performance. Management support is viewed as the primary factor influencing technology adoption [2] as it ensures adequate resource allocation and acts as a change agent in the creation of an environment conducive to information technology success. Most firms invest in technology to improve their performance.

Members of the organization must be able to contribute via technology, and as such, management must understand and forecast system usage. The bulk of businesses are in Ireland. It is probable that each management must have developed superior human resource capabilities

to compete. This phenomenon is evident in the high and low sales levels. This is directly tied to Human Resources' role in comprehending the performance they have. Efforts to ensure an organization's success can be viewed via a single lens, namely employee performance, which is one of the most critical components of a business. This research endeavors to describe the variables of organizational culture, knowledge management, management support, and employee performance, and to analyze the influence of organizational culture and knowledge management, management support, on employee performance in Ireland Enterprises.

The study's primary purpose was to determine the effect of Organizational Culture, Management Support and Knowledge Management on Employee Performance in Small and Medium-Sized Enterprises in Ireland. The study's specific sub-objectives were as follows:

- To Examine the effect of Organizational Culture, Management Support and Knowledge Management on Employee Performance in Small and Medium-Sized Enterprises in Ireland
- To determine the influence of Organizational Culture on Employee Performance in Small and Medium-Sized Enterprises in Ireland
- To determine the influence of Management Support on Employee Performance in Small and Medium-Sized Enterprises in Ireland
- To determine the influence of Knowledge Management on Employee Performance in Small and Medium-Sized Enterprises in Ireland

2. Literature Review

2.1 Employee Performance

Performance is the stage at which specific jobs are accomplished [2]. Additionally, organizational support, management effectiveness, and individual performance all contribute to performance in a business [2]. Meanwhile, Rivai asserts that performance is about work and the process by which that work is accomplished [3]. According to Santis et al., employee performance is defined as an individual's capacity to complete duties that contribute to the organization's technological core development. Businesses must recognize their employees' capability, manage it effectively, and connect it with the company's broader business strategy [4].

2.2 Organizational Culture

Organizational culture is the central concept developed by a group of people to solve a variety of problems (Schein) [5]. Culture can be defined as the group of people's dominant beliefs, values, attitudes, and behaviors (Warrick) [6]. Additionally, culture refers to the physical environment in which people work and their influence on how they think, act, and experience work (Warrick et al.) [7]. A company's culture is defined by several factors, including employee participation, innovation and risk taking, reward systems, and a customer service orientation (Shahzad) [8].

2.3 Knowledge Management

Knowledge management evolves into a method for executing processes within knowledge management, which might include an examination of the extent to which it influences employee performance (Kurniawan) [9]. Apart from that, knowledge management is a model of a message with a high perceived value that is typically utilized in policy formulation (Davenport and Prusak) [10].

Knowledge management is a collaborative and integrated strategy to developing, acquiring, managing, accessing, and utilizing an organization's intellectual assets [11]. In everyday life, everyone deals with data, information, and if it lacks worth, it is essentially not an acknowledgement (Knowledge), but a strategy for reclaiming the value of knowledge itself [10]. Knowledge management is concerned with how to acquire, generate, and distribute knowledge with the aid of technological and cultural fundamentals [12].

2.4 Small and Medium Enterprises it (SMEs)

In developing countries, [20] categorizes SMEs according to their distinctive characteristics under the broad headings of job characteristics, activity divisions, proprietor sex, and competitiveness. The most prestigious corporation the classification is applicable to operating personnel, provided most information technology SMEs are sole proprietorship. The majority of SME Workers in most developed countries compensate for this. Those who are not compensated but are active They typically make up another sixth of the campaign. The remainder of the population is divided into two groups. Personnel in the workplace and students or undergraduates. Small and medium-sized businesses (SMEs) are more extreme than large enterprises in in terms of employment and thus reducing capital expenditures incurred because of the employee's job.

2.5 Management Support

Management support is viewed as the primary factor influencing technology adoption [13] as it ensures adequate resource allocation and acts as a change agent in the creation of an environment conducive to information technology success. Most firms invest in technology to improve their performance. Members of the organization must be able to contribute via technology, and as such, management must understand and forecast system usage [13,14,19]. In smaller businesses, the chief executive officer (CEO) has a greater influence on the company's performance than in larger businesses [15]. The CEO of a small business typically has a "enormous impact through his power, his face-to-face interactions with practically all employees, his ownership, and the direct effects of his stated aims, perceptions, and preferences [15]

3. Research Model and Hypothesis Development

Numerous conceptual models have been developed to help researchers better understand the factors that influence employee performance, including organizational culture, knowledge management, and management support. An earlier study [21] was conducted to demonstrate the various variables that affect employee performance in (Small and Medium-Sized Enterprises).

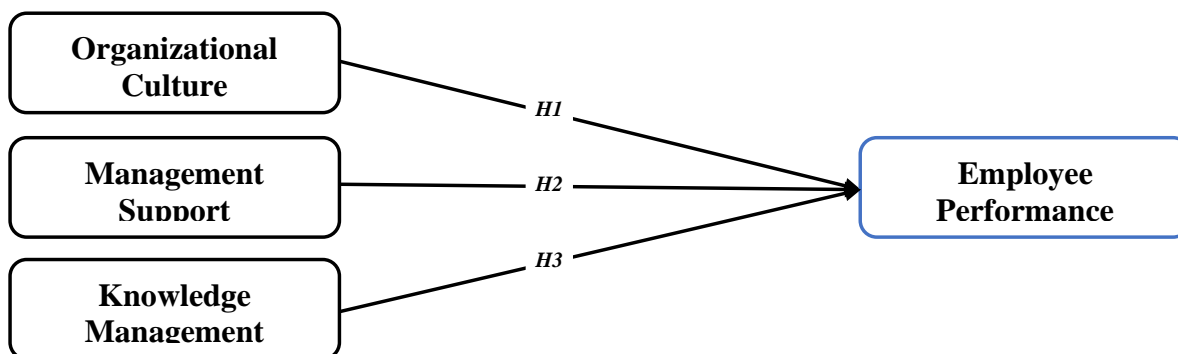


Figure 1 Research Model

H1: Organizational culture has a significant positive effect on employee performance. [12,22,23]

H2: Management Support has a significant positive effect on employee performance. [12,22,23]

H3: Knowledge management has a significant positive effect on employee performance. [12,22,23]

Table 1. *Description of the research variables*

Independent Variable	Dependent Variable
Organizational Culture	Employee Performance
Management Support	
Knowledge Management	

4. Research Methods

4.1 Population and Sample

The population of this study consisted of sixty employees of an Ireland-based corporation. This sampling technique is referred to as the census method. The data collection instrument for this study was an online questionnaire. One hundred and ten questionnaires were issued, and sixty were completed. To preserve the company's privacy, we will not mention the company's address, or the names of respondents [18,24].

4.2 Data analysis technique

This data analysis technique employs Path Analysis or path analysis to ascertain the importance of examining the direct effect, the overall effect, and the interaction between endogenous and exogenous variables [24].

5. Results and Discussion

This section presents and analyses primary data collected during fieldwork on the impact of organizational culture, knowledge management, and management support on employee performance in Irish Small and Medium-Sized Enterprises. The quantitative data collected is tabulated and analyzed statistically using descriptive, correlational, and analytical methods. Following that, the demographic information of the respondents is analyzed, and the findings are compared to the study objectives.

The section concludes with a Pearson correlation analysis of the relationship between several factors associated with organizational culture, knowledge management, and management support and Irish Small and Medium-Sized Enterprises success. All primary data were analyzed using PLS and SPSS. Table 4 reveals that around 15 of those who responded to the survey had more than 15 years of experience in general, and 20 had fewer than 5 years in their current position. Over 27 of the informants have a bachelor's degree, 30 have a master's degree, and 3 have a PhD. This indicates that respondents have sufficient knowledge and experience to take part in the survey and provide credible data for this research.

Table 4. *Participants Demographics Information*

	Items	numbers		Items	numbers
Gender	Male	40	Current position	Unit manager (C)	10
	Female	20		Unit managers (B)	13
	More than 50	10		Deputy Director (A)	22
Age	40 – less than 50	20	General Director (A4)	7	
	30 – less than 40	25	General Director (A3)	8	
	Less than 30	5	More than 15 years	15	
Academic qualification	B.Sc.	27	Experience Years	10 – less than 15 years	20
	Master	30		5 – less than 10 years	20
	Ph.D.	3		Less than 5 years	5

The researcher analyzed the respondents' demographic characteristics to ascertain the rationale behind their questionnaire responses. Respondents provided demographic information such as their gender, age, level of education, and length of service with the organization. The following sections elaborate on each of these points. According to the study's findings, most respondents were under the age of 20. According to these figures, individuals in their twenties and thirties dominate Irish firms.

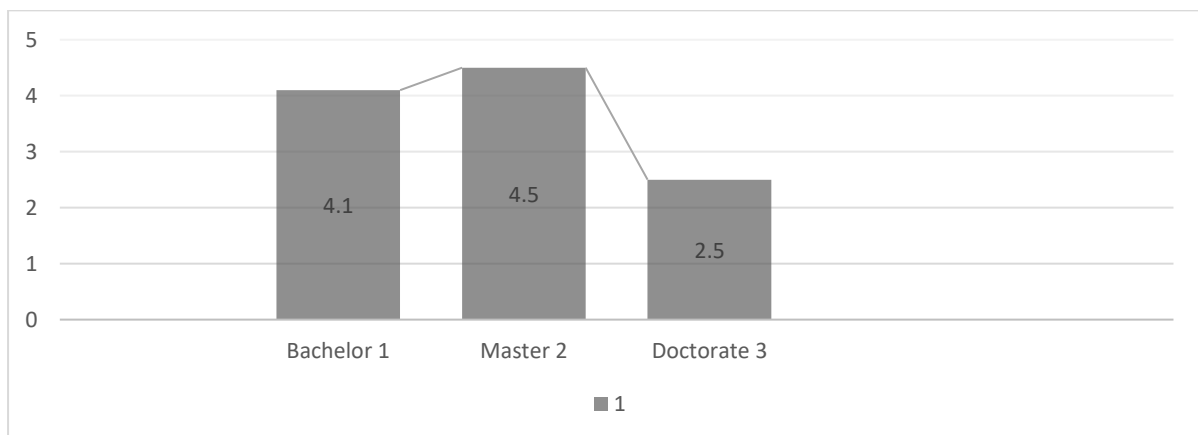


Figure 2. Qualifications of Respondents Survey

5.1 Path Analysis

To compute the coefficient of determination in this investigation. The overall coefficient of determination value of 0.99 implies that the model can explain 99.0 percent of the diversity of data or information, while the remaining 1% is explained by additional variables not included in the model or mistake. The above explanation indicates that the model used in this study has been validated as a valid analytical instrument capable of proving the hypotheses made.

According to the data above, most respondents (high percent) have worked for their companies for at least six years. This revealed that most of the employees studied have relevant experience and a working knowledge of organizational culture, knowledge management, and management support in the context of Irish Small and Medium-Sized Enterprises. Mishra and Banerjee (2017).

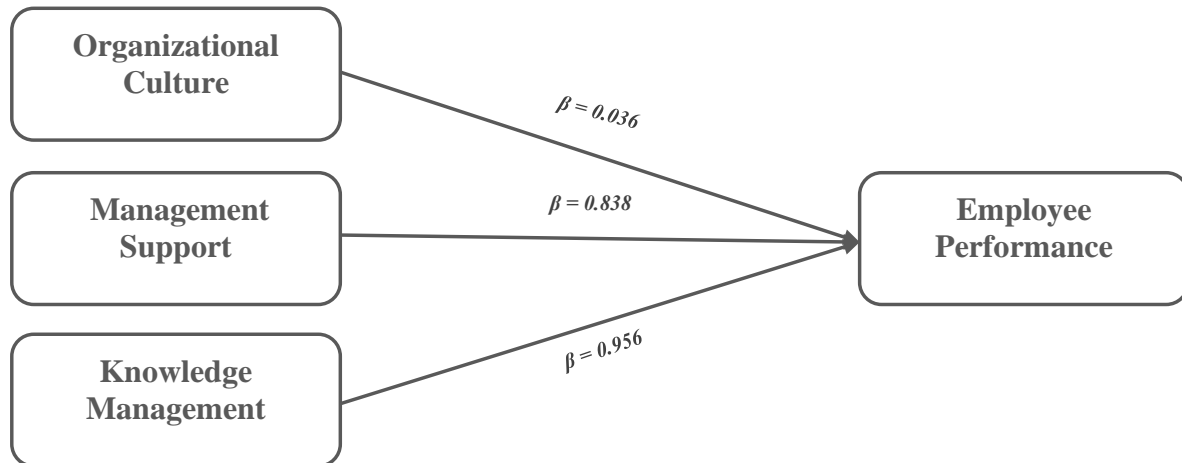


Figure 3. Path Analysis Results

The following table summarises the findings of this study's path analysis:

Table 2. Summary of Path Analysis Results

Variable	Direct Effect	Total Effect
Organizational Culture (OC) Employee Performance (Ep)	0.036	0.036
Management Support (MS) Employee Performance (Ep)	0.838	0.838
Knowledge Management (KM) Employee Performance (Ep)	0.956	0.956

The summary table below summarises the results of the path analysis performed previously. While the total value of 0.036 indicates that the variable Organizational Culture has a direct effect on employee performance. This is the outcome of the overall value of 0.966, indicates that the variable 0.838 Management Support has a direct effect on employee performance. This statistic is less than the total value of 0.956, which is the consequence of the Knowledge Management variable's direct effect on Employee Performance. Thus, the sum of the entire impacts can be used to compare direct and indirect influence routes, yielding a total direct effect of 1.003.

5.2 Hypothesis Test

Table 3. The Effecting of Organizational Culture, Management Support and Knowledge Management on Employee Performance

Variable	Regression Coefficient	T value	P Value
Organizational culture (OC) Employee performance	0.036	1.316	0.196
Management Support (MS) Employee Performance	0.839	2.247	0.012
Knowledge Management (KM) Employee performance	0.956	34.334	0.000
R = 0.994			
R Square (R2) = 0.987			

According to the second hypothesis test in the table above, organisational culture has a beta coefficient of 0.03, a t value of 1.1316, and a p value of 0.196, all of which are greater than p 0.05 (= 5%). Thus, organisational culture has little effect on employee performance. The coefficient of performance fo Management Support Employees is 0.839, the t value is

2.247, and the p value is 0.012. This value is less than 0.05 (= 5%), indicating that Knowledge Management has a substantial impact on employee performance. The coefficient of knowledge management is 0.956, the t value is 34.334, and the p value is 0.000. This value is less than 0.05 (= 5%), indicating that Knowledge Management has a substantial impact on employee performance. Given that the variable Organizational Culture has a value greater than () 0.05, the second hypothesis cannot be adopted.

6. Finding

6.1 The Effect of Organizational Culture, Knowledge Management and Management Support on Employee Performance. According to the regression coefficient for:

Organizational Culture. The variable, which is 0.036 with a probability level greater than 0.05, organizational culture variables have no meaningful effect on employee performance. Thus, the findings of this study imply that in the absence of organizational culture, employee performance will deteriorate. This result is inversely related to Mariam's research, which indicates that the variable Organizational Culture has a considerable effect on employee performance [22].

Management Support. The Variable has a regression coefficient of 0.839 and a likelihood value of less than or equal to 0.05, indicating that increasing the Knowledge Management Variable results in an increase in employee performance.

Knowledge Management. The Variable has a regression coefficient of 0.956 and a likelihood value of less than or equal to 0.05, indicating that increasing the Knowledge Management Variable results in an increase in employee performance. This suggests that Knowledge Management and Management Support have a large impact on employee performance in Ireland. Uslima's research substantiates this conclusion, demonstrating that knowledge management has a considerable impact on employee performance [16].

Table 5. Hypotheses Testing -Final result

Hypothesis statement	Significant. (+/-)	Decision
H1: Organizational culture has a significant positive effect on employee performance.	- Not Significant	Not supported
H2: Management Support has a significant positive effect on employee performance.	+ Significant	supported
H3: Knowledge management has a significant positive effect on employee performance	+ Significant	supported

Sig. significant, and not significant, (+) positive relationship, (-) negative relationship

Table 6. Summary of Description of relationship

Item	Variables	Result
1.	Organizational culture has a negative relationship on employee performance in Irish SMEs Enterprises	Not POSITIVE
2.	Management Support has a positive relationship on employee performance in Irish SMEs Enterprises	POSITIVE
3.	Knowledge management has a positive relationship on employee performance in Irish SMEs Enterprises	POSITIVE

7. Conclusion

The following conclusions are drawn from the research and discussion conducted for this study:

Ireland Enterprise employees. This indicates that as an organization's culture deteriorates, employee performance typically deteriorates as well. As a result, corporate culture bears the primary responsibility. The results of a descriptive statistical analysis of organizational culture characteristics, knowledge management, employee performance, and employee performance indicate that most Ireland Enterprise employees are proactive in carrying out organizational sustainability responsibilities and activities. The ability of management to properly embrace organizational culture is highly recognized. Knowledge management is one strategy for achieving superior work outputs by leveraging an organization's size and performance. It turns out that knowledge management and managerial support have a significant impact on employee performance at the Ireland Enterprise. Employee performance is unaffected by organizational culture. Additionally, knowledge management has a huge impact on employee performance. Employee performance has a significant impact on staff performance at the Ireland Enterprise. These data imply that increasing job satisfaction has a beneficial effect on employee performance. Due to organizational culture and knowledge management, job happiness influences employee performance. Employee performance becomes the most crucial component for top management to assess and priorities, since it enables employees to accomplish their job goals.

8. Acknowledgment

The authors want to express his appreciation to Madam Suha Mohamed Ismail for her support, as well as to Dr Muayad Younus Amjed al-Zehhawi for his aid, guidance, and advice.

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Appendix

Table 7. *Questionnaires instrument development*

Factors	Items	Source
Organizational Culture	In this company, people I work with are direct and honest with each other.	Glase, Zamanou, 1987
	In this company, people I work with accept criticism without becoming defensive.	
	In this company, people I work with resolve disagreements cooperatively.	
	In this company, people I work with function as a team	
	In this company, people I work with are cooperative and considerate.	
	In this company, people I work with constructively confront problems.	
	In this company, people I work with are good listeners.	
	In this company, people I work with are concerned about each other.	
	In this company, labor and management have a productive working relationship.	
	This company motivates me to put out my best efforts.	
This company respects its workers.	Kim et al. (2009) Ragu-Natha et al. (2004)	
This company treats people in a consistent and fair manner.		
Working with this company makes me feel like being part of a family.		
In this company there is an atmosphere of trust.		
This company motives people to be efficient and productive.		
I get enough information to understand the big picture here.		
I know what is happening in work sections outside my own.		
I have a say in decisions that affect my work.		
I am asked to make suggestion about how to do my job better.		
This company values the ideas of worker at every level.		
Management Support	Top management in my firm is aware of the benefits that can be achieved by using Employee technology.	Al-Kharbi (2010)
	Top management always supports and encourages the use of Employee technology.	
	Top management is interested in the IT function.	
	Top management keeps the pressure on Employee Regulation of Professional Bodies takes into consideration the continuous development.	
	Regulation of Professional Bodies takes into consideration the Employee procedures in environment.	
Knowledge Management	Professional bodies such as YACPA provide the essential framework of the Employee procedures in the computerized environment.	Al-Kharbi (2010)
	Professional bodies such as YACPA work to promote the profession of Employee to cope with environment.	
	Professional bodies have ability to change the Employee competitive environment.	