THE INFLUENCE OF ORGANIZATIONAL CULTURE ON ORGAZNIATIONAL PERFORMANCE: THE MODERATING ROLE OF STRATEGY COMMUNICATION

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Abstract- Fish wealth is an auspicious segment in its vision of NFS which has major potential to achieve diversification in country's economy and in realizing the job-creating poor economic growth for country, the ecosystem approach to fisheries, the Food and Agriculture Organization of the United Nations (FAO) Code of Conduct for responsible fisheries and other international agreements have introduced management tools to improve fisheries management. The specific problem was overlooked the need to understand and to leverage the existing organizational culture within the Ministry of Fish Wealth (MFW) in Yemen as a dominated sectorial operator to ensure effective strategy's implementation as a result to reach the goal thereby increasing the sector's performance. NFS concentrated on infrastructure, technical dimensions and capital items: where MFW's management system that addressed the entire organizational activities were neglected. Moreover, the design of strategy commonly failed to address the social, cultural and managerial constraints presented in the sector by a country such as Yemen. The formulated strategy should be built on past lessons by focusing on organizational and management handicaps of the entire MFW. Therefore, this study proposed the conceptual framework of the relationship between organizational culture and organizational performance and moderating effect of strategy communication within the Ministry of Fish Wealth in Yemen. This study will help to overcome organizational and managerial barriers of the Ministry of Fish Wealth (MFW) as it is the responsible operator for National Fisheries Strategy (NFS 2012- 2025) in Yemen from the angle of HR platform. This study conceptualizes and highlights present critical facts; organizational culture and strategy communication that have effect on MFW performance and entire sector thus ensure superior implementation of the NFS in Yemen.

Keywords- Organizational Culture, Strategy Communication, Organizational Performance, Ministry of Fish Wealth, Yemen

I. INTRODUCTION

At this time, global fisheries are suffering histrionic changes under climate change, the issue of the environment, safety of the food and technology development. To familiarize these, while ensuring resources, has been a focus on the principles and purposes of the modern management of fish wealth sector today. Yemen's Fisheries sector, one of the four promising sectors as identified in its Vision Strategic in 2025. This sector has significant potential to achieve diversification of the economy and in job-creation and economic growth pro-poor for socio-economic development of the country (Ministry of fish wealth, 2012). The country is blessed with varied coastal territories and harbors a wealth of rich marine resources with extensive coastline of 2520 km. The present challenges are constantly pursuing sectoral development, which further aggravated by the socio-economic situation at the moment. Moreover, a moderately unidentified but big number of people were also involved in the process of after harvesting, marketing, and value-added (Bonfiglioli & Hariri, 2004). The fisheries sector accounted for 1.9% of the gross domestic product of $ 26.24 billion in 2009 Yemen (YFSP, 2010). After oil exports, exports of fishery are the second main producer and accounts for 1.5% of the national labor force, support the livelihoods of 3.2% of the national population (Ministry of Fish Wealth, 2012). The fisheries industries positioned in rural areas, remains the major if not the only source of income for coastal communities (YFSP, 2010). In spite of increasing efforts to adjust the fishing effort to the available fish resources on a global, regional or at local levels and the status of the world fish stocks is deteriorating (Cullis-Suzuki & Pauly, 2010). This negative trend during the past 10 to 30 years is due to lack of management (FAO, 2012). A linking between culture and policy has been developed in fisheries sector challenges leaders to explore the multi-dimensionality of culture depicted structurally in information, procedures, and decision-making, as well as cognitively in what people think, feel and perceive (Harkema & Browaeys, 2002). According to Deal and Peterson (2009), the culture of any organization is a significant factor in its success or failure. Organizational culture is the adhesive holding companies together. However, organizational culture is often unnoticed, yet it is the cornerstone to executed the strategy to reach the goal of the organizations in significant manner. Formerly, researches have tried to make a conceptual model then testing the impact of multi-cultural influence on organization performance (Daulatru & Lund, 2003; Mehta & Krishnan, 2004; Zabid & Sambasivan, 2004; Navanjo-Valencia et al, 2011). Influence of culture has been seen strong in an organization helps to implement successful strategies. And the formulation of strategies seems critical, its

implementation should be considered essential. However, only learned implicitly multiple effect of culture on organizational performance by implementing to successful strategies. The strategy communication implementation process is a strategic decision which has been ignored in the literature strategy as tactical function previously (Hallahan et al, 2007; Marchiori, & Bulgacov, 2012; Moss & Warnaby, 1998). Communication as an essential part of the strategy process are uncommon and are generally found incorporated within the broader discussion of such subjects as organizational cultures, stakeholders and customers, strategy implementation and control (Hallahan et al, 2007; Hax & Majluf, 2010; Marchiori, & Bulgacov, 2012; Thompson, 1997; Wheelen & Hunger, 1998).

A large number of researchers' findings have specified the technical dimension to address fisheries management's issues with less attention to management dimension because of the absence of the academic research in fish wealth sectors (Alabsi & Komatsu, 2014; Cullis-Suzuki & Pauly, 2010) in Yemen that cover this specific dimension. Therefore, this study's objective is to address the cultural barriers and strategic communication to adopt successful strategy implementation in fish wealth sector in Yemen. Thus, the study will identify the factors that will help fish wealth sector in Yemen to achieve substantial success in executing long-term strategy and achieve leading performance. Additionally, this study introduces an integrated strategic model that comprises of organizational culture, strategy communication and organizational performance in fish wealth sector in Yemen.

II. LITERATURE REVIEW

Organizational Culture

In the literature, no particular conceptual explanation of organizational culture and mismatches between scholars to define the culture of the organization, measuring culture within an organization, and organizational culture analysis phase (Ashkanasy et al, 2011). Previously, the scholars before Schein (1983, 1985, 2010) developed a seminal cultural knowledge of the organization. According to Schein (1985) culture of the organization must be defined the pattern assumption shared basis that collection of learning as solve problems of adaptation and combination of depth that has worked well enough to be considered valid, because it is to teach the experts in the new way right to perceive, think, and feel in relation to this issue. On the contrary, Hoopes (2003) determined that organizational culture is flexible and agree to change. This view was that differed by Schein (2010), admitting that culture is difficult at times to manipulate. This alteration can be caused by many definitions of culture.

After establishing organizational culture, it was learnt from fellow workers through the process of socialization. Culture in an organization will influence the behavior of employees. There are three levels of organizational culture which are (a) observable artifacts; (b) espoused values; (c) basic underlying assumptions. Once recognized culture in an organization, it will be a factor in determining who will or will not be the part of change. Hofstede (1997) describe the organizational culture as a set pattern defines the activities and behavior of a particular group. Meanwhile, Schein (2010) described the organization as a cultural, social forces of the time, place, and culture organizations that produce market. Schein (2010) mentioned that culture is the remainder of all that has happened in the organization. Schein (2010) articulates that the key to understanding the company culture to realize the lack of clear communication and culture differ in organization. Regarding the strategic point of view of the lack of communication was discussed culture of claim of Schein (2010) rather than Hofstede (1997).

Observable artifacts

Artifacts were designated as being able to see, hear or feel when someone arrives into an organization. This mentions the physical environment of the organization in a report published on the values, language, technology, art, clothing, degree of formality, displaying emotion, ritual, ceremony myths, and stories about the organization and its people (Kinicki & Breitner, 2008; Schein, 2010). Furthermore, artifacts stated the physical environment, spoken language or waffle, technology that is found in an organization, and the art style (Schein, 2010).

It is vital to recognize that even though the visible artifacts, observe them may not tell someone what it means. In fact, many of the artifacts appear to be easy to understand. Schein (2010) paralleled the Egyptian pyramids and Mayan. Whereas pyramids are alike but very different cultures and objectives of the pyramid was very dissimilar. As a spectator, can someone clarify what is seen. However, one may not be able to build meaning of the culture based on artifacts (Schein, 2010).

Espoused Values

Espoused values characterize a clear acceptance of an organization which is consists of five components: (a) the value is a concept or belief (b) with respect to the desired behavior; (c) exceeds the value of the situation; (d) the assessment of behavioral guidelines and events; and (e) values that were well-arranged by the relative importance (p. 4). In essence, the professed values are a reflection of the behavior of workers in the work environment (Gruys, Stewart, Goodstein, Bing, and Wicks, 2008;

Taormina, 2008). Archetypally, the espoused values set by the owners or top management together with the management team. According to Schein (2010) while the values embraced in place to influence the

behavior of workers, management is not automatic. Their behavior, values, and norms of workers actually involved in the so-called values occur.

The behavior of employees in an organization depends on the consistency of message and alignment values. Kinicki and Breitner (2008) gave an instance where employee attitudes about the company can be cynical as employees were informed of the company is the trust, but they ransacked every day. Daily quests can be considered as a lack of confidence on the part of the management of their employees. knowledge gathered helps to planning, organizing, monitoring, estimating, and refining employee behavior (Hartnell 2012; Wu, Tsui, and Kinicki, 2010).

Basic Assumptions

The latest level of organizational culture is designated as basic assumptions. It's problematic to modification as they are ingrained in all functions of the organization and are likely taken for granted. Basic assumptions are rarely debated in the organization because they provide some degree of emotional security (Kuenzi & Schminke, 2009; Mohammed, Ferzandi, & Hamilton, 2010; Trice & Beyer, 1991; Walumbwa, Avolio, & Zhu, 2008). Once assumptions are ingrained in the group, behaviors outside of the assumptions would not be likely. Kinicki & Kreitner (2008) stated that the staff of Google expects all members of the organization to be creative and innovative. There is no room for fellow employees or management to operate without the value of creativity and innovation mentioned as basic assumption.

Widespread as well as well-developed basic assumptions promote consistent employee behavior. Additionally, established assumptions provide stability, a sense of identity, and define for employees' acceptable behavior within the organization (Schein, 2010). An organization's culture tells the employees "who they are, how to behave toward each other, and how to feel good about themselves" asserted by Schein (2010).

Strategy Communication

Good communication strategies usually give less consideration than the formation of the strategy and not without good communication strategy execution memorable than this is impossible. However, the communication should be more than appropriate and persuasive. People should understand their role in the overall and came to believe that triumph may be achieved. Strategic communication is primarily concerned with the relationship between the organization and its employees: each of society's most important other and productive relationships necessary for them to achieve their objective stated by Kennan & Hazleton (2006). Strategic communications remain concerned with this relationship, but it is predicated on a strategic communications function innards. communication depths need to be handled strategically to effectively as possible in pursuit of the organization's mission.

Execution of the strategies is to increase synchronization and collaboration within an organization which can realize synergies of coherent behavior and resource allocation workers (Kellermanns, Walter Lechner, & Floyd, 2005). Investigators have been advocating the importance of reaching consensus on the entire organization to facilitate implementation of the strategy and measure its former glory. This literature before backing that communication strategy within an organization is an important element for implementing a strategy to increase its purpose. Due to limitation it is essential to convey the strategy with the workers in the fishing industry to implement long-term strategies are formulated.

Organizational Performance

Measurement of organizational performance help managers successfully implements the strategy within the organization. Simons (1995) summaries four important methods to control systems that simplify the implementation of the strategy. Among the control mechanism, the manager usually depends on critical performance measures to monitor the implementation of the strategy and to diagnose deviations from preset standards of performance (Simons, 1995). Moreover, performance procedures bring into line the incentives of managers and employees and motivate them to achieve organizational objectives, and ultimately expand organizational performance (Ittner & Larcker, 1998; Kaplan & Norton, 1992, 1996). The resolutions of this study,

analysis of performance in line with the results of the employee. Fisheries management organization public in Yemen is the scope of this study was rather using financial analysis, employee performance and job satisfaction would be reasonable to progress organizational performance. If the job satisfaction is the positive case, the positive performance that is a byproduct.

However, data on organizational culture usually are collected at the "local" or sub-unit level, where it is believed employees possess accurate views of what kinds of behaviors are really expected in order to fit in and meet expectations, as opposed to what is espoused in mission and values statements. The subunit focus is also used for culture measurement given that most organizations tend to be sub cultural and characterized by different norms in different units or locations. Thus, there is a potential inconsistency between the level at which the financial performance is collected and the level at which the cultural data are collected. Research in the culture performance area can hope to resolve this dilemma in the future, in this dissertation, data are primarily collected at the sub-unit level; this will enable to test the hypotheses on the effectiveness outcomes at the work-unit level.

However, data on the organizational culture is usually collected at the level of "local" or sub-unit, where it is believed the workers have a proper view of what kind of behavior really be predictable to adapt and meet the expectations, as opposed to what is supported in the mission and values a reality. Application of subunit is also used to measure the cultural shows that most organizations tend to be sub-cultures and norms of different characteristics in different units or locations. So, there is one thing that is not consistent between the rate at which the potential for financial performance are collected and the rate at which data is collected culture. Research in the field of cultural performance can hope to resolve this dilemma in the future, in this study, especially the data collected at the level of sub-unit; this will allow testing hypotheses on the results of effectiveness in work-unit level.

Underpinning theory and Conceptual Framework
Contingency Theory:
According to Jones (2007), contingency theory highlights the significance of effective and appropriate alignment between people, organizational structure, and culture; and the necessary changes to foster a drastic step toward the desired future state with better usefulness. The writings of the early and widely read on organizational culture practice the perspective of universal (Deal & Kennedy, 1982; Peters and Waterman, 1982) with implications that known culture certainly, such a strong culture, representing a culture means the best for everyone types of organizations. Oriented work is in differed with writings on contingency

theory that backs reputable need to select the type of strategies that suit their competitive environments and develop a culture that supports their strategic types. It's a reputable operating in competitive environments that differed and depended on what kind of strategy should have differing cultures, with cultural traits in tune with the unique demands of the competitive environments and types of strategies.
The theoretical assumption/conceptual Model is shown in Figure 1.

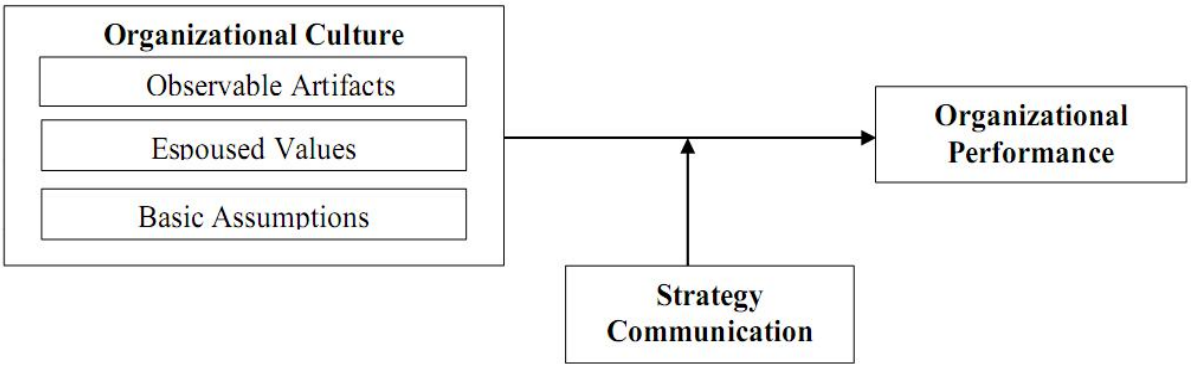


Figure 1: Research Model

III. DISCUSSION

As Yemen's fisheries sector is one of the most essential sector as identified in its vision of National Fisheries Strategy (NFS 2012- 2025), the management strategies of the fisheries sector in Yemen are still beyond the mainstream of modern fisheries policy. So, implementing a strategy is a vital part of an organization. The specific problem was overlooked the need to understand and to leverage the existing organizational culture within Ministry of Fish Wealth (MFW) in Yemen. NFS strategy focused largely on infrastructure, technical dimensions and capital items: where MFW's management system that addressed the entire organizational activities were neglected Moreover, the design of strategy commonly failed to address the social, cultural and managerial constraints presented in the sector by a country such as Yemen. This paper will give a new vision in management literature by providing an integrated strategic approach of culture and strategy communication and organizational performance. Also, strongly recommend the readers look up to relations between key dimensions of the organizations' culture and transformational leadership style during the strategy implementation process. This will help managers and decision-makers build up a productive environment for the personnel consequently promotes outputs in strategy implementation of fisheries sectors with higher degrees of productivity. The outcome of this research will provide a new approach for the academician in the context of middle-eastern region where a conservative culture exists.

CONCLUSION

The empirical findings of this model will guide managers in the fisheries sector in Yemen to regard their organization's culture as a dimensional phenomenon which has a united affiliation to the strategy implementation to lead the organization through flexible cultures such as artifacts, espoused beliefs and basic assumptions. For experts, it is proposed that they consider the dimensions of organizational culture alongside the typologies to

reach the best fulfilling results. They can use this study's outcomes to base their attempts on flexibility. Also it will be significant in several ways for human resources professionals, organizational development practitioners, and government employees (Whelan-Berry, & Somerville, 2010).

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