

UNIVERSITY OF CAPE COAST

IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEE
PERFORMANCE: THE CASE OF TWIFO PRASO GOVERNMENT
HOSPITAL

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: Date:

Name: Kwesi Nkrumah

Supervisors' Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertations laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Dr. (Mrs.) Abigail Opoku Mensah

ABSTRACT

The purpose of the study was to examine the the effect of organisational culture on employee job performance at the Twifo Praso Government Hospital in the Central region of Ghana. To achieve the purpose, the study was guided by three research hypotheses and one research questions. The study employed quantitative research approach with an exploratory research design. Questionnaire was used to collect data from 150 out of 230 employees of Twifo Praso Government Hospital in the Central region of Ghana. Simple random sampling technique was used to select the sample. Data processing was done using SPSS version 21, and the analytical tools used was regression analysis. Analyses of the data revealed, *inter alia*, the following (a) Cultural trait of organisation mission has significant positive effect on employee job performance; (b) Cultural trait of employee involvement has significant positive effect on employee job performance; (c) Consistency as an element of organizational culture has significant positive effect on employee job performance; and (d) Cultural trait of mission has the most influence on employee job performance whilst involvement had the least influence. Based on the findings, it is recommended that; firstly, institutions in the Ghanaian health sector should establish well-defined mission and vision statements and share them with employees, and other stakeholders. Also, the health institutions in Ghana should invest in training and development of their employees to improve their human capability at all levels. Finally, management should focus more on the adherence to the organisation's mission by making sure that those in leadership positions are conversant with the organization's mission so as to be able to pass it down to their subordinates.

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DEDICATION

To my wife and children

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CHAPTER ONE

INTRODUCTION

Background to the Study

The influence of organisational culture on employee performance is a topic that has received extensive coverage in the literature (Masoud, 2013). According to Shani and Lau (2005), the continuous growth in the global nature of business serves as one of the main catalysts for the renewed interest in the study of organisational culture which has now been realised that culture affects the behaviour and success of individuals, teams and the entire organisations. Organisational culture comprises the unwritten customs, behaviours and beliefs that determine the "rules of the game" for decision-making, structure and power (Wambugu, 2014). Organisational culture is based on the shared history and traditions of an organisation combined with its current leadership values. In effect, culture dictates the way organisations do business and the organisational survival tactics that facilitate assimilation and personal success (Dave & Jeanne, 2011). With a strong organisational culture, employees do things because they believe it is the right thing to do and feel they will be rewarded for their actions.

Organisations do not exist in a vacuum but in a specific culture or socio-cultural environment that influence the way their employees think, feel and behave. Work place culture is a very powerful force that influences an employee's work life. Ritchie (2000), asserted that it is the very thread that holds the organisation together. Hence, managers and employees do not work in a value-free environment; they are governed, directed and tempered by the organisation's culture. Thus, organisational culture has a strong influence on

employees' performance and work attitude. For employees, it is either the glue that bonds people to an organisation or what drives them away. It involves standards and norms that prescribe employees behaviour in a workplace (Martins & Martins, 2003). Hence, organisational culture is the underlying values, beliefs, principles and practices that constitute its management system (Denison, 1990).

Denison (1990), asserts that organisational culture can be described by four general dimensions: Mission, Adaptability, Involvement and Consistency. An organisational mission is an organization's reason for existence (Sorensen, 2002). David and David (2003), assert that successful organisations have a clear sense of purpose and direction that defines organisational goals and strategic objectives and expresses a vision of what the organisation will look like in the future, adding that a sense of mission allows an organisation to shape current behaviour by envisioning a desired future state

Involvement is the rate of participation and initiative of all the employees in an organisation (Macleod and Brady, 2008). Research literature has shown that effective organisations empower and engage their people, build their organisation around teams, and develop human capability at all levels (Denison, Janovics, Young, & Cho, 2006). Consistency implies the extent to which the values, beliefs and standards of behaviour are acquired and shared among employees in an organisation (Denison, 2009). Denison, et al (2006), found out that organisations are effective when they assume a predictable style of doing things for a considerable period of time. Consistent organisations, according to Denison, et al (2006), develop a mind-set and create organisational systems that build internal systems of governance based on

consensual support. The adaptability trait concerns how the organisation copes with external contingencies and changes. This trait includes the component indexes of “creating change,” “customer focus,” and “organisational learning.” “Adaptable organisations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change” (Denison, 2000).

Job performance on the other hand, is considered as business outcomes (Harter, Schmidt & Hayes, 2002), or ‘social and economic outcomes resulting from interplay among work place’s attributes, actions and environment’ (Combs, Crook & Shook, 2005, p.261). Job performance takes different measures based on the industry or field of study (Jones, Jones, Latreille & Sloane, 2009). These varying measures reflect the multidimensional workplace performance (Combs, Crook, & Shook, 2005). There are financial measures such as profits, share price, turnover/sales, and dividend yield. There are productivity measures such as labour productivity, efficiency scrap rates, organisational effectiveness, and occupational injuries (Grugulis & Stoyanora, 2011).

Job performance could also be seen from quality measures such as customer satisfaction and reliability; as well as human resource perspectives such as labour turnover, absenteeism and job satisfaction (Barling, Kelloway, & Iverson, 2003; Grugulis & Stoyanora, 2011; and Korunka, Scharitzer, Caraya & Sainfort, 2003). This study will focus on productivity and quality measures of performance. Ojo (2008), claims that researchers concur on the fact that there is no agreement on the precise nature of the relationship between organisational culture and performance. It is, therefore, still worthy

for further research on whether organisational culture affects employee performance.

Statement of the Problem

According to Jiddah, Rayyan, and Umar (2016), the key to good performance is a strong culture. Kandula (as cited in Jiddah et al., 2016), posited that due to difference in organisational culture, same strategies do not yield same results for two organisations in the same industry and/or in the same location. According to Wanjiku (2014), a positive and strong culture can make an average individual performance improve and achieve his/her purpose brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. However, most organisations have not paid much attention to organisational culture as an antecedent of employee performance (Crawford, 2004).

The relationship between organisational culture and employee performance has been the subject of abundant research in several fields, including strategic management, organisational behaviour, and industrial organisations. Examples of such studies are: Agwu (2014); Jiddah et al. (2016); Nazir, and Zamir (2015); Ojo (2008); Shahzad, Iqbal, and Gulzar (2013); Uddin, Luva, and Hossain (2012); Wambugu (2014); and Wanjiku (2014). Despite the overabundance of studies on organisational culture in the last few decades, not much research has been done in the health sector. Most of the studies were done in the educational sector and telecommunication sectors (e.g. Khalif, Dahie, Mohamed, & Eid-Ga'amey, 2017; Agwu, 2014; Dahie, Takow, Nur, & Osman, 2016; Paschal & Nizam, 2016). This means

the influence of organisational culture on employee job performance in the Ghanaian health sector has not received adequate attention.

Again, most of these studies (Agwu, 2014; Alharbi & Alyahya, 2013, Nazir, and Zamir, 2015; Orpen, 2015; Uddin, Luva, & Hossain (2012) measured organisational culture by focusing only on teamwork, communication, reward and recognition, training and development, employee empowerment, values, norms, and belief. Most of the studies have ignored organisation's mission, adaptability, involvement and consistency as key dimensions of organisational culture. Meanwhile, Denilson (2009) found that these four dimensions (mission, adaptability, involvement and consistency) are crucial to employee performance.

Furthermore, organisational culture research has not been effectively done in developing countries (Wambugu, 2014), and in particular Ghana, hence, a major gap in relevant literature on organisational culture in Ghana or the developing countries at large. This research, therefore, intends to bridge this gap by examining the effect of organisational cultural trait, specifically; organisation mission, employee involvement, and consistency as an element of organisational culture on employee job performance at the Twifo Praso Government Hospital in the Central region of Ghana.

Purpose of the Study

The purpose of this study is to examine the effect of organisational culture on employee job performance at the Twifo Praso Government Hospital in the Central region of Ghana.

Research Objectives

Specifically, this study sought to;

1. Examine the effect of the cultural trait of organisation mission on employee job performance.
2. Assess the effect of employee involvement as an element of organisational culture on employee job performance
3. Assess the effect of consistency as an element of organisational culture on employee job performance.
4. Identify the organisational cultural elements which most influence employee job performance.

Research Questions

Based on the research objectives, the study is guided by the following research questions:

1. Which of the organisational cultural elements most influence employee job performance?

Research Hypotheses

H1: Cultural trait of organisation mission has positive effect on employee job performance.

H2: Cultural trait of employee involvement has positive effect on employee job performance.

H3: Consistency as an element of organisational culture has positive effect on employee job performance.

Significance of the Study

This study has academic, policy and practical implications. The findings will be of great significance to several groups of people consisting of the health sector institutions, future researchers, and other policy makers. To the health sector institutions, the analysis of this study will provide important details pertaining to the relevance of culture to firms in this sector. The details gained will provide firms in this sector with requisite knowledge that will enable them identify culturally related strengths, leverage their institution's overall strength as well as address cultural weakness that hamper success.

For the hospital under study, this research will be of immense benefit in that the management will be able to use the information produced from this study to re-engineer and restructure the organisation's culture in order to improve their employee job performance and by extension organizational performance. The management can also use some of the information to formulate a strategy for the organisation. For the employees of the institution under study, this study will enable them gain a better understanding of their role in shaping the organisation's culture and how this influences their performance and by extension the overall performance of the organization.

Finally, this study will be helpful for future researchers in gaining secondary information and can serve as literature review for potential references. It will also serve as a centre piece idea to other students willing to pursue research in a similar field.

Delimitations

The study is conducted within the framework of examining the effect of organisational culture on employee job performance. Several studies have

proposed equally important different dimensions of organisational culture, however, this study used dimensions proposed by Daniel Denison's model (1990). Denison (1990), asserts that organisational culture can be described by four general dimensions: Mission, Adaptability, Involvement and Consistency. Nonetheless, this study focused only on three of these dimensions, that is, involvement, mission and consistency.

The adaptability dimension was left out because from the literature reviewed, it was found out that a good number of elements that can be measured in adaptability could also be measured using the organisation's level of consistency. Adaptable organisations translate the demands of the organisational environment into action. Furthermore, the dimension of adaptability overlaps with the dimension of the organisation's mission. The scope of the study is limited to employees at Twifo Praso Government hospital in the Central region of Ghana.

Limitation of the study

The quantitative data of this study were derived entirely from self-report questionnaires, with associated risks of social desirability bias (i.e. participants report what they think the researcher wants to hear) and mono method bias (participants are more concerned about being consistent than accurate in their answers).

Organisation of the Study

The study will be presented in five chapters. The first chapter is the introduction which covers the background to the problem, statement of the research problem, objective of the study, research questions, and significance of the study, delimitations, limitations and organisation of the study.

Chapter Two will comprise theoretical literature review, conceptual definitions, empirical literature review, and conceptual framework. Chapter Three will focus on the research methods which includes research design, study area, population of the study, sample and sampling procedures, data collection instrument, data collection procedures, reliability and validity of the data, data processing and analysis. Chapter Four covers data analysis, and discussions. Finally, Chapter Five comprises summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter is devoted to relevant issues of the effect of organisational culture on employee job performance. The first section set the theoretical framework for the research issues to be discussed. Under this section, the theory underpinning the study was discussed. The second section dealt with the various concepts of the study and empirical review. It surveyed actual studies previously done relate to the study. Finally, based on reviewed literature pertaining to the constructs and the relationships among the constructs, this chapter proposed a conceptual framework.

Theoretical Review

The theoretical frameworks that helped provide the logical structure of meaning which guided the development of this study is Daniel Denison's (1990), culture model. This framework was chosen as it helped bring meaning and generalisation. It also helped create the vision to which the research problem is focused.

Denison organisational culture model

Daniel Denison's (1990), model asserts that organisational culture can be described by four general dimensions: Mission, Adaptability, Involvement and Consistency. Denison's model allows cultures to be described broadly as externally or internally focused as well as flexible versus stable. The model has been selected purely, to diagnose cultural problems in organisations. The model has been adopted for this study also as a tool for measuring organisational culture. The four organisational culture model elements are

essential in developing and maintaining an effective organisational culture in the organisation (Kotrba, Gillespie, Schmidt, Smerek, Ritchie, & Denison, 2012). Denison indicated that involvement and consistency as internal factors in developing an effective organisational culture. Adaptability and mission are external factors in maintaining an effective organisational culture.

Involvement is the rate of participation and initiative of all the employees in an organisation (Macleod & Brady, 2008). Mousavi, Hosseini, and Hassanpour (2015), noted involvement as a critical factor for organisational culture effectiveness. Involvement includes transparent communication, employee-focused leadership, and strong interpersonal relationships in the organisation (Engelen, Flatten, Thalmann, & Brettel, 2014). In an effective organisational culture, business managers encourage high employee involvement and participation of members of the organization in major organisational activities (O'Reilly, Caldwell, Chatman, & Doerr, 2014).

When employees participate in the organisational decision-making process, they develop a sense of ownership, trust, and loyalty for the organisation (Denison, 1990). A sense of ownership and responsibility are part of the effective organisational culture elements. Sense of ownership, trust, and loyalty are important factors to motivating employees in the organisation (Kotrba et al., 2012). Again, when employees participate in the organisational decision-making process, they become more responsible and accountable for their actions (Denison, 1990).

In his study in the area of organizational culture, Hacker (2015), found out that there is existence of a positive relationship between high employee

involvement in decision-making process and performance. High level of employee involvement in the organisation decision-making process may contribute to the organisational culture effectiveness (Denison, 1990). However, the degree of organisational culture effectiveness may depend on the geographical location of the organisation. For example, Engelen et al. (2014), used 643 participants from several German and Thailand companies to examine the relationship between organisational culture and business performance from a geographical location perspective. Englen et al. confirmed that the high degree of involvement contributes to the organisational culture's effectiveness in Thailand instead of Germany.

In an effective organisational culture, members of the organisation from different backgrounds fairly share the organisation's values, beliefs, and symbols in the organization (Mousavi, et al., 2015).

Consistency implies the extent to which the values, beliefs and standards of behaviour are acquired and shared among employees in an organisation (Denison, 2009). Denison, et al (2006), found out that organisations are effective when they assume a predictable style of doing things for a considerable period of time. Consistent organisations, according to Denison, et al (2006), develop a mind-set and create organisational systems that build internal systems of governance based on consensual support. Effective organisational culture exists when a group of people comes together from a different background to reach a common purpose (Flamholtz & Randle, 2011). When employees share the organisation's values and beliefs, they understand and coordinate their responsibilities consistent with organisational values.

Schein (2010), indicated that when employees share values and beliefs in the organisation, they maintain effective communication and strong organisational culture. In an effective organisational culture, business managers establish an effective communication, which is important to coordinate employees' activity and increase involvement in the organisational decision-making process (Givens, 2012). Organisational culture emerges from the collection of organisational members' behaviours.

Effective organisational culture never exists without a group of people, shared assumptions, and effective communication (Schein, 2010; Sok, Blommel, & Tromp, 2014). Research findings in the area of organisational culture show the existence of consistency in the organisation as a reflection of the organisational culture effectiveness (Givens, 2012). Givens (2012), agreed that consistency is one of the primary factors to creating a strong organisational culture and improve employees' performance in the organisation.

However, Nongo and Ikyanyon (2012), argued that a high level of consistency in the organisation does not directly affect employees' commitment and performance in the organisation.

Adaptability is the ability of managers in an organisation to perceive and respond to the external environments (Schein, 2010). In an effective organisational culture, managers are passionate and responsive to internal and external factors. In adaptability principle, managers have the ability to modify the existing organisational culture to accommodate necessary changes. The change includes improving internal elements, modernizing internal departments and products in response to external competitions (Mousavi et al.,

2015). An effective organisational culture includes a set of fundamental assumptions that the members of the organisation have planned, exposed, and developed in dealing with external adaptation problems (Cian & Cervai, 2014).

Business managers often modify and adopt new situations in the organisation because of various internal and external factors. In the adaptability principle, employees are competent to adapt, restructure, and reinstitute internal processes, behaviours, and attitudes in response to external forces and demands (Denison, 1990). Adaptability is a critical organisational cultural element in promoting business performance (O'Reilly et al., 2014).

An organisational mission is an organisation's reason for existence (Sorensen, 2002). In an effective organisational culture, managers define the organisation mission by providing purpose and meaning to every major part of the organisation's mission (Givens, 2012).

The mission contains (a) clear direction and vision, (b) strategic decision and intent, and (c) goals and objectives of the organisation that members use to guide the activities of the organisation (Mousavi et al., 2015). In an effective organisational culture, business managers use the organisation's mission and vision to determine the organisation short and long-term goals (Nongo & Ikyanyon, 2012).

Business managers use the organisation mission to provide appropriate direction to internal and external stakeholders (Raza, Anjum, Shamsi, & Zia, 2014). One of the responsibilities of business managers is aligning organisational culture with their business mission (Denison, 1990). Business managers believe that making successful alignment between organisational

culture and business mission is a challenging task but an essential responsibility for them to secure the success of the organisation (Eaton & Kilby, 2015). In an effective organisational culture, business managers align the organisation's mission with organisational priorities to improve performance and to determine future directions of the organisation (Raza et al., 2014).

Quantitative study findings in the field of organisational culture show the existence of a positive relationship between mission and business performance (Mousavi, et al., 2015). Mousavi et al. (2015), found that involvement and adaptability principles directly affect organisational performance. Mousavi et al. (2015), also observed that the other two organisational culture principles, consistency, and adaptability indirectly affect organisational performance.

Nongo and Ikyanyon (2012), confirmed the existence of a positive relationship between adaptability and commitment in improving organisational performance. Quantitative study results in the field of organisational culture also showed that the existence of a strong relationship between mission and organisational performance (Givens, 2012).

Overview of Organisational Culture

According to Schneider, Ehrhart, and Macey, (2013), organisational culture includes the norms that the members of an organisation experience and describe as their work settings. Such norms shape how employees behave and adapt to get results in the organisation. Simoneaux and Stroud, (2014), posits that organisational culture is how employees of an organisation interact with each other and other stakeholders. Organisational culture is a set of values,

beliefs, and behaviour patterns that differentiate one organisation from other organisations (Ortega-Parra & Sastre-Castillo, 2013).

King (2012), defined organisational cultures as a system of values that subconsciously and silently drives people to make each choice and decision in the organisation. According to Childress (2013), organisational culture and corporate culture are used interchangeably because both terms refer to the same underlying phenomenon. Weber and Tarba (2012), claim that business managers use organisational culture to differentiate their company from other companies. For example, Apple Inc, the International Business Machines Corporation (IBM), and Hewlett-Packard Corporation (HP) exist on similar technology and same operating environment, but these companies have different organisational cultures (Schein, 2010).

The Apple culture includes producing simple, elegant, and innovative products (Toma & Marinescu, 2013). Priorities in HP culture are employees' autonomy and creativity (Childress, 2013). The IBM's cultural focal point is long-term thinking with loyal and highly motivated employees (Flamholtz & Randle, 2011). The difficulty about leadership is the handling of human resources in the organisational culture (Peters & Waterman, 1982). Yirdaw (2014), noted that organisational culture is the glue that combines the hardware (nonhuman resources) to the software (human resources) in the organisation to establish teamwork and excellent performance.

Organisational culture positively relates to corporate leadership and governance (O'Connor & Byrne, 2015). Many business managers understand the impact of culture on corporate performance (Unger, Rank, & Gemunden, 2014). According to Childress (2013), Warren Buffet, one of the top three

richest businesspersons in the world, confirmed how organisational culture is necessary to organisational success. Similarly, the founder of Starbucks Coffee Company, Howard Schultz, explained that organisational culture is a critical factor in the success of Starbucks (Flamholtz & Randle, 2012).

Sources of an Organizational Culture

Organisational culture may spring from different sources, mainly from the beliefs of the founders (Martínez-Cañas & Ruiz-Palomino, 2014; Schein, 2010). Uddin, Luva, & Hossain (2012), noted that the source of organisational culture also includes the learning experience of group members, as well as the new beliefs and assumptions of new members and managers. Founders have an opportunity to introduce a strategy and direction of the organisation at an early stage of the organisation. Founders have a significant impact on how the organization operates (Andish, Yousefipour, Shahsavari, & Ghorbanipour, 2013).

According to Flamholtz and Randle (2012), founders of an organisation are the primary source in establishing a new culture for the new organisation. The impact of culture occurs when the founders implement their business strategy and operational assumptions. Toma and Marinescu (2013), indicated that the founders' assumptions might develop because of their personal experience and cultural history. Founders may impose their personal experience and culture on their employees and partners within the organization (O'Reilly et al., 2014).

For example, the founder of Apple, Steve Jobs imposed his personal experiences and assumptions on employees. Steve Jobs's experiences and assumptions contributed to creating an effective and productive culture at the

Apple Corporation (Kaliannan & Ponnusamy, 2014). Toma and Marinescu (2013), confirmed that Steve Jobs successfully imposed assumptions and personal cultures on the Apple company culture. As a result, Jobs built a strong and successful organisational culture. Apple's corporate culture contributed to turning the founder's dreams into realities. Schein (2010), considered Apple as a good example to show how the founder's personal culture and assumptions profoundly influence the organisational culture.

The other source of organisational culture is the learning experience. The learning experience derives from the social trends of the business environment (Nguyen & Aoyama, 2014). Uddin et al. (2012), noted that managers in the organisation adapt some attributes from the community and the business climate. Employees of the organisation live in the community, and they can impose their culture on the organisation culture. Society may impose its culture on the organisation through members of the organization because the members of the organisation are part of the community (Gibbs, 2012).

Types of Organizational Culture

Four types of organisational culture has been identified which include (a) clan culture, (b) adhocracy culture, (c) hierarchy culture, and (d) market culture (Fiordelisi & Ricci, 2014; Sok et al., 2014; Wiewiora, Murphy, Trigunarsyah, & Brown, 2014). Clan or supportive culture contains an employee-oriented leadership, cohesiveness, participation, and teamwork (Han, 2012). Adhocracy or an entrepreneurial culture includes innovative, creative, and adaptable characteristics (Veiseh, Mohammadi, Pirzadian, & Sharafi, 2014). Sok et al. (2014), defined hierarchy culture as a combination of

rules and regulations to control activities in the organisation. Market culture includes competition and organisational goal achievement (Pinho, Rodrigues, & Dibb, 2014).

The assumption and values of clan culture include human affiliation, collaboration, attachment, trust, loyalty, and support (Fiordelisi & Ricci, 2014). In a clan culture, managers need to act in a democratic manner to inspire and motivate employees to establish a culture of excellence in the organisation (Miguel, 2015). An interpersonal relationship is active in the effective organisational culture. Organisation members behave appropriately and develop a sense of ownership when they have trust in, loyalty to, and ownership in the organisation (Nongo & Ikyanyon, 2012). Clan culture includes teamwork, participation, employee involvement, and open communication (Pinho et al., 2014). In a clan culture, business managers encourage teamwork and employee empowerment (Yirdaw, 2014).

The ultimate goal of clan culture is improving employee performance through commitment, sense of ownership, and responsibility (Han, 2012; Murphy, Cooke & Lopez, 2013). Research findings in the area of organisational culture showed how clan culture positively relates to organisational performance (Han, 2012; Man & Luvison, 2014; Murphy et al., 2013).

By contrast, Givens (2012), argued that clan culture includes employee relation issues instead of improving efficiency and effectiveness in the organisation. Kotrba et al. (2012), compromised both views, supporting the clan culture's indirect role in improving performance and they acknowledge the clan culture's direct role in improving efficiency and effectiveness. In a

clan culture, business managers encourage employee engagement and commitment to the organisation because committed employees may perform their task efficiently and deliver their responsibility effectively (Nongo & Ikyanyon, 2012).

According to Veiseh et al. (2014), in adhocracy or an entrepreneurial culture, organisation members may require clarification for their job assignments including the importance and impact of the assignment to achieve organisational goals (Veiseh et al., 2014). The values and assumptions of adhocracy culture include (a) growth, (b) risk taking, (c) creativity, (d) diversity, (e) independence, and (f) adaptability (Hartnell, Ou & Kinicki, 2011). In adhocracy culture, business managers allocate more resources for research and development, and they encourage employees' involvement in creative and innovative research activities (Sok et al., 2014).

In adhocracy culture, innovation and creativity are important to enhance productivity and to improve services in the organisation. The ultimate result of adhocracy culture is innovation and change (Fiordelisi & Ricci, 2014). Research evidence in the area of organizational culture shows the existence of a positive relationship between adhocracy culture and innovative entrepreneurial orientation (Engelen et al., 2014). Other research findings also showed the existence of a positive relationship between adhocracy culture and financial effectiveness in the long-term (Hartnell et al., 2011).

In hierarchy culture, business managers give priority in establishing effective control systems throughout the organisation. In hierarchy culture, organisation members follow the rules and regulations, and each activity set with pre-defined procedures and rules (Hartnell et al., 2011). Hierarchy culture

includes clear communication channels, stability, consistency, and reinforcement (Fiordelisi & Ricci, 2014). The final goal of hierarchy culture is efficiency and effectiveness. Study findings showed the existence of a negative relationship between hierarchy culture and financial performance (Han, 2012). Other research findings also showed the existence of a negative relationship between hierarchical culture and customer integration (Cao, Huo, Li & Zhao, 2015).

Han (2012), posits that in a competition culture, organisational members have clear objectives to increase their reward through market achievement. Competition culture includes (a) gathering customer and competitor information, (b) appropriate goal setting, planning and decision-making, and (c) task focus leadership. Competition culture also contains market aggressiveness and achievement. The competition culture includes open communication, competition, competence, and achievement (Miguel, 2015). In competition culture, business managers focus on external effectiveness through market control and secure competitiveness through market achievement. Miguel (2015), noted that business managers must have knowledge of their clients and market priority to survive in the competitive market.

Strong and Weak Organizational Culture

Flamholtz and Randle (2011), noted that in a strong organisational culture, employees have similar views regarding the organisation, and they behave consistently with organisational values. Business managers display a strong organisational culture to influence employees' work attitude and performance because culture engages and motivates employees (Simoneaux &

Stroud, 2014). In a strong organisational culture, the employees of the organisation share the values and goals of the organisation, and new employees quickly adopt these values (Kotter & Heskett, 1992). Findings from many quantitative studies indicate a positive relationship between organisational culture and business performance (Han, 2012; Hartnell et al., 2011; Jofreh & Masoumi, 2013).

A case study research results also show a strong culture as a driving factor for organisational performance (Pinho et al. 2014; Simoneaux & Stroud, 2014). New and historical literature showed the existence of a positive relationship between organisational culture and performance. For example, Flamholtz and Randle (2012), confirmed that the organisational culture has an impact on organisations process, employee performance, and overall organisation productivity.

Sharma and Good (2013), suggested that strong organisational culture is an important factor to improve and increase the organisation's profitability and financial performance. Nwibere (2013), also revealed that healthy and strong organisational cultures are positive factors to increase organisational performance. Strong organisational culture includes an important role in aligning the organisation's current and future direction (Raza, Anjum et al., 2014).

In contrast, management with weak or ineffective organisational culture has the potential to affect profitability and productivity (Shahzad, Luqman, Khan, & Shabbir, 2012). Childress (2013), indicated that in a weak organisational culture, employees have a problem to define the organisation's values and to determine the right process of conducting business in the

organisation. Schein (2010), noted that management with weak organisational culture lacks transparent and consistent communication in the organisation. In a weak organisational culture, employees behave in a manner inconsistent with the organisation priorities because of insufficient communication and lack of uniform direction from the leadership (Flamholtz & Randle, 2011). When the organisational culture is weak, the organisation existence is at risk because organisation members have different values and beliefs, where they may work against the management's priority (Eaton & Kilby, 2015).

In a strong organisational culture, business managers may develop and maintain a strong cultural foundation in the organisation (Simoneaux & Stroud, 2014). The foundation work includes establishing the organisation employees' working culture and developing a set of rules and trends of doing business in the organisation (Flamholtz & Randle, 2011). Customers and other stakeholders use the organisation members' culture and their work trends to identify their organisation from other organisations culture (Cian & Cervai, 2014). According to Childress (2013), customers and other stakeholders may perceive and use the organisational culture as a distinguishing factor in identifying a good organisation from a bad organisation. Business managers use a strong organisational culture to substitute formal rules and regulations in the organization (Denison, 1990).

Schein (2010), asserted that establishing a set of standards and trends in the organisation mainly includes creating a well-defined communication channel among employees and managers. According to Cao et al. (2015), business managers may use the communication channel to develop transparent communication and to encourage a culture of sharing and teamwork among

members of the organisation. Transparent communication includes a high level of participation by all members of the organisation (Miguel, 2015). High levels of participation and employee involvement in the decision-making process are important to motivate employees. Motivated employees can develop a sense of ownership and responsibility culture in the organisation (Engelen et al. 2014).

Once employees cultivate a sense of ownership and responsibility culture, their commitment to the organisation significantly improves without close supervision (Nwibere, 2013). Loyal and engaged employees are important to maintain an effective organisational culture and to improve performance in the organisation. For example, Pinho et al. (2014), noted that employees with a sense of ownership might significantly improve performance and productivity in the organisation. When employees have a sense of ownership and responsibility, they may fulfil their responsibility without close supervision and control (Denison, 1990). Managers/Supervisor can use their time to concentrate on other priorities in the organization.

Jofreh and Masoumi (2013) pointed out that organisational culture is a motivational instrument in promoting performance in the organisation. The coordinated effort of managers and employees may contribute to a positive working environment (Miguel, 2015). Schein (2010), observed that employees might motivate and improve their performance when they work in a positive working environment. Loyal and engaged employees promote effective organisational culture to improve performance and productivity in the organisation (Fiordelisi & Ricci, 2014).

Business managers with strong organisational culture use transparent and open communication to motivate employees and to improve performance and productivity in the organisation (Kohtamäki, Thorgren, & Wincent, 2016; Senaji Metwally, Sejjaaka, Puplampu, Michaud, & Adedoyin-Rasaq, 2014). When employees engage in open communication, they may easily share relevant information throughout the organisation (Simoneaux & Stroud, 2014). Employees may develop a sense of ownership and responsibility when involved in the organisational decision-making process (Engelen, Flatten, Thalmann, & Brettel, 2014).

In a strong organisational culture, business managers encourage their employees to participate in a key decision-making process. The employees' involvement in the organisational decision-making process is important to improve performance and productivity (Miguel, 2015).

Positive Organizational Culture

Business managers may develop and maintain a positive organisational culture to improve organisational performance and productivity in the organisation (Flamholtz & Randle, 2011). Study findings in the area of organisational culture showed that a positive organisational culture as a functional culture in improving performance and productivity in the organisation (Childress, 2013). Inabinett and Ballaro (2014), found the existence of a positive relationship between positive organisational culture and performance. Many business managers confirmed that a positive organisational culture as a primary factor in the success of their businesses (Childress, 2013; Melo, 2012).

For example, the founders from Walmart and Southwest Airlines confirmed that their organisational culture is a primary factor in their business success (Flamholtz & Randle, 2011). The founders of Google and Apple also identified their positive organisational culture as the ultimate source of sustainable competitive advantage (Simoneaux & Stroud, 2014).

Business managers with a positive organisational culture may develop a high level of trust in the leadership (Andish et al., 2013). In a positive organisational culture, business managers use a transparent leadership style to develop and maintain trust in the organisation (Simoneaux & Stroud, 2014). According to Simoneaux and Stroud (2014), transparent leadership includes a consistent decision-making process and transparent communication throughout the organisation. When business managers show consistent decision-making processes and transparent communication in the organisation, employees may develop trust on leadership (Miguel, 2015).

Business managers with a positive organisational culture are responsible for clarifying and communicating organisational goals and objectives to employees and other stakeholders in the organisation (Simoneaux & Stroud, 2014). In a positive organisational culture, employees may clearly understand their organisation goal and values (Flamholtz & Randle, 2012). Childress (2013), claim that when employees share and understand the organisation's values, they might engage on value added activities.

Overview of Employee Job Performance

According to Dessler (2011), Employee performance management refers to “a process that unites goal setting, performance appraisal, and

development into a single, common system whose aim is to ensure that the employee's performance is supporting the organisation's strategic aims". A feature of performance management is its ability to measure the employee's training, standard setting, appraisal and feedback relative to how his/her performance should be and is contributing to the achievements of the organisational goals (as cited in Badu, 2012).

People are undoubtedly the most important, valuable and costly resource for an organisation and how this resource is managed can have a direct impact on an individual's performance and the organisation as a whole. According to Putterill and Rohrer (1995), performance is directly focused on the productivity of employees by assessing the number of units of acceptable quality produced by an employee within a specific time period.

Job performance is considered as business outcomes (Harter, Schmidt & Hayes, 2002) or 'social and economic outcomes resulting from interplay among work place's attributes, actions and environment' (Combs, Crook & Shook, 2005, p.261). Job performance takes different measures based on the industry or field of study (Jones, Jones, Latreille & Sloane, 2009). These varying measures reflect the multidimensional workplace performance (Combs, Crook, & Shook, 2005).

There are financial measures such as profits, share price, turnover/sales, and dividend yield. There are productivity measures such as labour productivity, efficiency scrap rates, organisational effectiveness, and occupational injuries (Grugulis & Stoyanora, 2011). Job performance could also be seen from quality measures such as customer satisfaction and reliability; as well as human resource perspectives such as labour turnover,

absenteeism and job satisfaction (Grugulis & Stoyanora, 2011; Barling, Kelloway, & Iverson, 2003; and Korunka, Scharitzer, Caraya & Sainfort, 2003).

Increasing the performance of staff from the lowest level of the organisation to senior management is one of the most effective means of ensuring increase in business performance and profit. Al-Ahmadi (2009), states that performance improvement is not only a result of well-functioning system but also depend on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce. According to Ivancevich (as cited in Adjei, 2012), employees are evaluated based on the dimensions of performance known as the criteria of evaluation.

Opatha (2002), suggested that in order to accurately evaluate the performance of employees, several criteria become essential in the process. Information on how well employees are performing the tasks assigned to them can be assessed by managers in the following three different ways according to Mathis and Jackson (2003):

1. **Trait-based information:** This type of information identifies the employees' subjective character which includes attitude, initiative or creativity.
2. **Behavioural-based information:** This evaluation of job performance focuses on what is included in the job itself.
3. **Result based information:** This takes into consideration the achievements or accomplishment of the employee. They are the outcomes produced by the employee in the organisation.

Types of Employee Performance

Rotundo and Sackett (2002), categorised job performance into three broad performance components, namely; task performance, citizenship performance, and counterproductive performance.

Task performance

Murphy (1989), posited that task performance involves the accomplishment of duties and responsibilities associated with a given job. In Campbell (1990), the terms job-specific and non-job specific task proficiency were used to describe actions and behaviours engaged in for the purpose of completing technical tasks. According to Borman and Motowidlo (1993), task performance refers to activities that are formally recognised as part of the job and that contribute to the organisation's technical core. Borman and Brush (1993), used the term technical activities to describe behaviours that demonstrate technical proficiency.

These conceptualisations of task performance include two central features. They require that activities contribute to the technical core (i.e., the process by which raw materials are converted into the products in which the organisation specialises; Borman & Motowidlo, 1993, p. 92) and be formally recognised as part of the job. The notion of contributing to the technical core is an important feature that helps distinguish this performance component from the others. However, requiring that behaviour be formally recognized as part of the job makes it difficult to compare task performance across organisations because formal requirements vary from one organisation to another (Rotundo & Sackett, 2002).

Citizenship performance

These are activities that are not necessarily task-related but contribute to the organisation in a positive way and may include demonstrating effort, facilitating peer and team performance (Campbell, 1990), altruism, conscientiousness (Organ, 1988), affiliate-promote behaviour (Van Dyne, Cummings, & Parks, 1995) and showing perseverance, helping and supporting peers (Rotundo & Sackett, 2002). Interpersonal relations (Murphy, 1989), interpersonal dealings and communication (Borman & Brush, 1993), and courtesy (Organ, 1988), describe those behaviours related to cooperating, communicating, and exchanging job-related information. Civic virtue (Organ, 1988), making constructive suggestions, spreading goodwill (George & Brief, 1992), and endorsing, supporting, and defending organisational objectives (Borman & Motowidlo, 1993), describe behaviours related to participating in the political life of the organisation and promoting a favourable organisational image.

According to Rotundo and Sackett (2002), when a decision is to be made about whether to include a particular behaviour in the citizenship domain, an emphasis should be placed on the behaviour itself rather than the context in which the behaviour occurs. One should not rely on whether behaviour is part of a job description or rewarded when defining this domain as well as when classifying behaviours. On the basis of these ideas, Rotundo and Sackett (2002), gave a comprehensive definition of citizenship performance to include behaviour that contributes to the goals of the organisation by contributing to its social and psychological environment.

Counterproductive performance

Hollinger, Slora, and Terris (1992), claims that an increasing concern among organisations is counterproductive employee behaviour. Research attention has been devoted to defining this construct and to determining its underlying structure in an effort to predict counterproductive behaviour. The conceptualizations of job performance include a group of behaviours that detract from the goals of the organization (Rotundo & Sackett, 2002).

Personal deviance (Robinson & Bennett, 1995), downtime behaviours (Murphy, 1989), and maintaining personal discipline (Campbell, 1990), describe behaviours related to substance abuse or poor self-discipline. Destructive-hazardous behaviours (Murphy, 1989) and property deviance (Robinson & Bennett, 1995), describe behaviours that destroy company property or equipment.

Political deviance (Robinson & Bennett, 1995), personal aggression (Robinson & Bennett, 1995), and unruliness (Hunt, 1996) describe negative actions that harm co-workers. Compliance (Borman & Motowidlo, 1993; Brief & Motowidlo, 1986; Organ, 1988), and useful personal behaviour (Borman & Brush, 1993), describe behaviours related to following rules and regulations. Like the citizenship domain, this area is becoming burdened with numerous definitions and conceptualizations of employee deviance. Building on Robinson and Greenberg's (1998), and Robinson and Bennett's (1995), definitions, Rotundo and Sackett (2002), defined counterproductive performance as voluntary behaviour that harms the well-being of the organization.

Empirical Review

Khalif et al. (2017), sought to assess the influence of organisational culture and employee performance. The purpose of the study was to examine the impact of organisational culture on employee performance at University of Somalia in Mogadishu-Somalia. The paper had three main objectives which are to: (a) determine the relationship between entrepreneurial culture and employee performance; (b) identify the relationship between competitive culture and employee performance; (c) examine the relationship between consensual culture and employee performance.

The researchers utilized convenient sampling to collect 90 questionnaires. Employees were provided a questionnaire with four main constructs involving; competitive culture, entrepreneurial culture, consensual culture, and employee performance. Using correlation coefficient, the study found that employee performance (dependent variable) had significant positive influence with three independent variables namely: competitive culture, entrepreneurial culture and consensual culture. Also, the result of regression analysis found out that two constructs (competitive culture, entrepreneurial culture) had statistically significant, positive, and straight effects on employee performance. The study only focused on entrepreneurial, competitive, and consensual cultural traits.

Jepkorir, Lagat & Ng'eno (2017), also assessed the effect of organisational culture on employee performance in selected commercial banks in Kenya. The specific objectives were; to determine the relationship between involvement culture trait, consistency culture, adaptability culture trait, mission culture trait, and job performance in commercial banks in Kenya. A

descriptive survey research design was used. Simple random sampling technique was also used to select 156 employees. Six management respondents were also purposively selected thus a sample size of 162 respondents. Data collected were summarized and presented using both descriptive statistics (percentages, means and standard deviation) and inferential (multiple linear regression) analysis from SPSS 20.0.

The findings of their study revealed that all the independent variables, that is involvement culture trait, consistency culture, adaptability culture trait, mission culture trait have positive significant effect on employee job performance. Although, Jepkorir et al. studied the effect of involvement culture trait, consistency culture, mission culture trait on employee job performance which is applicable to the current study, there might be a difference in result because the current study tends to examine these cultural traits among hospital staff and not bank employees.

In a related study, Nyabuti, Chepkilot, & Zakayo (2017), sought to examine the influence of organisational culture on the employee performance in the civil service in Kenya. The study adopted a cross-sectional survey design. The sample size of the study included two hundred and twenty five (225) respondents from seven government ministries. Stratified random sampling procedure was used to arrive at the sample. The study used questionnaire method to collect data from the respondents. Data from the questionnaire were coded and processed with the help of a statistical application, namely SPSS version 21.

Quantitative approach involved use of descriptive and inferential statistics. From the analysis, the study found that there is a statistical

significant association between organisational culture and employee performance in the civil service in Kenya. Using a small sample size of 70 respondents including top managers, HOD, supervisors and employees, Padhi (2017), studied the impact of organisational culture on employee performance and productivity from the perspectives of multinational companies. Data was collected from both primary and secondary sources.

In analysing the relationships between the independent variable and dependent variables, factor analysis and correlations were calculated. Pearson's correlation was used to determine the degree of relationships between the variables. The findings revealed that there is neither relationship between organisation culture and employee performance nor between organisation culture and productivity. However, this study failed to come up with the cultural dimension being studied.

In a case study of Niger Delta University, Stephen and Stephen (2016), examined the impact of organisational culture and its impact on employee performance and job satisfaction. The objectives of the study was to evaluate how organisational culture influences employee performance and job satisfaction, and the relationship between organisational culture, employee performance and job satisfaction. The data for the research was obtained from respondents who were mainly staffs of Niger Delta University. A total of 120 questionnaires were distributed but only 100 were retrieved from the respondents. The data was analysed using simple percentage, tables, and chi square was used in testing the hypotheses formulated to guide the research.

From the findings, it was observed that majority of the respondents' agree that organisational culture does have an impact on performance and

satisfaction levels of employees. It was also discovered that the type of organisational culture practiced in an organisation can also determine the level of employee performance and job satisfaction. An organisation that practices either a clan or support culture tends to experience high performance and satisfaction levels; this type of culture encourages employees to be innovative and also supports socialization and teamwork.

Although Stephen and Stephen's (2016), research was conducted on University staffs, it is still applicable to this current study in the sense that the current study seeks to examine if there is truly a relationship between organisational culture and employee performance. Walking in similar path, Paschal and Nizam (2016), sought to identify how organisational culture has affected employee's performance in Singapore Telecommunication. The main aim of the research was to measure and identify how organisational culture affects the performance of employees.

A structured questionnaire was developed using the past literature as the bases, followed by a pilot test to check its validity and reliability as well as normality. Various independent variables were used to measure organisational culture like values, symbols, heroes and ritual, and the dependent variable was employee's performance. A descriptive research design was used. Survey questionnaire that contained 25 questions with a scale of one (1) being disagreed and five (5) being agree is was applied. A total of 150 employees were sampled of which 60 of them were senior staff.

The study found out that organisational culture such as ritual, value and heroes has a huge and significant impact on employee's performance but symbols as a dimension of culture has little or no impact on employee's

performance. This study is in line with the current study but the current study will focus on the cultural trait of organisation mission, employee involvement, and consistency as an element of organisational culture.

Again, by using convenient sampling to collect 80 questionnaires from three Telecommunication Firms in Mogadishu, Somalia; Dahie et al. (2016), examined the effect of organisational culture on employee performance. The paper had three main objectives which are: (a) to determine the relationship between competitive culture and employee performance, (b) to identify the relationship between entrepreneurial culture and employee performance, (c) to examine the relationship between consensual culture and employee performance.

The result of regression analysis found that the three constructs had statistically significant, positive, and straight effects on employee performance. Equally their research is in line with the current study but the current study will employ cultural dimensions proposed by Daniel Denison's (1990) model. In addition, Nazir and Zamir (2015), explored the impact of organisation culture on employee's performance.

The objectives of study were to determine the relationship between organisational culture and employee's performance and to find out the gender based differences regarding employee's performance. It was also to find out the gender based differences regarding organisational culture. Role based performance and organisational culture questionnaires were used. A 20 item questionnaire relating to employee's performance and a 17 item concerning organisational culture were used to collect the data for study. Sample of 60 employees were taken from different organizations.

Mean, standard deviation, t-test and Pearson correlation were used for statistical analysis. The findings indicates that there is positive relationship between employee performance and organisational culture and also showed a no significant difference in responses between gender of employees regarding organisational culture and employee performance. Their research is in line with the current study though the current study will eliminate the gender based differences regarding employee's performance and the gender based differences regarding organisational culture.

Furthermore, Agwu (2014), sought to address the relationship between organisational culture and increased employees commitment/productivity in National Agency for Food and Drugs Administration and Control (NAFDAC). The place of study consisted of the 6 zones and 36 state offices of NAFDAC in Nigeria. A descriptive research design was used in executing the study using 420 (judgmentally determined) randomly selected. Data were gathered through questionnaire administration. Data collected were analysed using descriptive and inferential statistics. Results from the data analysis indicated that significant relationship exists between organisational culture and increased employees commitment/productivity in NAFDAC.

Finally, using 110 respondents, Shahzad (2014), explored the influence of organisational culture on employee performance within software companies in Pakistan. The study was a survey-based research. Primary and secondary data were used in this study. Primary data were gathered via questionnaire and formal and informal interview. Customer service, employee participation, reward system, innovation and risk-taking and communication system are considered variables for this study.

Descriptive statistics, correlation analysis and regression analysis were used to find out the association between organisational culture and the performance of employees. The results from the study supported that culture of organisations has a significant positive impact on employees' job performance at selected software houses in Pakistan. The study used software organisations but the current research will only focus on health service staff employees of the hospital under study.

All these findings point out that organisational culture has an influence on performance of employees. However, in terms of employing cultural trait of organisation mission, employee involvement, and consistency as cultural dimensions proposed by Denison's (1990), model at the health sector, there has not been enough research in that sphere. Thus, in this study, these hypotheses are suggested;

H1: Cultural trait of organisation mission has positive effect on employee job performance.

H2: Cultural trait of employee involvement has positive effect on employee job performance.

H3: Consistency as an element of organisational culture has positive effect on employee job performance.

Conceptual Framework

Based on the overall review of related literatures and the theoretical framework, the following conceptual model in which this specific study is governed was advanced. As illustrated in the literature, organisational culture has significant positive influence on employees' performance. Organisational culture has been taken as independent variable while, employee performance

as dependent variable. In the independent variable, organisational culture includes three dimensions which include: Organisation mission, Employee involvement, and Consistency. The relationship of the variable for this study is referred to as follows;

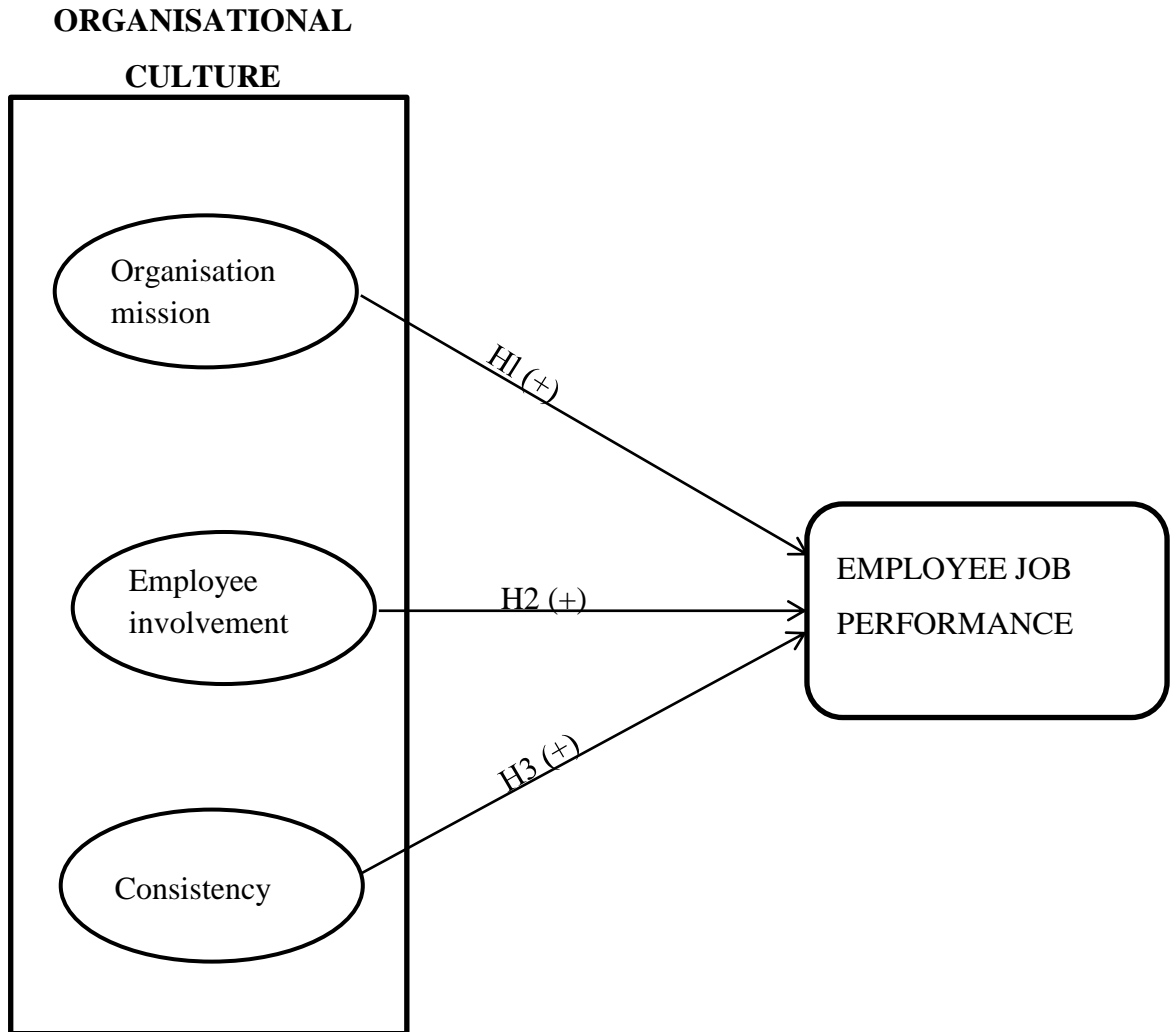


Figure 1: A conceptual framework depicting the effect of organisational culture on employee job performance at the Twifo Praso Government Hospital in the Central region of Ghana.

Source: Author's construct, Nkrumah (2018)

Chapter Summary

This chapter presented a review of related literature that focused on the constructs of the study. It began with theoretical review, concept of organisational culture, and then followed by the sources of organisational culture, the types of organisational culture, strong and weak organizational culture, positive organisational culture, the concept of employee job performance, the types of employee performance and empirical review. Based on the relationships among the constructs, research hypotheses were formulated. A conceptual framework was developed based on the literature review and theoretical framework.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter looks at the research methods employed in the study. The chapter presents the research approach, research design, study area, population, sample and sampling techniques, research instrument, data collection method, data analysis methods and ethical consideration.

Research Approach

Yates (2004), asserted that there are two main approaches to conducting research namely, quantitative and qualitative approach.

This study used quantitative approach. Quantitative research has been defined by Burns and Grove (2005), as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables. This approach is mostly employed in the natural sciences and are based on information that can be measured numerically.

According to Eldabi, Irani and Love (2002), quantitative approach is a logical and linear structure in which hypotheses take the form of expectations about likely causal links between the constituent variables stated in the hypotheses, therefore leading to the rejection or acceptance of the theoretical proposition. Quantitative research techniques are employed for this study given the nature and interactions between the variables examined as well as the need to test hypotheses.

Research Design

The research design adopted for the study is explanatory survey. Explanatory research is conducted in order to identify the extent and nature of

cause-and-effect relationships (Dudovskiy, 2016). Kuranchie (2016), posited that it is characterised by hypotheses testing that shows the nature and direction of the relationship between the variables being studied. The explanatory survey was, therefore, adopted as the current study tested hypotheses to explain the effects and nature of relationships among organisational culture dimensions and employee performance. The study provoked the “what” and “why” questions.

The study sought to examine the effect of organisational culture on employee job performance at the Twifo Praso Government Hospital in the Central region of Ghana. Research question one, tested which of the organisational cultural elements most influences employee job performance. All the hypotheses sought to test the effect of cultural traits (organisation mission, employee involvement, and consistency) on employee job performance. Therefore, the explanatory design allows both explanation of the variables of the study and the causal-relationships (effects) established by these variables.

The design has a key strength of identifying reasons behind a wide range of processes as well as assessing the impacts of changes on existing norms, processes and usually offers the advantages of replication if necessity arises (Dudovskiy, 2016). However, Dudovskiy (2016), asserts that its weakness is the fact that sometimes it can be difficult to reach appropriate conclusions on the basis of explanatory (casual) research findings due to the impact of a wide range of factors and variables in social environment.

Study Area

The study was conducted at Twifo Praso Government Hospital in the Central region of Ghana. The hospital's catchment area extends well over its immediate boundary to parts of the Assin District in the central region and Mpohor Wassa District in the Western region of Ghana. It was elevated to a district hospital stature in 2006. It currently serves as practical learning centre for nurses from the Twifo Praso Nursing and Midwifery training college and students of University of Cape Coast, School of Medical Sciences under the COBES project. This study institution was chosen because of proximity and accessibility of the hospital.

Population

The target population covers the employees at Twifo Praso Government Hospital. It covers all employees except manual employees. The frame of the available population was identified through personnel records provided by the human resources record department of the hospital as at May, 2018. The accessible population consists of 230 employees who are made up of doctors, nurses, midwives, physician assistants, health service administrator and pharmacists.

Sample and Sampling Procedure

The sampling technique used in this study was simple random technique. Out of the 230 employees from the hospital, a representative sample was drawn for the study. Simple random sampling technique was employed to select the sample from the hospital. Specifically, the lottery method was used to select the respondents to make up the sample size. This gave all units of the accessible population an equal chance of being selected

and also enhanced the reliability and validity of the study. The sample size was obtained by using the Krejcie and Morgan (1970), table of sample size determination.

According to Sarantakos (2005), the table computes the sample size by means of a formula developed by the research division of the National Education Association of the United States of America, which takes into consideration chi-square for 1 degree of freedom, the population size, the population proportion, and the degree of accuracy, which is set at 0.05. The table has figures for population ranging from 10 to 1,000,000. The selection of the sample size only involves an accurate matching of the appropriate cell in the sample size column to the corresponding cell in the population column. Therefore, for a population of 230 employees, a sample size of 144 was required. However, when the questionnaire was administered, 150 valid questionnaires were obtained and all were used for the study.

Source of Data

The data for the research were collected from primary source. Kotler (2010), posited that primary data is defined as “information collected for the specific purpose at hand”. However, like collecting secondary data, researchers have to be sure that collecting primary data will be relevant, accurate, current and unbiased. The primary data for this study were collected from the field by the use of a structured questionnaire to solicit for information from participants for the measurement of the outlined objectives. However, some of the materials used in the course of this study were obtained from secondary sources such as published literature particularly from the internet, journals, text books and reports.

Data Collection Instrument

The main tool that was used to gather data is a self-constructed questionnaire made up of closed-ended questions. The questionnaire was chosen due to the fact that it could generate reliable and valid data from a high proportion of a population within a reasonable period. At the same time, it is cheaper and flexible using a questionnaire as it could provide accurate information. The questionnaire was self-constructed and will be administered to the sampled participants, mainly; employees at the Twifo Praso Government hospital.

The questionnaire comprised 45 items grouped under three main sections (i.e. Section A-C). Section A consisted of five statements determining the demographic information of the respondents. Section B comprised three sub sections (BI, BII and BIII), which measured the cultural traits of the organisation and this was adopted from Daniel Denison's (1990), culture model. Each of the sub section (BI, BII and BIII) was made up of 10 items. Section C gathered information on the employee job performance level at work and it was made up of 10 items. The scale was adapted from the American Productivity and Quality Centre (2004).

The cultural trait of mission, involvement and consistency; and the employee job performance were all measured on a five point likert-scale with 1 being *strongly disagree* and 5 being *strongly agree*. A 5-point likert scale was used because it eliminates the development of response bias amongst the respondents; it assesses attitudes, beliefs, opinions and perception; makes the response items standard and comparable amongst the respondents; responses

from the likert scale questions are easy to code and analyse directly from the questionnaires (Cant, 2003).

Validity and Reliability of the Instrument

In every research study, it is essential to test for the validity and reliability of the instruments used. The validity of an instrument guarantees that the variables used in the study are adequately measured. To make sure the questionnaire is reliable; a pilot-test was conducted using respondents from University of Cape Coast hospital which is similar to the proposed study area but different set up. The Cronbach’s alpha reliability method was utilized for the estimation of the overall questionnaire’s reliability. The value of Cronbach’s alpha (α) range from 0 to 1 and the closer the value of α to 1 the better the reliability.

Studies have shown that a reliability coefficient of .70 or more is considered reliable (Fraenkel & Wallen, 2000). This, therefore, suggests that all the constructs in the study have good internal consistency reliability and this is presented in Table 1.

Table 1- *Reliability Analysis of Constructs*

Variables	Number of Items	Cronbach’s alpha
Mission	10	.843
Involvement	10	.817
Consistency	10	.867
Employee Performance	10	.897

Source: Field work, Nkrumah (2018)

From Table 1, as indicated by the results, the value of coefficient alpha for employee performance was the highest (0.897) exceeding the original

alpha value of 0.70 as proposed by Fraenkel & Wallen (2000) and Pallant (2005). The coefficient alpha values for mission and consistency (0.843 and 0.867 respectively) were all high exceeding the original 0.7. Involvement had the least alpha value of 0.817 yet it was above the original value. Hence, the results of the Cronbach's alpha in the Table 1 signify that all the constructs are reliable and can be used in this study.

Data Collection Procedures

Before the distribution of the questionnaire, an introductory letter was taken from the Department of Business Studies, College of Distance Education. This was used to seek permission from the director of the hospital so that the respondents were adequately convinced that the research is for academic purpose. The field work took place over a period of four weeks between the months of July to August, 2018. The administration of the questionnaire was be done by the researcher with the assistance of one individual.

The assistant was oriented on the “do’s and don’ts” to attain the maximum credibility of the data gathered. The various sections under the hospital were contacted a week ahead of time and appropriate schedules were made before the questionnaires are distributed to them.

Data Processing and Analysis

The data collected were edited to correct errors, check for non-responses, and accuracy. Coding will be done to facilitate a comprehensive analysis of the data. To arrive at the intended analyses, the participants' responses were keyed into Statistical Product for Service Solutions (SPSS). This software is endowed with diverse statistical tools which facilitate the

analysis of any quantitative based research. The outcome was presented in both descriptive and inferential statistics. Objective One, Two, and Three were analysed using linear regressions analysis. Objectives Four was analysed using standard multiple regression analysis.

Ethical Consideration

Access and ethics are critical aspects of a study of this nature. The ability to collect data from respondents is dependent on gaining access to appropriate and relevant sources. In order to have access to the employees of the selected hospital, the researcher introduced himself to the director as a post graduate student of the University of Cape Coast who is conducting a study on “Impact of Organizational Culture on Employee Performance”. Respondents were assured that the study is purely academic and in partial fulfilment of the requirements for the award of Master of Business Administration in Human Resource.

As etiquette demands, the respondents were also informed of their role in providing valued information, and the purpose for which the information are going to be used. The respondents were further given assurance of anonymity and confidentiality. They were also informed of the voluntary nature of the survey. To enforce confidentiality, anonymity and privacy, the questionnaire content did not request for personal identification.

Similarly, final report did not make comments on individual responses. Therefore, the findings of the study were treated with neutrality.

Chapter Summary

This chapter described the methods used in achieving the purpose of this study. It has identified the study area and the reason for choosing that area, the population, sample for the study and the sampling procedures used.

For analysis sake, the chapter touched on the methods for collecting the data and the instruments employed in collecting the data.

The chapter provided enough information about analysis of the data as provided and in compliance with ethical stance.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study sought to examine the effect of organisational culture on employee job performance at the Twifo Praso Government Hospital in the Central region of Ghana. The study employed quantitative research approach with an explanatory survey design. Questionnaire was used to collect data from 150 employees from the hospital. Simple random sampling technique was used to select the sample. Data processing was done using SPSS version 21, and the analytical tools used were regression analysis and descriptive statistics using frequencies, and percentages.

This chapter presents findings of the study and discussions of the findings. The first section provides the profile of the respondents. The second section of the chapter presents the results of the inferential (regression) statistics in accordance with the specific objectives of this study.

Finally, a detailed discussion is provided for each finding.

Socio-Demographic Characteristics of Respondents

The demographic characteristics of respondents were in relation to gender, age, marital status, education level, type of employment, and length of service. The results obtained in relation to socio-demographic characteristics of the respondents are shown in Table 2.

Table 2- *Background Information of Respondents*

Variable	Frequency	Percentage (%)
<i>1. Gender</i>		
Male	98	65.3
Female	52	34.7
<i>2. Age</i>		
20-30 years	82	54.7
31-40 years	51	34.0
41-50 years	12	8.0
51 and above years	5	3.3
<i>3. Marital Status</i>		
Single	66	44.0
Married	84	56.0
<i>4. Education Level</i>		
Below Diploma	61	40.7
First Degree	41	27.3
Postgraduate Degree	6	4.0
Professional Certificate	42	28.0
<i>5. Type of Employment</i>		
Full time	132	88.0
Part-time	12	8.0
Contract	6	4.0
Source: Field work, Nkrumah (2018)		N=150

As shown in Table 2, a total of 150 respondents comprising 98 males (65.3%) and 52 females (34.7%) participated in this study. Meaning the Twifo

Praso Government Hospital has a male dominated workforce. In terms of age, majority of the respondents were from 21 to 30 years old (54.7%). A total of 51 respondents (34.0%) and 12 respondents (8.0%) were in the age group of 31 to 40 years and 41 to 50 years old respectively. Only five respondents (3.3%) were in the age group of 51 years or above.

Considering the statutory retirement age of 60 years for workers in Ghana, it could be said that many of the respondents are still young and have a long and fruitful years of service ahead of them; hence, they can contribute tremendously to national development over a long period of time. Again, majority of the respondents (56.0%) were married while 44.0 percent stated that they were single. This could be due to the relative youthful nature of the respondents. The level of education of the respondents was mostly (40.7%) below first degree (various diplomas and certificate courses). This could be due to the fact that most of the respondents were staff members and were neither head of departments nor management members.

Also, 28.0 percent held professional certificates, and 27.3 percent have done first degree. Only 4 percent of the respondents held postgraduate degree. Finally, it is worthy to note that majority of the respondents (88.0%) were working on full time basis, 8 percent of the respondents were working as part-timers whilst 4 percent of them are working on contract basis. It could be said that majority of the respondents are in position to provide information necessary for this study.

H1: Cultural trait of organisation mission has effect on employee job performance

Research Hypothesis One sought to analyse the effect of cultural trait of organisation mission on employee job performance. As expounded by Denison (1990), mission is primary factor in maintaining an effective organisational culture in the organisation. A well-defined mission contains a brief explanation of why the organisation exists and what priorities are necessary to create the vision (Mousavi et al., 2015). The indicators for mission were aggregated into a single variable and used as the independent variable.

All the indicators under performance was also aggregated into a single score and used as the dependent variable. Subsequently, the independent variable was regressed on the dependent variable. Assessment was based on the beta (β) values, correlation values (R), coefficient of determination (R^2) and the corresponding significant levels (p-values). For the purpose of the study, the conventional alpha level of 0.05 was adopted. The findings from the regression analysis are presented in Table 3.

Table 3-Standardized Multiple Regression Analysis Summary for Organisation Mission Predicting Employee Performance

Variable	B	Beta	R	t-stats	P-Value
Constant	1.604			5.959	.000***
Organisational Mission	.643	.558	.558 ^a	8.176	.000***
R^2	.311				
Adjusted R^2	.306				
F (1, 148) =	66.846, p < .000				

*Sig<0.05, **Sig<0.01, ***Sig<0.001

Source: Field work, Nkrumah (2018)

As submitted by Pallant (2013), the R-Square shows the amount of variance in the dependent variable, performance that is explained by the model which includes the variable organisation mission. In this study, the R-Square value of .311 implies that the specified model explains 31.1 percent of the variance in performance.

The R-Square according to Hair, Black, Babin, and Anderson (2009), is also an indication of goodness of fit of the data. Generally, the higher the R-Square value, the better the fit. The 'R' (coefficient of correlation) is the measure of the quality of association between the dependent variable, employee job performance and independent variable, organisation mission. The two variables, organisation mission (independent variable) and employee job performance (dependent variable) are correlated at 0.558 and this is strong positive correlation.

The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). This F statistic tests the joint significance of the independent variable in explaining the dependent variable. In this analysis, the p-value is well below .05 ($p < .000$). Therefore, it can be concluded that the R and R^2 between cultural trait of organisation mission and employee job performance is statistically significant.

The implication as submitted by Tabachnick and Fidell (2013), is that the independent variable, cultural trait of organisation mission significantly predicts or explains the dependent variable, employee job performance. Therefore, the null hypothesis that the independent variables do not significantly explain the dependent variable is rejected.

From the Table 3, cultural trait of organisation mission had a positive unstandardized beta coefficient of .643 and it was statistically significant at 1% level of significance. The reason is that the p-value of cultural trait of organisation mission (0.000), is lesser than the alpha value (0.01). The unstandardized beta coefficient value of .643 implies that for every unit improvement or effective in the organisation mission of Twifo Praso Government Hospital, the hospital's employees' job performance will increase by 0.643. Therefore, the study found out that mission is one of the organisational cultural variables that significantly influence the performance of employees in the Ghanaian health sector.

This confirmed the model in the conceptual framework and the results of Nongo and Ikyanyon (2012), who found out that business managers used the organisation's mission and vision to establish an effective organisational culture to improve performance. Mousavi et al. (2015), confirmed the existence of a positive relationship between mission and effective organisational culture. Klimas (2016), also found that effective organisational culture was a strategic resource to improve financial performance in the organisation. A well-defined mission and vision finding strengthen the body of knowledge on existing business practice by indicating strategies that business managers may use to establish an effective organisational culture to improve performance (Raza et al., 2014).

H2: Cultural trait of employee involvement has effect on employee job performance

In hypothesis four, it was postulated that the cultural trait of employee involvement has positive effect on employee job performance. As illustrated

by Denison (1990), high level of employee involvement in the organisation decision-making process may contribute to the organisational culture effectiveness. The indicators for involvement were aggregated into a single variable and used as the independent variable. All the indicators under performance was also aggregated into a single score and used as the dependent variable. Subsequently, the independent variable was regressed on the dependent variable. Assessment was based on the beta (β) values, correlation values (R), coefficient of determination (R^2) and the corresponding significant levels (p-values). The findings from the regression analysis are presented in Table 4.

Table 4-Standardized Multiple Regression Analysis Summary for Employee Involvement Predicting Employee Performance

Variable	B	Beta	R	t-stats	P-Value
Constant	1.751			6.395	.000***
Employee Involvement	.594	.524	.524 ^a	7.490	.000***
R^2	.275				
Adjusted R^2	.270				
F (1, 148)	56.102, p < .000				

*Sig<0.05, **Sig<0.01, ***Sig<0.001

Source: Field work, Nkrumah (2018)

The R square, the coefficient of determination, is the proportion of variation in the dependent variable explained by the regression model. From Table 5, the R^2 value is 0.275; which implies that about 27.5% of the variation in employee job performance is explained by the cultural trait of employee involvement.

The “R” is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (employee job performance) and the independent variable (employee involvement). From Table 5, the R value is 0.524. This indicates that the relationship between the cultural trait of employee involvement and employee job performance is positive and high.

Again, Table 4 provides the test significance for R and R^2 using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). This F statistic tests the joint significance of all the independent variables in explaining the dependent variable. If the significance value of the F statistic is small (smaller than say 0.05) then the independent variable does a good job in significantly explaining the variation in the dependent variable given that the level of significance for the model of 5%. In this analysis, the p-value is well below .05 ($p < .000$).

Therefore, it can be concluded that the R and R^2 between employee job performance and the employee involvement is statistically significant, and employee involvement can significantly influence employee job performance.

In addition, Table 4 displayed the unstandardized (B) and standardized (Beta) regression coefficients, and the value of t statistic and its associated p-value for the variable entered in the model. From Table 5, the respective t-values are bigger than 1.96 indicating the coefficients are significant. That is, Twifo Praso Government Hospital has good employee involvement ($B = .594$): this value tells us that for every unit increase in employee involvement that the hospital put in place, employee job performance will increase by .594

implying that, employee involvement affect the employee job performance positively.

There are empirical evidences (Jepkorir et al., 2017; Manyonyi, 2012), to confirm the positive effect of employee involvement and job performance in an organisation. According to Zhang, Li and Pan (2009 as cited in Jiddah et al., 2016), organisations that uphold an employee involvement culture emphasize the input and participation of its members. These organisations, therefore, make their members become highly concerned about organisational immediate interests and increase the cohesion, so they can easily reach agreement in existing challenges. One way of enhancing employee job performance is by involving them in the organisation's decision-making--at least to a level that they are allowed (Manyonyi, 2012).

There are decisions that require secrecy due to their nature, and this is understandable, but there are others that should involve employees in an organization. These decisions, Manyonyi (2012), advises, should be made with the participation of the people they affect; this means consulting them or having a discussion in order to get their views and generate new ideas. Manyonyi emphasizes that an organisation that effectively communicates information to its employees and makes it accessible to its employees makes them feel part of the organisation. This makes employees want to do their best not just for their pay check, but for the organisation.

H3: Consistency as an element of organisational culture has effect on employee job performance

In hypothesis four, it was proposed that the cultural trait of consistency has positive effect on employee job performance. According to Denison et al.

(2006), organisations are effective when they assume a predictable style of doing things for a considerable period of time. The indicators for consistency were aggregated into a single variable and used as the independent variable. All the indicators under performance was also aggregated into a single score and used as the dependent variable.

Subsequently, the independent variable was regressed on the dependent variable. Assessment was based on the beta (β) values, correlation values (R), coefficient of determination (R^2) and the corresponding significant levels (p-values). The study adopted the conventional alpha level of 0.05 as its minimum significance level. The findings from the regression analysis are presented in Table 5.

Table 5-Standardized Multiple Regression Analysis Summary for Consistency Predicting Employee Performance

Variable	B	Beta	R	t-stats	P-Value
Constant	1.838			7.103	.000***
Consistency	.552	.530	.530 ^a	7.600	.000***
R^2	.281				
Adjusted R^2	.276				
F (1, 148)	57.762, p < .000				

*Sig<0.05, **Sig<0.01, ***Sig<0.001

Source: Field work, Nkrumah (2018)

The regression model was evaluated by the coefficient of determination denoted by R-square (R^2). The R square is the proportion of variation in the dependent variable explained by the regression model.

From Table 5, the R-square coefficient obtained was 0.281 which denotes or represents that 28.1 percent of the variance in employee job performance is explained by the cultural trait of consistency. The “R” is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (employee job performance) and the independent variable (consistency).

From Table 6, the R value is 0.530. This indicates that the relationship between the cultural trait of consistency and employee job performance is positive and high. Again, Table 5 provides the test significance for R and R^2 using the F- statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). This F statistic tests the joint significance of all the independent variables in explaining the dependent variable. If the significance value of the F statistic is small (smaller than say 0.05) then the independent variable does a good job in significantly explaining the variation in the dependent variable given that the level of significance for the model of 5%. In this analysis, the p-value is well below .05 ($p < .000$).

Therefore, it can be concluded that the R and R^2 between employee job performance and the employee involvement is statistically significant, and employee involvement can significantly influence employee job performance. In addition, Table 5 displayed the unstandardized (B) and standardized (Beta) regression coefficients, and the value of t statistic and its associated p-value for the variable entered in the model. From Table 5, the respective t-values are bigger than 1.96 indicating the coefficients are significant. That is, Twifo Praso Government Hospital has good cultural trait of consistency (B= .552): this value tells us that for every unit increase in organisation consistency at the

hospital, employee job performance will increase by .552 implying that, consistency affect the employee job performance positively.

A culture of consistency is created by leaders in the organisation who are meant to be role models. According to Achua and Lussier (2013), the stories leaders tell, the decisions they make, and the actions they take reveal an implicit cultural expectation for followers. Employees learn what is valued most in an organisation by watching what attitudes and behaviours leaders pay attention to and whether the leaders own behaviour is consistent with organisational values (Jiddah et al., 2016). Consistency, as an element of organisational culture cements positive aspects in an organisation hence helps establish a strong culture which, by extension, leads to a high performance organisation. There is no doubt that organisations with a strong corporate culture have an almost unfair competitive head start (Rahid, Sambasivan and Johari 2003).

The consistency finding aligns with the findings of previous studies. In previous research, Givens (2012), described the existence of consistency in the organisation as a reflection of the organisational culture effectiveness. Consistency strategy applies to teamwork, collaboration, standardization, and synergy (Rao, 2016). When business managers show consistent decision-making processes in the organisation, employees develop trust and understand how the work they do influences the organisation (Miguel, 2015). Mousavi et al. (2015), found that consistency strategy is one of the primary factors to create an effective organisational culture and improve performance in the organisation.

Research question one: which of the organisational cultural elements most influence employee job performance?

Research Question One sought to identify the organisational cultural elements which most influence employee job performance at Twifo Praso Government Hospital. As expounded by Denison (1990), organisational culture is made up of four main dimensions and three of which are used in this study namely; Mission, Involvement, and Consistency. The indicators for each of the three dimensions were separately aggregated. Afterwards, the three dimensions were used as the independent variables. The dependent variable, performance captured items from the American Productivity and Quality Centre (2004). All the indicators under performance was also aggregated into a single score and used as the dependent variable. Subsequently, the independents variables were regressed on the dependent variable.

As submitted by Tabachnick and Fidell (2013), the standard multiple regression technique was used in analysing the objective for two major reasons. Firstly, the technique permits the simultaneous entry of different predictor variables into a model, enabling the basing of analyses, findings and conclusions on a single scenario (Pallant, 2013). Secondly, the results generated by this technique, indicate the separate contribution of each predictor variable to the total variance in a dependent variable (Dampson & Ofori, 2011).

The model comprised organisation mission, employee involvement, and consistency as the explanatory variables and employee job performance as the dependent variable. Assessment was based on the beta (β) values, partial correlation values (r), coefficient of determination (R^2) and the corresponding

significant levels (p-values). For the purpose of the study, the conventional alpha level of 0.05 was adopted. The findings from the regression analysis are presented in Table 6.

Table 6-Standardized Multiple Regression Analysis Summary for Organisation Culture Dimensions Predicting Employee Performance

Variable	B	Beta	R	t-stats	P-Value
Constant	1.129			3.949	.000***
Organisation Mission	.366	.318	.280	3.526	.001***
Employee Involvement	.189	.167	.135	1.649	.101
Consistency	.218	.209	.172	2.109	.037*
R	.613 ^a				
R ²	.376				
Adjusted R ²	.363				
F (3, 146) =	29.302, p < .000				

*Sig<0.05, **Sig<0.01, ***Sig<0.001

Source: Field work, Nkrumah (2018)

As submitted by Pallant (2013), the R-Square shows the amount of variance in the dependent variable, employee job performance that is explained by the model which includes the variables organisation mission, employee involvement, and consistency. In this study, the R-Square value of .376 implies that the specified model explains 37.6 percent of the variance in performance. The R-Square according to Hair et al. (2009), is also an indication of goodness of fit of the data. Generally, the higher the R-Square value, the better the fit. Therefore, the R-Square of .376 implies that the model

specified better fits the data. The p-value (0.000) of the coefficient (R) of the regression model is statistically significant at 1% level of significance.

The implication as submitted by Tabachnick and Fidell (2013), is that the independent variables, when combined, significantly predict or explain the dependent variable, employee job performance. Therefore, the null hypothesis that the independent variables when combined do not significantly explain the dependent variable is rejected.

This result confirms the conceptual framework and the findings of Jepkorir et al. (2017). Jepkorir et al. assessed the effect of organisational culture on employee performance in selected commercial banks in Kenya. The findings of their study revealed that all the independent variables, that is involvement culture trait, consistency culture, adaptability culture trait, mission culture trait have positive significant effect on employee job performance.

Table 6 also depicts that some of the organisation culture variables contribute more to the prediction of the employee job performance than others. The statistics of the standardised betas for the cultural traits are as follows: organisation mission (.318), employee involvement (.167), and consistency (.209). The statistics shows that mission had the largest standardised beta while employee involvement had the smallest standardised beta. It implies that organisation mission makes the strongest unique contribution to explaining employee job performance, when the variance explained by all other variables in the model is controlled. Also, employee involvement makes the lowest unique contribution to explaining the dependent variable – performance, when the variance explained by all other variables in the model is controlled.

Again, regarding the partial correlation values in Table 6, organisation mission was the dimension most associated with employee performance ($r = .280$), although weak. Employee involvement ($r = .135$), and consistency ($r = .172$) were also weakly associated with employee performance. The partial correlation values confirm the statistics of the standardised betas in Table 6. Thus, per the result, the cultural trait of organisation mission has the most influence on employee job performance whilst employee involvement has the least influence on employee job performance at Twifo Praso Government Hospital.

This finding is consistent with the findings of Yilmaz and Ergun (2008), who found that the mission trait of organisational culture appears to be the most prominent of the cultural traits in terms of fostering a wide variety of performance indicants. The mission trait consists of value dimensions such as strategic direction and intent, common goals and objectives, and a long-term vision (Mousavi et al., 2015).

These dimensions emphasize productivity and goal alignment, and are generally manifested in such behavioural orientations of organisational members as emphasis on stability, working towards a shared meaning, and alertness to external contingencies (Yilmaz & Ergun, 2008). Therefore, empirical evidence indicating that the mission trait is the most important culture component for effective organisational functioning is not surprising (Jarnagin & Slocum, 2007).

Chapter Summary

This chapter presented the results from analysis of the data in accordance with the research questions. Data was analysed by using

descriptive statistics (frequencies, percentages) analysis for the demographic variables whilst regression analysis was used for research objectives. A detailed discussion was also provided for each key finding. Findings from the study showed that mission culture trait and involvement culture trait, and consistency culture had positive significant effect on employee job performance.

Finally, it was revealed that although organisational culture as a whole had positive significant effect on employee job performance, cultural trait of mission showed the most influence on employee performance with involvement providing the least influence.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarises and draws conclusions based on the results. Appropriate recommendations are also made based on the conclusions derived from the study. Suggestions are then made for further research on recruitment and selection.

Summary

The study was conducted to examine the effect of organisational culture on employee job performance at the Twifo Praso Government Hospital in the Central region of Ghana. Specifically, the study aimed to; (a) Examine the effect of the cultural trait of organisation mission on employee job performance; (b) Assess the effect of employee involvement as an element of organisational culture on employee job performance; (c) Assess the effect of consistency as an element of organisational culture on employee job performance and (d) Identify the organisational cultural elements which most influence employee job performance. To achieve these objectives, the study was guided by three hypotheses and one research question.

Literature review was done on organisational culture and employee job performance. The study employed quantitative research approach. Explanatory survey was used as the research design and the study population was employees (including nurses, doctors, midwives, physician assistants, health service administrator and pharmacists) of Twifo Praso Government Hospital in the Central region of Ghana.

A sample size of 150 employees were obtained from a total population of 230 employees. Questionnaire was used as the data collection instrument. The study data were analysed using SPSS version 21.0. Regression analyses and descriptive statistics (frequencies, and percentages) were used to present the data.

In terms of the findings, there were four key outcomes of the study and they are as follows;

1. Cultural trait of organisation mission has significant positive effect on employee job performance.
2. Cultural trait of employee involvement has significant positive effect on employee job performance.
3. Consistency as an element of organisational culture has significant positive effect on employee job performance.
4. Cultural trait of mission has the most influence on employee job performance whilst involvement had the least influence.

Conclusions

Based on the key findings of this study, conclusions can be drawn for the whole research work. From the study, one major issue assessed was the effect of the cultural trait of organisation mission on employee job performance. From the findings, it is concluded that organisations with a long-term purpose and direction; with a shared vision of what the organisation will be like in the future; with a clear mission that gives meaning and direction to work; and a clear strategy for the future would have its employees perform to their higher potential.

Another major issue investigated was to examine the effect of employee involvement as an element of organisational culture on employee job performance. For this research objective, it is concluded that when organisations shift to more open forms of participative management, they begin the process of empowering their employees hence the employees will perform better. This is because employees are human being with feelings, if they are treated with dignity and respect by the organisation, they will tend to identify with the organization and by extension give their all to the organization.

Furthermore, the effect of consistency as an element of organisational culture on employee job performance was another issue investigated. From the findings of the study, it is concluded that the existence of some level of consistency between the values of an organisation and its employees propels the employees of the organisation to perform at a high level. This is due to the fact that when there is a culture of consistency in an organization, different functions and departments of the organisation are able to work together well to achieve common goals.

Finally, the issue of the organisational cultural element that most influence employee job performance was also examined thoroughly. From the findings of the study, it is concluded that organisations that focus on increasing their organisations' scores on the cultural trait of mission will have their employees perform higher than organisation that focus more on the other organisational cultural traits (involvement and consistency). This is because the mission trait consists of value dimensions such as strategic direction and intent, common goals and objectives, and a long-term vision and these

dimensions emphasize productivity and goal alignment, and are generally manifested in such behavioural orientations of organisational members as emphasis on stability, working towards a shared meaning, and alertness to external contingencies.

All things considered, this study has contributed to a deeper understanding of the research problem as identified and has offered new insights for practitioners (i.e. human resource practitioners, administrators, chief executive officers (CEOs), top management teams, government agencies and employees) by suggesting that they may improve employee job performance by paying more attention to the organisational culture (mission, involvement and consistency) of their institution or organisation.

Recommendations

Based on the findings obtained from the study, the following recommendations have been made. Based on the finding that cultural trait of organisation mission has significant positive effect on employee job performance, it is recommended that institutions in the Ghanaian health sector should establish well-defined mission and vision statements and share them with employees, customers (clients), and other stakeholders. Thus, the various institutions, particularly the hospitals should strive for a long-term purpose and direction; a shared vision of what the organisation will be like in the future; with a clear mission that gives meaning and direction to work; and a clear strategy for the future.

Pertaining to the finding that cultural trait of employee involvement has significant positive effect on employee job performance, it is recommended that health institutions in Ghana invest in training and

development of their employees to improve their human capability at all levels. At the same time, the management should emphasize the input and participation of their employees. In order to further their employee identification with the institution, the management should extend their employee involvement in decision-making that affects them, giving them the authority and ability to manage their own work.

With regards to the finding that consistency as an element of organisational culture has significant positive effect on employee job performance, it is recommended that for this culture to be boosted, it is recommend that management of various health institutions set the tone by exerting core values that form the overall dominant culture shared by the majority of the members in the institution. If this is adhered to, the different functions and departments of the institution will be able to work together well to achieve common goals. It is also recommend that during the hiring process the management should hire only those whose values and behaviours are consistent with those of the institution.

Finally, with respect to the finding that the cultural trait of mission has the most influence on employee job performance, it is recommended that the management play a pronounced role in influencing organisational culture that is aligned to its strategy and structure. This they can do by first of all themselves having a clear picture of the company's organisational culture. The management should focus more on the adherence to the organisation's mission by making sure that those in leadership positions are conversant with the organisation's mission so as to be able to pass it down to their subordinates.

Likewise, the management should work on the ethical practices of the organisation like credibility and integrity which promote a high performance culture.

Suggestions for Further Research

1. This study made use of quantitative approach only. This does not allow the respondents to express their views in more details. For that matter, it is suggested that a qualitative approach should be used in future. The reason being that such method could allow probing more into the variables as the respondents could express their views in details and it will help to know if the findings of the current study could be validated.
2. Further research can be made by enlarging the research sample size and more stakeholders involve for interview to form a basis to adjudge the cultural traits that have the highest positive impact on employees as well as the organisation performance.

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UNIVERSITY OF CAPE COAST
COLLEGE OF DISTANCE EDUCATION
DEPARTMENT OF BUSINESS STUDIES

Master of Business Administration (Human Resource Management)

Questionnaire

Dear Respondent,

My name is Kwesi Nkrumah. This is purely an academic exercise and in partial fulfilment of the requirements for the award of Master of Business Administration (Human Resource Management) by the University of Cape Coast. The main purpose of the study is to examine the effect of organisational culture on employee job performance at the Twifo Praso Government Hospital in the Central Region of Ghana. Please read each statement carefully and answer them as frankly as you can. There is no right or wrong answer. Your responses will be accorded the utmost confidentiality. Your maximum cooperation is highly solicited. Thank you.

SECTION A: DEMOGRAPHIC INFORMATION

Tick the appropriate answer where choices given are applicable.

1. Sex: (a) Male [] (b) Female []

2. Age

(a) 20-30 years []

(b) 31-40 years []

(c) 41-50 years []

(d) 51-60 years []

3. Marital status: (a) Single [] (b) Married []

4. Education level: (a) Below First Degree [] (b) First Degree [] (c) Postgraduate [] (d) Professional Certificate []

5. Type of Employment: Full time [] Part-time [] Contract []

SECTION B: ORGANISATIONAL CULTURE

BI: Mission: This section seeks to measure organisation’s purpose and direction, and reflects a focus external to the organisation and on stability.

On a scale of 1-5 where *1=Strongly Disagree 2=Disagree 3=Uncertain 4=Agree and 5=strongly Agree* rate the following areas as per your organization.

	Statement	1	2	3	4	5
1	There is a long-term purpose and direction					
2	We have a shared vision of what the organisation will be like in the future					
3	There is a clear mission that gives meaning and direction to our work					
4	There is a clear strategy for the future					
5	Our strategic direction is clear					
6	There is widespread agreement about goals					
7	Leaders set goals that are ambitious, but realistic					
8	The leadership has “gone on record” about the objectives we are trying to meet					
9	Our vision creates excitement and motivation for our employees					
10	People understand what needs to be done for us to succeed in the long run					

B II: Involvement

This section seeks to solicit information on the personal engagement of individuals within the organisation and reflects a focus on the internal dynamics of the organisation and on flexibility

On a scale of 1-5 where *1=Strongly Disagree 2=Disagree 3=Uncertain 4=Agree and 5=strongly Agree* rate the following areas as per your organization.

	Statement	1	2	3	4	5
1	Authority is delegated so that employees can act on their owns					
2	The “bench strength” (capability of people) is constantly improving					
3	There is continuous investment in the skills of employees					
4	The capabilities of people are viewed as an important source of competitive advantage					
5	Problems does not often arise because we have the skills necessary to do the job					
6	Cooperation across different parts of the organisation is actively encouraged					
7	People work like they are part of a team					
8	Teamwork is used to get work done					
9	Teams are our primary building blocks					
10	Work is organised so that each person can see the relationship between his or her job and the goals of the organisation					

B III: Consistency

This section seeks to measure organisation’s shared values, and efficient systems and processes and reflects an internal and stable focus.

On a scale of 1-5 where *1=Strongly Disagree 2=Disagree 3=Uncertain 4=Agree and 5=strongly Agree* rate the following areas as per your organization.

	Statement	1	2	3	4	5
1	The leaders and managers “practice what they preach”					
2	There is a characteristic management style and a distinct set of management practices					
3	There is a clear and consistent set of values that governs the way we do business					
4	Ignoring core values will get you in trouble					
5	There is an ethical code that guides our behaviour and tells us right from wrong					
6	When disagreements occur, we work hard to achieve “win-win” solutions					
7	There is a “strong” culture					
8	It is easy to reach consensus, even on difficult issues					
9	We often do not have trouble reaching agreement on key issues					
10	There is a clear agreement about the right way and the wrong way to do things					

SECTION C: EMPLOYEE JOB PERFORMANCE

This section seeks to solicit information on your job performance.

On a scale of 1-5 where *1=Strongly Disagree 2=Disagree 3=Uncertain 4=Agree and 5=strongly Agree* rate the following areas as per your organization.

	Statement	1	2	3	4	5
1	I am able to maintain and complete all documentations.					
2	I make suggestions to improve the system.					
3	I am able to avoid unnecessary lateness and absenteeism.					
4	I have a complete knowledge and understanding of my tasks.					
5	I have the required skills to perform my task.					
6	I have the required level of motivation to perform the task with minimum will and efforts.					
7	I perform my work to the expected standards.					
8	I am able to judge a given work situation and respond to it.					
9	I am able to make snap judgments with limited information.					
10	I am able to manage my time and allocate resources effectively.					

Thank You