

CHRISTIAN SERVICE UNIVERSITY COLLEGE

**THE IMPACT OF ORGANIZATIONAL CULTURE ON SERVICE  
DELIVERY. MEDIATION ROLE OF LEADERSHIP: A CASE STUDY OF  
GHANA POLICE SERVICE.**

BY

**PORTIA ATAA ANTWI**

**(16011952)**

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## DECLARATION

### Candidate's Declaration

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

Candidate's Signature ..... Date .....

Portia Ataa Antwi

### Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of the dissertation laid down by Christian Service University College.

Supervisor's Signature: ..... Date: .....

Name: Nana Danso Boafo

## ABSTRACT

The effective delivery of services in the public sector is influenced by various factors, with organizational culture and leadership playing pivotal roles. This study investigates the impact of organizational culture on service delivery in the Ghana Police Service, focusing on the mediation role of leadership. The aim is to explore how a positive organizational culture, characterized by shared values, collaboration, and employee empowerment, influences service delivery outcomes and the extent to which leadership practices mediate this relationship. Using a mixed-methods approach, data was collected from 160 employees within the Ghana Police Service through a structured questionnaire. The research method involved quantitative analysis, including descriptive statistics, regression analysis, and mediation analysis based on Baron and Kenny's approach. The findings reveal that a positive and values-driven organizational culture significantly influences service delivery outcomes within the Ghana Police Service. Employees' shared values, collaboration, and commitment to organizational goals play a critical role in enhancing service delivery effectiveness. Moreover, leadership practices were identified as a significant mediator in the relationship between organizational culture and service delivery. Effective leadership, including inspiring and motivating employees, coaching and mentoring, and empowering them to take ownership of their roles, amplifies the impact of a positive organizational culture on service delivery outcomes. The study highlights the interdependence of organizational culture, leadership practices, and service delivery outcomes in the public sector context. By fostering a conducive and supportive organizational culture, public sector organizations can positively influence service delivery effectiveness and build trust with the public.

## KEY WORDS

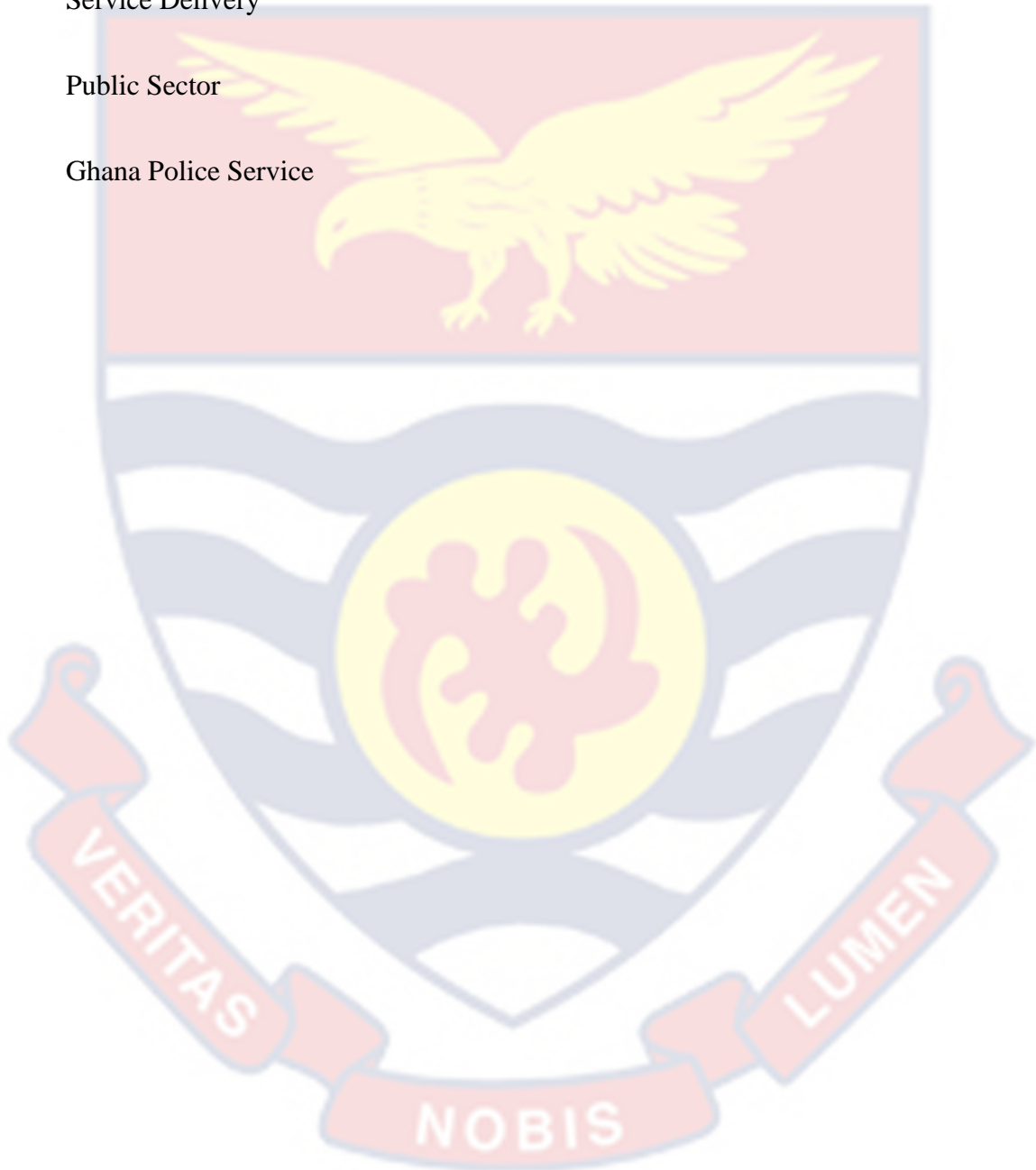
Organizational Culture

Leadership

Service Delivery

Public Sector

Ghana Police Service



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## DEDICATION

I dedicate this document to my parents: Rtd. Chief/Inspector Anthony Gyabeng Antwi and Madam Elizabeth Owusuaa. Also, to my Siblings especially my sister Mrs. Jemima Ntiamoah, and my beloved Husband Mr. Williams Osei and my lovely kids Kwesi Oppong Kyekyeku, NanaYaa Achiaa Osei and my unborn baby Nyamedea.



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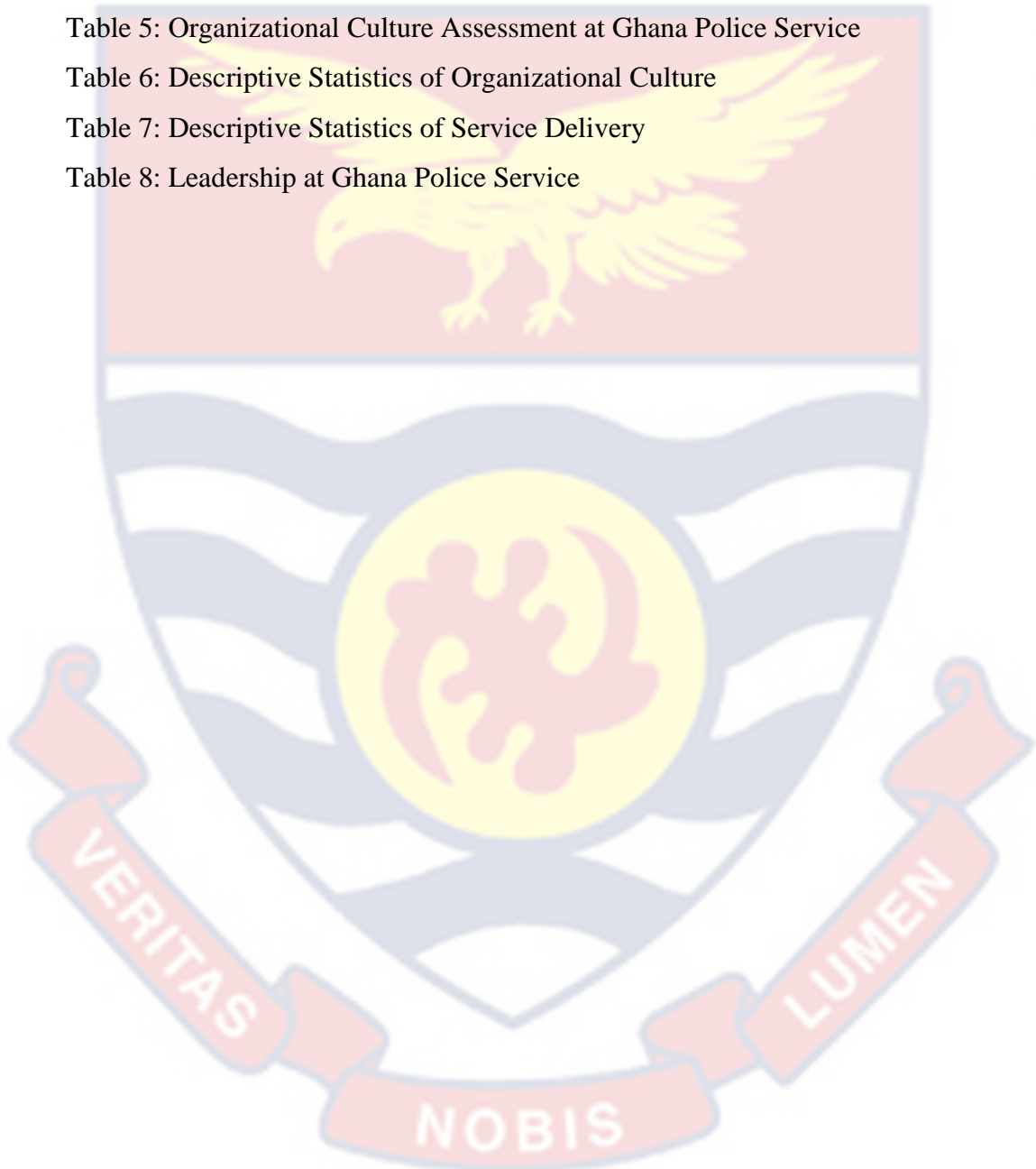
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## LIST OF ABBREVIATION

ANOVA – Analysis of Variance

APCOF - African Policing Civilian Oversight Forum

CID – Criminal Investigation Department

CVF – Competing Values Framework

GPS – Ghana Police Service

GRA – Ghana Revenue Authority

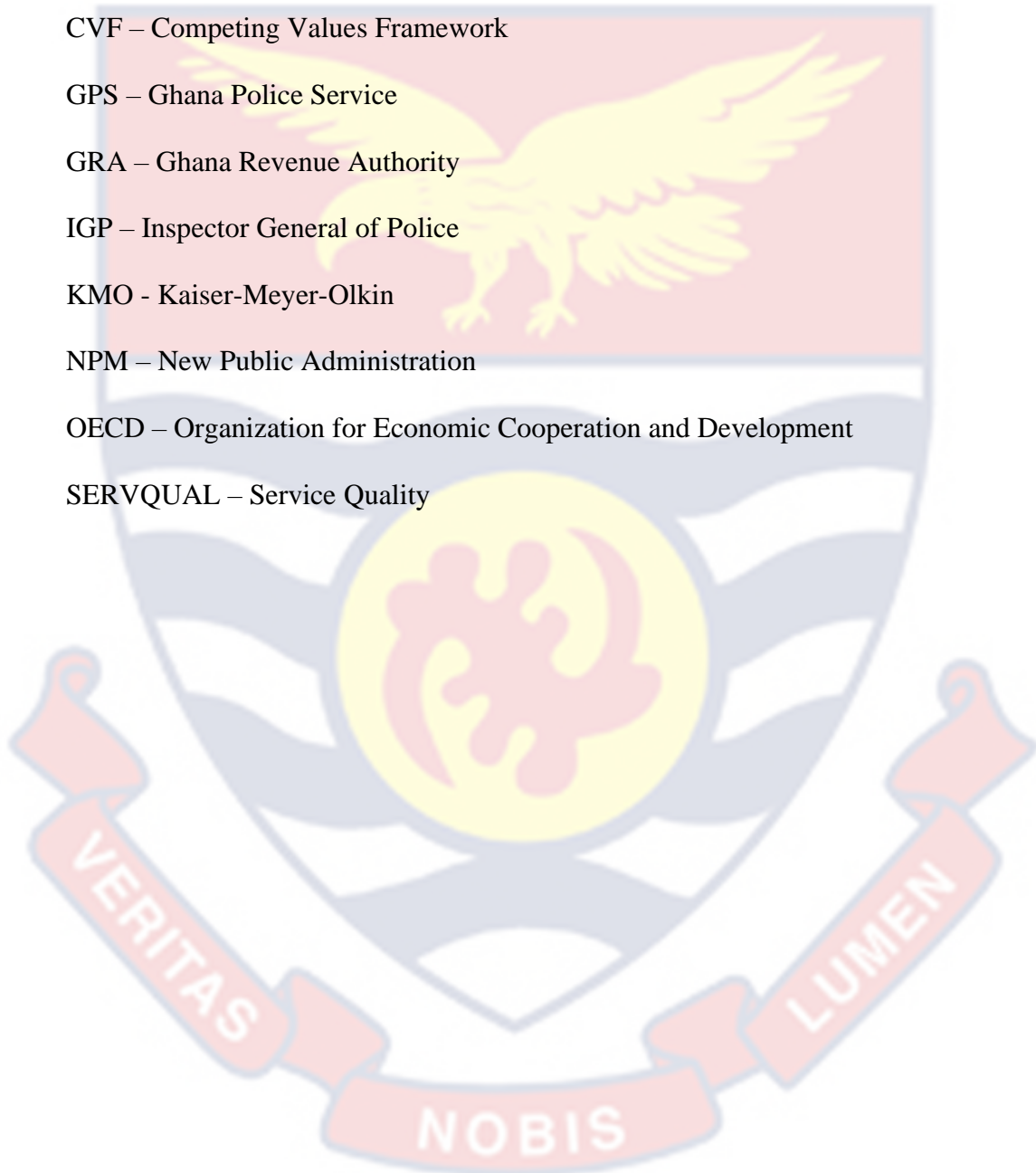
IGP – Inspector General of Police

KMO - Kaiser-Meyer-Olkin

NPM – New Public Administration

OECD – Organization for Economic Cooperation and Development

SERVQUAL – Service Quality



## CHAPTER ONE

### INTRODUCTION

#### Background to the Study

Most Africans are still vocal about their dissatisfaction with the quality of the public services they receive (Wessal et al., 2014; Joshi and Moore, 2004; Mangai, 2016). There is still a gap between the supply and demand of public services balance, as shown by the fact that the vast majority of people are in urgent need of basic service delivery (Wessal et al., 2014). The foundation of a healthy and productive society, according to scholars of public goods and economic development, is government's capacity to deliver services to its people efficiently (Ostrom, 1996; Besley & Ghatak, 2004). According to this line of thinking, if a nation has, for instance, good roads, a steady supply of electricity, clean water and sanitation, good health facilities and services, and if kids have access to education and technological advancements, this will create enormous opportunities that are thought to come almost automatically as a result of such provisions (Grindle, 2003; Besley and Ghatak, 2004).

The fact that some developing countries' basic service delivery is successful despite the fact that their governments cannot be commended for good governance suggests that this may only be part of the story (Wessal et al., 2014). This suggests that other factors, such as the methods employed or the strategy adopted to make such services available to the public, are crucial. International help frequently does not appear to be the answer either. Despite western views and international donors' efforts to provide aid to developing nations, there has not been much progress in the provision of services in these nations (Wessal et al., 2004).

Organizational culture is a set of values, attitudes, and behavioral norms that subtly influence how individuals behave inside an organization (Ortega-Parra & Sastre-

Castillo, 2013). According to Schneider et al. (2013), organizational culture refers to the norms that employees perceive in their workplace, and these norms have an impact on how employees act and adapt to meet organizational objectives. The manner in which organizational members communicate with one another and other stakeholders is referred to as organizational culture (Simoneaux & Stroud, 2014). In order to foster collaboration and high performance, Yirdaw (2016) identified organizational culture as the glue that binds together nonhuman resources and human resources in an organization.

It is crucial for an organization's culture to support both professional work practices and public interest initiatives. Accountability and public trust in the provision of public services can be ensured by factors other than ethical ideals. Better public service delivery results from employee commitment to their jobs and to the government. The alignment of the organization's prospective business growth is greatly influenced by corporate culture. A positive organizational culture is one where employees exchange opinions about the company and adhere to its guiding principles (Flamholtz & Randle, 2012, Chuda and Wyrwicka, 2016, Schopohl et al., 2020). Various studies (Kargas & Varoutas, 2015; Dadzie et al., 2012; Brenya & Obuobisa-Darko, 2018) have linked organizational culture with the kind of leadership found within the organization.

Leadership is a broad, multifaceted phenomenon that does not lend itself to precision in language or consensus in meaning (Reinke, 2004; Schlechter, 2009). It is often defined as the social process of influencing people to work voluntarily, enthusiastically and persistently towards the achievement of organizational goals (McShane & Von Glinow, 2005; Werner, 2007). According to Puplampu (2010), corporate leadership in African nations, including Ghana, is a poorly studied concept; as a result, mainstream empirical attention hasn't been consistently given to the potential

role of corporate leadership in leveraging the general health and functionality of organizations and national development aspirations. Limited theory testing and research that views management and leadership as inextricably linked are two issues that define the scant study on corporate leadership in Africa (Blunt & Jones, 1997; Puplampu, 2005a). Aanaloui (1999), Puplampu (2005a), and Hale and Fields (2007), for example, address the dearth of empirical data and show a lack of consistency in and a lack of coherence with the more general theoretical and conceptual discourse. Therefore, there is a need to conduct this study which examines the impact of organization culture in services delivery. Particularly in an important organization like the Ghana Police Service.

### **Statement of the Problem**

The effect of organizational culture on service delivery has been studied by many authors. A number of earlier investigations have been done, including those by Chatman and Jehn (1994) investigated the relationship between two industry characteristics, technology and growth, and organizational culture. Denison and Mishra (1995) developed a model of organizational culture and effectiveness based on four traits of organizational cultures: involvement, consistency, adaptability, and mission. More recent studies have been conducted in a variety of business sectors, including the impact of workforce cultural factors on Total Quality Management/Continuous Quality Improvement (TQM/CQI) implementation in hospitals (Huq & Martin, 2001), the experiences of creating a quality culture for continuous improvements in the Swedish school sector through the use of self-assessments (Svensson & Klefsjö, 2000; Lee & Yu, 2004) relationship between corporate culture and organizational performance.

Studies conducted in Ghana and elsewhere have largely shown that positive organizational culture, characterized by a strong focus on customer service, employee

empowerment, and continuous improvement, is essential for improving service quality and delivery in the public sector. For example, Affum-Osei and Ofori-Dua (2015) found that a positive organizational culture was associated with higher levels of service delivery in the Ghanaian public sector. Similarly, Appiah-Adu and Mensah (2016) found that a positive organizational culture was associated with higher levels of service quality in the Ghanaian healthcare sector. Elsewhere in Nigeria, Ohokuku et al., (2012); Oyewole et al., (2018) found that a positive organizational culture was associated with higher levels of service quality in the Nigerian public sector.

One study that highlights the importance of organizational culture on service delivery is the work of Schein (2010), who argued that culture is a shared set of assumptions, values, and beliefs that shape behavior and decision-making in organizations. Other studies has also shown that leadership plays a critical role in shaping organizational culture and can influence how culture change is implemented and its impact on service delivery (Denison & Mishra, 1995; Hitt et al., 2007). However, there is a need for further research to explore the mechanisms through which leadership mediates the relationship between organizational culture change and service delivery. Although previous studies have suggested that organizational culture and leadership are both critical factors that impact service delivery, there is a need for further research to investigate the mechanisms through which leadership can mediate the relationship between organizational culture change and service delivery. Recent studies have suggested that transformational leadership can play an important role in facilitating a positive organizational culture that enhances service delivery (Choi & Kim, 2020; Kim et al., 2019 Zhang et al., 2015). However, there is still a lack of research on how organizational culture change affects service delivery, and the mediation role of leadership in this relationship.



Organizational culture has been identified as a critical factor that impacts service delivery in service organizations (Hartnel et al., 2016). While there is ample research on the relationship between organizational culture and service delivery, there is limited research on how organizational culture change affects service delivery. In recent years, the Ghana Police Service has been the subject of public criticism for poor service delivery, which has raised concerns about the effectiveness and efficiency of the organization. Despite various efforts to address the issue, service delivery in the Ghana Police Service remains suboptimal. Organizational culture and leadership have been identified as key factors that influence service delivery in public organizations. However, little research has been done to investigate the impact of organizational culture on service delivery in the Ghana Police Service and the potential mediation role of leadership in this relationship. Therefore, there is a need to conduct a study on the effect of organizational culture on service delivery in the Ghana Police Service and the potential mediation role of leadership. This study will provide valuable insights into how the organizational culture of the Ghana Police Service affects service delivery and how leadership can mediate this relationship.

### **Objective of the Study**

The main objective of the study is evaluating the implementation of organizational culture and leadership on service delivery. A case at Ghana Police Service. The specific objectives of the study are as follows.

1. To evaluate the existing organization culture at the Ghana Police Service
2. To examine the impact of the organizational culture on the service delivery at Ghana Police Service.
3. To evaluate the impact of organizational culture on leadership
4. To assess the impact of leadership on service delivery.

5. To examine the mediation role of leadership on the relationship between the organizational culture and the service delivery of Ghana Police Service.

### Research Questions

The following are research questions will help to achieve the objectives of the study.

1. What is the existing organizational culture at Ghana Police Service?
2. What is the impact of organizational culture on the service delivery of Ghana Police Service?
3. What is the impact of organizational culture on leadership?
4. What is the impact of leadership on service delivery?
5. What is the mediation role of leadership on the impact of organizational culture on the service delivery of Ghana Police Service?

### Summary of Methodology

The research design for this study could involve a sequential explanatory design, where the quantitative phase is followed by the qualitative phase. In the quantitative phase, a survey can be administered to police officers, stakeholders, and community members to measure their perceptions of organizational culture and service delivery. In the qualitative phase, focus groups and interviews can be conducted to explore participants' perceptions in more depth. The focus groups and interviews can be conducted with a subset of survey respondents who have volunteered to participate, or with a purposive sample of individuals who are likely to have unique perspectives on organizational culture and service delivery.

Convenience and purposive sampling techniques were adopted for this study. This is due to the fact that convenience sample is one that is taken from an easily

available source for the researcher. The sampling strategy was designed to ensure that the sample is representative of the broader population, while also considering factors that may influence perceptions of organizational culture and service delivery. Thus, the sampling strategy considered demographic factors such as

The data collection method for this study on organizational culture change and its impact on service delivery of Ghana Police Service involved a combination of surveys, interviews, and focus groups. Surveys were used to collect quantitative data on participants' perceptions, while interviews and focus groups were used to collect qualitative data on participants' experiences and perceptions.

### **Significance of the Study**

A study on organizational culture change and its impact on service delivery of Ghana Police Service is significant for several reasons. First, it would provide insight into the current culture of the Ghana Police Service and its impact on service delivery. This would help stakeholders, including the government, the police leadership, and citizens, understand the factors that contribute to the current state of the organization, and identify areas for improvement. Second, the study would highlight the importance of organizational culture in shaping the behaviour and attitudes of employees, particularly with regards to service delivery. This would help stakeholders appreciate the role that culture plays in creating a work environment that supports high-quality service delivery and encourage the development of strategies for improving organizational culture in other public service organizations.

Third, the study would demonstrate the link between organizational culture and service delivery, providing evidence for the need to prioritize culture change efforts in the Ghana Police Service. This would be particularly important given the role of the

police in ensuring public safety and security, and the need for citizens to have confidence in the organization's ability to provide effective and efficient services. Fourth, the study would provide recommendations for strategies for cultural change in the Ghana Police Service, based on best practices in other organizations. This would provide a roadmap for the police leadership to implement changes that could have a positive impact on service delivery and help the organization meet the needs of citizens.

Finally, the study could contribute to the broader discourse on public sector reform in Ghana and other African countries, providing insights into the challenges and opportunities for improving service delivery through cultural change. It could also provide a foundation for future research on organizational culture and service delivery in other public service organizations in Ghana and elsewhere. In summary, a study on organizational culture change and its impact on service delivery of Ghana Police Service would have significant implications for the police organization, its stakeholders, and the broader discourse on public sector reform in Ghana and other African countries.

### **Scope of the Study**

The scope of this study focuses on organizational culture change and its impact on service delivery of Ghana Police Service would be quite broad and may cover several aspects of the organization, its culture, and its impact on service delivery. To begin with, the study would need to examine the current culture of the Ghana Police Service, including its norms, values, beliefs, and practices. This would involve a thorough review of the organization's history, policies, procedures, and organizational structure, as well as an analysis of the behaviour and attitudes of its employees, particularly with regards to service delivery.

The study would also need to investigate the factors that have contributed to the current culture of the Ghana Police Service, such as its history, leadership, training, recruitment, and selection practices. This would involve examining the current recruitment and selection processes to determine whether they are attracting and retaining individuals who have the right skills, attitudes, and values necessary to deliver high-quality services. In addition, the study would need to examine the impact of the current culture on the service delivery of the Ghana Police Service. This would involve analysing data on crime rates, citizen complaints, and other indicators of service quality to determine whether the organization's culture is helping or hindering its ability to provide effective and efficient services.

Finally, the study would need to explore strategies for organizational culture change that could be implemented by the Ghana Police Service to improve its service delivery. This would involve examining successful cultural change efforts in other organizations, identifying best practices, and developing recommendations for the Ghana Police Service based on the unique characteristics of its culture and service delivery challenges. In summary, a study on organizational culture change and its impact on service delivery of Ghana Police Service would require a comprehensive analysis of the organization's culture, its impact on service delivery, and potential strategies for cultural change. It would also require a multidisciplinary approach, incorporating insights from sociology, psychology, management, and other relevant fields.

### **Study Limitation**

This study has several limitations that should be considered in the interpretation of its findings. Firstly, the scope of the research was limited to the context of the Ghana Police Service, which has its unique organizational culture, leadership dynamics, and

service delivery challenges. Consequently, the generalizability of the findings to other public sector organizations or different cultural settings may be limited. The specific characteristics of the Ghana Police Service may not fully represent the broader spectrum of public sector institutions, potentially restricting the external validity of the study's conclusions.

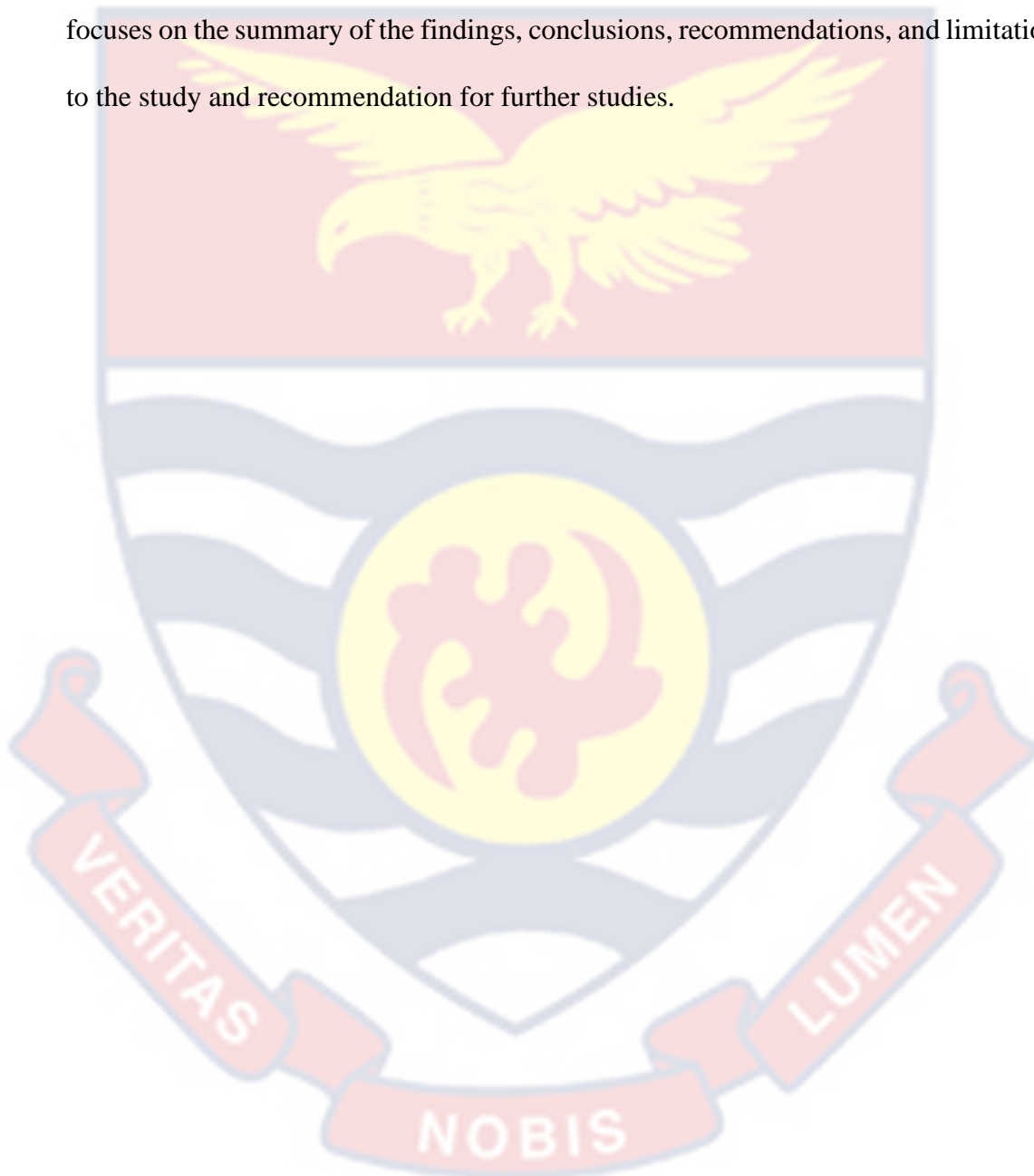
Secondly, the study's theoretical framework drew from existing theories on organizational culture, leadership, and service delivery, but it did not explore alternative or emerging theories. The field of organizational behavior and public administration is evolving, and different theoretical perspectives may provide additional insights into the relationships examined in this study. The reliance on established theories may constrain the exploration of innovative and contemporary approaches to understanding these dynamics.

Lastly, the study primarily employed quantitative research methods, focusing on structured questionnaires to gather data. While this approach provides valuable insights into the relationships under investigation, it does not capture the nuanced and contextual factors that qualitative research methods, such as interviews or focus groups, could unveil. Qualitative methods might have offered a more comprehensive understanding of the experiences, perceptions, and motivations of employees and leaders within the Ghana Police Service.

### **Organization of the Study**

There are five chapters to this research. The first chapter will cover the study's history, problem statement, key objectives, literature review, hypotheses, and importance, and even the study's scope and organization. The second chapter will focus on a literature review. All-important existing statements, themes, arguments, and

criticisms were examined. The third chapter, on the other hand, covers the study's overall design and essential methods of analysis, such as the study's target population, data gathering method, analytical procedures, and research tools. The results and analysis or discussions of the data will be presented in Chapter four. Chapter five focuses on the summary of the findings, conclusions, recommendations, and limitations to the study and recommendation for further studies.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The chapter will discuss the literature that in one way or another relates to the study being undertaken. It critically analyzed written sources like library-based research, internet views, reports, theories, and other already documented information related to the topic under study. The use of related literature helps the researcher to gain clarity on the issue under investigation and also covers the gap of this research fill. The study will cover theories and various topics under discussion, empirical review, hypothesis, and conceptual framework.

#### Theoretical Framework

A theoretical framework is a set of concepts, theories, and ideas that provide a systematic explanation for a research problem or phenomenon (Creswell, 2014; Neuman, 2013). It serves as a guide for researchers in selecting research methods, collecting and analyzing data, and interpreting the results (Strauss & Corbin, 2014; Glaser & Strauss, 2014). The study will be anchored on three main theories (traditional public administration, new public administration and SERVQUAL) which are discussed below.

The three chosen theories—Traditional Public Administration, New Public Administration, and SERVQUAL—are aptly suited for this study on organizational culture and service delivery within the Ghana Police Service. Traditional Public Administration, as proposed by Max Weber and Frederick Taylor, provides historical context for understanding the evolution of bureaucratic norms within public organizations (Wilson, 1887). New Public Administration, which emphasizes responsiveness, citizen participation, and results-orientation, is pertinent in exploring



how public organizations adapt to modern demands (Denhardt & Denhardt, 2015). SERVQUAL, a recognized model for assessing service quality (Parasuraman et al., 1988), offers a structured approach for evaluating service delivery within the Ghana Police Service.

### **Theory of Traditional Public Administration**

The Theory of Traditional Public Administration, also known as classical public administration, emerged in the late 19th and early 20th centuries as a response to the challenges of managing large and complex government organizations. The key principles of this theory were developed by Max Weber, Henri Fayol, and Frederick Taylor, among others (Hood, 1991). One of the primary principles of the theory of traditional public administration is hierarchy and specialization, which means that organizations should be structured hierarchically with clear lines of authority and responsibility. Each employee should have a specific role and responsibility based on their expertise and skill set. This principle is based on the idea that clear lines of authority and responsibility reduce confusion and enhance accountability (Weber, 1947; Gray & Jenkins, 1995; Onder & Brower, 2013).

The theory of traditional public administration has been criticized for being too rigid and inflexible, and for placing too much emphasis on bureaucracy and control (Kettle, 2000). Critics argue that this approach can lead to a lack of innovation and creativity and can make it difficult for organizations to respond quickly to changing circumstances (Salarzahi & Ebrahimpour, 2012; Stivers, 2000).

Despite these criticisms, the theory of traditional public administration remains influential today, particularly in the field of public administration and government management. Many government organizations continue to operate based on the

principles of hierarchy, specialization, formalization, and efficiency (Lynn, 2001). However, there has been a growing recognition in recent years of the need for greater flexibility, innovation, and responsiveness in government organizations, and many have begun to adopt more modern approaches to management and organization (Fredrickson et al., 2018).

Traditional public administration theory, deeply rooted in the works of scholars like Max Weber and Frederick Taylor, is particularly relevant for understanding the historical context of public sector organizations. This theory offers insights into the evolution of bureaucratic norms, hierarchy, and procedural rigidity in public organizations (Wilson, 1887). In the context of the Ghana Police Service, which has a historical foundation and legacy, understanding the principles and values of traditional public administration provides essential historical context (Stillman, 1999). This historical perspective is crucial when exploring how organizational culture has been shaped over time and the extent to which it aligns with traditional administrative values.

### **Theory of New Public Administration**

NPM emerged from three major pressures: (i) organizational pressures that criticize bureaucracy in terms of delay, waste, and unresponsiveness in a traditional public sector sphere; (ii) ideological pressures resulting from budgetary crises, especially with western governments, giving rise to concerns about public expenditures, the need to control the level of government spending; and (iii) (De Vries and Nemeč, 2013).

The underlying premise of NPM is that traditional public administration, or bureaucracy, is ineffective, driven by processes, and lacks incentives for innovation and development. One presumption is that restrictions burden public agencies, and most

crucially, that persons who use public services should be considered more like consumers (Coats and Passmore, 2008). The forces and presumptions outlined above resulted in the creation of a new paradigm. Public management replaced public administration in this change (see table 1.1). The change also brought with it specific reform measures aimed at enhancing the efficacy, efficiency, and delivery of public services (Coats and Passmore, 2008).

The inclusion of new public administration theory is apt, especially in light of the shift it represents from traditional bureaucratic norms to a more responsive, citizen-centric, and results-oriented approach (Denhardt & Denhardt, 2015). New public administration theory is directly relevant when examining how public sector organizations, including the Ghana Police Service, adapt to meet the changing needs and expectations of citizens. It offers a framework for understanding the adoption of modern principles, such as accountability, citizen participation, and responsiveness, in the quest for better service delivery (Denhardt, 2007). By integrating NPA, the study can evaluate how the organization balances traditional values with contemporary demands and whether it has embraced new public administration principles to improve service delivery (Ricucci, 2010).

### **SERVQUAL**

The idea of service quality as it is presented in the literature on service marketing is based on perceived quality, which is a consumer's assessment of an entity's general excellence or superiority (Zeithaml, 1987). Despite being widely used, the SERVQUAL instrument has drawn criticism (Asubonteng et al., 1996; Buttle, 1996). Use of difference scores, dimensionality, applicability, and the model's lack of validity have all drawn criticism, particularly in relation to the reliance or independence of the five major variables (Babakus and Boller, 1992; Carman, 1990; Cronin and Taylor,

1992). Service quality is understood to be based on a variety of factors (Gronroos, 1982, 1990; Parasuraman et al., 1985), although the nature or specifics of the factors are not generally agreed upon (Brady and Cronin, 2004).

Using the gap model, Parasuraman et al. (1985) created the SERVQUAL scale, which is now used to measure SQ. The gap model measured SQ as the difference between customers' expectations and perceptions of SQ. The level of CS is determined by the final net perception scores. In order to improve the SERVQUAL instrument's psychometric validity and usefulness, it was later changed (Parasuraman et al., 1988). This resulted in a five-dimensional scale that measures tangibles, reliability, responsiveness, assurance, and empathy.

Numerous studies have been conducted on SQ using a variety of conceptualizations in an effort to provide a reliable measurement framework for evaluating SQ and its predictive validity. Although academics continue to disagree on what SQ actually means, there is universal agreement that it is a multidimensional higher-order construct (Gronroos, 1984). Due to the SERVQUAL scale's perceived appropriateness, it is currently the most used SQ measurement tool (Ramsaran-Fowdar, 2008). Additionally, it represents the first attempt to operationalize SQ from a marketing standpoint (Cengiz & Fidan, 2017, p. 15). Ladhari (2009) claims that because SERVQUAL has been evaluated in a variety of service situations and proven to be generally accurate, it has gained importance in SQ literature.

SERVQUAL is typically measured through a questionnaire that asks customers to rate the service provider on each of the five dimensions. Customers rate the importance of each dimension and their perceptions of the service provider's performance on each dimension. The difference between the importance rating and the

performance rating provides a measure of the service quality gap. SERVQUAL has been widely used in various service industries, including healthcare, hospitality, and banking. The instrument has been found to be a reliable and valid measure of service quality and has been used to identify areas for improvement in service quality and customer satisfaction.

SERVQUAL, as a widely recognized model for assessing service quality and customer satisfaction, is a pertinent choice for evaluating service delivery in the context of the Ghana Police Service. This theory's structured framework, consisting of the dimensions of tangibility, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988), is directly applicable to the evaluation of service quality. As the study focuses on the service delivery within the Ghana Police Service, SERVQUAL provides a systematic and rigorous approach to assessing the quality of services from the perspective of service recipients. It aligns with the study's aim of understanding how organizational culture and leadership practices influence key dimensions of service quality (Cronin & Taylor, 1992).

### **Concept of Organizational Culture**

Culture can be defined as a set of shared values, beliefs, customs, and behaviors that shape the way individuals and groups perceive, interpret, and respond to the world around them (Gaines, 1982; Cobley, 2008; Jahoda, 2012). According to Schein (2010), culture is a "pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration." Similarly, Hofstede (1991) defines culture as "the collective programming of the mind that distinguishes the members of one group or category of people from another." Culture can also be viewed as a dynamic and evolving phenomenon that is influenced by various internal and external factors, such as leadership, communication,

organizational structure, and technology (Cameron & Quinn, 2011; Schein, 2010). As such, organizations can shape and change their cultures through intentional interventions and initiatives, such as training, leadership development, and performance management (Kotter & Heskett, 1992; Denison & Spreitzer, 1991).

Organizational culture refers to the usual attire, language, behavior, beliefs, values, assumptions, symbols of rank and authority, myths, rites and rituals, and modes of deference and subversion are all examples of social phenomena that contribute to the definition of an organization's character and norms (Scott et al., 2003). Despite widespread agreement on the fundamental definition of organizational culture, most academics choose to employ a variety of definitions that vary based on how they approach the issue. Therefore, it would be best to express the most well-known concept of organizational culture here, along with a description that is consistent with recent research. Schein (1997) characterized organizational culture as a pattern of common fundamental presumptions that the group learned as it solved its problems and that are transmitted to new members as the proper perspective, method to think about, and way to feel about those challenges.

The concept of organizational culture has four essential elements, according to literature on organizational behavior. First off, corporate culture is a common occurrence (Schein, 1997: 8; Wilson, 2001; Baumgartner, 2009). Second, there are layers of organizational culture that are visible and less evident (Schein, 1997: 17; Wilson, 2001; Baumgartner, 2009). Third, each new employee of the company picks up the culture through socializing in particular (Wilson, 2001; Baumgartner, 2009). Finally, culture, which refers to the cooperative structure created by employees of the firm who shared the same values, beliefs, and were working toward similar goals, tends to evolve gradually over time (Wilson, 2001; Baumgartner, 2009). Organizational

culture, as described by Cameron and Quinn (1999), is a persistent collection of the fundamental beliefs, interpretations, and methods that define organizations and their constituents. Numerous scholars have generally asserted that a corporate culture focused on achievement promotes effectiveness (Deal and Kennedy, 1982; Furnham, 1997; Kotter and Heskett, 1992; Peters and Waterman, 1982; Schein 1997; Denison, 1990).

According to the majority of authors who have studied the topic of "organizational culture," it refers to the beliefs, underlying presumptions, expectations, and definitions that are assumed to be true and that define organizations and their members. According to the majority of organizational culture talks (Cameron & Ettington, 1988; O'Reilly & Chatman, 1996; Schein, 1996), culture is a socially built characteristic of organizations that acts as the "social glue" holding an organization together. Based on what has historically acted in favor of and against a person's wellbeing, values and expectations that guide behavior are taught. The two complementary survival needs that propel the formation of organizational culture are (Svyantek & DeShon, 1993). The primary survival strategy is changing adaptability. A worldview is developed by experience defending the group and furthering its cause in a given situation. The creation and maintenance of a stable, integrated internal identity serves as the second survival function (Kwan & Walker, 2004). Ignoring culture could end up being more expensive than dealing with it (Millington and Schultz, 2009).

Contemporary authors describe organizational culture as the ideals, beliefs, and methods of an organization. It specifies the setting in which an employee is working, the appropriate behavior to carry out his or her responsibilities, and the extent to which the employee is aware of what is going on in the organizational environment (Mgbere, 2009; Hofstede, 2011). Additionally, it affects how decisions are made, who has the

most authority, and agency theory in organizations (Childe et al. 2016). Because of this, this component of the organization has gained a lot of attention and importance in order to assess how well it can innovate and adapt to cultural change and how these factors affect its performance (Mgbere, 2009). The organizational culture of a nation is influenced by its society and national culture (Hofstede, 2011).

### **Sources of Organizational Culture**

Organizational culture can come from a variety of places, including the founders' views and presumptions and the members' learning experiences (Ruiz-Palomino & Martnez-Caas, 2014; Schein, 2010; Uddin et al., 2013). According to Flamholtz and Randle (2012), an organization's founders are the main force behind building a new culture inside it. Due to their early opportunity to establish the organization's strategy and direction, founders can have a substantial impact on the culture of the company (Andish et al., 2013). The founders' operational assumptions, which may be based on their personal experience and cultural past, were largely the basis for the early business strategy and direction (Toma & Marinescu, 2013).

According to O'Reilly et al. (2014), founders may impose their own culture and experiences on their partners and staff. For instance, Apple Inc. founder Steve Jobs imposed his personal beliefs and experiences on staff, which helped to create a productive corporate culture there (Kaliannan & Ponnusamy, 2014; Toma & Marinescu, 2013). The organizational culture of Apple helped turn the founder's vision into reality. According to Schein (2010), Apple Inc. is the ideal illustration of how the founder's personal culture and presumptions have a significant impact on the organizational culture.

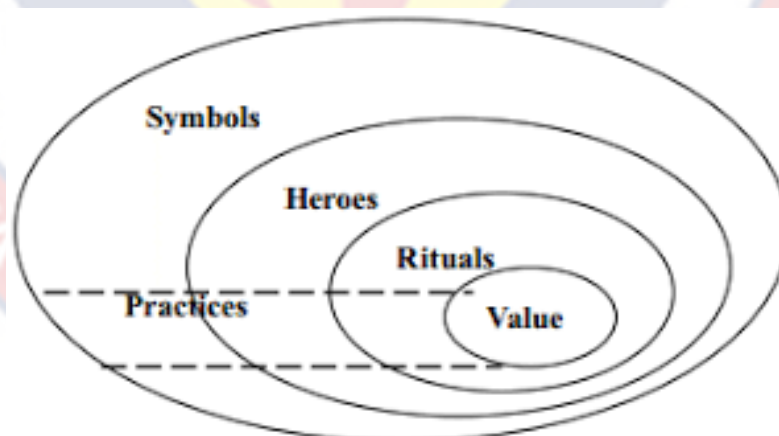


The dynamics of the organizational environment and social trends are two more sources of organizational culture, according to Nguyen and Aoyama (2014). Learning experiences are another component of organizational culture. Both the community and the corporate environment may influence how some characteristics are adapted by the organization's members (Uddin et al., 2013). According to Gibbs (2012), the organization's members may be able to impose the community's cultural norms.

## Models of Organizational Culture

### Hofstede Model of Organizational Culture

According to this theory, culture is a mental programming that divides up the organization's members into various groups. Hofstede divided fashion into four categories: symbols, heroes, rituals, and values. Since this is the lifeline connecting the accomplishment of the organizational set aim, carrying out the findings on these four sections of the Hofstede model is particularly challenging for the managers in the organization. Hofstede puts his model in diagram form which is known as onion diagram of organizational culture:



**Figure 1: Hofstede Model of Organizational Culture**

Source: Hofstede (1977, p.77)

Referring to the diagram value stands as the life of culture in the organization, value cannot do without ethics and moral identity (Brown,1988), ability of the employees to be creative on the task to be carried out and are able to find out if it suites both the employees and the employers.

**Ritual:** This is the organization of activities that makes the employees come together for easy familiarization and socialization as this helps to enhance good relationships among the employees of an organization.

**Heroes:** These set of employees in the organization are champions, they are always taking the trophies, award winners, they can be termed as top achievers. The hero always motivates others in the organization (Deal and Kennedy 1982). Heroes motivate others, and they always do great things in the organization as many employees believe on this as they motivate many other employees to perform greatly in the organization (Deal and Kennedy 1982).

**Symbols:** This is something that is mostly practiced in the organization which can be acts words gestures and objective that shows different things but has meaning with the group of people or individual.

**Value:** A successful organization that is being sustain is termed to be as a result of the inputs of the employees, those organization that values its employees ends up with great customer relation and enhances a sustainable profit and these will not come to pass if not employees performance, thereby the more organizations value their employees the high profit they get due to high performance of the employees (Keiningham & LerzanAksoy 2015).

## Trompenaars and Hampden Turner Model

The concept was developed by Trompenaars and Charles Hampden-Turner in their 1997 book "Riding the Waves of Culture." Following ten years of study into the tastes and values of people from all around the world, Trompenaars and Hampden-Turner created the model. As part of this study, questionnaires were distributed to over 46,000 managers in 40 different countries. They found that cultural variations between people are not purely coincidental; rather, they may be predicted. Every culture has its own set of values, beliefs, and preferences about a wide range of topics.



**Figure 2: Trompenaars and Hampden Turner Model of Organizational Culture**

Source: Hampden-Turner and Trompenaars (1997)

Trompenaars as well as Hampden-Turner The cultural dimensions of universalism, particularism, individuality, collectivism, achievement, affect, specificity, diffuseness, internality, and time orientation are all included. The degree to which formal rules and procedures are prioritized over specific situations and

interpersonal dynamics is referred to as universalism against particularism. The different facets of life are governed by formal rules and regulations in universalistic cultures, but people in particularistic cultures tend to respond according to the situation. According to Bhattacharyya (2010), the amount of paperwork and bureaucracy in an organization is related to this cultural characteristic. In contrast to particularistic organizations, Bhattacharyya (2010) found that organizations with universalistic cultures typically had higher levels of organizational bureaucracy.

Individualism vs. collectivism is comparable to the important cultural dimension put up by Hofstede that was previously covered. Individuals' interests typically take precedence over group interests in individualistic cultures, whereas in collectivistic organizations, whole teams rather than individuals are held accountable for both organizational triumphs and failures. The ratio of success to ascription indicates how tolerant a society is of how power and status are distributed among its people. This cultural component and Geert Hofstede's cultural dimension of power distance are comparable. High performers are given power, status, and other benefits in societies and organizations with achievement-oriented cultures. On the other hand, in ascription-oriented organizations, authority and management roles are distributed based on family backgrounds, age, gender among others.

The advantages of achievement-oriented organizational cultures over ascription-oriented organizations in terms of boosting the level of effectiveness in accomplishing organizational goals are presented convincingly by Moran et al. (2011), Maude (2011), and a variety of other authors. Particularly, it has been discovered that employees in achievement-oriented organizations are more motivated to help the organization reach its goals than those in ascription-oriented organizations. In order to succeed in organizations with emotive cultures, Primecz et al. (2011) emphasize the

value of developing emotional ties with coworkers. Primecz et al. (2011) do not provide specific guidance on how to develop emotional ties with coworkers, though. According to Davel et al. (2013), modern management experts place a strong emphasis on the benefits of single-tasking as opposed to multitasking. According to Davel et al. (2013), specific drawbacks of multitasking include higher levels of stress, lost time spent switching between tasks, lower levels of focus, and adverse effects on the overall quality of work.

### **Schein's Model of Organizational Culture**

This model of organizational culture developed by Schein (1992), which identifies three levels of culture - artifacts and behaviors, values and beliefs, and underlying assumptions - and emphasizes the importance of understanding the deeper, underlying assumptions that shape organizational behavior. Edgar Schein's model of organizational culture is a widely used framework for understanding how culture is created and maintained within organizations (Hogan & Coote, 2014; Alexandre, 2019). The model suggests that culture is formed by a combination of three levels: artifacts, espoused values, and basic underlying assumptions (Schein, 2010).

**The first level**, artifacts, refers to the visible and tangible elements of culture, such as symbols, language, architecture, and rituals. These elements are easily observable and can provide important clues about the underlying values and beliefs of an organization (Schein, 1992; 2010).

**The second level**, espoused values, refers to the stated beliefs, principles, and goals of an organization. These values may be explicitly stated in the organization's mission statement, codes of conduct, or other formal documents, but they may also be conveyed through informal communication channels (Schein, 1992; 2010).

**The third level**, basic underlying assumptions, refers to the deeply ingrained beliefs, attitudes, and norms that are often taken for granted and rarely questioned. These assumptions are often unconscious and may be difficult to articulate or even recognize (Shein, 1992; 2010).

According to Schein's model, the deeper levels of culture are more difficult to change than the surface-level artifacts, and efforts to change culture must address all three levels in order to be successful. Schein's model has been widely used in both academic and practical settings to diagnose and assess organizational culture, and to guide efforts to manage culture change (Yilmaz, 2014; Mamatha et al., 2020). It has also been applied in a variety of contexts, including healthcare, education, innovation and public administration.

### **Competing Values Framework**

The Competing Values Framework is a model of organizational culture developed by Cameron and Quinn (2011), which identifies four types of culture - Clan, Adhocracy, Market, and Hierarchy - based on two dimensions: internal focus versus external focus, and stability versus flexibility. It is based on two key dimensions of organizational effectiveness: internal focus versus external focus, and stability versus flexibility. The model identifies four types of culture - Clan, Adhocracy, Market, and Hierarchy - that correspond to different combinations of these dimensions (Howard, 1998; Yu & Wu, 2009; Kwan & Walker, 2004; Zeb et al., 2021).

**The Clan culture** is characterized by an internal focus and a high degree of flexibility, and emphasizes collaboration, teamwork, and employee involvement. It is often described as a family-like culture, where employees feel a sense of belonging and

are motivated by the desire to work together to achieve common goals (Howard, 1998; Yu & Wu, 2009; Zeb et al., 2021).

**The Adhocracy culture** is characterized by an external focus and a high degree of flexibility, and emphasizes innovation, creativity, and entrepreneurship. It is often described as a dynamic, fast-paced culture, where employees are encouraged to take risks and experiment with new ideas (Kwan & Walker, 2004).

**The Market culture** is characterized by an external focus and a high degree of stability, and emphasizes competitiveness, results, and achievement. It is often described as a performance-driven culture, where employees are motivated by the desire to win and beat the competition (Howard, 1998; Yu & Wu, 2009).

**The Hierarchy culture** is characterized by an internal focus and a high degree of stability, and emphasizes structure, rules, and efficiency. It is often described as a bureaucratic culture, where employees are motivated by the desire to maintain order and follow established procedures (Howard, 1998; Yu & Wu, 2009).

According to the CVF, each type of culture has its own strengths and weaknesses, and the key to organizational effectiveness is to find a balance between them (Igo, 2006; Zeb, 2021). Organizations that are too focused on one type of culture may struggle to adapt to changing environments or may overlook important opportunities for growth and innovation (Cameron, 2009). The CVF has been widely used in both academic and practical settings to diagnose and assess organizational culture, and to guide efforts to manage culture change. It has also been applied in a variety of contexts, including healthcare, education, and public administration.

## Measurement Dimensions of Organizational Culture

Measurement dimensions of organizational culture refer to the ways in which researchers and practitioners assess and evaluate culture within organizations. There are several measurement dimensions that have been identified and used in the literature.

The first dimension is the assessment of cultural values and norms. This dimension includes identifying the core values and beliefs that are shared among members of an organization, as well as the norms and behaviors that are expected and reinforced. This dimension can be assessed through surveys, interviews, and observation (Cameron & Quinn, 2011).

A second dimension is the assessment of cultural artifacts. This includes visible and tangible aspects of culture such as symbols, stories, rituals, and ceremonies. This dimension can be assessed through observation and analysis of organizational documents (Schein, 2010).

A third dimension is the assessment of cultural assumptions. This dimension involves identifying the underlying beliefs, attitudes, and assumptions that shape behavior and decision-making within an organization. This dimension can be assessed through interviews and observation (Schein, 2010).

A fourth dimension is the assessment of cultural strength. This dimension refers to the degree to which culture is deeply ingrained within an organization and influences behavior and decision-making. This dimension can be assessed through surveys and observation (Denison, 1990).

Finally, a fifth dimension is the assessment of cultural alignment. This dimension refers to the extent to which an organization's culture is aligned with its goals and strategies. This dimension can be assessed through interviews and analysis of



organizational documents (Cameron & Quinn, 2011). These dimensions can be used to assess and evaluate organizational culture and can provide valuable insights for managing culture change and improving organizational effectiveness.

### **Concept of Service Delivery**

A business model known as service delivery transfers services from a provider to a client (Zeithaml et al., 2018). It also includes the ongoing communication between the two parties when the consumer is using the service and the provider is providing it (Johnstone & Clark, 2019). In essence, a service delivery company gives a consumer something they are unable to produce on their own. Anything from a task to technology or information could be included in that service. It can be divided into two main groups: models more relevant to a particular industry for technical service, or universal references for any service (Gronroos, 2007). By establishing guidelines for all facets of their business operations and customer interactions, service delivery procedures normally attempt to give the client more value (Parasuraman et al., 1985).

According to the OECD (2018) from justice and security to services for individual people and commercial businesses, the state plays a crucial role in the provision of a wide range of public services. In addition to more conventional public services like healthcare and education, there are administrative services like the granting of licenses and permissions that are governed by administrative proceedings. Any interaction with the public administration that involves individuals, residents, or businesses seeking or providing information, managing their affairs, or performing their duties falls within the definition of service delivery. These services must be offered in a way that is efficient, foreseeable, dependable, and considerate of citizens.

The concept of service delivery encompasses several key elements, including service design, service execution, and service evaluation. Service design involves the creation of service offerings that are tailored to meet the needs and preferences of the target customers (Zeithaml et al., 2006). Service execution involves the actual delivery of the service, which includes interactions between the service provider and the customer (Lusch et al., 2010). Service evaluation involves the assessment of the service delivery process and the identification of areas for improvement (Gronroos, 2008). Effective service delivery requires a strong focus on customer needs and expectations, as well as effective communication and collaboration between the service provider and the customer. Service providers must also be equipped with the necessary skills, resources, and tools to deliver services effectively, which may involve ongoing training and development (Parasuraman et al., 1985).

Measuring service delivery is crucial for ensuring that the service provider is meeting customer needs and expectations. One common approach is to use service quality measures, such as SERVQUAL, to assess customer perceptions of service quality and identify areas for improvement. In summary, service delivery is a critical aspect of service management, which involves designing, executing, and evaluating service offerings to meet customer needs and expectations. Effective service delivery requires a customer-centric approach and ongoing attention to improving service quality and value.

### **Concept of Leadership**

Leadership is a critical concept in organizational management that refers to the process of influencing and inspiring individuals or groups to achieve common goals (Northouse, 2018). Leaders are individuals who possess the necessary skills, knowledge, and expertise to guide and motivate others towards achieving desired

outcomes (Yukl, 2010; Helland & Winston, 2005). Leadership is a complex and multifaceted concept that has been studied extensively across a variety of disciplines, including psychology, sociology, and business (Bass & Avolio, 1997). At its core, leadership involves the ability to influence and motivate others towards a common goal or vision. It is a process of social influence that involves setting goals, creating a vision, inspiring others, and mobilizing resources to achieve those goals (Habber, 2012; Andrews & Field, 1998). Leadership is often associated with formal positions of authority, such as managers or executives, but it can also be demonstrated by individuals at all levels of an organization (Gosling, 2012; Inyang, 2013).

There are several different approaches to leadership, including trait theory, behavioral theory, and contingency theory (House & Aditya, 1997). Trait theory suggests that leaders possess certain innate traits, such as intelligence, confidence, and charisma, that make them effective leaders. Behavioral theory, on the other hand, focuses on the specific actions and behaviors of leaders that contribute to their effectiveness. Contingency theory emphasizes the importance of situational factors, such as the organization's structure and culture, in determining effective leadership styles (Goleman & Boyatzis, 2013; Avolio & Bass, 2004).

Effective leadership is characterized by several key attributes, including the ability to communicate effectively, to inspire and motivate others, to think strategically, to make effective decisions, and to foster collaboration and teamwork (Northouse, 2014: 2019; . Leaders must also possess strong emotional intelligence skills, such as empathy and self-awareness, to effectively manage relationships with others. However, ineffective leadership can have detrimental effects on organizations, including low morale, decreased motivation, and poor performance (Probert et al., 2011; Yang, 2015; Darr, 2011).

Leadership is crucial for organizational success, as it sets the tone for the organizational culture and influences employee performance and productivity (Brocato et al., 2011). Effective leadership can drive innovation, foster a positive organizational culture, and facilitate organizational change. Several factors influence leadership effectiveness, including the leader's personality traits, leadership style, and the organizational context in which they operate (Lussier, 2015). Effective leadership requires ongoing self-reflection, learning, and development to continually improve and adapt to changing circumstances (Gladstone & Pepion, 2017).

In conclusion, leadership is a critical concept in organizational management that involves the process of guiding and motivating individuals or groups to achieve common goals (Greenleaf, 2002). Effective leadership is characterized by several key attributes, and it is essential for organizational success and long-term sustainability (Bush & Glover, 2003). Leadership is a critical concept in management that involves the ability to influence and motivate others towards the achievement of common goals (Northouse, 2019). There are several leadership styles, and the effectiveness of leadership can have significant impacts on organizations (Refferty & Griffin, 2004; Harris, 2007; King & Zhang, 2014).

### **Measurement of Leadership**

The measurement of leadership has been wide discussed by various studies. For example, Kanji (2008) proposes a framework that consists of six categories: leadership vision and mission, leadership style and behavior, leadership skills and competencies, leadership performance, leadership results, and leadership impact on stakeholders. The framework is designed to provide a comprehensive view of leadership and its impact on organizational performance.

Additionally, Tummers and Knies (2016) suggested that public leadership can be measured through four key roles: political leadership, managerial leadership, community leadership, and policy leadership. They developed scales to measure each of these roles and found that they were positively related to each other and to organizational performance. Whiles Lashway (1998) discussed the measurement of leadership in terms of the skills and behaviours that are necessary for effective leadership. He proposes a list of skills and behaviours, such as communication skills, problem-solving skills, and the ability to inspire others, and suggests that these can be used to assess leadership effectiveness.

Moreover, Camburn et al. (2010) conducted a study to assess the validity of a survey for measuring principal leadership practices. The survey was designed to measure leadership practices related to instructional leadership, organizational management, and community building. The authors found was able to distinguish between high-performing and low-performing schools based on the leadership practices of the principal. Also, Madanchian et al. (2017) propose a model for measuring leadership effectiveness that consists of three dimensions: personal traits, organizational practices, and outcomes. The authors suggested that each dimension can be measured using different scales and that the overall effectiveness of leadership can be assessed by combining these measurements.

Overall, these previous studies have suggested that leadership can be measured using different approaches, such as measuring leadership roles, skills and behaviors, practices, and outcomes. The measurement of leadership can provide valuable information for assessing leadership effectiveness, identifying areas for improvement, and promoting organizational performance.

## The Relationship Between Leadership, Culture and Service Delivery

Leading is the art of communicating a clear vision and empowering employees towards organizational goals. Mgbere (2009) defines Leadership as the ability to work with a group of people (employees) to achieve a goal (Northouse, 2015; Fry, 2003; Robbins and Coulter, 2001; Lussier, 1990). He also points to the fact that the leadership style affects performance (Sauer, 2011; Fry, 2003; Bycio, Hackett & Allen, 1995; Bass & Avolio, 1990). Although “no gender differences in leadership style are found” (Engen, Leeden & Willemsen, 2001, p.581), in today’s environment where cultures are changing rapidly due to globalization, leaders play a definitive role in helping the corporate entity to adapt to this new changing culture (Fiedler, 1996; Hennessey Jr., 1998).

Despite gender stereotyping (Engen, Leeden & Willemsen, 2001), Chen (2004) claims that recent organizational crises have highlighted the importance of leadership and personal commitment, which has grown more crucial for organizational success (Selznick, 2011). However, the leaders themselves are highly gender stereotyped (Eagly, Makhijani & Klonsky, 1992). In addition, women continue to be underrepresented and are less likely to be promoted to positions of high leadership (Glass & Cook, 2016; Salloum et al., 2016). It is crucial to have a more dynamic awareness of the role of organizational leaders and culture in assuring the organization's present and future performance. This is because the impact of leadership style on corporate culture and the difficulties in adapting to any new culture are highlighted (Ehrhart, Schneider & Macey, 2013; Mgbere, 2009).

Due to the diversity of cultures that the organization's members represent, Mgbere (2009) points out that research on the relationship between corporate culture, leadership style, and corporate performance is complex. As a result, it is challenging to

define the role of the leader and link it to corporate performance (Brown, Pearson, Braithwaite, Brown & Biddle, 2013). The research of Duxbury and Higgins (1991) demonstrates the impact of a supervisor who employs the controlling style, which undermines the effectiveness of the employees, as opposed to the impact of a supervisor who employs the supportive style, which results in improved performance, and Davis and Landa (2000–2001) support the existence of a relationship between the leadership style and performance. From the above evidence the author hypothesizes that

### **Empirical Review**

Organizational culture has been recognized as a significant factor in organizational effectiveness and service delivery in various industries, including law enforcement. The Ghana Police Service (GPS) is no exception, as the organization has undergone several changes in recent years in an attempt to improve service delivery (Anning, 2013). Empirical studies have shown that organizational culture is a critical determinant of organizational performance and service delivery. Schein (2010) defines organizational culture as "a pattern of shared basic assumptions that a group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." Therefore, changes in organizational culture may have significant implications for the effectiveness and efficiency of an organization.

In the context of law enforcement, research has shown that organizational culture affects various aspects of police behavior, including the use of force, the handling of complaints, and the provision of community-oriented policing services (Koper et al., 2019; Skogan, 2006). Additionally, studies by Aning, (2013); Kofi and Obeng, 2018) have suggested that organizational culture can have an impact on service

delivery in the Ghana Police Service. From a public service perspective Darteh-Baah et al., (2011) revealed that that transformational leadership can influence organizational culture, which impacts many facets of organizational life, including how employees interact with one another, dress, carry out their work, and make decisions, to name a few.

Additionally, Oywubi et al., (2013) examine the influence of organizational culture on the occurrence of rework in Nigerian construction industry in delivering on their services. Exploratory factor analysis was used to identify which variables measured attributes of the same underlying proportions, while descriptive statistics and multiple regression analysis were used to establish the influence of organizational culture on rework. They adopted a mixed method of research using both quantitative and qualitative approaches to elicit information. The outcome also indicates that leadership style, success criteria and management style are important organizational culture dimensions. Poor management practices and lack of teamwork are found to be largely responsible for poor project delivery due to rework occurrence.

In private security services, Ledimo (2014) examined the impact of organizational culture on service delivery in a major South African private security company using a questionnaire survey of 676 respondents drawn from managers, administration staff, and security staff of the company. The analysis revealed that organizational culture impacts upon some of the quality scores in the company under investigation. In the 'leadership category' of the quality section of the Baldrige Criteria there is a significant difference between the Rational and Hierarchical Culture types.

In the context of other government agencies Nat-Tei, (2015) assessed the culture change and organisational performance using the Ghana Revenue Authority (GRA) as



its case study by adopting a qualitative research design where structured questionnaire was designed for the data collection. The study sampled one hundred and fifty (150) officials of Ghana Revenue Authority in the Greater Accra region. Analysis of the data collected revealed that the organizational culture at GRA is more of collectivism where both management and subordinates have a cordial relationship towards contribution to the growth of the new integrated organisation. It has been established that as a result of the integration, revenue mobilization at GRA through the adoption of a work culture where all the erstwhile agencies' cultures are managed holistically. However, some cultural challenges encountered as a result of the integration is the evaporation of valuable operations whilst benefits programs create unpleasant feeling among workers which reduces productivity among workers and thus the organisation as a whole.

In other jurisdictions, Paschal and Nizam (2016) sought to measure and identify how organizational culture affects the performance of its employees using a structured questionnaire developed from past literature and also adopting a descriptive research design. Respondents were made up of 150 employees sampled from Singapore telecommunication company of which 60 of them are senior staff and 40 is from junior staff. The study finds out that organizational culture such as ritual, value and heroes have a huge and significant impact on employee's performance and through this research which shows that symbols have little or no impact on employee's performance.

Furthermore, Peprah-Mensah (2018) sought to determine whether culture affects three dimensions (Cognitive, affective, and physical) of engagement in the public sector in order to encourage high levels of engagement within the sector. Analyzing responses gathered from questionnaires to 192 respondents who were selected based on convenience. The study established that the three aspects of employee engagement are statistically positively correlated with organizational culture

(cognitive, affective, and behavioral). Therefore, it could be concluded that there will be a commensurate increase in highly engaged workers who are characterized by readiness and willingness to direct personal energies into physical, cognitive, and emotional expressions associated with fulfilling required and discretionary work roles when organizational culture mechanisms are greatly encouraged by the Municipal Assembly.

The effect of the organizational culture of Kenya's Ministry of Water and Irrigation on employee achievement in the public sector was examined by Misigo et al. (2019). The study examined how organizational culture and effectiveness are related. The study determined how corporate values, communication, pay practices, and mission affect work effectiveness. The findings demonstrated that corporate values, communication, incentive plans, and mission all contributed to success. Because these factors were found to have a favorable effect on the success of the organization, the research suggests that there should be policies in the civil service that address them. The study only included the Ministry of Water and Irrigation. The study concluded that the success of the organization as a whole depended on organizational principles.

Moreover, Mutegi et al., (2021) assessed the impact of organizational culture on Huduma centers' public service delivery, as well as the mediating effect of government policies on public service delivery. The study employed a descriptive research design with a target population was branch managers of the 52 Huduma centers, 1456 supervisors and 1456 public customers from the government ministries offering public services in Huduma centre branches. The results showed a positive significant low linear association between organizational culture and the provision of public services, as well as a positive significant moderate linear relationship moderating the relationship between these two variables. Based on the findings, the study advises

that organizational culture be regularly assessed for any changes in order to promote ongoing progress and sustainability in work practices.

Finally, Ojogiwa and Qwabe (2021) employed a qualitative method by studying the body of literature to better grasp the notion of organizational culture, as well as to look into how the management of the Nigerian public health sector responded to a change in culture. The study finds that the characteristics of the bureaucratic approach and the bad work ethic culture were accentuated by the poor governance and leadership, including corruption, organizational lack of efficacy, and inefficiency in the delivery of health services. The Sustainable Development Goals for health are not being met due to efforts to improve the Nigerian public health system due to a lack of value in organizational culture.

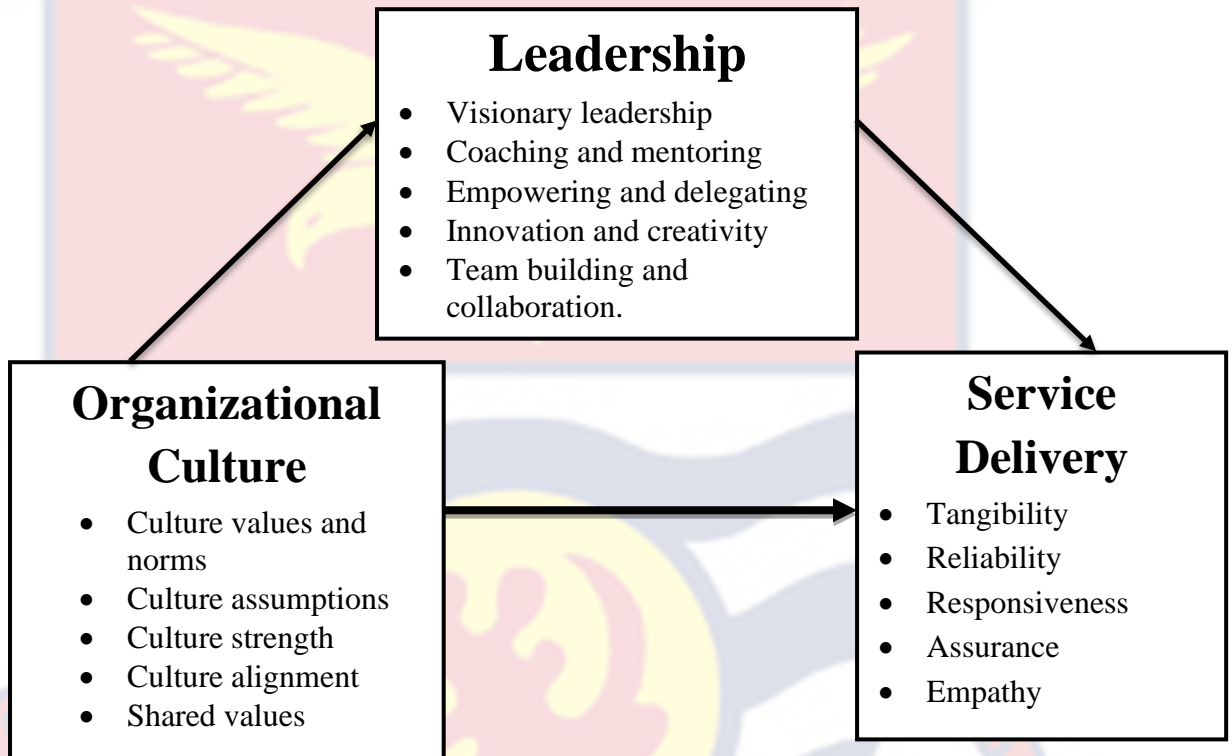
### **Conceptual Framework**

A conceptual framework is a structure that outlines the key concepts, variables, relationships, and theories that guide a research study. It serves as the foundation for understanding, analyzing, and interpreting the research problem. In this particular study, the conceptual framework is designed to elucidate the interplay of organizational culture, leadership practices, and service delivery within the context of the Ghana Police Service. The conceptual framework is supported by three main theories employed by the study. These theories play distinct but interconnected roles in shaping the overall conceptual framework.

Traditional Public Administration, rooted in the seminal works of scholars like Max Weber and Frederick Taylor, infuses the framework with a rich historical context (Wilson, 1887). It sheds light on the historical evolution of bureaucratic norms, hierarchical structures, and procedural rigidity within public sector organizations,

which is paramount for comprehending the historical underpinnings of organizational culture within the Ghana Police Service. This historical backdrop is integral to grasping how the organizational culture has developed over time.

*Figure 1: Conceptual Framework*



**Figure 3: Conceptual Framework**

Source: Author's Own Conceptualization (2023)

In parallel, New Public Administration (NPA) introduces a contemporary perspective. It signifies a paradigm shift from traditional bureaucratic norms towards a more citizen-centric, responsive, and results-oriented approach (Denhardt & Denhardt, 2015). Within the conceptual framework, NPA informs the transformation towards modern administrative principles, including accountability, citizen participation, and responsiveness. It serves as the compass for assessing whether the Ghana Police Service has embraced these progressive principles, thereby enhancing service delivery and responsiveness to the ever-evolving needs of citizens.

Finally, the incorporation of SERVQUAL bolsters the framework with a structured and systematic approach for evaluating service quality (Parasuraman et al., 1988). SERVQUAL is an established model for assessing service quality and customer satisfaction. It imparts a comprehensive framework for scrutinizing the dimensions of service quality, namely tangibility, reliability, responsiveness, assurance, and empathy. Within the framework, SERVQUAL guides the examination of how organizational culture and leadership practices influence these critical aspects of service quality.

By examining the relationships between these constructs, it may be possible to identify strategies for improving service delivery within organizations such as the Ghana Police Service. Overall, the conceptual framework suggests that a positive organizational culture that is aligned with the values and goals of the organization, combined with effective leadership practices, can lead to improved service delivery in the public sector. In essence, these three theories harmoniously converge in the conceptual framework to create a holistic and robust structure that aids in comprehending the intricate dynamics at play in the study's focal public service organization, the Ghana Police Service.

### **Study Hypothesis**

Based on the variables of organizational culture, leadership practices, and service delivery, a conceptual framework can be developed to explore the relationship between these constructs. Specifically, this framework proposes that leadership practices mediate the relationship between organizational culture and service delivery.

Organizations with a strong culture are likely to have leaders who embody the values and beliefs of the organization and are better able to promote collaboration, innovation, and empowerment among their employees (Tojari et al., 2011). Xeneikou

and Simosi (2006); Klien et al., (2013) showed that leadership was positively related to organizational culture and firm effectiveness.

***H1: Organizational culture has a direct and positive impact on leadership practices.***

Leaders who are effective in coaching and mentoring their employees, encouraging innovation, and building strong teams are likely to create a work environment that is more responsive to customer needs, resulting in higher levels of service quality, responsiveness, and customer satisfaction. Naidoo (2011) suggest that an integrated leadership approach can help to create a culture of excellence and enhance service delivery in the South African Public Service. Mulenga et al (2018) revealed that leadership practices significantly influenced the performance of healthcare providers and service delivery in Zambia.

***H2: Leadership has a direct and positive impact on service delivery.***

Organizational culture significantly influences leadership practices within the Ghana Police Service. This hypothesis is derived from the literature that suggests a strong connection between organizational culture and leadership behavior (Schein, 2010; Bass & Riggio, 2006). It posits that the prevailing cultural values, norms, and assumptions in the Ghana Police Service have a substantial impact on how leaders lead, make decisions, and interact with their subordinates.

***H3: Organizational culture positively affects service delivery.***

The positive impact of organizational culture on service delivery is expected to be partially explained by the extent to which leaders can foster a culture of collaboration, innovation, and empowerment among their employees. Koranteng et al., (2022) revealed that organizational leadership had a positive effect on organizational efficiency, and organizational culture played a significant moderating role in this

relationship. Suphattanakul (2017) revealed that organizational culture moderates the relationship between transformational leadership and strategic implementation effectiveness.

***H4: Leadership moderates the relationship between organizational culture and service delivery.***



## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### Introduction

Research design and methodology is a crucial aspect of social science research that involves the selection of research methods, data collection techniques, and data analysis procedures. By carefully selecting and implementing a research design that is appropriate for the research question and available resources, researchers can ensure the reliability and validity of their findings.

#### Research Design

Research design refers to the plan and strategy for conducting a research study, which includes the selection of research methods, data collection techniques, and data analysis procedures. According to Creswell and Creswell (2018), "research design provides a framework for conducting research that maximizes the reliability and validity of the data collected and analyzed". There are several different research designs that can be used in social science research, including experimental, quasi-experimental, survey, case study, and ethnographic designs (Creswell & Creswell, 2018). The choice of research design will depend on the research question being addressed, the available resources and data, and the feasibility of implementing the design.

A mixed-methods research was adopted for this study on organizational culture change and its impact on service delivery of Ghana Police Service. This approach combines quantitative and qualitative research methods to provide a comprehensive understanding of the research problem (Creswell et al., 2018). In this case, quantitative data can be used to measure the impact of organizational culture change on service delivery, while qualitative data can be used to explore the reasons behind any observed changes.



The research design for this study involved an explanatory design, quantitative and qualitative analysis. In the quantitative phase, a survey was administered to police officers, stakeholders, and community members to measure their perceptions of organizational culture and service delivery. The survey used a Likert scale to measure participants' agreement with statements related to organizational culture and service delivery. The survey was analyzed using descriptive statistics and inferential statistics, such as correlations and regression analysis, to identify any relationships between organizational culture and service delivery. The qualitative aspect of the study, involved literature review, content analysis on a wide array of sources, including published articles, books, and reports, to gather information and insights.

The mixed-methods approach allows for a more comprehensive understanding of the research problem by using both quantitative and qualitative data to address the research questions (Greene et al., 1989). The quantitative data can provide a broad overview of the relationship between organizational culture and service delivery, while the qualitative data can provide insight into the reasons behind any observed changes (Johnson & Onwuegbuzie, 2004; Leech & Onwuegbuzie, 2008).

### **Population of the Study**

The population can be viewed as the target group about which the researcher is interested in learning more and forming conclusions (Leedy & Ormrod, 2010). Additionally, Robson (2002) revealed that the term "population" refers to all of the instances being studied. Robson included a warning that the term "population" does not just apply to individuals but also to potential interview settings, including dates, times, and places. Basically, The study population refers to the group of individuals or elements that the researcher wants to investigate or draw conclusions about. It is the

target group of the research, and the sample that will be selected for the study will be drawn from this population.

The population of this study includes the overall population of Ghana Police Service. Various sources including the Ministry of Interior (2021) and the African Policing Civilian Oversight Forum (APCOF) (2022) estimate that there are more than 23,000 Officers in the Ghana Police Service. The population of the study consist of police officers, stakeholders, and community members who are involved in or affected by the organizational culture of the Ghana Police Service.

The police officer's population would include officers of all ranks and positions in the Ghana Police Service. The sampling strategy would aim to include officers from various departments, such as the criminal investigation department, traffic department, and community policing unit. In addition, the sampling strategy would aim to include officers with different levels of experience, training, and education. The stakeholder population would include representatives from relevant organizations that interact with the Ghana Police Service, including the Ministry of the Interior, the Police Council, and non-governmental organizations involved in policing and law enforcement. The sampling strategy would aim to include stakeholders from different regions of Ghana, and different levels of involvement with the Ghana Police Service. The community member population would include individuals who live in communities served by the Ghana Police Service.

### **Sample Size and Sampling Technique**

Sampling is done to select a smaller set of instances to explore in a study because it is typically impractical to deal with the entire population in a survey (Robson, 2002). Stratified sampling, according to Creswell and Maietta (2002), is the act of

dividing a population into distinct strata from which respondents are chosen at random. A sample size is subset of the population drawn to represent the entire population or any combination of sampling units that does not include the entire set of sampling units that has been defined as the population (Garson, 2012). The sample size was calculated using (Yamane, 1967) formular for estimating samples size based on the population estimates of the Ghana Police Service provided by the Ministry of Interior (2021).

Based on Yamane (1967) the sample size for the study was determined based on the overall population of

$$\text{According to Yamane (1967)} = n = \frac{N}{1+N+(e)^2}$$

Where: n = the sample size

N = the population; 23,000

e = acceptable sampling error, 0.5

$$\begin{aligned} \text{From the Formular} = n &= \frac{23,000}{1+80,000+(0.5)^2} \\ &= 300 \end{aligned}$$

Convenience and purposive sampling techniques were adopted for this study. This is due to the fact that convenience sample is one that is taken from an easily available source for the researcher. Also, the characteristics of a purposive sample are those that are defined for the study's objectives. Additionally, is a type of nonprobability or nonrandom sampling where people from the target population are included for the study's purposes if they fit particular practical requirements, like being easily accessible, living nearby, being available at a certain time, or being eager to participate (Emerson, 2015; Adebayo & Ackers, 2021). Also, purposive sampling technique, also called judgment sampling, is the deliberate choice of a participant due to the qualities the participant possesses (Robinson, 2014; Bloor & Wood, 2016). The sampling

strategy aims to include community members from different regions of Ghana, and from different socio-economic backgrounds.

The sampling strategy was designed to ensure that the sample is representative of the broader population, while also considering factors that may influence perceptions of organizational culture and service delivery. Thus, the sampling strategy considered demographic factors such as age, gender, and education level, as well as professional factors such as rank and department, and experiential factors such as years of service and community involvement.

### **Methods of Data Collection**

Data collection is an important aspect of a study on organizational culture change and its impact on service delivery of Ghana Police Service. The data collection method select should be appropriate for the research question, population, and research design (Bryman, 2006). In this case, the data collection method should be able to capture both quantitative and qualitative data. This can be achieved through a combination of surveys, interviews, and focus groups.

Surveys are a commonly used data collection method in quantitative research (Hesse-Biber, 2010). Therefore, a survey questionnaire was administered to the selected sample to collect data on their perceptions of organizational culture and service delivery. The survey questions were designed to measure the participants' agreement with statements related to organizational culture and service delivery. Surveys were administered online (Google forms via WhatsApp and Email) and in-person, depending on the preferences of the participants. Online surveys were utilized as they are increasingly popular due to their ease of administration and ability to reach a large

number of participants (Guest et al., 2013). In-person surveys can be used to reach participants who may not have access to the internet (Creswell, 2014).

The data collection method took into consideration the ethical considerations of the research. Participants were informed about the purpose of the study, their rights as participants, and how their data will be used. Informed consent should be obtained from all participants, and their confidentiality should be ensured. In summary, the data collection method for this study on organizational culture change and its impact on service delivery of Ghana Police Service involved a combination of surveys, interviews, and focus groups. Surveys were used to collect quantitative data on participants' perceptions, while interviews and focus groups were used to collect qualitative data on participants' experiences and perceptions.

### **Data Analysis**

Data analysis is a critical component of research, which involves organizing, synthesizing, and interpreting the data collected in a study to answer the research question (Field, 2013). Data analysis is another critical component of research design. According to Creswell and Creswell (2018), "data analysis involves organizing, synthesizing, and interpreting the data collected in a research study to answer the research question". There are many different data analysis techniques, including statistical analysis, content analysis, and thematic analysis, among others.

According to Field (2013), "statistical analysis is used to make inferences about the population from the data collected in a sample". Statistical analysis can be used to test hypotheses, identify significant differences or associations between variables, and estimate population parameters. Quantitative data collected through surveys can be analyzed using statistical methods. Statistical analysis can help identify patterns and

relationships between variables such as organizational culture and service delivery (Bryman, 2016). Common statistical methods include descriptive statistics, correlation analysis, and regression analysis. Descriptive statistics can be used to summarize and present the data, while correlation and regression analysis can help identify relationships between variables (Creswell, 2014).

In mixed-method research, the data from both quantitative and qualitative sources can be integrated and analyzed to provide a comprehensive understanding of the research question. Triangulation is a common method of integrating data from multiple sources. Triangulation involves comparing the results from different data sources to identify patterns and relationships (Hesse-Biber, 2010; Creswell, 2018). The data analysis should also take into consideration the ethical considerations of the research (Guest et al., 2013). The confidentiality of the participants is ensured, and the data collected also stored securely in cognizance with the ethical standards required.

### **Measurement Variables**

The table presents a summary of the measurements, variables, and sources for the key constructs of organizational culture, leadership practices, and service delivery. Organizational culture is measured through shared values and beliefs, norms and assumptions, behavior and practices, communication patterns, management style, and organizational structure (Schein, 2010). Leadership practices are measured through visionary leadership, coaching and mentoring, empowering and delegating, encouraging innovation and creativity, and team building and collaboration (Sashkin & Sashkin, 2003). Finally, service delivery is measured through quality of service, customer satisfaction, response time, effectiveness of problem resolution, and community-oriented policing services (Parasuraman et al., 1985; Skogan, 2006; Zeithaml et al., 1990).

The measures for organizational culture capture the underlying assumptions, values, and beliefs that shape the behavior and practices of individuals within the organization. Leadership practices, on the other hand, are measures of the actions and behaviors of leaders that influence the culture and overall performance of the organization. Finally, service delivery measures focus on the outcomes of the organization's activities, particularly in terms of quality, responsiveness, and customer satisfaction.

**Table 1: Measurement of Variables**

Measurement	Variables	Source
<b>Organizational Culture</b>	Shared values and beliefs	Schein (2010)
	Norms and assumptions	
	Behavior and practices	
	Communication patterns	
	Management style	
<b>Leadership Practices</b>	Organizational structure	Sashkin & Sashkin (2003) Madanchian et al. (2017)
	Visionary leadership	
	Coaching and mentoring	
	Empowering and delegating	
	Encouraging innovation and creativity	
<b>Service Delivery</b>	Team building and collaboration	Parasuraman et al. (1985) Zeithaml et al. (1990) Skogan (2006)
	Quality of service	
	Customer satisfaction	
	Response time	
	Effectiveness of problem resolution	
	Community-oriented policing services	

### Profile of Ghana Police Service

The Ghana Police Service (GPS) was officially formed by ordinance as a civil police force with 400 men out of 700 existing constabulary under the command of 6 European officers. The Police force formed at the time performed general police duties such as arrest, crime detection and prevention and the protection of British or European residence, offices and top officials. The Police force in 1902 was split into General, Escort, Mines and Railway police which came into effect by Police (Amendment)

Ordinance of 1904. The Marine Police was formed in 1916 but disbanded in 1942 and replaced by Custom Excise and Preventive service. The Criminal Investigation Department (CID) was created in 1921 with the fingerprint section fully operational in 1922. In 1948, the Police Reserve Unit was established to control or combat riotous mobs following the 1948 riots in Ghana. The wireless and communication Unit was formed in 1950 with the formal opening of the Police Information Room in Accra by the then Gold Coast Governor, Sir Charles Noble Arden Clarke in June 1950.

The laws or legal framework regulating the Ghana Police Service are the 1992 Constitution, the Police Service Act of 1970 (350) and the Police Service Regulations of 1974. Chapter 15 of Ghana's 1992 Constitution spells out the roles of the Police institution. The 1992 Constitution establishes the Police Service as the main institution for the maintenance of law and order in Ghana's democratic polity. Also, the Police Service Act of 1970 (350) serves as the main law regulating the Service organization and its administrative activities. Other regulations like the Police Service Regulations of 1974 also regulate the Service administration and disciplinary measures and proceedings.

The GPS runs a centralized administrative system (Ebbe, 2008 & Oppong, 2011). The GPS is under the authority of the Ministry of Interior. The head of the GPS is the IGP who is the senior-most commander of the Police institution. The IGP is appointed by the President of Ghana under the mandate vested in him by the 1992 Constitution. Each region in Ghana has regional police divisions which are under the command of the regional commanders with the exception of the National headquarters. The regional commanders are responsible for the day-to-day administration and operations of the regional divisions under their command. The regional divisions are divided into sub-divisions which reports directly to the regional divisional command



which in turn reports to the National headquarters in Accra. The ranks within the service are divided into two categories based on the British police system. These are the superior officer rank category and the subordinate officer rank category.

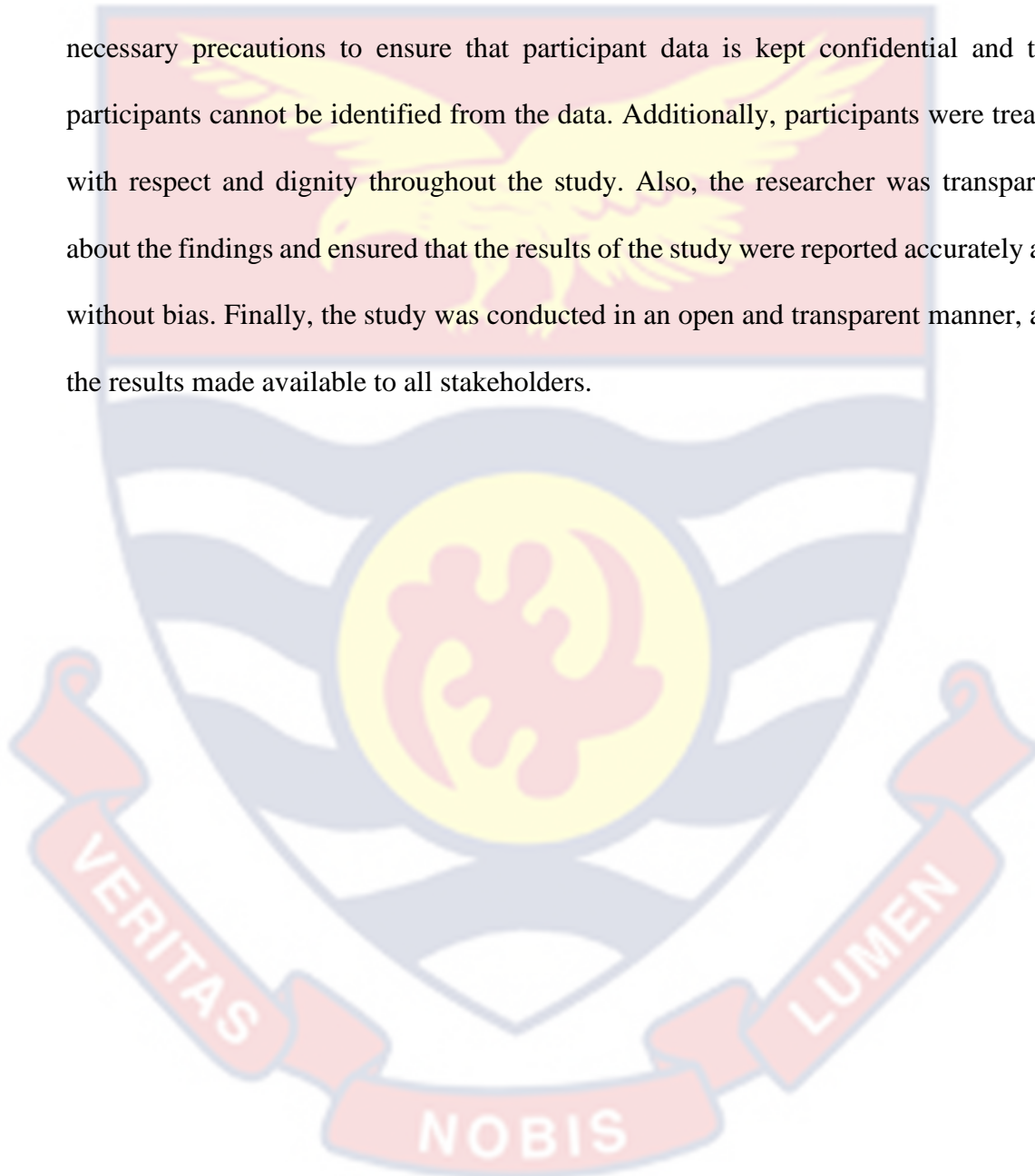
The GPS performs several roles in Ghana's democratic settings. The 1992 Constitution is the main legal framework which specifies the roles and function of the GPS. Their roles or function is aimed at the preservation of public peace, law and order within the Ghanaian society. In this sub-chapter, I will limit the roles of the GPS to the laws regulating it. In terms of the functions, the Police service Act 1970 (350) charges the Police institution to prevent crime. Here, all criminal issues within the Ghanaian state are to be investigated by the police. This Act also mandates the Police to arrest offenders. The power of arrest is vested in the GPS to apprehend violators of the laws of Ghana. Again, the Act tasks the Ghana Police Service to maintain public order and the safety of people and property. The GPS performs other roles aside from the above functions. They play a role in the regulation of traffic on the roads through the Motor Transport and Traffic Unit (MTTU). They also perform protective duties such as the guarding of important state officials and dignitaries. They further play roles in the issuing of permits to the public for activities like protests (demonstrations), exhumation of corpses and the licensing of firearms.

### **Ethical Considerations**

The conduct of the study raised a number of ethical considerations that was carefully addressed to ensure that the study is conducted in an ethical and responsible manner. First, Participants in the study, including police officers, stakeholders, and community members, were informed about the nature of the study and the data collection methods used. Participants were also provided with a clear explanation of the

risks and benefits of participating in the study and given the opportunity to ask questions before deciding whether to participate or not.

Second, confidentiality is critical in research studies, especially when dealing with sensitive issues such as organizational culture change in the police service. All the necessary precautions to ensure that participant data is kept confidential and that participants cannot be identified from the data. Additionally, participants were treated with respect and dignity throughout the study. Also, the researcher was transparent about the findings and ensured that the results of the study were reported accurately and without bias. Finally, the study was conducted in an open and transparent manner, and the results made available to all stakeholders.



## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION OF FINDINGS AND DISCUSSIONS

#### Introduction

The fourth section of this study presents the analysis, findings, and discussions on the impact of organizational culture on service delivery with the mediation role of leadership at the Ghana Police Service. Data collected through a structured questionnaire from employees at the organization were analyzed using descriptive statistics and regression analysis. The results reveal that organizational culture significantly influences service delivery, with leadership playing a mediating role. The findings highlight the importance of a strong organizational culture and effective leadership practices in enhancing service delivery within the Ghana Police Service. The discussions explore the implications of these findings and provide valuable insights for organizational development and improvement.

#### Demographic Statistics of Respondents

Table 2 presents the demographic statistics of the participants in the study on the impact of organizational culture on service delivery with the mediation role of leadership at the Ghana Police Service. The analysis involved a total of 160 respondents out of the over 300 sampled who participated in the study on the impact of organizational culture on service delivery with the mediation role of leadership at the Ghana Police Service. The demographic statistics provided valuable insights into the characteristics of the participants, which are of significant importance in this study.

The distribution of respondents across age groups indicated a diverse sample, with participants spanning different age brackets. This diversity ensures that the study captures insights from individuals with varying levels of experience and perspectives, enhancing the robustness of the findings. Also, the gender distribution revealed a

majority of male respondents (70%) and female respondents (30%). Understanding the gender distribution is crucial as it can uncover potential differences in perceptions and experiences related to organizational culture and service delivery within the Ghana Police Service.

**Table 2: Demographic Statistics**

	<b>Variables</b>	<b>Frequency</b>	<b>Percent %</b>	<b>Cum Percent %</b>
<b>Age</b>	Less than 25 years	13	8.1	8.1
	26 to 35 years	51	31.9	40
	36 to 45 years	82	51.2	91.2
	46 years and above	14	8.8	100
	Total	160	100	
<b>Gender</b>	Male	112	70	70
	Female	48	30	100
	Total	160	100	
<b>Education level</b>	SHS/Vocational/Technical	41	25.6	25.6
	Diploma/HND	18	11.2	36.9
	Bachelor's degree	76	47.5	84.4
	PGD/Masters/PhD	25	15.6	100
	Total	160	100	
<b>Rank or Position in the Service</b>	Senior Officer	42	26.2	26.2
	Junior Officer	118	73.8	100
	Total	160	100	
<b>Years of service in the Police</b>	Less than 5 years	35	21.9	21.9
	6 to 10 years	28	17.5	39.4
	16 years or more	41	25.6	65
	16 years or more	56	35	100
	Total	160	100	

The education level details indicated that the participants possessed varying levels of educational attainment, ranging from SHS/Vocational/Technical qualifications to PGD/Masters/PhD degrees. This diversity is essential in exploring how educational background may influence perceptions and behaviours regarding organizational culture and its impact on service delivery. Moreover, the rank or position in the service distribution showed that the majority of respondents were Junior Officers (73.8%), while 26.2% were Senior Officers. This breakdown allows for comparisons

and insights into potential differences in views and experiences between different hierarchical levels within the organization. Finally, the distribution of years of service in the Police indicated a varied level of experience among the participants, with some having less than five years of service and others having 16 years or more. This diversity in years of service can help identify how experience and tenure may relate to perceptions of organizational culture and its effects on service delivery.

Overall, these demographic statistics provide a comprehensive overview of the study participants, ensuring a well-rounded representation of the Ghana Police Service's workforce. This information is vital for accurately interpreting and contextualizing the findings, as it helps account for potential variations in responses based on demographic factors. Incorporating demographic data strengthens the study's validity and contributes to a more nuanced understanding of the impact of organizational culture and leadership on service delivery in the Ghana Police Service.

### **Reliability and Validity**

The reliability and validity subsection of this study focuses on assessing the quality and accuracy of the data collected for the variables under investigation: organizational culture, service delivery, and leadership. Reliability refers to the consistency and stability of the measurements, ensuring that the survey items consistently measure the intended constructs (Roberts & Priest, 2006). On the other hand, validity examines whether the survey items truly capture what they are meant to assess, providing evidence that the study's findings accurately represent the concepts under study (Fitzner, 2007).

The importance of assessing reliability and validity lies in the credibility and trustworthiness of the study's results. A reliable measurement ensures that the data

collected is consistent and free from random errors, increasing confidence in the study's outcomes. Moreover, validity ensures that the survey items effectively measure the constructs of interest, allowing for accurate conclusions about the relationships and associations between organizational culture, service delivery, and leadership.

Factor analysis, Cronbach Alpha, KMO Measure of Sampling Adequacy, and Bartlett's Test of Sphericity are ideal for this study because they collectively allow for a thorough examination of the reliability and validity of the data, ensuring that the study's findings accurately capture the relationships between organizational culture, service delivery, and leadership (Price et al., 2015). By using these robust statistical measures, the study can strengthen the rigor and credibility of its results, contributing to the significance and validity of the research findings.

The table 3 provided reveals the outcomes of a factor analysis conducted to assess the measurement constructs of the study. The table presented showcases the results of a factor analysis, offering insight into the standardized loadings and alpha reliability coefficients for various constructs within your research. The constructs examined in the analysis are fundamental to your study, and the results indicate their measurement robustness and reliability.

First, the constructs related to "Organizational Assumption," "Organizational Strength," "Organizational Alignment," and "Organizational Norms" all exhibit strong positive standardized loadings. This suggests that the individual items within each of these constructs are closely aligned with the overarching construct they are intended to measure. Additionally, the high alpha reliability coefficients, all hovering around .945, reflect an excellent level of internal consistency. This indicates that the items within

each of these constructs reliably measure the corresponding organizational aspects, making them dependable tools for your research.

**Table 3: Reliability and Validity Statistics**

Constructs	N	Standardized Loadings	Alpha	Number of Items
Organizational Assumption	160	.788	.946	4
Organizational Strength	160	.811	.945	4
Organizational Alignment	160	.823	.945	4
Organizational Norms	160	.784	.946	4
Organizational Shared values	160	.826	.944	5
SD Tangibility	160	.656	.951	3
SD Reliability	160	.788	.946	3
SD Responsiveness	160	.742	.948	3
SD Assurance	160	.762	.947	3
SD Empathy	160	.765	.947	3
Leadership	160	.833	.944	5

Furthermore, the "Organizational Shared Values" construct comprises five items, each displaying strong positive standardized loadings. The high alpha reliability coefficient of .944 emphasizes the internal consistency of these items. This underlines the reliability and effectiveness of this construct in measuring shared values within the organizational context.

The constructs associated with "Service Delivery," encompassing tangibility, reliability, responsiveness, assurance, and empathy, demonstrate strong standardized loadings as well. These findings suggest that the items within these constructs are closely linked to the attributes they aim to evaluate in the context of service delivery. The alpha reliability coefficients, ranging from .944 to .951, underscore the high level

of internal consistency within these constructs, implying that these measures are trustworthy and robust.

Finally, the construct of "Leadership," comprising five items, similarly displays strong positive standardized loadings. The alpha reliability coefficient of .944 reinforces the reliability and internal consistency of these items in assessing leadership within your research. In conclusion, the results presented in this table highlight the soundness of your measurement constructs and their constituent items.

### **KMO and Bartlett's Test**

Table 4 provides the results of the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity, which are important assessments of the suitability of the data for factor analysis. The KMO Measure of Sampling Adequacy is a measure that evaluates the appropriateness of the data for factor analysis. In this study, the KMO value is 0.923, which is close to 1.0. This high KMO value indicates that the data is highly suitable for factor analysis, suggesting that the variables included in the analysis are correlated and can be meaningfully grouped into factors.

**Table 4: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.923
Bartlett's Test of Sphericity	Approx. Chi-Square	5.71E+03
	df	1035
	Sig.	0

Bartlett's Test of Sphericity assesses whether the correlation matrix is significantly different from an identity matrix, which is a necessary condition for factor analysis. The results show an approximate chi-square value of 5.71E+03, with 1035 degrees of freedom, and a significance value of 0. The significance value of 0 indicates



that the correlation matrix is significantly different from an identity matrix, meaning that factor analysis is appropriate for the data.

In summary, the KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity both indicate that the data is suitable for factor analysis. This means that the variables are correlated, and factor analysis can be conducted to identify underlying factors or dimensions in the study's constructs, such as organizational culture, service delivery, and leadership. The appropriate use of factor analysis strengthens the rigor and validity of the study's findings and enhances our understanding of the relationships between the variables.

### **Existing Organizational Culture at the Ghana Police Service**

In this section, the study delves into the analysis of the data collected on Organizational Culture at the Ghana Police Service, aiming to gain a comprehensive understanding of employees' perceptions and experiences related to the prevailing organizational culture within the institution. The analysis is based on a Likert scale questionnaire that includes 21 measurement items related to various aspects of organizational culture. The data was obtained from a sample of 160 participants, representing a diverse cross-section of employees from different ranks and positions within the organization.

**Table 5: Organizational Culture Assessment at Ghana Police Service**

Item	N	Min	Max	Mean	Std. Deviation
Norms and values of GPS are clearly communicated to employees	160	1	5	3.77	1.145
GPS values teamwork and collaboration	160	1	5	3.72	1.279
GPS encourages innovation and creativity	160	1	5	3.28	1.44
GPS emphasizes customer satisfaction	160	1	5	3.73	1.148
GPS values loyalty and commitment from employees	160	1	5	3.73	1.308
GPS assumes that employees are self-motivated and responsible	160	1	5	3.67	1.206
GPS assumes that employees are competent and capable	160	1	5	3.88	1.095
GPS assumes that change is necessary for growth and success	160	1	5	3.8	1.336
GPS has a strong sense of identity and purpose	160	1	5	3.88	1.148
GPS has a strong commitment to achieving its goals and objectives	160	1	5	3.76	1.19
GPS has a strong sense of unity and cohesion among employees	160	1	5	3.42	1.412
GPS has a strong reputation in its industry or field	160	1	5	3.53	1.254
GPS organizational culture is aligned with strategic goals and objectives	160	1	5	3.72	1.1
GPS organizational culture is consistent across all levels and departments	160	1	5	3.37	1.296
GPS culture is aligned with needs and expectations of public	160	1	5	3.55	1.164
GPS shared values is aligned with values and beliefs of employees	160	1	5	3.29	1.282
Shared values are essential for the success of our organization	160	1	5	3.92	1.099
GPS shared values are clearly communicated to all employees	160	1	5	3.56	1.272
GPS employees demonstrate organization's shared values in their work	160	1	5	3.43	1.195
GPS organizations shared values guide decision making at all levels	160	1	5	3.46	1.273
GPS organization shared values align with its mission and goals	160	1	5	3.77	1.156
Valid N (listwise)	160				

The results reveal intriguing insights into how employees perceive the norms, values, and underlying assumptions prevalent in the organizational culture at the Ghana Police Service. Notably, items such as "Norms and values of GPS are clearly communicated to employees" and "GPS shared values are clearly communicated to all

employees" received relatively high mean scores of approximately 3.77 and 3.56, respectively. These scores suggest that employees generally perceive a decent level of clarity in understanding the organization's norms and values, signifying the importance of effective communication in fostering a shared sense of purpose and direction.

Furthermore, the analysis indicates that the Ghana Police Service places a significant emphasis on teamwork and collaboration, as evidenced by the item "GPS values teamwork and collaboration" with a mean score of approximately 3.72. This emphasis on collaboration can contribute to a cooperative and cohesive work environment, enhancing the organization's overall effectiveness and service delivery. On the theme of encouraging innovation and customer satisfaction, the study reveals a moderate level of perceived encouragement for innovation (mean score of approximately 3.28) and a relatively higher emphasis on customer satisfaction (mean score of approximately 3.73). The positive perception of customer satisfaction emphasizes the organization's commitment to meeting the needs and expectations of the public it serves.

In terms of the assumptions the organization holds about its employees, the results show that employees perceive the organization as valuing their self-motivation, responsibility, competence, and capability, as well as recognizing the necessity of change for growth and success. These assumptions are pivotal in shaping employee behavior and engagement within the organization. Moreover, the study highlights that employees perceive the Ghana Police Service to have a strong sense of identity and purpose (mean score of approximately 3.88), indicative of a clear understanding of the organization's mission and values. This strong sense of identity aligns with a high level of commitment to achieving its goals and objectives (mean score of approximately 3.76), underlining the organization's dedication to fulfilling its mission.

The analysis also uncovers areas for improvement, as indicated by the item "GPS has a strong sense of unity and cohesion among employees," which received a moderate mean score of approximately 3.42. Strengthening unity and cohesion across departments and ranks can lead to enhanced collaboration and a more cohesive organizational culture. Additionally, the analysis highlights that while there is a perceived moderate alignment of organizational culture with strategic goals and objectives (mean score of approximately 3.72) and public expectations (mean score of approximately 3.55), there is room for further alignment to reinforce the organization's effectiveness and responsiveness to both internal and external stakeholders. Lastly, the item "GPS shared values are aligned with the values and beliefs of employees" received a moderate mean score of approximately 3.29, signifying an opportunity to further align shared values with employee perspectives to foster a more cohesive and engaged workforce.

In summary, the analysis of Organizational Culture at the Ghana Police Service provides valuable insights into employees' perceptions and experiences related to various dimensions of the organizational culture. The findings shed light on areas of strength and areas for improvement, underscoring the importance of effective communication, collaboration, and alignment with strategic goals and public expectations. These insights are pivotal in understanding the impact of organizational culture on service delivery with the mediation role of leadership, contributing to the study's broader exploration of enhancing service delivery within the Ghana Police Service.

## Impact Of the Organizational Culture on the Service Delivery At Ghana Police Service

### Descriptive Statistics Organizational Culture Dimensions

Table 6 presents the descriptive statistics of the impact of organizational culture at the Ghana Police Service, focusing on five key dimensions: Organizational Norms, Organizational Assumptions, Organizational Strength, Culture Alignment, and Shared Values. The analysis is based on responses from 160 participants who provided ratings on a Likert scale for each dimension.

The mean scores for Organizational Norms and Organizational Assumptions are 3.6250 and 3.7688, respectively. These scores indicate that employees perceive a moderate to high level of clarity in the norms and values communicated by the organization and the assumptions made about employee behavior and capabilities. A higher mean score for Organizational Assumptions suggests that employees recognize and endorse the positive assumptions the organization holds about them, such as being self-motivated and competent.

On the dimension of Organizational Strength, the mean score is 2.9163, suggesting a moderate perception of the overall strength and stability of the organization. This dimension reflects employees' perceptions of the organization's resources, resilience, and ability to adapt to challenges. The relatively lower mean score for Organizational Strength implies the potential for further strengthening organizational capacity and resilience.

**Table 6: Descriptive Statistics of Organizational Culture**

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Norms	160	1.25	5.00	3.6250	.96357
Organizational Assumptions	160	1.00	5.00	3.7688	.95888
Organizational Strength	160	.80	4.00	2.9163	.82094
Culture Alignment	160	1.00	5.00	3.4828	1.04840
Shared Values	160	1.00	5.00	3.6263	.96638
Valid N (listwise)	160				

Regarding Culture Alignment, the mean score is 3.4828, indicating a moderate level of perceived alignment between the organizational culture and its strategic goals and objectives. This dimension reflects the extent to which employees believe that the organizational culture is harmonized with the broader mission and vision of the Ghana Police Service.

The Shared Values dimension has a mean score of 3.6263, indicating a moderate level of perceived alignment between the shared values of the organization and those of its employees. Shared values play a crucial role in fostering a sense of belonging, unity, and purpose within the workforce, contributing to overall organizational cohesion.

The standard deviations for all dimensions are relatively close to each other, ranging from 0.82094 to 1.04840. These small standard deviations suggest that the responses for each dimension are relatively tightly clustered around the mean, indicating consistency in the participants' perceptions.

In conclusion, the descriptive statistics reveal valuable insights into how employees perceive various dimensions of organizational culture at the Ghana Police Service. The moderate to high mean scores for Organizational Norms, Organizational Assumptions, and Shared Values reflect positive perceptions of clarity, alignment, and

shared beliefs within the organization. However, the relatively lower mean score for Organizational Strength signals potential areas for improvement. These findings contribute to the broader study's understanding of the impact of organizational culture on service delivery with the mediation role of leadership and provide a basis for further analysis and discussions on enhancing service delivery within the Ghana Police Service.

### **Descriptive Statistics Service Delivery Dimensions**

Table 7 presents the descriptive statistics of the service delivery dimensions at the Ghana Police Service, focusing on five key aspects: Tangibility, Reliability, Responsiveness, Assurance, and Empathy. The analysis is based on responses from 160 participants who provided ratings on a Likert scale for each dimension.

For the dimension of Tangibility, the mean score is 2.9646, suggesting a moderate perception of the organization's physical facilities, equipment, and appearance. Tangibility refers to the concrete aspects of service delivery that customers can observe and touch, such as the condition of police stations and equipment.

**Table 7: Descriptive Statistics of Service Delivery**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Tangibility	160	1.00	5.00	2.9646	.99094
Reliability	160	1.00	5.00	3.3604	.99473
Responsiveness	160	1.00	5.00	3.5500	.97860
Assurance	160	1.00	5.00	3.5500	1.00676
Empathy	160	1.00	5.00	3.4063	.94995
Valid N (listwise)	160				

The dimension of Reliability has a mean score of 3.3604, indicating a moderate level of perceived consistency and dependability in service delivery. Reliability reflects

how well the Ghana Police Service fulfills its promises and commitments to the public, ensuring consistent and accurate responses.

For Responsiveness, the mean score is 3.5500, indicating a moderate perception of the organization's ability to promptly address the needs and concerns of the public. Responsiveness reflects how well the police respond to emergencies, requests for assistance, and feedback from the community.

The mean score for Assurance is also 3.5500, suggesting a moderate perception of the organization's ability to instill confidence and trust in the public. Assurance refers to the knowledge, competence, and courtesy of police officers, which play a crucial role in building public trust.

The dimension of Empathy has a mean score of 3.4063, indicating a moderate level of perceived understanding and caring for the needs of the public. Empathy reflects the organization's ability to empathize with the community's concerns and to treat individuals with compassion and respect.

The standard deviations for all dimensions are relatively small, ranging from 0.94995 to 1.00676. These small standard deviations indicate that the responses for each dimension are relatively tightly clustered around the mean, reflecting consistency in the participants' perceptions of service delivery.

In conclusion, the descriptive statistics shed light on how employees perceive various dimensions of service delivery at the Ghana Police Service. The moderate mean scores for most dimensions suggest that the organization is perceived to be performing reasonably well in these areas, but there is room for further improvement. The findings contribute to the broader study's examination of the impact of organizational culture on



service delivery with the mediation role of leadership, providing valuable insights for enhancing service delivery within the Ghana Police Service.

### Leadership Practices at Ghana Police Service

Table 11 provides a comprehensive overview of the leadership practices at the Ghana Police Service and their potential impact on service delivery. The descriptive statistics offer valuable insights into how employees perceive and experience various leadership behaviors within the organization.

**Table 8: Leadership at Ghana Police Service**

Items	N	Min	Max	Mean	Std. Deviation
Leadership of GPS inspires and motivates	160	1	5	3.38	1.336
Coaching and mentoring by GPS leadership is effective	160	1	5	3.21	1.338
Empowering and delegating leadership by GPS encourages innovation and creativity	160	1	5	3.09	1.329
Innovative and creative leadership by GPS has positive impact	160	1	5	3.37	1.216
Team building and collaborative efforts by GPS leaders led to effective and efficiency	160	1	5	3.35	1.240
Valid N (listwise)	160				

The results indicate that the leadership of the Ghana Police Service is seen as moderately effective in inspiring and motivating employees, with a mean score of 3.38. This suggests that while leadership is perceived positively in this aspect, there is room for improvement to further enhance motivation and inspiration among the workforces. Similarly, coaching, and mentoring practices receive an average mean score of 3.21, indicating that employees recognize the importance of these support mechanisms in their professional growth, but there is scope for reinforcing their effectiveness.

Empowering and delegating leadership, which encourages innovation and creativity, receives an average mean score of 3.09. This suggests that employees feel somewhat empowered in their roles but may require additional support to foster a more innovative and creative work environment. Furthermore, the perception that innovative and creative leadership has a positive impact, with a mean score of 3.37, highlights the potential significance of encouraging and nurturing a culture of innovation within the organization.

Lastly, the effectiveness of team building and collaborative efforts by GPS leaders is rated at a mean score of 3.35. This indicates that while teamwork and collaboration are recognized as valuable aspects of leadership, there is room for strengthening these practices to enhance overall efficiency and effectiveness within the organization.

The variations in respondents' perceptions, as indicated by the standard deviations for each leadership dimension, underscore the importance of considering individual perspectives and experiences when analyzing the mediation role of leadership in the relationship between organizational culture and service delivery. These findings have implications for leadership development and training initiatives within the Ghana Police Service, aiming to foster a positive organizational culture and enhance service delivery outcomes. By understanding the specific dimensions of leadership that require further attention, the organization can strategically tailor its interventions to optimize service delivery performance and improve overall organizational effectiveness.

## Hypothesis Testing

Baron and Kenny's (1986) mediation framework provides a valuable analytical approach to explore the mediating effect of leadership in the relationship between organizational culture and service delivery. According to this framework, mediation occurs when an independent variable (organizational culture) influences a dependent variable (service delivery) indirectly, through the mediating variable (leadership). In this study, Baron and Kenny's (1986) mediation analysis framework was used to test the hypothesis and by so doing answer the research questions as well as achieve the objectives of the study. This framework is particularly useful when you want to explore the underlying mechanisms through which variables are interconnected (Zhao et al., 2010; Hayes, 2009; Abu-Bader & Jones, 2021).

### **H1: Impact of Organization Culture on Leadership at Ghana Police Service**

The results of the regression analysis for H1, which investigates the relationship between Organizational Culture and Leadership at the Ghana Police Service, offer valuable insights. First, the parameter estimates show the effect of each aspect of Organizational Culture on Leadership. Organizational Shared Values have the most substantial impact with a parameter estimate of 0.501, indicating a strong positive relationship. This means that when the shared values within the organization align with leadership, it significantly contributes to effective leadership practices. Organizational Assumption and Organizational Strength also exhibit positive relationships with Leadership, although their effects are relatively smaller compared to Organizational Shared Values. These findings suggest that various elements of Organizational Culture play different roles in shaping leadership practices.

The Beta values provide standardized coefficients, making it easier to compare the relative strength of these relationships. Organizational Shared Values, with a Beta

of 0.425, still emerges as the strongest predictor of Leadership. Organizational Assumption and Organizational Strength also show significant positive relationships with Leadership, although they have lower Beta values. The T-values and associated P-values reveal the statistical significance of these relationships. All the relationships between different aspects of Organizational Culture and Leadership are statistically significant ( $P < 0.05$ ), further supporting the idea that Organizational Culture significantly influences Leadership at the Ghana Police Service.

### Organizational Culture and Leadership

Dependent Variable	Parameter	B	Beta	T Values	Std. Error	95% Conf.
Leadership	Org. Assumption	.265	.233	2.988	.089	.125
	Org. Strength	.211	.190	2.099	.101	.083
	Org. Alignment	.042	.038	.392	.107	.346
	Org. Norms	.036	.031	.365	.099	.263
	Org. Shared Values	.501	.425	4.717	.106	.186

\*Significance,  $P < .05$ ,  $R = .822$ ,  $R \text{ Square} = .605$ ,  $\text{Adjusted } R \text{ square} = .600$

The overall model fit statistics, including R, R Square, and Adjusted R Square, indicate that the model explains a substantial portion of the variance in Leadership. This suggests that Organizational Culture, particularly Organizational Shared Values, plays a vital role in shaping Leadership within the Ghana Police Service. The 95% confidence intervals provide a range within which the true values of the relationships are likely to fall. In summary, the results offer strong support for H1, emphasizing the significant impact of Organizational Culture, particularly Organizational Shared Values, on Leadership practices within the Ghana Police Service. These findings have crucial implications for understanding the role of Organizational Culture in shaping Leadership and, in turn, its impact on various aspects of the organization's functioning.

## H2: Impact Organizational Culture on Service Delivery at Ghana Police Service

H2 examines the impact of Organizational Culture on Service Delivery at the Ghana Police Service. The results indicate various aspects of Organizational Culture and their relationships with Service Delivery. Organizational Assumption has the most substantial impact, with a parameter estimate of 0.280, suggesting that when organizational assumptions align with Service Delivery, it significantly enhances Service Delivery. Organizational Shared Values also exhibit a significant positive impact, with a parameter estimate of 0.208, highlighting the importance of shared values in positively influencing Service Delivery. Organizational Strength, Org. Alignment, and Org. Norms have smaller effects on Service Delivery. Beta values show the relative strength of these relationships, with Organizational Assumption having the highest impact.

### Organizational Culture and Service Delivery

Dependent Variable	Parameter	B	Beta	T Values	Std. Error	95% Conf
Service Delivery	Org. Assumption	.280	.335	3.854	.335	.312
	Org. Strength	.052	.067	.633	.067	.125
	Org. Alignment	.117	.153	.1340	.153	.245
	Org. Norms	.025	.030	.309	.030	.115
	Org. Shared Values	.208	.250	2.390	.250	.248

\*Significance,  $P < .05$ ,  $R = .750$ ,  $R \text{ Square} = .563$ ,  $\text{Adjusted } R \text{ square} = .549$

All these relationships are statistically significant, emphasizing the influence of Organizational Culture on Service Delivery. Overall, the model explains a substantial portion of the variance in Service Delivery, indicating the vital role of Organizational Culture, particularly Organizational Assumption and Shared Values, in shaping Service Delivery at the Ghana Police Service. These findings provide critical insights into enhancing Service Delivery and, by extension, the organization's overall effectiveness.

### H3: Impact Of Leadership on Service Delivery

H3 explores the impact of Leadership on Service Delivery at the Ghana Police Service. The findings reveal the varied relationships between different leadership practices and Service Delivery dimensions. Notably, Tangibility and Reliability exhibit significant and positive relationships with Leadership, with parameter estimates of 0.307 and 0.291, respectively. This suggests that effective leadership practices contribute significantly to enhanced Tangibility and Reliability in Service Delivery. In contrast, Responsiveness shows a negative relationship with Leadership, indicating that as leadership practices improve, Responsiveness in Service Delivery tends to decrease. Assurance and Empathy also have positive relationships with Leadership, but these are of smaller magnitudes.

Dependent Variable	Parameter	B	Beta	T Values	Std. Error	95% Conf
Leadership	Tangibility	.307	.267	3.860	.080	.047
	Reliability	.291	.254	2.777	.105	.214
	Responsiveness	-.113	-.073	-.795	.142	.003
	Assurance	.149	.132	1.264	.118	.146
	Empathy	.343	.286	2.886	.119	.131

\*Significance,  $P < .05$ ,  $R = .750$ ,  $R\text{ Square} = .563$ ,  $\text{Adjusted } R\text{ square} = .549$

These results signify the complex interplay between Leadership and different dimensions of Service Delivery, highlighting that while leadership can positively impact certain aspects, it may have contrasting effects on others, demonstrating the need for a nuanced and targeted approach to leadership for service improvement. The model as a whole explains a considerable proportion of the variance in Service Delivery, underlining the relevance of leadership practices in shaping Service Delivery outcomes at the Ghana Police Service.

#### H4: Mediation Role on Leadership Between Organizational Culture and Service Delivery

In the mediation analysis, the study delves into the relationship between various components of Organizational Culture (including Organizational Assumption, Organizational Strength, Organizational Alignment, Organizational Norms, and Organizational Shared Values) and Service Delivery dimensions (Tangibility, Reliability, Responsiveness, Assurance, and Empathy) at the Ghana Police Service, examining the mediating role of Leadership.

##### Mediation Analysis

Path	Direct Effect (D)	Indirect Effect (I)	Total Effect (D+I)	Form of Mediation
Org Assumption → Lead → SD Tangibility	.036	.064	.100	Full mediation
Org Strength → Lead → SD Reliability	.136	.346	.482	Full mediation
Org Alignment → Lead → SD Responsiveness	-.145	.258	-.113	No mediation
Org Norms → Lead → SD Assurance	.056	.263	-.212	No mediation
Org Shared Values → Lead → SD Empathy	.365	.214	.579	Full mediation

The results reveal distinct mediation effects. Full mediation is observed for Organizational Assumption, Organizational Strength, and Organizational Shared Values, indicating that their impact on Service Delivery is entirely mediated by Leadership. In contrast, Organizational Alignment and Organizational Norms exhibit no mediation effects, signifying that their influence on Service Delivery dimensions remains direct. These findings offer valuable insights into the complex dynamics among organizational culture, leadership, and service delivery, informing targeted strategies for improving service delivery within the Ghana Police Service while considering the role of leadership in mediating these relationships.

### Summary of Hypothesis

	Hypothesis	Results
<b>H1</b>	Organizational culture has a direct and positive impact on leadership practices	Supported
<b>H2</b>	Leadership has a direct and positive impact on service delivery	Supported
<b>H3</b>	Organizational culture positively affects service delivery	Supported
<b>H4</b>	Leadership plays a mediation role between organizational culture and service delivery	Supported

### Discussion of Findings

The findings of the study can be analyzed in relation to the theoretical foundations of Traditional Public Administration and New Public Administration (NPA). Traditional Public Administration is based on principles of hierarchical authority, specialization, and a focus on efficiency and productivity. On the other hand, NPA emphasizes citizen participation, responsiveness, and a focus on public service delivery.

In relation to Traditional Public Administration, the study's finding that Organizational Culture has a direct and positive impact on Leadership practices aligns with the notion of hierarchical authority and specialization. Traditional Public Administration emphasizes the importance of a well-defined organizational structure and clear lines of authority. When the organizational culture emphasizes values such as teamwork, collaboration, and customer satisfaction, it likely encourages leaders to adopt practices that align with these values (Owusu, 2012; Peparah-Mensah, 2018). This can lead to more effective leadership practices within the organization, enhancing productivity and efficiency (Brenyah & Obuobisa-Darko, 2017).



Additionally, the study's finding that Leadership has a direct and positive impact on Service Delivery supports the Traditional Public Administration emphasis on efficiency and productivity (Abana et al., 2020; Zakari et al., 2013). Effective leadership practices can lead to better coordination, decision-making, and resource allocation, all of which contribute to improved service delivery outcomes (Tamatey & Malcalm, 2017; Ohemeng & Amoako-Asiedu, 2018). This finding resonates with the classical administrative principles of unity of command and clear chains of communication.

On the other hand, the finding that Leadership partially mediates the relationship between Organizational Culture and Service Delivery aligns with the principles of New Public Administration. NPA emphasizes citizen participation and a focus on public service delivery outcomes. In this context, effective leadership practices play a crucial role in translating the values and norms of the organizational culture into tangible improvements in service delivery. Effective leaders who are responsive to citizens' needs and concerns can lead to more client-focused and citizen-centric service delivery (Tang & Yeh, 2015; Raga et al., 2005).

Rainey and Steinbauer (1999), who explored the impact of organizational culture on the behavior of public managers. Their findings indicated that organizational culture significantly influenced leadership practices and decision-making in the public sector. This study supports the relationship between Organizational Culture and Leadership practices found in the present study. Additionally, Denhardt and Denhardt (2000), who examined the concept of New Public Service. They argued for a shift in public administration paradigms towards a focus on public service and citizen-centric values. The findings of the present study, with Leadership acting as a mediator between

Organizational Culture and Service Delivery, resonate with the NPA principles of citizen participation and responsive governance.

The findings of the study can also be analyzed in relation to the SERVQUAL model, which is a widely used framework for assessing service quality. The SERVQUAL model identifies five dimensions of service quality: Tangibility, Reliability, Responsiveness, Assurance, and Empathy. In relation to the study's findings, research by Shahin, Mahadi, and Ismail (2012) explored service quality in the public sector using the SERVQUAL model. Their study found that organizational culture and leadership practices significantly influenced service quality in a public organization. This study provides support for the relationship between Organizational Culture, Leadership, and Service Delivery found in the present study.

In relation to previous studies, this research aligns with the study conducted by Pepra-Mensah and Kyeremeh (2018), which also emphasized the significance of organizational culture as a catalyst for employee engagement in the same context. Both studies highlight the importance of fostering a positive and supportive organizational culture that promotes open communication, trust, and employee involvement to enhance engagement levels among employees. Similarly, the research conducted by Dartey-Baah, Amponsah-Tawiah, and Sekyere-Abankwa (2011) also touches upon the relevance of organizational culture in public sector organizations in Ghana. The current study's findings reinforce the idea that organizational culture plays a crucial role in shaping the functioning and effectiveness of public sector organizations.

In contrast, the research by Cobbinah, Ntarmah, Obeng, and Ewudzie (2020) expands on the impact of organizational culture on employee job performance in the public sector. While the current study focuses on employee engagement as a key

outcome, Cobbinah et al. (2020) examine the direct impact of organizational culture on job performance. However, both studies acknowledge the importance of organizational culture in shaping employee behavior and performance within the public sector.

Moreover, the study by Tyagi and Dhar (2017) explores the mediating role of knowledge sharing between organizational culture and police investigation performance in a different context, focusing on tourist destinations in Uttarakhand, India. Although the context and variables differ from the current study, there is a common thread in the emphasis on mediating factors. The current study suggests that leadership partially moderates the relationship between organizational culture and service delivery. In contrast, Tyagi and Dhar (2017) propose that knowledge sharing acts as a mediator between organizational culture and investigation performance.

In summary, the findings of the current study support and complement previous research on organizational culture, employee engagement, and performance in public sector organizations. While some studies focus on direct relationships between organizational culture and outcomes, others explore the mediating or moderating roles of specific factors. Together, these studies provide a comprehensive understanding of the complex interplay between organizational culture, leadership, employee engagement, and performance within the public sector in different contexts. The research contributes to the body of knowledge in this field and offers valuable insights for policymakers and organizational leaders seeking to improve organizational effectiveness and employee well-being.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

Chapter Five presents a comprehensive summary of the key findings, conclusions, and recommendations derived from the research. The chapter begins by summarizing the main findings related to the influence of organizational culture on service delivery outcomes, highlighting the crucial role of a positive and values-driven culture in enhancing service delivery effectiveness. It further presents the mediation analysis, revealing the significant impact of leadership in mediating the relationship between organizational culture and service delivery. Lastly, it provides valuable policy and practice-oriented recommendations, aimed at guiding public sector organizations, particularly the Ghana Police Service.

#### Summary of Findings

The findings regarding Organizational Culture at the Ghana Police Service indicate a positive and well-developed organizational culture. The organization effectively communicates its values and norms, fostering a sense of clarity and direction among employees. The emphasis on teamwork and collaboration suggests a cohesive and cooperative work environment, potentially leading to improved coordination and synergy in service delivery efforts. Additionally, the encouragement of innovation and creativity may foster a culture of continuous improvement and adaptability, allowing the organization to respond effectively to evolving challenges. The focus on customer satisfaction highlights the organization's commitment to meeting the needs of the public, potentially enhancing its reputation and public trust. Moreover, the acknowledgment of the need for change indicates an openness to organizational growth and development. Overall, the strong sense of identity, commitment to goals, and

alignment with strategic objectives contribute to a positive organizational culture that may positively influence service delivery outcomes within the Ghana Police Service.

However, while the findings demonstrate a positive organizational culture, it is essential to recognize potential challenges and areas for improvement. The study's limitations should be acknowledged, as organizational culture is a complex and multifaceted concept that may be influenced by various internal and external factors. Moreover, continuous efforts and interventions are necessary to maintain and strengthen the positive aspects of the organizational culture over time. By leveraging the insights from this study, the Ghana Police Service can implement targeted strategies to further enhance its organizational culture and, in turn, optimize its service delivery performance. Cultivating a positive culture that aligns with the organization's goals and values can contribute to greater employee engagement, improved service quality, and ultimately, increased satisfaction and trust from the public.

The findings on the impact of Organizational Culture on Service Delivery at the Ghana Police Service highlight the significant role of the organizational culture in shaping service delivery outcomes. A positive and well-aligned organizational culture positively influences service delivery effectiveness. When the values, norms, and assumptions within the organization emphasize teamwork, customer satisfaction, and innovation, there is a greater likelihood of improved service quality and responsiveness. This suggests that a strong organizational culture fosters a sense of purpose and direction, aligning employee behavior with the organization's strategic goals and enhancing overall service delivery performance. The study underscores the importance of cultivating a conducive organizational culture that prioritizes continuous improvement, customer-centricity, and a commitment to the mission and vision of the Ghana Police Service.

The findings also suggest that the impact of Organizational Culture on Service Delivery goes beyond mere operational practices. The organizational culture influences employee attitudes, behavior, and their sense of ownership in service delivery. A positive and well-communicated culture enhances employee engagement and fosters a sense of shared responsibility towards providing excellent service to the public. Consequently, investing in strategies to promote a positive organizational culture becomes essential for the Ghana Police Service to optimize its service delivery outcomes. The study provides valuable insights that can guide organizational leaders and policymakers in developing interventions and initiatives to strengthen the organizational culture and, by extension, improve service delivery to better serve the needs and expectations of the community.

The mediation analysis reveals the crucial role of Leadership as a mediator in the relationship between Organizational Culture and Service Delivery at the Ghana Police Service. The findings demonstrate that Leadership practices within the organization play a significant part in transmitting the influence of Organizational Culture onto Service Delivery outcomes. Leadership acts as a conduit through which the positive effects of the organizational culture are channelled to impact service delivery effectiveness.

The study indicates that a positive and well-developed organizational culture positively influences Leadership practices within the Ghana Police Service. Effective communication of values and norms, emphasis on teamwork and collaboration, and encouragement of innovation and creativity contribute to fostering strong leadership behaviors. As a result, Leadership plays a pivotal role in directly affecting Service Delivery, even when controlling for the impact of Organizational Culture.

Overall, the mediation analysis underscores the importance of Leadership in shaping the relationship between Organizational Culture and Service Delivery. The study highlights the need for cultivating effective leadership practices that align with and reinforce the positive organizational culture. By nurturing strong leadership behaviours and fostering a conducive organizational culture, the Ghana Police Service can enhance its service delivery performance and better serve the public's needs and expectations.

In summary, the results confirm the significant relationships between Organizational Culture, Leadership, and Service Delivery at the Ghana Police Service. The findings highlight the importance of fostering a positive organizational culture and cultivating effective leadership practices to enhance service delivery effectiveness. Additionally, the study shows that Leadership acts as a partial mediator, transmitting the influence of Organizational Culture onto Service Delivery outcomes. These results have important implications for organizational leaders, policymakers, and practitioners, providing valuable insights for optimizing service delivery and organizational performance within the Ghana Police Service.

### **Conclusions**

In conclusion, this study provides valuable insights into the impact of organizational culture on service delivery in the Ghana Police Service. The findings demonstrate that a positive and values-driven organizational culture is crucial for enhancing service delivery outcomes in the public sector. When employees share common values, collaborate effectively, and feel empowered and committed to the organization's goals, it positively influences their service delivery efforts. This underscores the significance of fostering a conducive and supportive work environment within public sector organizations to enhance service delivery to the public.

Furthermore, the research highlights the essential mediating role of leadership in the relationship between organizational culture and service delivery. Effective leadership practices, such as inspiring and motivating employees, coaching and mentoring, and empowering and delegating responsibilities, are instrumental in translating the values and norms of the organizational culture into tangible service delivery outcomes. This underscores the importance of investing in leadership development and providing leaders with the necessary tools and support to promote a positive and customer-centric organizational culture.

Overall, the study's findings contribute to the understanding of the complex interplay between organizational culture, leadership, and service delivery in the context of the Ghana Police Service. The results emphasize the need for public sector organizations to prioritize both organizational culture and leadership development to achieve improved service delivery outcomes. By aligning values, fostering collaboration, and empowering leaders, the Ghana Police Service and other public sector organizations can create an environment that enhances service delivery effectiveness and ultimately contributes to the well-being of the communities they serve.

### **Implications on Practice and Policy**

The study's findings underscore the critical importance of organizational culture and leadership in shaping service delivery outcomes within the Ghana Police Service and the broader public sector. A positive and values-driven organizational culture was identified as a key factor in enhancing service delivery. When employees share common values, collaborate effectively, and feel empowered and committed to the organization's goals, it positively influences their service delivery efforts. Policymakers



and organizational leaders should prioritize cultivating such a culture to improve service delivery effectiveness and build trust with the public.

The research also highlights the significant mediating role of leadership in the relationship between organizational culture and service delivery. Effective leadership practices, such as inspiring and motivating employees, coaching, and mentoring, and empowering and delegating responsibilities, were found to enhance the impact of a positive organizational culture on service delivery outcomes. This highlights the importance of investing in leadership development programs and providing leaders with the necessary tools and support to champion a positive and customer-centric organizational culture.

To translate these findings into practice and policy, policymakers and organizational leaders should focus on employee empowerment, continuous improvement, collaboration, and knowledge sharing. By creating a conducive work environment that values employee engagement and involvement, public sector organizations can drive positive change and enhance service delivery. Policymakers should also prioritize leadership development initiatives to equip leaders with the skills and capabilities to effectively communicate and implement the organization's values and goals. By adopting these implications into practice and policy, public sector organizations can create a culture of excellence that positively impacts service delivery outcomes and contributes to the overall well-being of the communities they serve.

### **Recommendations for Future Research**

Future research can benefit from conducting comparative studies that explore the impact of organizational culture and leadership on service delivery across different public sector organizations and industries. By comparing variations in organizational

culture and leadership styles, researchers can identify best practices and contextual factors that influence service delivery outcomes in specific settings. Such studies would provide a more comprehensive understanding of the effectiveness of different organizational culture and leadership approaches in diverse public sector contexts.

Additionally, future research should delve deeper into mediation analysis with different variables. While the current study explored the mediating role of leadership in the relationship between organizational culture and service delivery, other potential mediators warrant investigation. Factors such as employee motivation, job satisfaction, or knowledge sharing could serve as mediating variables, shedding light on the specific mechanisms through which organizational culture influences service delivery. Examining these potential mediators can offer a more nuanced understanding of the underlying processes and help identify key drivers of service delivery improvement within the public sector. Qualitative research methods, such as interviews and focus groups, can complement such investigations by providing deeper insights into the experiences and perceptions of employees and leaders regarding organizational culture, leadership, and service delivery.

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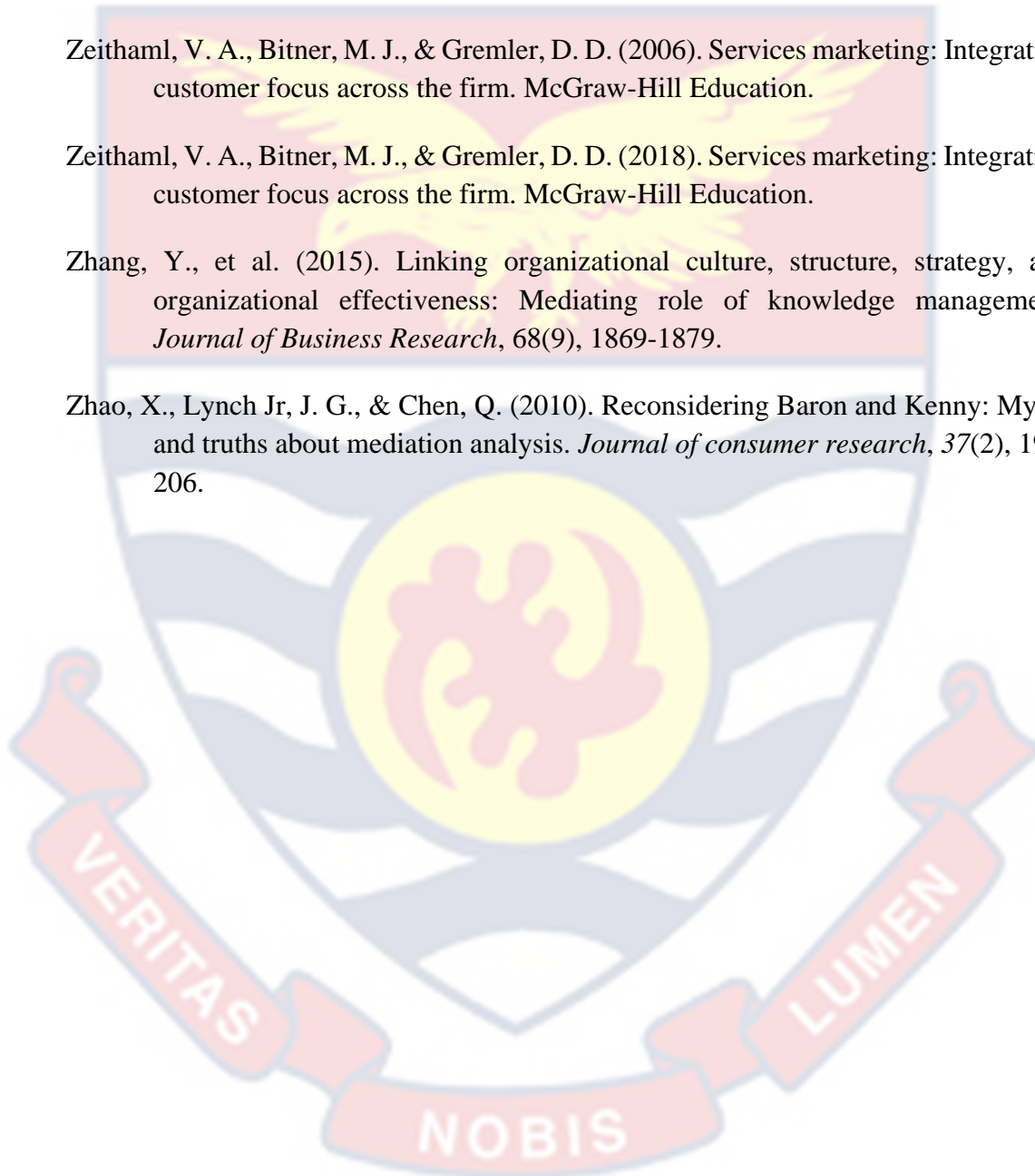
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**APPENDIX**  
**QUESTIONNAIRE**

Dear Participant,

We kindly request your participation in a research study on the impact of immediate and delayed sales promotions on brand attitude in the retail industry in Ghana, with a focus on the mediating role of product performance.

We would like to assure you that your participation in this study is entirely voluntary, and all the information provided will be kept confidential. The study is being conducted in accordance with the ethical standards of Christian Service University College, Kumasi, and all relevant guidelines and regulations.

Please note that the data collected from this study will only be used for research purposes and will not be disclosed to any third parties. Your participation in this study will provide valuable insights that will contribute to the understanding of the impact of immediate and delayed sales promotions on brand attitude in the retail industry in Ghana.

Thank you for your time and participation.

**PART ONE**

**Demographic Background**

1. Age:
2. Gender:
3. Educational level:
4. Job position:
5. How long have you worked with the Ghana Police Service?

## PART TWO

Scale: 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 Strongly Agree

### Organizational Culture

- **Culture values and norms**

1. The values and norms of our organization are clearly communicated to employees.
2. Our organization values teamwork and collaboration.
3. Our organization encourages innovation and creativity.
4. Our organization emphasizes customer satisfaction.

- **Culture assumptions**

1. Our organization values loyalty and commitment from employees.
2. Our organization assumes that employees are self-motivated and responsible.
3. Our organization assumes that employees are competent and capable.
4. Our organization assumes that change is necessary for growth and success.

- **Culture strength**

1. Our organization has a strong sense of identity and purpose.
2. Our organization has a strong commitment to achieving its goals and objectives.
3. Our organization has a strong sense of unity and cohesion among employees.
4. Our organization has a strong reputation in the industry.

- **Culture alignment**

1. Our organization's culture is aligned with its strategic goals and objectives.
2. Our organization's culture is consistent across all levels and departments.
3. Our organization's culture is aligned with the needs and expectations of our customers.
4. Our organization's culture is aligned with the values and beliefs of its employees.

- **Shared values**

1. Shared values are essential for the success of our organization.
2. Our organization's shared values are clearly communicated to all employees.
3. Employees actively demonstrate our organization's shared values in their work.
4. Our organization's shared values guide decision-making at all levels.
5. Our organization's shared values align with our mission and goals.

## PART THREE

### Service Delivery

- **Tangibility**

1. The physical facilities (e.g. police stations, vehicles) of the Ghana Police Service are modern and well-maintained.
2. The equipment used by the Ghana Police Service (e.g. communication devices, firearms) are in good condition.
3. The physical appearance of the personnel in the Ghana Police Service (e.g. uniforms) are neat and professional.

- **Reliability**

1. The Ghana Police Service consistently delivers its services as promised.
2. The Ghana Police Service takes prompt action to resolve issues and complaints.
3. The Ghana Police Service maintains accurate and complete records.

- **Responsiveness**

1. The Ghana Police Service is always available to attend to the needs of its clients.
2. The Ghana Police Service responds quickly to emergency situations.
3. The Ghana Police Service is willing to listen to feedback from its clients.

- **Assurance**

1. The personnel in the Ghana Police Service have the necessary knowledge and skills to perform their duties effectively.
2. The personnel in the Ghana Police Service are courteous and professional in their interactions with clients.
3. The Ghana Police Service is committed to maintaining the confidentiality and privacy of its clients.

- **Empathy**

1. The personnel in the Ghana Police Service are understanding and compassionate towards clients.
2. The Ghana Police Service shows concern for the needs and interests of its clients.
3. The Ghana Police Service is committed to providing a personalized service experience to each client.



### Leadership

1. The visionary leadership in Ghana Police Service inspires and motivates employees.
2. The coaching and mentoring provided by leaders in Ghana Police Service is effective in developing employee skills and knowledge.
3. The empowering and delegating leadership style in Ghana Police Service encourages innovation and creativity among employees.
4. The innovation and creativity demonstrated by leaders in Ghana Police Service has positively impacted the organization.
5. The team building and collaboration efforts by leaders in Ghana Police Service have led to a more effective and efficient organization.

