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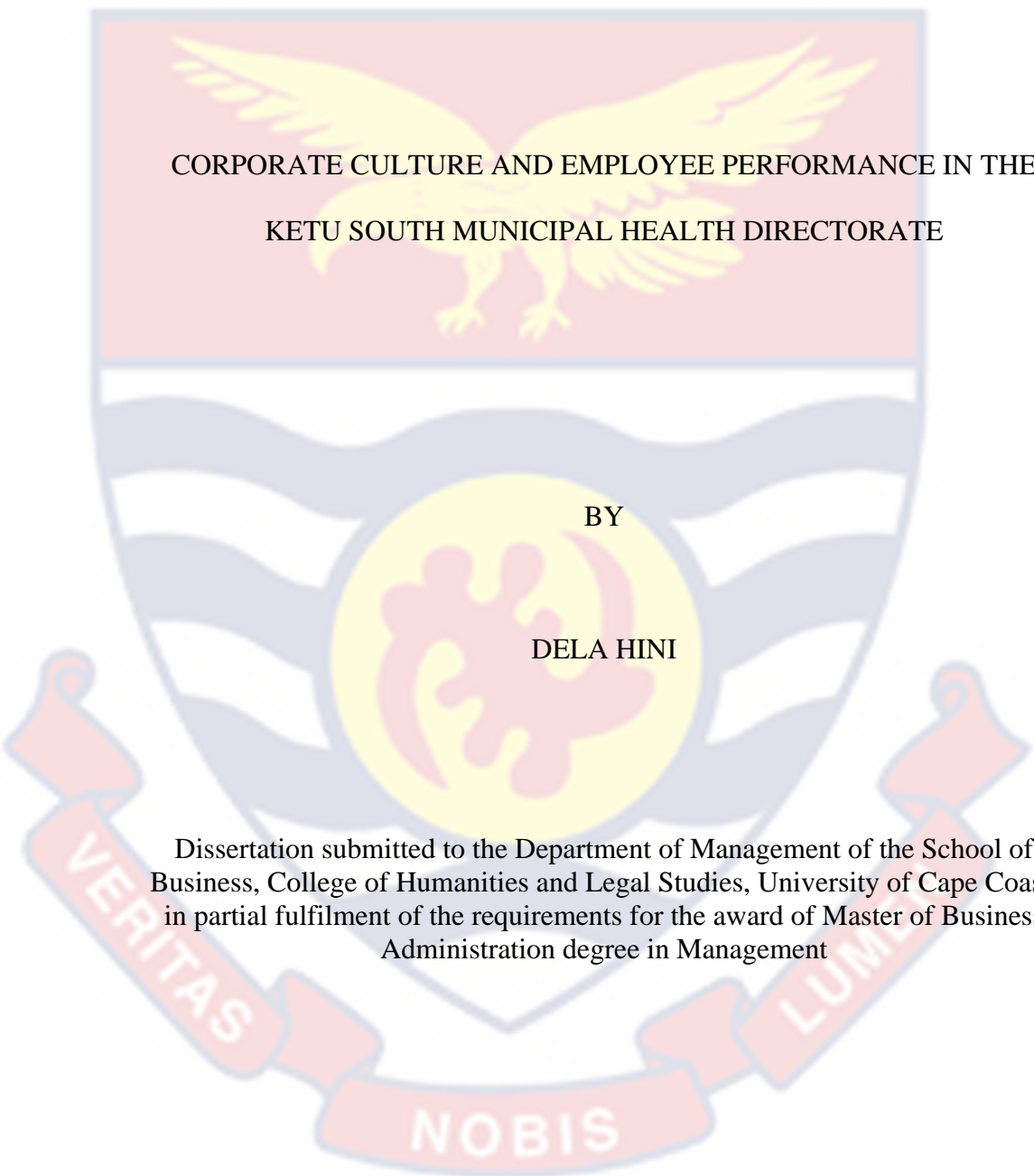
CORPORATE CULTURE AND EMPLOYEE PERFORMANCE IN THE KETU
SOUTH MUNICIPAL HEALTH DIRECTORATE



DELA HINI

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UNIVERSITY OF CAPE COAST



CORPORATE CULTURE AND EMPLOYEE PERFORMANCE IN THE
KETU SOUTH MUNICIPAL HEALTH DIRECTORATE

BY

DELA HINI

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Business, College of Humanities and Legal Studies, University of Cape Coast,
in partial fulfilment of the requirements for the award of Master of Business
Administration degree in Management

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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 elsewhere.

Candidate's Signature: Date:

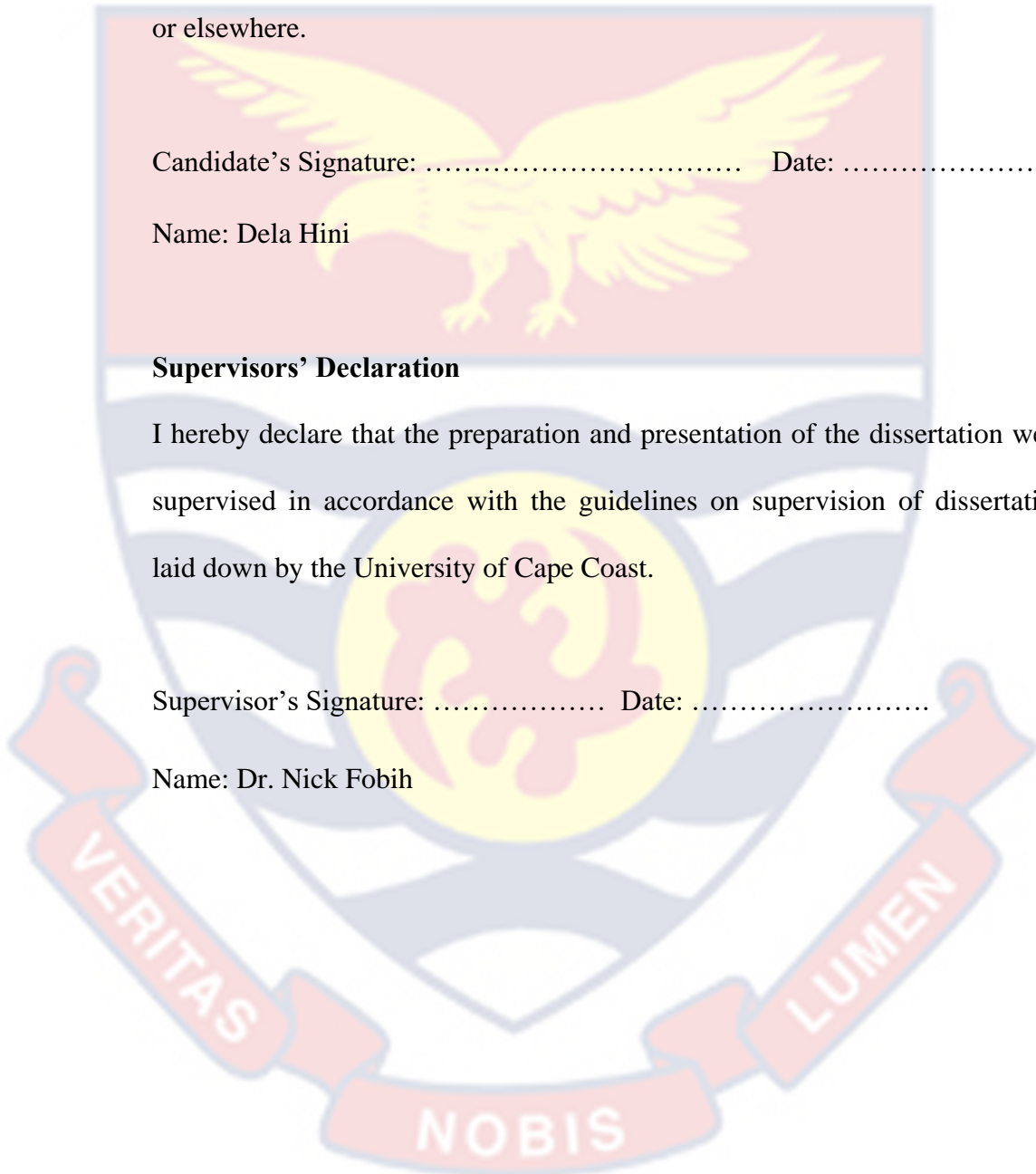
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Supervisors' Declaration

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

Supervisor's Signature: Date:

Name: Dr. Nick Fobih



ABSTRACT

The study evaluated the effect of corporate culture on employee performance of Ketu South Municipal Health Directorate in the Volta region. Precisely, the study assessed the level of corporate culture and employee performance at the Ketu South Municipal Health Directorate in the Volta of Ghana; assessed the effect of organisational vision, mission, values objectives and goals on employee performance at the Ketu South Municipal Health Directorate in the Volta of Ghana; and examined level of organisational commitment, involvement, consistency and adaptability, and how they affect employee performance at the Ketu South Municipal Health Directorate in the Volta of Ghana. The study was guided by explanatory research design. Data was collected from 132 staff of the Ketu South Municipal Health Directorate was analysed by employing partial least square estimation. The main finding of the study was that staff are more likely to be motivated to perform their functions if they understand where they are going, how they intend to get there and how each individual can contribute to the Directorate's performance. Also, the study revealed that staff are motivated to perform their functions effectively once they understand their organisational vision, values, objectives, goals, commitment, involvement, consistency and adaptability. The study findings will help policy makers to formulate policies on corporate culture that will enable hospitals to improve upon their performances. The study recommends that District/Municipal Directors of Health Services should formulate and implement policies related to their corporate mission, values, objectives, goals, commitment, employee involvement, consistency adaptability which will be dedicated on improving employees' job performance.

KEY WORDS

Adaptability

Consistency

Involvement

Mission

Performance



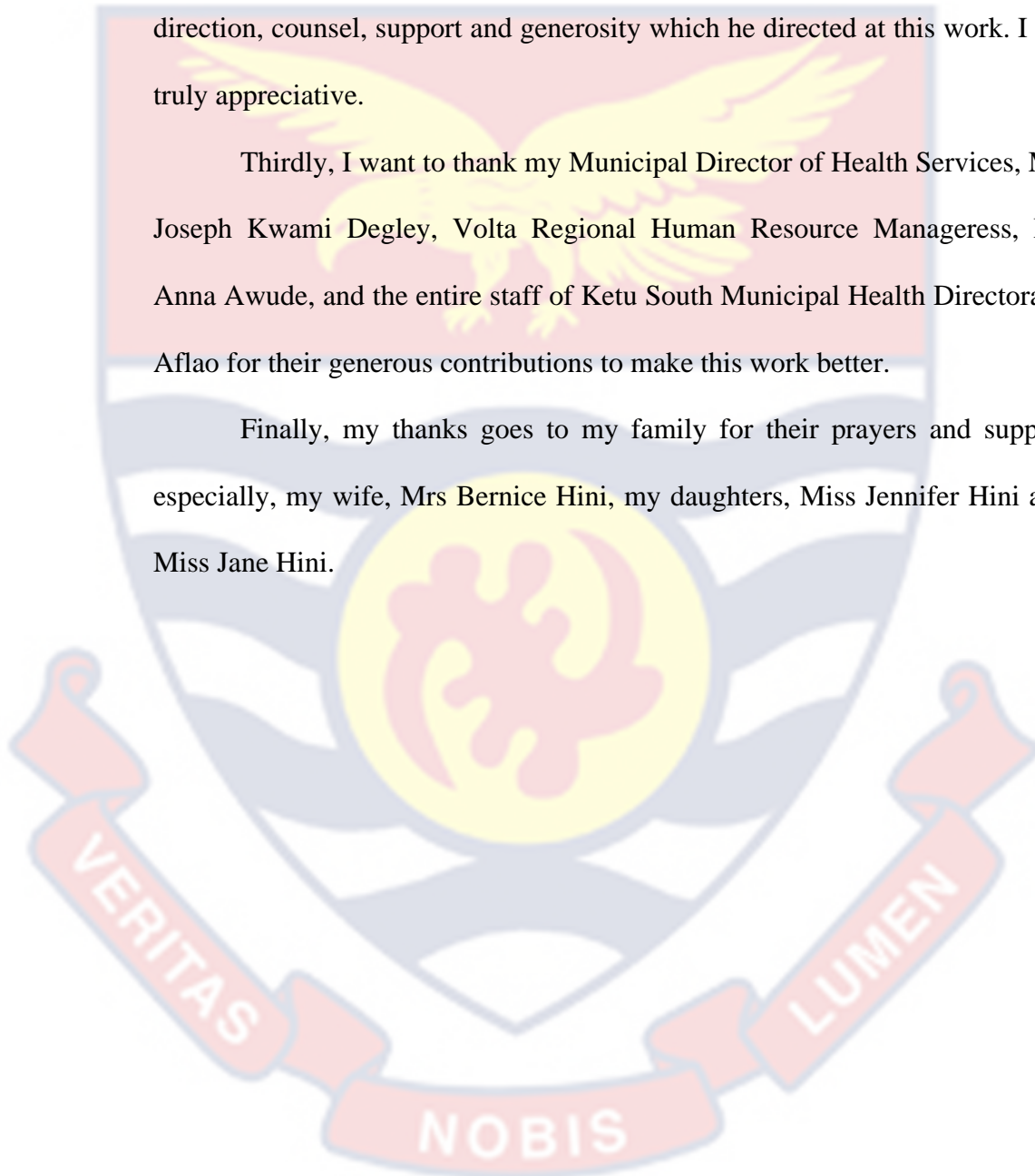
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DEDICATION

To Miss Jennifer Hini and Miss Jane Hini



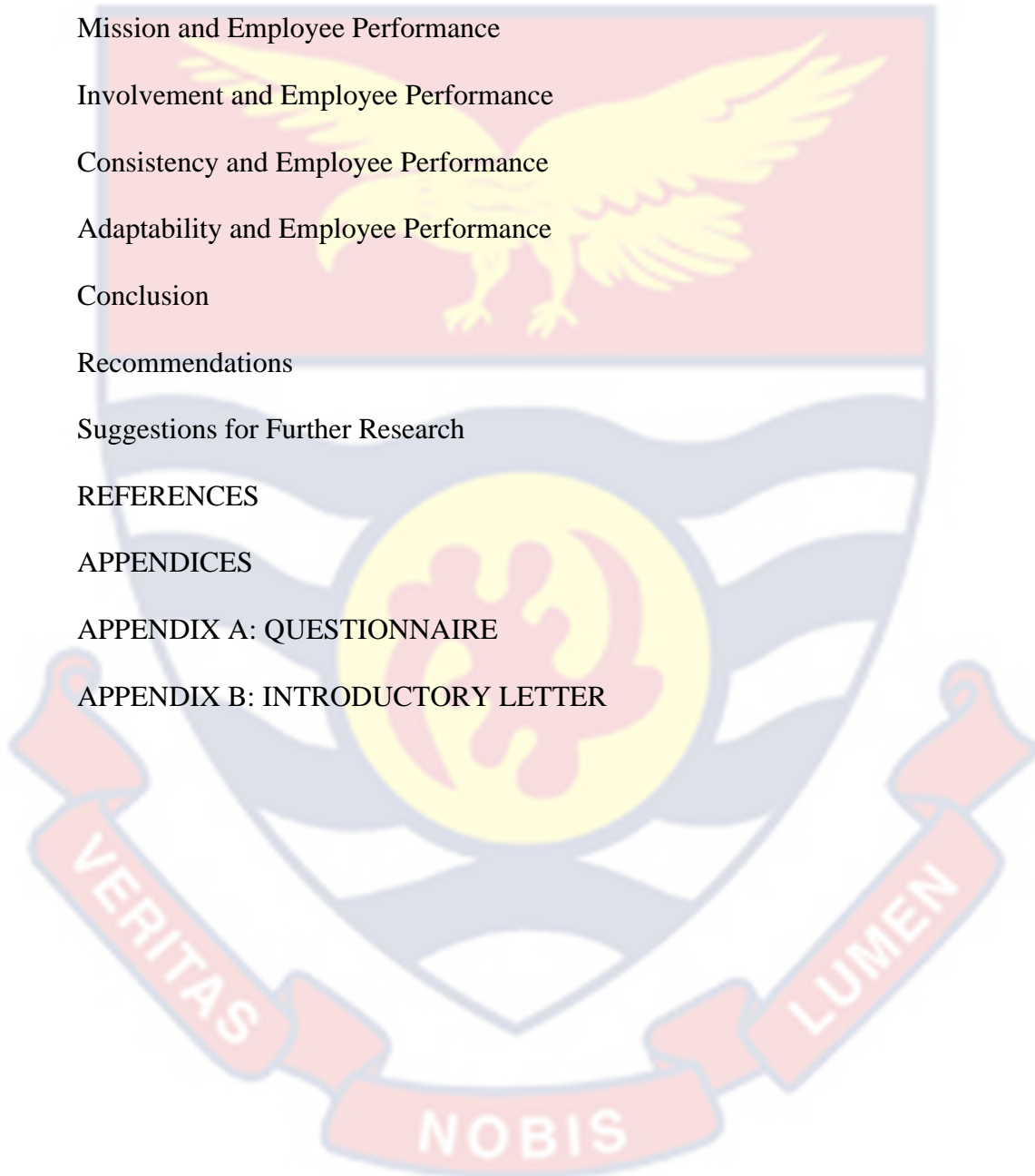
TABLE OF CONTENTS

Content	Page
DECLARATION	ii
ABSTRACT	iii
KEY WORDS	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	4
Purpose of the Study	6
Specific Objectives	6
Research Questions	7
Significance of the Study	7
Delimitation of the Study	8
Limitation of the Study	8
Definition of Key Terms	8
Organisation of the Study	9
CHAPTER TWO: LITERATURE REVIEW	
Introduction	10
Theoretical Review	10
Organisational Excellence Theory	10
Denison's Model of Corporate Culture	12

The Implication of Denison’s Model of Organisational Culture on the Study	14
Corporate Culture	15
Employee Performance	17
Empirical Review	18
Chapter Summary	21
CHAPTER THREE: RESEARCH METHODS	
Introduction	23
Research Design	23
Research Approach	23
Study Area	24
Population	24
Sample and Sampling Technique	24
Data Collection Instruments	25
Reliability and Validity of the Instrument	26
Validity	26
Data Collection Procedure	26
Data Processing and Analysis	27
Ethical considerations	27
Chapter Summary	27
CHAPTER FOUR: RESULTS AND DISCUSSION	
Introduction	28
Demographic Characteristics of Respondents	28
Results and Discussion	32
Chapter Summary	36

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction	37
Overview of the Study	37
Summary of Findings	38
Mission and Employee Performance	38
Involvement and Employee Performance	38
Consistency and Employee Performance	39
Adaptability and Employee Performance	39
Conclusion	39
Recommendations	40
Suggestions for Further Research	41
REFERENCES	42
APPENDICES	59
APPENDIX A: QUESTIONNAIRE	59
APPENDIX B: INTRODUCTORY LETTER	63



LIST OF TABLES

Table	Page
1 Demographic Characteristics of Respondents	28
2 Total Variance Explained	30
3 Model Fit	30
4 Summary of Measurement of Scale	31
5 Fornell–Larcker criterion for determining discriminant validity	32
6 Summary of Findings	32



LIST OF FIGURES

Figure	Page
1 Conceptual Review	15
2 Linking Corporate Culture to Employee Performance	21



CHAPTER ONE

INTRODUCTION

This chapter of the study captures important background information on the influence of corporate culture on employee performance of Ketu South Municipal Health Directorate in the Volta region. Precisely, the chapter focus on the background of the study, statement of the problem, research objectives, research questions, significance of the study, delimitation of the study, limitations of the study and organisation of the study.

Background to the Study

The health sector is experiencing growing global competition and rapid changes due to the increasing standards of performance. Success in such a competitive business environment requires health facilities to persistently improve employee performance. To attain this feat, firms such as hospitals should direct their affairs strategically to create higher values for their employees (Issau & Soni, 2019). This means that the employees are the main focus for any successful business. Organisational success depends on their satisfaction of needs (Boachie-Mensah & Issau, 2015). This also suggests that businesses have to focus their attention on the demands and needs of employees in order to improve their performance.

Kelidbari, Dizgah and Yusefi (2011), explained employee performance is a crucial strength of employers and the organisations as whole. Inuwa (2016), regard employee performance as important component in achieving companies' objectives hence, the managerial competence hinge on employees. Abbas and Yaqoob (2009), reported that an employee on a given job is strategic tool of a business that gives rise to enhanced performance. While

Ahmad and Shahzad (2011), claimed that employee performance represents comprehensive belief of the personnel in the direction for the accomplishment of firm objectives, Khan, Razi, Ali and Asghar (2011), are of opinion that performance of employee relates to the quality and quantity factors from employees' view. Owing to the rising competition among firms, managers have recognized the positive effect of employee performance as it increases performance of organisation (Susanty et al., 2013; Aketch, Basheka & Bagire, 2017; Dirisu, Worlu, Osibanjo, Salau, Borishade, Meninwa & Atolagbe, 2018; Zhao, Teng & Wu, 2018). Further, some scholars (Sadikoglu & Cemal, 2010; Liao, Lu, Huang & Chiang, 2012) indicated that the employee performance leads to improvements in remuneration of workers and provides opportunities for employees to be innovative. Ahmad et al. (2011), reasoned that benefits, performance appraisal and upgrade of employees are the benchmarks for performance of employees.

In an attempt to understand and explain the factors that account for employee performance, some studies (Susanty et al., 2013; Aketch, Basheka & Bagire, 2017; Dirisu, Worlu, Osibanjo, Salau, Borishade, Meninwa & Atolagbe, 2018; Zhao, Teng & Wu, 2018; Borishade et al., 2018; Dirisu et al., 2018) have been examined in this regard. The study of the above-mentioned research indicated that, corporate culture can enhance employee performance. Al-Matin and Omara (2017), described corporate culture as an important conduit that help employees to improve their performance. According to Al-Matin and Omara (2017), organisation operating based on the component of their corporate culture has been itemised as a vital channel through which organisations could get staff to improve their performance.

The stakeholder theory also urges organisations to consider the effects of their actions on key stakeholders such as employees (Freeman, 1984). The practical way that has been employed by most organisations is either minimize or completely eliminate the negative effects of their actions on employees is through their corporate culture which appears to have positive outcomes for these organisations as well (Dirisu et al., 2018; Triguero-Sánchez, Peña-Vinces & Guillen, 2018).

Also, the organisational excellence theory stipulates that companies can improve the performance of employees if they are aware of the component of culture of their company (Peters & Waterman, 2006). Drawing on the stakeholder theory and organisational excellence theory, it can be established that organisations that are able to clearly define their vision, mission, values objectives and goals are better positioned to enhance their employee performance (Triguero-Sánchez, Peña-Vinces & Guillen, 2018). Thus, giving employees the needed education on the component of firms' corporate culture could enhance their performance (Susanty et al., 2013; Shahzad, 2014; Stephen, 2016; Aketch, Basheka & Bagire, 2017; Saad & Abbas, 2018). Arguably, organisations that define their vision, mission, values objectives and goals could enhance their employee performance (Saad & Abbas, 2018). In contrast, organisations that do not clearly define their vision, mission, values objectives and goals could not enhance employee performance.

According to Saad and Abbas (2018), while there may be several studies (see Susanty et al., 2013; Aketch, Basheka & Bagire, 2017; Dirisu, Worlu, Osibanjo, Salau, Borishade, Meninwa & Atolagbe, 2018; Zhao, Teng & Wu, 2018; Borishade et al., 2018; Dirisu et al., 2018), with regards to the

nexus between corporate culture and employee performance in advanced nations comparative to emerging nations, the merit of corporate culture are more substantial in developing nation, like Ghana linked to weak leadership in the form of mismanagement, lack of leadership commitment. In view of that, the advancement of corporate culture in Ghana health sector precisely, the Ketu South Municipal Health Directorate has become vital for some scholars (Susanty et al., 2013; Dirisu et al., 2018).

Statement of the Problem

The continued existence of Health Directorates is dependent on the performance of employee. As Ghana's economy continues to grow, it surely reflects in the health sector mainly, the Health Directorate. For example, the Ministry of Health has given the Health Directorates the authority to define and use their drafted vision, mission, values, objectives and goals in order to enhance employee performance. Despite the aforementioned authorities given the Health Directorates, there are still many hurdles confronting the Health Directorates.

Among the hurdles is employee underperformance (Zhao, Teng & Wu, 2018; Borishade et al., 2018). Borishade et al. (2018), posits that employee underperformance put firms such as Health Directorate at a disadvantage to the other state institutions. However, Seidu et al. (2021) argued that such employee underperformance can be controlled if firms have effective corporate culture in place. Given this argument, some studies have been conducted to determine the connection in relation to corporate culture and employee performance (Oberföll et al., 2018; Dirisu et al., 2018; De Luca et

al., 2018; Seidu, Mensah, Issau & Amoah-Mensah, 2021; Joel, 2021), but their results were rather inconclusive.

For instance, Joel (2021), indicated that corporate culture impacts on employee performance significantly. In contrast, Oberföll et al. (2018), found in their study that corporate culture does not always lead to employee performance. They however, argued that good leadership in the form of proper management and leadership commitment could improve the performance of employees. Researchers in the management domain have suggested some reasons for such inconsistent findings. For instance, while Oberföll et al. (2018), argued that the wrong conceptualization of corporate culture could explain such inconsistencies; Seidu et al. (2021), blame the neglect of certain vital variables in prior studies. Hence, addressing these inconclusive results requires further studies on the constructs of the study to aid our understanding of how corporate culture influences employee performance.

Further, Saad and Abbas (2018), while there may be several studies (see Susanty et al., 2013; Aketch, Basheka & Bagire, 2017; Dirisu, Worlu, Osibanjo, Salau, Borishade, Meninwa & Atolagbe, 2018; Zhao, Teng & Wu, 2018; Borishade et al., 2018; Dirisu et al., 2018), with regards to the nexus on corporate culture and employee performance in advanced nations comparative to emerging nations, the merit of corporate culture is more substantial in developing nation, like Ghana linked to weak leadership. In view of that, the advancement of corporate culture in Ghana health sector precisely, the Ketu South Municipal Health Directorate has become vital for some scholars (Susanty et al., 2013; Dirisu et al., 2018).

This basically means that corporate culture is not a new phenomenon in Ghana, but, it is still in its introductory phase compared to the advanced nations. The researcher however, debate that this could be due to the difficulties associated with the effective implementation of corporate culture policies at the Health Directorates. This inability to recognize the precise corporate culture policies that could improve employee performance have created the need for broad research on corporate culture and employee performance and to extend the discussion on the effects corporate culture could have on employee performance from a Ghanaian health perspective.

This is because majority of the studies on corporate culture endeavors in Ghana generally focused on SMEs in Ghana (Aketch, Basheka & Bagire, 2017; Dirisu, Worlu, Osibanjo, Salau, Borishade, Meninwa & Atolagbe, 2018), neglecting the effects corporate culture could have on employees on Health Directorate. Therefore, this study seeks to examine the effects of corporate culture on employee performance at the Ketu South Municipal Health Directorate.

Purpose of the Study

This research sought to assess the effects of corporate culture on the employee performance of Ketu South Municipal Health Directorate in the Volta region of Ghana.

Specific Objectives

1. Assess the level of corporate culture and employee performance at the Ketu South Municipal Health Directorate in the Volta region of Ghana.

2. Assess the effect of organisational vision, mission, values objectives and goals on employee performance at the Ketu South Municipal Health Directorate in the Volta region of Ghana.
3. Examine the level of organisational commitment, involvement, consistency and adaptability, and how they affect employee performance at the Ketu South Municipal Health Directorate in the Volta region of Ghana.

Research Questions

1. What is the level of corporate culture and employee performance at the Ketu South Municipal Health Directorate in the Volta region of Ghana?
2. What is the effect of organisational vision, mission, values objectives and goals on employee performance at the Ketu South Municipal Health Directorate in the Volta region of Ghana?
3. What is the level of organisational commitment, involvement, consistency and adaptability and how do they affect employee performance at the Ketu South Municipal Health Directorate in the Volta region of Ghana?

Significance of the Study

The study result will help policy makers to formulate appropriate policies capable of helping hospitals to improve upon their performances in order to survive in this globalized and intense business environment. Also, the results of the study would help Hospital Administrators, Medical Superintendents, District/Municipal Directors of Health Services to view improvement of corporate culture as a source of success and survival of their

health facilities. For the Ghanaian economy, the implementation of recommendations from this study will boost revenue generation of hospitals, increase incomes of their employees. The prevailing literature will also see contribution of this study.

Delimitation of the Study

The accessible respondents for this study include the entire staff of the Ketu South Municipal Health Directorate in the Volta region of Ghana. The choice of Ketu South Municipal Health Directorate stem from the fact that, similar studies were conducted by (Alpay, Bodur, Yilmaz & Dulger, 2014; Karanj, Muathe & Thuo, 2014; Mamun, Mohiuddin, Fazal & Ahmad, 2018) using selected regions, instead of the all the regions in the country.

Limitation of the Study

This study is scoped around only the Ketu South Municipal Health Directorate and therefore, the findings of the study would be found difficult to be generalised for other Health Directorates in other regions. This is because respondent's or staff opinions on how corporate culture influence their performance in Ketu South Municipal Health Directorate could be different from respondents or staff in other Health Directorates in other regions. Also, respondents complained that the research instrument was too technical to understand. However, the researcher took his time and explained the questions and the technicality to the respondents.

Definition of Key Terms

Corporate Culture: The concept is defined as a pattern of basic assumptions invented, discovered by a given group as it learns to cope with its problem of external adaptation and internal integration.

Employee Performance: Employee performance is clarified as a crucial strength of employers, managers and the organizations as whole.

Adaptability: Adaptability is the ability of a company to scan the external environment and respond to the changing needs of its key stakeholders.

Consistency: It is defined as a company's core values and the internal systems that help in problem solving, efficiency and effectiveness at every level of the company.

Involvement: The involvement concept is defined as the degree to which people at all levels of a company engaged in pursuit of the mission and work in a collaborative manner to fulfil the company's goals.

Organisation of the Study

The study was organised into five chapters. Chapter one is made up of the introduction of the study, background, problem statement, objectives of the study, hypotheses, significance of the study, delimitation, limitation and organization of the study. Chapter two featured the literature review, which makes critical analysis of information about the proposed topic of research that has been done by authorities and academics. Chapter three looked at the study design and methods employed in the study. Chapter four contained the presentation of study results and discussions. Lastly, chapter five summarized the main findings, conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter is divided into three sections with each section focusing on a particular aspect of literature related to this study. Section one explained the relevant theories used in the study. Section two detailed on the concepts used in this investigation. Section three presents the empirical and conceptual framework on the subject area.

Theoretical Review

The organisational excellence theory and Denison's model of corporate culture has been reviewed in this section. Given this, Denison's model of corporate culture was used as the main theory and organisational excellence theory supported the main theory.

Organisational Excellence Theory

Organisational excellence theory stipulates that companies can stay in businesses if their cultural values are good enough to encourage their employees to perform (Peters & Waterman, 2006). This means that companies that strengthen its internal affairs through involvement and consistency to respond to external changes are better positioned to outperform its rivals in the competitive business environment. It has been argued that firms that clearly define their mission, values, visions, goals and objectives could enhance their performance (Lunenburg, 2012).

Anis (2011), postulates that heeding to workers suggestions, attending to their cultural variables while upholding and illuminating the core values of the company to the workers. The organisational excellence theory posits that

people take keen interest in activities if they believe such activities will lead to mutual gains (Blau, 1964). It has been argued (Chan & Mak, 2014), that in the workplace relationship, workers look for benefits related with leaders' actions in order to respond favourably. Thus, workers are more motivated and tend to improve their job when they have objectives, mission, vision, goals and values that are clearly defined.

The organisational excellence theory further established that once workers know what to do, their commitment increases which in turn, translate into the achievement of their organisational goal. Within the context of this theory, the association between workers and their organisation develops once they perceive that they are involved in the organisation's mission, goals, objectives and values (Slack, Corlett & Morris, 2015).

The Relevance of Organisational Excellence Theory to the Study

Organisational excellence in health facilities in Ghana can be traced to its corporate cultural attributes which include uninterruptedly developing innovative ways of meeting the needs of employees and showing a conviction in workers' ability to be involved in the process of making decisions, avoiding rigidity in the command process and trusting the subordinates. This also includes heeding to employees' suggestions and inputs, attending to their cultural variables while upholding and illuminating the core values of the organisation to the employees (Anis, 2011). This theory underpins this study because many Health Directorates have accepted some of the aforementioned characteristics which have led to better employee performance.

Denison's Model of Corporate Culture

Sparrow (2001), opined that Denison's corporate culture model includes embracing some cultural traits that help explain differences in performance and effectiveness among employees. The theorist advanced that the Denison's model is grouped into four classifications of cultural traits. A complete review of these traits is provided by Denison and Mishra (1995). An investigation carried by Denison and Mishra (1995), documented that the traits of mission and consistency were the best predictors of performance, whilst the traits of involvement and adaptability are considered as the best predictors of innovation. Denison and Mishra (1995) pointed out that adaptability and missions are the best predictors of sales growth. Denison, Haaland and Neale (2002), in their research also presented that the elements of the model differentiate employee performance in companies. The following describe details of the elements of the model.

Mission

Zakari, Poku and Owusu-Ansah (2013) explained the mission concept in the Denison's model of corporate culture as the degree to which the organization and its employees know where they are going, how they intend to get there and how each individual can contribute to the company's performance. Prosperous companies have perfect sense of purpose and direction that defines their corporate goals and strategic objectives and expresses a vision of how the organization will look in years to come (Lunenburg, 2012). Denison (2012) reasoned that high performing companies have a mission that tells employees why they are doing the work they do and how the work they do each day contributes to the why.

Consistency

Some scholars including Davenport (1993), and Saffold (1988), opined that consistency is a company's core values and the internal systems that helps in problem solving, efficiency and effectiveness at every level of the company.

The theorist advanced that companies tend to be effective because they have strong cultures that are highly consistent and well-coordinated. Behaviour is rooted in a set of core values (Oduol, 2015). Denison, Haaland and Goelzer (2004), described this type of consistency as a powerful source of stability and internal integration that results from a common mind-set and a high degree of conformity.

Involvement

Denison, Janovics, Young and Cho (2006) defined the involvement in the Denison's model of corporate culture as the degree to which people at all levels of a company engaged in pursuit of the mission and work in a collaborative manner to fulfil the company's goals. This trait consists of building human capability, ownership and responsibility. Operational companies empower their people, build their companies around teams and develop human capability (Denison, Haaland & Goelzer 2003). It has been well argued by some researchers in the management domain (Spreitzer, 1995; Ahmad, 2012) that managers and employees are loyal to their work and feel that they own a piece of the company. Individuals in the company feel that they have some input into decisions that will affect their work and that their work is directly linked to the objectives of the company.

Adaptability

Adaptability is the ability of the company to scan the external environment and respond to the changing needs of its key stakeholders. Adaptable company are driven by their employees, take risks and learn from their mistakes and have the capability at creating change (Mujeeb, Masood & Ahmad, 2011). Companies always change their system so that they can develop the firms' collective abilities to provide value for their employees and customers. It is one of the four traits that highly impact the efficacy of a company.

The Implication of Denison's Model of Organisational Culture on the Study

It is reasoned from the Denison's Model of corporate culture that culture has a vital impact on employee performance. The Denison's model clarified that the four-concept including mission, consistency, adaptability and involvement of companies' impact employee performance. The Denison's Model of corporate culture relates to this study because it would help examine the effect of corporate culture on the employee performance of health Directorate in the Volta region of Ghana. The diagram below explains the narration from the Denison's Model of corporate culture.

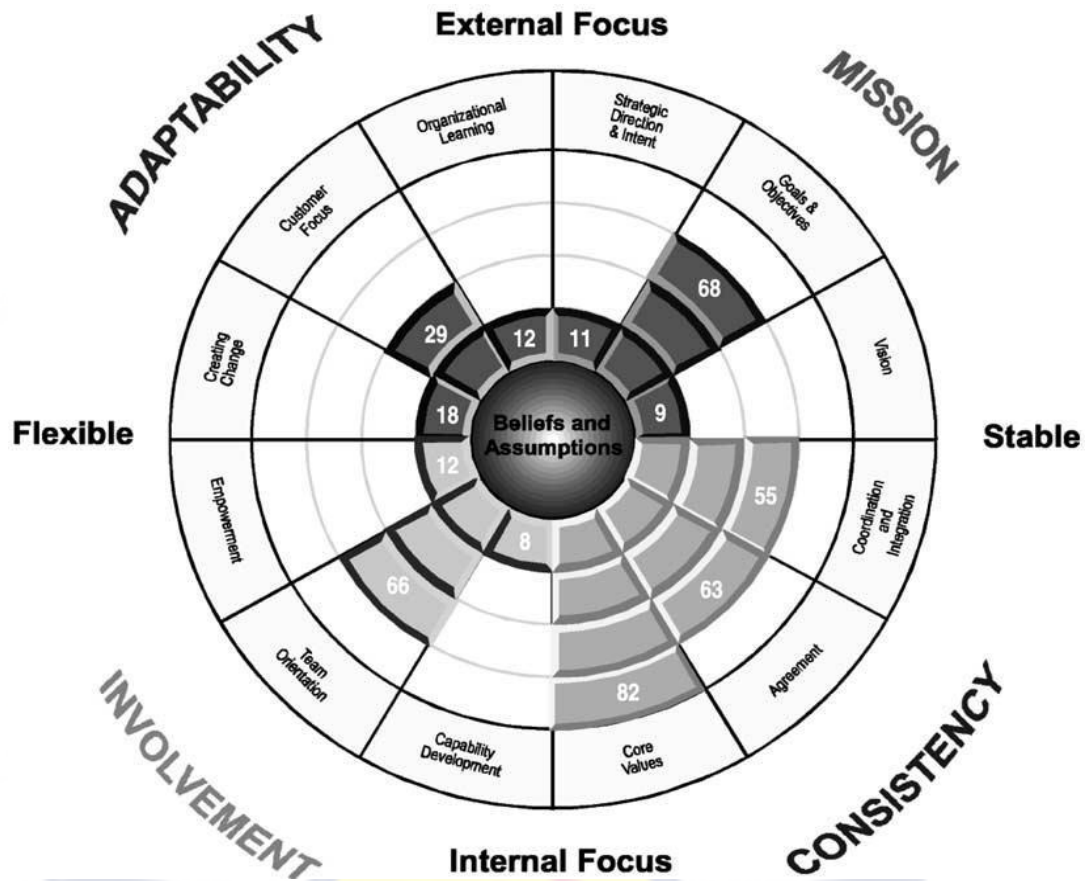


Figure 1: Conceptual Review

Source: Denison, Hooijberg, Lane and Lief (2012)

Corporate Culture

According to O'Reilly and Chatman (1996), Dasanayake and Mahakalanda (2008) and Schein (2010), there is not a general definition for the corporate culture concept even though it has been developed in the literature for some years ago. As a result, some scholars have tried to define the concept but there no a valid definition in that regards. Al-Matin and Omara (2017), described corporate culture as an important conduit that help employees to improve their performance. According to Schmidt (2002), corporate culture relates to the values, norms and behaviours that characterize a company and its work environment.

Schmidt (2002) opined that a number of cultural attributes including management style, decision-making process, degree of customer commitment, entrepreneurial spirit, innovation, creativity, value of teamwork, accessibility of leadership, performance accountability system, rewards philosophy and power relationships indicate what culture is or not. The theoretical bases of corporate culture can be experienced more in developed countries because they have a strong institutional environment where regulation is very effective and fair (O'Reilly & Chatman; 1996).

It has been argued (Dasanayake & Mahakalanda, 2008; Schein, 2010), that firms that implement good corporate culture are likely to have strong exchange nexus between the company and its employees. Oduol (2015), believe that employee views of their company's corporate culture may enhance employees' performance. Guiso et al. (2015), affirmed that good corporate culture enables firms to enhance their workers performance. Other stream of studies (Schmidt, 2002; Schein, 2010; Lorraine, Dorai & Zubair, 2011; Oberföll, Adame & Garcia, 2018; Polychroniou & Trivellas, 2018; Le & Quy, 2020), stressed that excellent corporate culture enable firms to build human resource actions that fulfil employees' needs.

It has been established that organisations that are able to clearly define their vision, mission, values objectives and goals are better positioned to enhance their employee performance (Triguero-Sánchez, Peña-Vinces & Guillen, 2018). Giving employees the needed education on the component of corporate culture could enhance their performance (Susanty et al., 2013; Shahzad, 2014; Stephen, 2016; Aketch, Basheka & Bagire, 2017; Saad & Abbas, 2018). Arguably, organisations that define their vision, mission, values

objectives and goals could enhance their employee performance (Saad & Abbas, 2018). In contrast, organisations that do not clearly define their vision, mission, values objectives and goals could not enhance employee performance.

Employee Performance

Kelidbari, Dizgah and Yusefi (2011), explained employee performance as a crucial strength of employers, managers and the organisations as whole. Inuwa (2016) stipulated that employees are a major force behind the operations of a company's success. Inuwa (2016), regard employees as important component in achieving companies' objectives hence, the managerial competence hinge on their performance. Abbas and Yaqoob (2009), reported that an employee on a given job is strategic tool of a business that gives rise to enhanced performance. While Ahmad and Shahzad (2011), claimed that employee performance represents comprehensive belief of the personnel in relation to their conduct in the direction of the accomplishment of firm objectives, Khan et al. (2011), are of opinion that performance of employee relates to the quality and quantity factors from employees' view.

Owing to the rising competition among organizations, managers have recognized the positive effect of employee performance as it increases performance of organisation (Susanty et al., 2013). Furthermore, the following scholars (Sadikoglu & Cemal, 2010; Liao, Lu, Huang & Chiang, 2012), have indicated that the employee performance leads to an increase in the remuneration of workers and provides opportunities for employees to be innovative. Ahmad et al. (2011), reasoned that benefits, performance appraisal and upgrade of employees are the benchmarks for performance of employees.

Other studies are of the view that the atmosphere in which employee performs their task, relationship with their bosses, employee, team and compensation procedure are influential factors for performance at the workplace (Anitha, 2013). While Alagaraja and Shuck (2015), claimed that measuring workers performance can be done through consistent development, Thomas and Feldman (2010), argued that the construct can be measured using core job performance.

Empirical Review

Organisational goal attainment should not only be dependent on satisfying its profit maximization but should also be interested in addressing stakeholders' needs through good corporate culture (Pirsch, Gupta, & Grau, 2007). Freeman (1984) stipulates that firms interact with key stakeholders such as employees because they are vital to the operation of firms. Greenwood (2007), reiterated that employees are the essential stakeholders because they have powers to impact the actions of organisations. Relying on the above assertions, it can be argued that employee performance is traceable to the kind of corporate culture practice by organisations (Guiso et al., 2015; Alagaraja & Shuck, 2015).

Oduol (2015), believe that employee views of their firm's corporate culture may improve their performance. Some research expert (Schmidt (2002; Schein, 2010; Lorraine, Dorai & Zubair, 2011), stressed that excellent corporate culture enable firms to build human resource actions that fulfil employees' needs. Empirically, It has been submitted by some scholars (Dasanayake & Mahakalanda, 2008; Schein, 2010), that firms that implement good corporate culture are likely to have strong exchange nexus between the

company and its employees. Oduol (2015), believe that employee views of their company's corporate culture may enhance their performance. Other stream of studies (Schmidt, 2002; Schein, 2010; Lorraine, Dorai & Zubair, 2011; Oberföll, Adame & Garcia, 2018; Polychroniou & Trivellas, 2018; Le & Quy, 2020), stressed that excellent corporate culture enable firms to build human resource actions that fulfil employees' needs.

It has been established that organisations that are able to clearly define their vision, mission, values objectives and goals are better positioned to enhance their employee performance (Triguero-Sánchez, Peña-Vinces & Guillen, 2018). Thus, giving employees the needed education on the component of corporate culture could enhance their performance (Susanty et al., 2013; Shahzad, 2014; Stephen, 2016; Aketch, Basheka & Bagire, 2017; Saad & Abbas, 2018). Doubtfully, organisations that define their vision, mission, values objectives and goals could enhance their employee performance (Aluko, 2004; Shakil, 2012; Wahjudi, Suwignjo, Singgih & Baihaqi, 2013; Ahmed & Shafiq, 2014; Saad & Abbas, 2018). In contrast, organisations that do not clearly define their vision, mission, values objectives and goals could not enhance employee performance.

Some researchers in the management domain (Lorraine, Dorai & Zubair 2011; Kotrba et al., 2012; Panuwatwanich & Nguyen, 2017; Siagian, Samuel; Widjaja, 2017; Oberföll, Adame & Garcia, 2018; Polychroniou & Trivellas, 2018; Le & Quy, 2020), argued that different types of corporate cultures had varied acceptance levels of performance management. It has been established that organisational objective, vision, values and goals when clearly defined can enhance employee performance (Lan 2003; Sihalolo & Halim,

2005). The scholars noted that organisational objectives, vision, values and goals are usually agreed on through consensus such that every department will work toward achieving it which, in turn, improves employee performance. The study also advanced Wang's (2002), view that the organisational objective, vision, values and goals brings about strategic planning, management and workers' performance evaluation.

Shakil (2012) postulated that consistency and adaptability were some of the cultural attributes which significantly influenced management practices and employee performance. Ahmed and Shafiq (2014) in their study found that all the dimension of culture impact different perspective of employee performance. Wahjudi, Suwignjo, Singgih and Baihaqi (2013) posit in their study that corporate culture has significant effect on employee performance. They concluded that among the five culture dimensions, individualism has a strong impact on the performance of employees, while uncertainty avoidance has weak influence on employee performance. Nkonsah (2013) claimed that corporate culture and employee performance are positively related with innovative and community cultures accounting for significant amount of variance in employee effectiveness than competitive and bureaucratic cultures. In contrast, Yesil and Kaya (2013) posit that corporate culture dimensions have no impact on employee performance.

Conceptual Framework

The framework links corporate culture (commitment, involvement, consistency, adaptability, vision, objectives, mission, goals and values) to employee performance.

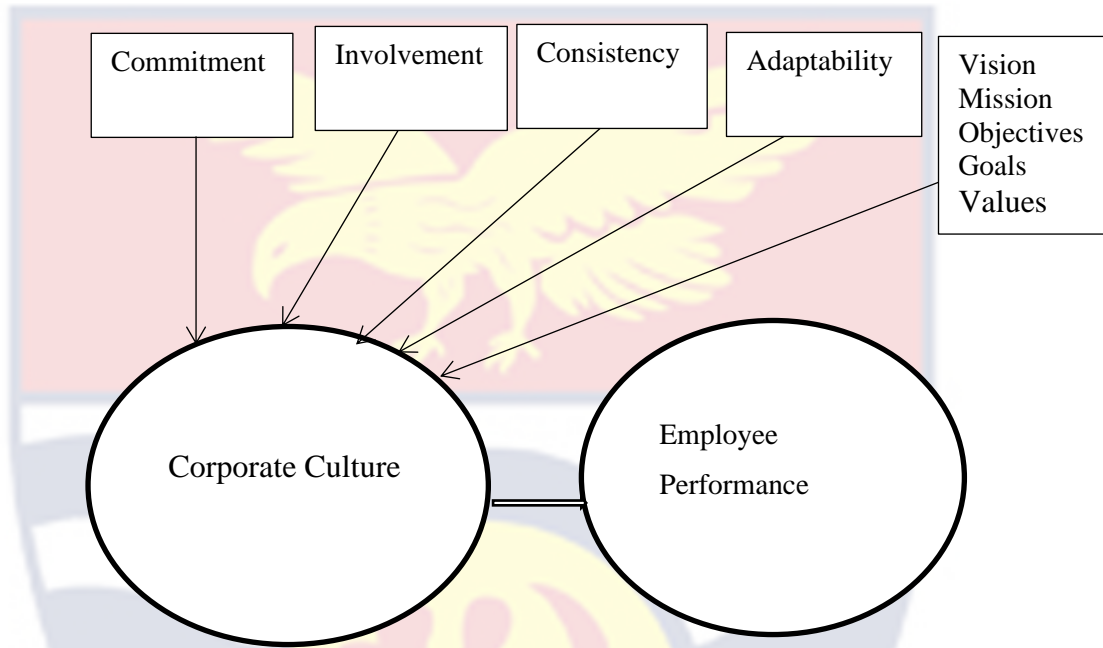


Figure 2: Linking Corporate Culture to Employee Performance

Source: Authors Construct (2022)

This framework (figure 2) explains the association in respect of corporate culture (commitment, involvement, consistency, adaptability, vision, objectives, mission, goals and values) and employee performance. It can be established that firms that adhere to their corporate principles such as commitment, involvement, consistency, adaptability, vision, objectives, goals and values would advance their employees performance.

Chapter Summary

The definitions of the concepts, theories of corporate culture and employee performance have been addressed in this chapter. It reviews works of other scholars related to the subject matter. The chapter is also made up of

empirical review of corporate culture and employee performance and the development of a conceptual framework.



CHAPTER THREE

RESEARCH METHODS

Introduction

The approach used for this research is presented in this chapter. It also outlines the techniques and tools used to achieve the research aims. It provides important information on the research methods such as the research design, research approach, sampling techniques, sample size, analytic method, research instruments and validity and reliability. This section is crucial to guarantee that the study findings are valid, reliable and generalized.

Research Design

According to Decoteau (2017), explanatory research is concerned with cause-and-effect association. The scholar advanced that the main purpose is to explain how one variable affects another variable. To achieve the study aims, explanatory design was utilized because it is deemed to be suitable for discovering and reporting nexus among different aspects of a phenomenon under study (Yin, 2003; Sekaran & Bougie, 2016). The explanatory design also helps researchers to describe and explain research objectives (Barifaijo, Basheka & Oonyu, 2010; Sekaran & Bougie, 2016). It is also found applicable as it helps researchers to carry out a holistic, comprehensive and in-depth analysis into the research objectives (Cantwell, 2020).

Research Approach

Pradipta, Forsman, Bruchfeld and Alffenaar (2018), have described the quantitative research approach a vital means of assessing associations among variables in research. Creswell (2014), argued that this approach best in the study intend to use numerical data. Given this, the study employed a

quantitative research approach. This is because quantitative approach enables researchers to use statistical data obtained from respondents to explain nexus between research variables (Golafshani, 2003; Tashakkori & Teddlie, 2010; Ofori & Dampson, 2011; Saunders & Lewis, 2016; Decoteau, 2017).

Study Area

The accessible respondents for this study include the entire staff of the Ketu South Municipal Health Directorate in the Volta region of Ghana. The choice of Ketu South Municipal Health Directorate stem from the fact that, similar studies were conducted by (Alpay, Bodur, Yilmaz & Dulger, 2014; Karanj, Muathe & Thuo, 2014; Mamun, Mohiuddin, Fazal & Ahmad, 2018) using selected regions, instead of the all the regions in the country.

Population

A population is a well-defined individual in a group known to have similar traits that are identified by criteria determined by the researcher (Banerjee & Chaudhury, 2010). The population for this study consists of the staff of the Ketu South Municipal Health Directorate; before and during the time of data collection. The available population for the study is 206 staff.

Sample and Sampling Technique

The issue of sample size in research still remains a problem. However, different views have been expressed by some researchers. For instance, while Ali et al. (2015), have argued that a sample size should be at least 100, Faber and Fonseca (2014) Boddy (2016) and Taherdoost (2017), were also with the view that researchers should get the maximum sample size. Berger, Bayarri and Pericchi (2014), also submitted that if the sample size is insufficient, it may discolour the findings of the study. Following Krejcie and Morgan

(1970), and to ensure a 5% margin error, 132 staff were randomly selected from 206 staff. Here, the respondents selected were the state of Ketu South Municipal Health Directorate present at work. A sample technique to be employed from the sampling design is simple random technique since in Ghana data gathering is challenging as most individuals are not used to answering to questionnaires and returning them (Gyensare, Anku-Tsede, Sanda & Okpoti, 2016).

Data Collection Instruments

The data for this study was generated from the primary source. The main primary data collection method used was a questionnaire. The data was collected by using adopted questionnaire with structured questions derived from multiple sources. The use of questionnaire survey approach is driven by the study aims, the type of data to be collected and the availability of time for the study (Touliatos & Compton, 1988; Chang et al., 2020). It saves respondents time and it can also be completed without the presences of the researcher (Grassini & Laumann, 2020; Northstone et al., 2020). Similarly, most respondents feel using questionnaire strategy enable them to answer without fear (Touliatos & Compton, 1988).

Moreover, the instrument had an advantage of saving time since the respondent had to only tick from predetermined ideas their views. Further, many respondents could fill the questionnaire without the presence of the researcher. Filling the questionnaire without the presence of the researcher affords the respondents the opportunity to objectively answer the questions without fear of being victimized. Therefore, in-depth and reliable data were generated in a short time from respondents (Mugenda & Mugenda, 2003). The

questionnaire is a composite survey comprised of demographic items, corporate culture and employee performance measures. Given this, items on corporate culture were adapted from Denison et al.'s (2012) corporate culture model. Employee performance was measured using Phillips' (2005), and Haber and Reichel's (2005), performance indicators.

Reliability and Validity of the Instrument

Joubert and Ehrlich (2007), define reliability as having the same results even if the measures were taken multiple times. Reliability was achieved by using relatively large sample size. The instrument considered was derived from tested and standardized instruments to minimize random measurement error. In addition, reliability was checked in this study by looking at the reliability of individual items and internal consistency reliability (Henseler, Ringle & Sarstedt, 2015).

Validity

Validity is the accuracy or precision with which a phenomenon is described (Bagozzi & Yi, 1988; Chin, 1998). Common sources of invalidity according to Joubert and Ehrlich (2007), are selection, information and confounding bias. To reduce information bias, the researcher adapted survey instruments with comparable population and study design with high validity levels. Also, based on this study, validity was checked by examining the AVE of the model.

Data Collection Procedure

The Human Resource Manager of Ketu South Municipal Health Directorate was consulted for ethical clearance. This is to enable respondents in the various offices and department to respond to the research instrument. To

ensure respondents privacy, they were assured that their detail that could not be used to identify them. The questionnaires were administered by the researcher at the Ketu South Municipal Health Directorate in the second week of October, 2021 and were returned in the Last week of October, 2021.

Data Processing and Analysis

In testing the hypotheses structured, PLS-SEM strategy was utilized. It has been argued that the utilization of PLS-SEM keeps researchers from bias estimate of items loadings (Götz, Liehr-Gobbers & Krafft, 2010). Hair et al. (2016) advanced that this tool helps to test and analyse the causal relationship by using statistical data. PLS-SEM was used to determine the β values, p-values, collinearity among constructs using the variance inflation factor (VIF), goodness of fit with (R^2), effect size (f^2) and predictive relevance (Q^2).

Ethical considerations

Awases (2006), advanced that ethics is mostly associated with morality of right and wrong in the society. Hence, Rubin and Babie (2016), posit that it is important that individuals engaged in research to be aware of issues relating to ethical issues. The researcher took the greatest care to inform participants of the purpose of the study.

Chapter Summary

This chapter discussed the approaches used for this research by the researcher. It also provides information on the study methods, reliability and validity, ethical considerations and so on for this study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter present on data that was gathered for this research. In addition to the presentation, the chapter is dedicated towards performing preliminary tests on the data. The chapter also contains results on the variables used in the study. The findings of the analysis are also presented and discussed with past literature.

Demographic Characteristics of Respondents

As introduced in Table 1, more females (67.4%) than males (32.6%) for this extant discussion. The result shows that the ages between 32-41 years documented the highest responses whiles ages above 52 years documented the lowest response. It can also be seen from the table that respondents had one form of education. Most respondents (75.8%) are junior cadre and (24.2%) are senior cadre (see Table 1).

Table 1: Demographic Characteristics of Respondents

Variable	Frequency	Percentage
Sex		
Male	43	32.6
Female	89	67.4
Age (years)		
21 – 31	62	47.0
32 – 41	67	50.8
42 – 51	2	1.5
52 and above	1	.8

Table 1 continued

Educational Level		
SHS/O Level/A Level	0	0
Certificate	71	53.79
Post- Basic Certificate	8	6.06
Diploma	39	29.55
First Degree	11	8.33
Master's	3	2.27
PhD	0	0
Staff Cadre		
Junior Cadre	100	75.8
Senior Cadre	32	24.2

Source: Field work (2021)

Common Method Bias

One hundred and thirty-two (132) is ten times more than the corporate culture. According to Chin (1998), studies with large sample size should not face problems relating to the biased estimates of path coefficients and indicator loadings. Given this, the study used Harman's one-factor test and the factor for 26.185 which are less than the recommended threshold of 50% (Podsakoff & Organ, 2003), among variables showing that there is no evidence of common method bias in the study results (Table 2).

Further, the full collinearity test from the partial least squares structural equation modeling findings disclosed that all VIFs (see Table 6) are less than the suggested threshold of 3.3 (Kock, 2015), specifying that the model is not affected by common method bias.

Table 2: Total Variance Explained

Extraction sum of square loadings			
Factor	Total	% of variance	Cumulative %
1	15.449	26.185	26.185

Extraction Method: Principal Axis Factoring.

Table 3: Model Fit

	Saturated Model	Estimated Model
SRMR	0.060	0.082
d_ULS	2.362	3.151
d_G	2.053	2.193
Chi-Square	2439.252	2500.357
NFI	0.757	0.750
rms Theta	0.106	

Source: Hini (2022)

Lohmöller (1989), argued that rms Theta values in models should always be lower than 0.12 to be declared as being a well-fitting model. The author further asserts values greater than 0.12 shows poor-fitting model (Lohmöller, 1989). Given this, Table 3 affirmed that the model for this study has rms Theta value of 0.106 indicating a well-fitting model. Henseler et al. (2014), on the other hand presented that SRMR value of 0 designate a perfect fit, but SRMR values of 0.064 and higher may be present in a model. According to Hu and Bentler (1999), the proposed SRMR threshold value less than 0.08 are best for studies of this nature. Hence, the SRMR value of 0.060 has been recorded in this model (see Table 3).

Checking for Reliability and Validity of the Structural Model

The investigation results began with looking at the model's reliability and the validity. A loading becomes reliable in the event that its loading is higher than 0.7 (Henseler, Ringle & Sarstedt, 2015). As displayed in Table 4,

it clear that the loadings are above 0.7 are more. Table 4 presents the list of all latent variables, indicators retained and their respective outer loadings. The composite reliability was used to affirm the dependability in the model. It was recorded that the composite reliability ranges from 0.937 to 0.952 (see Table 4), thereby confirming the reliability of the constructs (Hair, Sarstedt, Hopkins & Kuppelwieser, 2014). Again, Chin (1998), demonstrated that AVE need to be 0.5 or higher. As displayed in Table 4, the model has accomplished AVE values, from 0.516 to 0.655.

Table 4: Summary of Measurement of Scale

Latent Variable	Indicators	Mean	SD	Loadings	CR	AVE	Cronbach Alpha
<i>Mission</i>					0.949	0.516	0.852
	MI1	5.360	1.232	0.856			
	MI2	5.704	1.103	0.853			
	MI3	5.712	1.026	0.820			
	MI4	5.904	1.929	0.835			
	MI5	5.832	1.022	0.864			
	MI6	5.956	0.891	0.870			
	MI7	5.816	1.065	0.723			
	MI8	6.060	0.872	0.863			
<i>Involvement</i>					0.952	0.654	0.800
	IN1	5.512	1.503	0.914			
	IN2	5.712	1.205	0.931			
	IN3	5.740	1.121	0.920			
	IN4	5.772	1.121	0.913			
	IN5	5.472	1.284	0.784			
	IN6	5.612	1.212	0.776			
<i>Consistency</i>					0.937	0.537	0.806
	CO1	5.892	1.409	0.947			
	CO2	5.972	1.157	0.933			
	CO3	6.068	1.095	0.942			
	CO4	6.112	1.018	0.922			
	CO5	6.096	1.042	0.945			
	CO6	6.900	6.587	0.160			
<i>Adaptability</i>					0.949	0.655	0.905

Table 4 continued

AD1	5.676	1.514	0.927
AD2	6.080	1.259	0.957
AD3	6.083	1.359	0.822
AD4	6.086	1.233	0.837
AD5	6.089	1.562	0.866
AD6	6.090	1.325	0.800

Source: Fieldwork (2022)

Discriminant Validity

Fornell and Larcker (1981), criterion is one of the widely accepted method for evaluating discriminant validity of a model (Hair, Hult, Ringle & Sarstedt, 2016). A construct is said to meet discriminant validity threshold once the square root of the AVE of each construct is higher than the correlations with all other constructs. The figures in Table 5 confirm the discriminant validity of the model (Hair et al., 2016).

Table 5: Fornell–Larcker criterion for determining discriminant validity

	MI	IN	CO	AD
MI	0.955			
IN	0.824	0.927		
CO	0.805	0.889	0.899	
AD	0.762	0.842	0.804	0.876

Source: Fieldwork (2022)

Note: Mission (MI), Involvement (IN), Consistency (CO), Adaptability (AD).

Table 6: Summary of Findings

IV	DV	Path coeff.	S. E	t-Stats	P-Values	R ²	f ²	VIF	Q ²
MI	EP	0.248	0.075	5.403	0.001	0.850	0.162	2.110	0.707
IN	EP	0.729	0.073	20.054	0.000	0.850	1.567	1.000	0.707
CO	EP	0.809	0.029	29.072	0.000	0.850	1.779	1.000	0.707
AD	EP	0.298	0.036	7.278	0.000	0.850	0.150	1.149	0.707

Source: Fieldwork, (2022)

Note: Mission (MI), Involvement (IN), Consistency (CO), Adaptability (AD).

Results and Discussion

This study seeks to examine the effects of corporate culture on the employee performance of Ketu South Municipal Health Directorate. The data

were analysed using PLS analytical approach. The multicollinearity tests finding for corporate culture constructs are clearly displaced in Table 6. It can be affirmed that all the VIFs are less than 2 representing that there will be no issues relating to multicollinearity (Henseler et al., 2015). The model depicted by the research questions shows that corporate culture described 85% of variation in employee performance and can be viewed as small, medium and substantial (Cohen, 1988).

Therefore, the effect size measure shows that mission ($f^2 = 0.162$) and involvement ($f^2 = 0.150$) have a medium effect on employee performance. Consistency with ($f^2 = 0.328$) has a large effect on employee performance. Adaptability on the other hand ($f^2 = 1.567$) has large effects on employee performance. According to Götz et al. (2010), a Q^2 figure bigger than zero is said to have a predictive relevance. And so, a $Q^2 = 0.707$ shows that commitment, involvement, consistency, adaptability have a large relevance to predict employee performance (see Table 6).

Fritzsche and Oz (2007), reasoned that evaluating research questions can start once a correct measurement has been designed. Evaluating the research questions were confirmed by examining the path coefficients and their related p-values. Hence, this result ($\beta = 0.248$, $p < 0.001$) as clearly revealed in Table 6, indicates that firm's mission is related to employee performance positive. This finding implies that Health Directorates that have perfect sense of purpose and direction that defines their corporate goals and expresses a vision of how the organisation will look in years to come are more likely to enhance their employees' performance.

Also, the study finding resonates with Zakari, Poku and Owusu-Ansah (2013), and Lunenburg (2012), Oduol (2015), that employee view of their organization's corporate culture may improve their performance. Some researchers (Lorraine, Dorai & Zubair, 2011; Wahjudi, Suwignjo, Singgih & Baihaqi, 2013; Ahmed & Shafiq; 2014), stressed that excellent corporate mission enable firms to build human resource actions that fulfil employees' needs and improve their performance. However, Yesil and Kaya (2013), posit that corporate culture dimensions have no impact on employee performance.

Also, ($\beta = 0.729$, $p < 0.000$) indicates a significant nexus between involvement and employee performance. This finding implies that the more liable Health Directorates are towards involving employees in their corporate decisions, the better employees become more satisfied which, in turns, enhance their performance. The result connect with some researchers in the management domain (Spreitzer, 1995; Denison, Haaland & Goelzer 2003; Ahmad, 2012), that employees are involved in the decision making of their organisation, they can improve their performance. Thus, giving employees the needed opportunity to take part in all the activities of the organisation could influence their performance (Spreitzer, 1995; Ahmad, 2012; Denison, Haaland & Goelzer, 2003).

Anis (2011), postulates that heeding to workers suggestions, attending to their cultural variables could enhance their performance. The organisational excellence theory posits that people take keen interest in activities if they believe such activities will lead to mutual gains (Blau, 1964). It has been argued (Chan & Mak, 2014), that in the workplace relationship, workers look for benefits related with leaders' actions in order to respond favourably. Thus,

workers are more motivated and tend to improve their job when they have objectives, mission, vision, goals and values that are clearly defined.

Furthermore, ($\beta = 0.298$, $p < 0.000$) means that consistency and employee performance is positive. This finding indicates that employee sense of consistency regarding their firms has the tendency to improve their performance. Therefore, the finding lends supports to previous study by Davenport (1993), and Saffold (1988), that consistency defines a company's core values and the internal systems that helps in problem solving, efficiency and effectiveness at every level of the company.

Further, ($\beta = 0.809$, $p < 0.000$) links adaptability and employee performance positively. This finding implies that employees improve their performance if they are fully adaptable to their organization (Mujeeb, Masood & Ahmad, 2011; Lorraine, Dorai & Zubair 2011; Kotrba et al., 2012; Panuwatwanich & Nguyen, 2017; Siagian, Samuel; Widjaja, 2017; Oberföll, Adame & Garcia, 2018; Polychroniou & Trivellas, 2018; Le & Quy, 2020). Besides, it has been advanced that success in a competitive business environment requires employees to adapt to the culture of the organisation they work for in order to improve their performance.

This can be attained if they are able to direct their affairs strategically (Issau & Soni, 2019). It has been argued (Dasanayake & Mahakalanda, 2008; Schein, 2010), that firms that implement good corporate culture are likely to have strong exchange nexus between the company and its employees. Oduol (2015), believe that employee views of their company's corporate culture may enhance their adaptability. Other stream of studies (Schmidt, 2002; Schein, 2010; Lorraine, Dorai & Zubair, 2011), stressed that excellent corporate

culture enable firms to build human resource actions that fulfil employees' needs.

The study found that organisational objective, vision, values and goals when clearly defined can enhance employee performance (Lan 2003; Sihalolo & Halim, 2005). The scholars noted that organisational objectives, vision, values and goals are usually agreed on through consensus such that every department will work toward achieving it which, in turn, improves employee performance. The study advanced Wang's (2002), view that the organisational objective, vision, values and goals brings about strategic planning, management and workers' performance evaluation.

Chapter Summary

This chapter presented on the data that was gathered for this research. In addition to the presentation, the chapter is performed preliminary tests on the data after which it was used to conduct the analysis. The findings of the analysis are also presented in addition to the discussions with respect to past literature.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The summary findings obtained in chapter four are presented in this chapter. It further concludes and makes recommendations for the management of Ketu South Municipal Health Directorate and recommendations for future research into this phenomenon.

Overview of the Study

The study examined the nexus regarding the effect of corporate culture on employee performance at the Ketu South Municipal Health Directorate in the Volta region of Ghana. Precisely, the study assessed the level of corporate culture and employee performance at the Ketu South Municipal Health Directorate in the Volta region of Ghana; assessed the effect of organisational vision, mission, values objectives and goals on employee performance at the Ketu South Municipal Health Directorate in the Volta region of Ghana; and examined level of organisational commitment, involvement, consistency and adaptability, and how they affect employee performance at the Ketu South Municipal Health Directorate in the Volta region of Ghana.

The applicable literature and research questions have been discussed. 132 staff of Ketu South Municipal Health Directorate was selected to participate in the study. The study was guided by explanatory research design. Moreover, the study employed PLS-SEM to analyse the data. Moreover, the organisational excellence theory and Denison's model of corporate culture have also been reviewed.

Summary of Findings

This section present on Organisational Commitment, Involvement, Consistency and Adaptability, and how they affect Employee performance

Mission and Employee Performance

The result of this study pays largely to the corporate culture- related works. Firstly, the study advances the Denison's corporate culture model view that embracing some cultural traits that help explains differences in performance and effectiveness among employees. Principally, the argument for implementing the need for corporate mission is supported given that these practices lead to employee performance. Also, the study advances support to the organisational excellence theory which advocate that companies can improve the performance of employees if they are aware of the component of culture of their company. The study revealed that the mission concept of corporate culture relates to the organisation and its employees knowing where they are going, how they intend to get there and how each individual can contribute to the company's performance.

Involvement and Employee Performance

Additionally, the result extends findings of past studies on involvement and employee performance. It has been affirmed that involvement in the Denison's model of corporate culture deals with people at all levels of a company who are engaged in pursuit of the mission and work in a collaborative manner to fulfil the company's goals.

Consistency and Employee Performance

The study recognized that consistency is connected to employee performance. It has been affirmed that consistency leads to shaping employees' attitudes which, in turn, improve their performance. The theorist submitted that behaviour is rooted in a set of core values and manners.

Adaptability and Employee Performance

Furthermore, the results extend support to earlier investigations on the adaptability and employee performance. The researchers reasoned that the ability of the company to scan the external environment and respond to the changing needs of its key stakeholders could enhance their performance.

Organisational Vision, Values, Objectives and Goals on Employee Performance

The study found that organisational objective, vision, values and goals when clearly defined can enhance employee performance. The scholars noted that organisational objectives, vision, values and goals are usually agreed on through consensus such that every department will work toward achieving it which, in turn, improves employee performance. The study advanced the view that objective, vision, values and goals bring about strategic planning, management and workers' performance evaluation.

Conclusion

To start with, the study documented the positive connection between corporate culture and employee performance at Ketu South Municipal Health Directorate in the Volta region of Ghana. The researcher, however, argued that Health Directorate can enhance employee performance through organisational commitment, employee involvement in decision making, consistency and

adaptability. Health Directorate with good initiatives are more motivated towards improving employee performance. Also, Health Directorate able to organisational objective, vision, mission, values and goals when clearly defined can enhance employee performance. This is because the employee will know what they are supposed to do and not.

Recommendations

The findings of this study make available a number of considerable inferences for the superiors of the Health Directorate specifically, Hospital Administrators, Medical Superintendents, District/Municipal Directors of Health Services. Mainly, because it has been recognized that mission leads to employee performance, the study recommends that Hospital Administrators, Medical Superintendents, District/Municipal Directors of Health Services should formulate and implement policies related to their mission statement, which will be more dedicated on improving employees job performance.

Next, the District/Municipal Directors of the Health Directorate should involve individuals or staff at all levels of the Directorate in pursuit of the mission and work in a collaborative manner to fulfil the Directorate's objectives. It is believed that this initiative will help build human capability and build the Directorate around competent teams.

Based on consistency analyses, Hospital Administrators are required to identify the means through which their consistency in their activities could lead to employee performance. This is because such instances could enhance employee performance.

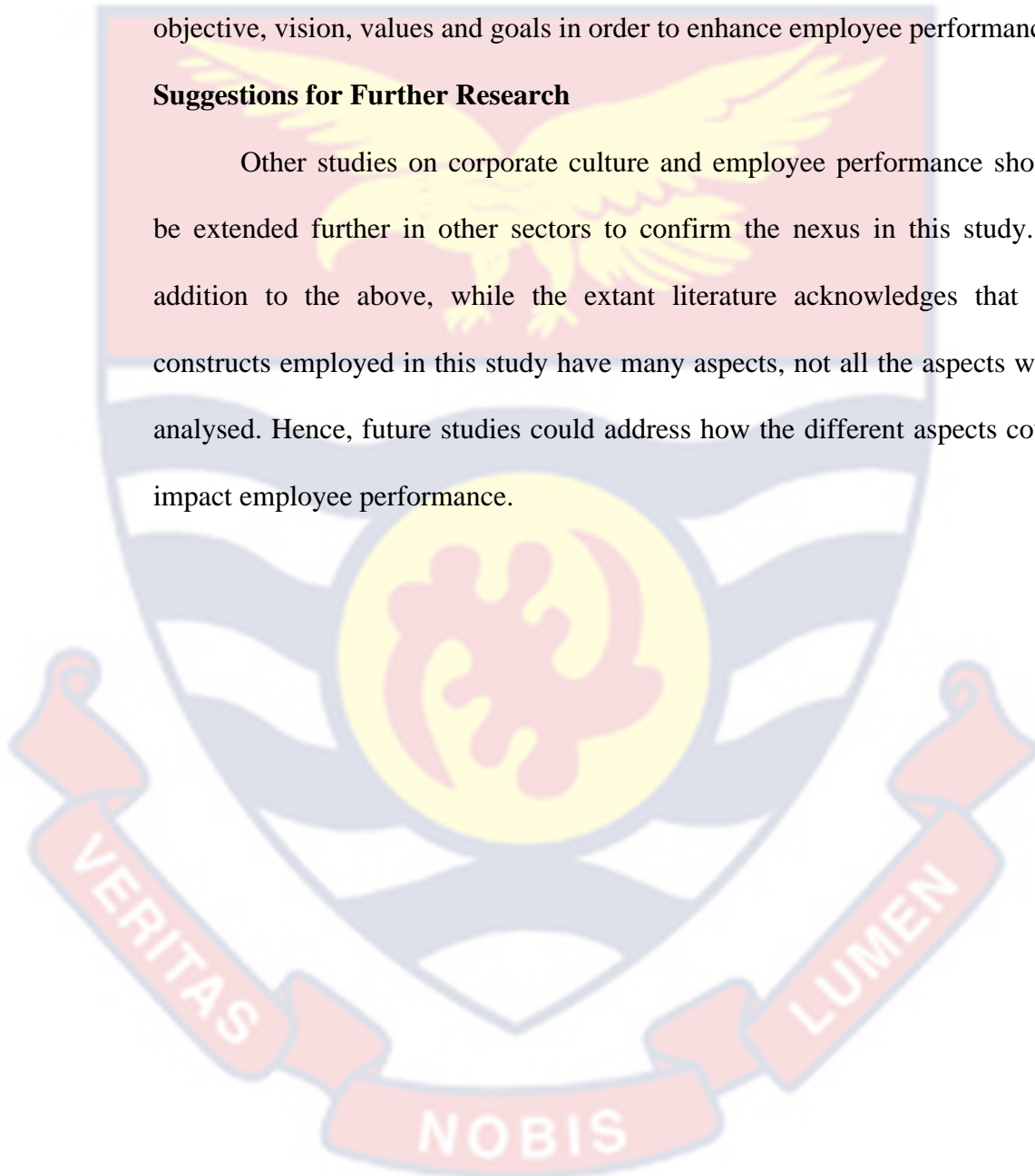
Further, it is vital for the Medical Superintendents, District/Municipal Directors of Health Services to scan the external environment and respond to

the changing needs of its stakeholders. This is because, adaptable company help its staff to take risks and learn from their mistakes and have the capability at creating change.

Finally, Health Directorate should clearly define their organisational objective, vision, values and goals in order to enhance employee performance.

Suggestions for Further Research

Other studies on corporate culture and employee performance should be extended further in other sectors to confirm the nexus in this study. In addition to the above, while the extant literature acknowledges that the constructs employed in this study have many aspects, not all the aspects were analysed. Hence, future studies could address how the different aspects could impact employee performance.



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APPENDICES

APPENDIX A: QUESTIONNAIRE

QUESTIONNAIRE FOR STAFF

Dear Respondent,

The focus of my research is to examine 'Corporate Culture and Employee Performance in the Ketu South Municipal Health Directorate.' Your opinions are much appreciated. This is a research project and your participation is voluntary. To ensure your privacy, you are not required to provide your name, phone number, email address or any detail that could be used to identify you. Your responses are also confidential. Thank you so much for participating.

Section A: Demographic Data

Kindly provide the appropriate response and tick [] the box that correctly describes you.

1. Sex: Male Female
2. Age 21 - 31 years 32 - 41 years 42 - 51 years above 52 years
3. Educational Qualification: Never been to school JHS SHS/O" level/ A level Diploma First degree Master's PhD Other Specify
4. Staff cadre: What is your current cadre? Junior cadre senior cadre

Section B: Corporate Culture

The table below shows the perceptions about the Corporate Culture of your company.

Section B: Corporate Culture	1	2	3	4	5
INVOLVEMENT					
Most employees are highly involved in their work.					
Decisions are usually made at the level where the best information is available.					
Information is widely shared so that everyone can get the information he or she needs when it's needed.					
Everyone believes that he or she can have a positive impact.					
Business planning is ongoing and involves everyone in the process to some degree.					
Cooperation across different parts of the organization is actively encouraged.					
People work like they are part of a team.					
Teamwork is used to get work done, rather than hierarchy.					
Teams are our primary building blocks.					
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.					
Authority is delegated so that people can act on their own.					
The "bench strength" (capability of people) is constantly improving.					
There is continuous investment in the skills of employees.					
The capabilities of people are viewed as an important source of competitive advantage.					
Problems often arise because we do not have the skills necessary to do the job.					
CONSISTENCY					
The leaders and managers "practice what they preach".					
There is a characteristic management style and a distinct set of management practices.					
There is a clear and consistent set of values that governs the way we do business.					
Ignoring core values will get you in trouble.					
There is an ethical code that guides our behavior and tells us right from wrong.					
When disagreements occur, we work hard to achieve "win-win" solutions.					

There is a "strong" culture.					
It is easy to reach consensus, even on difficult issues.					
We often have trouble reaching agreement on key issues.					
There is a clear agreement about the right way and the wrong way to do things.					
Our approach to doing business is very consistent and predictable.					
People from different parts of the organization share a common perspective.					
It is easy to coordinate projects across different parts of the organization.					
Working with someone from another part of this organization is like working with someone from a different organization.					
There is good alignment of goals across levels.					
ADAPTABILITY					
The way things are done is very flexible and easy to change.					
We respond well to competitors and other changes in the business environment.					
New and improved ways to do work are continually adopted.					
Attempts to create change usually meet with resistance.					
Different parts of the organization often cooperate to create change.					
Customer comments and recommendations often lead to changes.					
Customer input directly influences our decisions.					
All members have a deep understanding of customer wants and needs.					
The interests of the customer often get ignored in our decisions.					
We encourage direct contact with customers by our people.					
We view failure as an opportunity for learning and improvement.					
Innovation and risk taking are encouraged and rewarded.					
Lots of things "fall between the cracks".					
Learning is an important objective in our day-to-day work.					
We make certain that the "right hand knows what the left hand is doing".					
MISSION					
There is a long-term purpose and direction.					
Our strategy leads other organizations to change					

the way they compete in the industry.					
There is a clear mission that gives meaning and direction to our work.					
There is a clear strategy for the future.					
Our strategic direction is unclear to me.					
There is widespread agreement about goals.					
Leaders set goals that are ambitious, but realistic.					
The leadership has "gone on record" about the objectives we are trying to meet.					
We continuously track our progress against our stated goals.					
People understand what needs to be done for us to succeed in the long run.					
We have a shared vision of what the organization will be like in the future.					
Leaders have a long-term viewpoint.					
Short-term thinking often compromises our long-term vision.					
Our vision creates excitement and motivation for our employees.					
We are able to meet short-term demands without compromising our long-term vision.					

Section C: Employee Performance

This table seeks to identify your performance in your company.

Section C: Employee Performance	1	2	3	4	5
I understand the criteria of performance review of my company.					
I understand my job and how to carry it out					
I am able to resolve unexpected schedules on time.					
I maintain good record of attendance in this company.					
I can carry out assigned duties effectively and efficiently.					
I am very conversant with the standard operating procedure of my job.					

Thanks for your cooperation

APPENDIX B

INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT

Telephone: (03321) 32440 / 32444 Ext. 219 / 220
Direct: (03320) 96923
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E-mail: dmgt@ucc.edu.gh



UNIVERSITY POST OFFICE
CAPE COAST, GHANA

Our Ref: SB/DM/ R.1/VOL.1/26
Your Ref:

11th August, 2021

The Director
Ketu South Municipal Health Directorate
Ghana Health Service
Aflao

Dear Sir/Madam,

INTRODUCTORY LETTER – MR. DELA HINI

The bearer of this letter, Mr. Dela Hini, is an MBA (Management) student of the Department of Management, School of Business, University of Cape Coast. He is writing his dissertation on the topic, “Corporate Culture and Employee Performance in the Ketu South Municipal Health Directorate.”

Kindly assist him to administer his questionnaire in your organization.

We appreciate your co-operation.

Yours faithfully,

Dr. Nicodemus Osei Owusu
Head

