UNIVERSITY OF CAPECOAST

THE IMPACT OF ORGANIZATIONAL CULTURE ON

EMPLOYEE PERFORMANCE

AGBEWORDE, LINDA SENA

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THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE

PERFORMANCE

BY

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DECLARATION

Candidate's Declaration

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

Candidate's Signature……………………… Date ………………………

Name: Linda Sena Agbeworde

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: Christopher Boachie

ABSTRACT

The role of organizational culture has received considerable and sustained attention with both practicing managers and organizational researchers. This dissertation seeks to examine the impact of organizational culture on work performance of employees of Ghana Airports Company Limited.

To achieve the above objective, the case study approach was used; the population sample frame is 100, of staff who are 2 years and above. The research used 2 years and above because it wants to find out why staffs are still here after 2 years of working with the same organization (Ghana Airports Company Limited). Data was collected from a total number of 85 employees using a structured questionnaire to access the values, characteristics, relationships on organizational performance and how it can influence employee performance.

The findings of the study revealed that performance of workers are greatly influenced by the culture. Also, most workers supported the fact that good relations between workers and customers make them do their job with joy to achieve their overall objectives. Secondly work values have improved discipline, time management, and punctuality, motivates and help maintain morals. The study concludes that organizational culture helps improve employee performance as well as a source of motivation to workers because motivation is not only monetary. Organizations should pay much attention to their orientation programmes which serves as a way of inculcating culture into workers which will motivates them to perform. Orientation should also be compulsory and done yearly to remind existing staff of who they are as an organization.

ACKNOWLEDEMENTS

I will like to express deepest appreciation to my supervisor, Mr. Christopher Boachie. I am very grateful for his guidance, patience and support. I am also grateful to Rev. William Gadzegba the Human Resources Manager and the staff of Ghana Airports Company Limited for their support.

DEDICATION

This research work is dedicated to my lovely husband Martin Kwasi Gozey.

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CHAPTER ONE

INTRODUCTION

Background of the Study

Organizations do not exist in a vacuum but in a specific culture or socio-cultural environment. Organizational culture is the set of important assumptions often unstated that members of an organization share in common. There are two major assumptions in common; beliefs and values. Beliefs are assumptions about reality and are derived and reinforced by experience. Values are assumptions about ideals that are desirable and worth striving for. When beliefs and values are shared in an organization, they create a corporate culture (Azhar, 2003). Schein (2004) defined organizational culture as a dynamic force within the organization which is revolving, engaging and interactive and it shapes up by the employees and managements gestures, behaviours and attitudes. It is a relatively uniform perception held of the organization, it has common characteristics, it is descriptive, it can distinguish one organization from another and it integrates individuals, groups and organization systems variables.

Employee performance

Employee performance refers to the observable behaviours and actions which explain how the job is to be done and the results that are expected for satisfactory job performance (Alder, 2001). Performance is the extent to which an individual is carrying out his or her assignment or task. Thus, the degree of the accomplishment of the task that makes up an employee's job (Ojo, 2009). It

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indicates to the employee what a good job looks like (Alder, 2001). This implies that employees must know what they need to do to perform their jobs successfully (Ojo, 2009). Performance of employees is affected by numerous factors at work place. One of these important factors is Organizational culture.

Organizational culture and employee performance

Organization's culture depicts the performance of its employees both practicing managers and organizational researchers. To achieve corporate objectives, the desire and the combined effort of employees must be critically look at by organizations. In getting the best out of employees, management must understand that there is an inner instinct that needs to be activated to actually push employees to give out their best. It is in the light of this that the culture of organizations has become a sine-qua-non for organizations to achieve their goals.

The level of the performance of an employee is a function of his abilities and the set key characteristics an organization values. Where there is a strong positive dominant culture which is expressed by majority of the organization's members and their subcultures are typically inclined with the dominant culture organizational performance is to be equivalent, thus organizational objectives can be achieved uniformly at a high level making the organization stand out compared to other organizations; but where there is no uniformity between the dominant culture and the subcultures the main achievements of an organization cannot be obtained uniformly because departmental way of achieving this goals are in contrast with organization's culture thus performance level is low. One of the key elements in personnel management is organizational culture: "Organizational culture is a system of sharing meaning held by members that distinguishes the organization from other organizations (Robbins & Judge 2009)." From the perspective of Robbins and

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Judge, managers and organizational researchers cannot ignore the primary characteristics that capture the essence of an organization's culture. In this regard, organizations have seven primary characteristics; innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability. Appraising the employees with these characteristics gives a composite picture of an organization's culture and the basis for feeling shared understanding that members have about the organization.

The only challenge faced by managers, therefore is to create and sustain an organizational culture   and how best to manage it ethically, positively to make an organization stand out as the best. To be able to do this efficiently and effectively, there is the need for managers to inculcate into workers the passion to learn these cultures and make it as part of their daily lives. It is on the basis of this that managers can efficiently and effectively work with workers without contradictions because they both have a clear mind on the mission and vision of the organization which is embedded in the culture of the organization. This is crucial because all human beings have their own prescribe cultures from where they come from.

Statement of the problem

Organizational culture is an important human resource technique that cannot be ignored. Employees form an overall subjective perception of the organization based on factors such as degree of risk violence, team emphasis and support of people. The overall perception becomes, in effect, the organization's culture or personality. Just as people's personalities tend to be stable over time, so too do strong cultures. This makes strong cultures difficult for managers to change. When a culture becomes mismatch to its environment, management will want to change it. But as the point and counterpoint demonstrates, changing an organization's culture is

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a long and difficult process. The result at least in the short term, is that managers should treat their organization's culture as relatively fixed.

One of the most important managerial implications of organizational culture relates to the selection decisions. Hiring individuals whose values don't align with those of the organization are likely to mislead to employees who lack motivation and commitment and who are dissatisfied with their jobs. Also we should not overlook the influence of socialization has on an employee performance. This of the view that in most organization's top management tend to find themselves more important than their subordinates. For this reason, they do not socialize with them and even if they would talk to them, they do it in an unpleasant manner. Some management staff even does not praise workers if they do well in their area of post.

It is vital for management to understand these theories and give it the necessary attention it deserves. It is in the light of these that the research sought to examine the impact of organizational culture on the performance of employees in Ghana Airports Company Limited.

Objectives of the study

The general purpose of this study is to examine the impact of organizational culture on employee performance in an organization. Other specific objectives include;

1. To examine the extent to which do workers relate to each other and customers in the organization

2. To examine the extent to which values of the organization help improve work performance?

3. To analyse whether individual characteristics of organizational culture and how they improve work performance.

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Research questions

In order to achieve the above objectives the following questions;

1. To what extent does relationship between workers improve organizational performance?

2. How does values of the organizational help improve work performance?

3. Does a relationship exist between organizational culture and employee performance?

Significance of the study

Organizational culture is an essential activity for the development of every organization. A well implemented culture makes employees feel as part and parcel of the organization. They hold the organization in high esteem and are willing to give off their best to the organization. An organization that wants to remain in business and win competitive advantage over its rival as well as expand its market share must be able to implement an outstanding culture by involving employees to be abreast with its culture very well as seeing it as their treasure. It is only when this is done well that employees would work hard enough to increase productivity and hence profitability. This project work contributes to the on-going debate on the effectiveness of organizational culture on work performance in organizations. The study employs a collection of data from both within and without the organization to determine the pre and post organizational culture - work performance of employees of Ghana Airports Company Limited. As a human resource person motivation is not only extrinsic but also intrinsic thus culture can really motivate workers to do well.

It is hoped that practical managers as well as owners of institutions would find this research useful in terms of being a source of information for management to acquaint them on the need for cultivating a uniform culture with their employees.

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As an academic pursuit it would be used by students as a source of reference material for further research into this vital area. It would also be beneficial to policy makers for analysis and hence decision making where managers can use it.

Limitation of the study

Survey is a method of sociological investigation that uses question based or statistical surveys to collect information about how people think and act. Questionnaires are used to collect data from respondents where it is analysed and conclusions are drawn. Surveys collect data at a single point in time; it is difficult to measure changes in the population unless two or more surveys are done at different points in time. Such repetition is often expensive and time-consuming, making frequent periodic surveys impractical. Also the number of questionnaires used which was one hundred (100) which might not be feasible to generalize the findings as it might not represent the views of the over 300 workers of Ghana Airports Company Limited. Also with the use of closed ended questionnaires most workers were willing to express themselves more and may affect the validity of the responses given.

Delimitation of the study

Delimitations are the definitions you set as the boundaries of your own dissertation, so delimitations are in your jurisdiction. Delimitations are set so that your goals do not become impossibly large to complete. Delimitations include objectives, research questions, variables, theoretical objectives that you have adopted, and populations chosen as targets to study**.** This research is using Ghana Airports Company Limited as the target population and also the research is using a questionnaire to get response form target population. The questionnaire includes both open ended and closed ended questions, closed ended questionnaire will help

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limit the responses to questions so the respondent does not give unnecessary answers and also the open ended is too required respondents to really explain themselves to that effect.

Organization of the study

The study will be presented in five chapters under the broad headings of introduction, Literature Review, Methodology, Analysis and Evaluation of data, Conclusions and Summary as well as recommendations. Chapter One which is the introductory chapter provides the general overview, including the background of the study, statement of the problem, objectives as well as the significance of the study. Chapter Two is the Literature Review. Literature Review basically is theories and what some authors have written about organizational culture and performance. Chapter Three present the methodology to be employed. This comprises the population, sampling technique, and data instrument and data analysis. Chapter Four undertook data analysis and discussion of findings, which discussed the impact of organizational culture on employee performance and bring out the analysis by using likert scale to measure the impact of culture on employee performance and bring out the benefits to both employees and Ghana Airports Company Limited. Chapter Five provided a summary of all discussions, conclusions drawn from the study and recommendation form the research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter consists of Organizational Culture and performance, the theoretical framework of the study, review of related literature, statement of hypothesis and operational key terms.

Theoretical framework

This study was guided by the organizational culture framework of Edgar Schein (1988). Schein adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In Schein's (1988) model, culture exists on three levels: Artefacts, Values and Underlying assumptions.

Organizational Culture Theory "has become a major theoretical rallying point" (Mumby, 1988, p. 4). Pacanowsky and O'Donnell-Trujillo were instrumental in directing researchers' attention toward an expansive understanding of organizations. The theoretical principles of the theory emphasize that organizational life is complex and that researchers must take into consideration not only the members of the organization but their behaviours, activities, and stories.

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Hofstede's cultural dimension theory which was his original model as a result of using factor analysis to examine the results of a world-wide survey of employee values by IBM between 1967 and 1973. It has been refined since. The original theory proposed four dimensions along which cultural values could be analysed: individualism-collectivism; uncertainty avoidance; power distance (strength of social hierarchy) and masculinity-femininity (task orientation versus person-orientation). Independent research in Hong Kong led Hofstede's to add a fifth dimension, long-term orientation, to cover aspects of values not discussed in the original paradigm. In 2010 Hofstede added a sixth dimension, indulgence versus self-restraint.

Empirical review of related literature

There are countless different definitions of organizational culture. The majority of them suggest in essence the same principle, that the organization's culture is the shared values, beliefs and assumptions of how the members should behave. The rationale of the culture is to understand how organizations function and gives sense and importance to the organizations' way of doing business. Culture helps to promote inner integration, bring labour force from all layers of the organization much nearer together, increases moral, and enhances their performance. Organizational culture shapes its members in the same way as personality shapes an individual, and defines what the organization is willing to do. It comprises usual habits, behaviours, rules, dominant ethics, and a mood or climate conveyed". Schein (2004) defined organizational culture as a dynamic force within the organization which is revolving, engaging and interactive and it's shaped up by the employees and managements gestures, behaviours and attitudes. Strong culture in the

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organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increases the overall performance of the organization. Performance on the other hand refers to be the ability (both physical & psychological) to execute a specific task in a specific manner that can be measured as high, medium or low in scale. The word 'performance' can be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance etc. Employee's performance means the ability of employees to attain goals either personal or organizational by using resources efficiently and effectively (Daft, 2000).

There has been significant research in the literature to explore the impact of organizational culture on employee performance. For instance, Magee (2002) claims that organizational culture could be used for measuring economic performance of an organization. However, organizational excellences could be varied since cultural traits differ from organization to organization and certain cultural traits could be source of competitive advantages through causal ambiguity (Nelson & Quick, 2011; Oparanma, 2010). Earlier scholars (Rossman, Corbett & Firestone, 2009) have explained culture as mutual experience which depends on the behavioural and societal activities. The world is changing rapidly and the level of employee expectation and satisfaction also change accordingly. Organizational culture adapts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations and satisfactions.

Therefore a supportive culture as pointed out by Ritchie (2000) is considered as a motivational instrument which promotes the employees to perform smoothly and ensures better productivity (Ritchie, 2000). Research has been carried out on various issues of organizational culture, for example, organizational culture types

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(Tharp, 2009) emphasize the stages of culture across the organization whereas organizational psychology (Schein, 1990) focuses on how culture makes an impact on employees' psychology and performance. These two issues of organizational culture set up equilibrium where an organization can achieve its maximum level of effectiveness and efficiency (Deem, Barnes, Segal & Preziosi, 2000) that shows the link between organizational culture and employee performance. Organization culture is the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Hosftede (1980: 25) summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one. Thus the above concept asserts that organizational culture could be the means of keeping employees in line and exhilarating them towards organizational objectives. Most organizations assert its performance as a dependent variable which seeks to recognize other independent variables that produce variations in its performance (Richard et al., 2009). Yilmaz and Ergun (2008) argue that organizational culture is theoretically related to and do have positive influence on it. Explaining the variation in performance of effectiveness, Bowen et al. (2009) in his relevant work highlighted that the role of culture is very vital in nurturing, sustaining and enhancing the performance of organizations. In addition to this, Crespell and Hansen (2008) clarified that cultural system of any organizations adds to the coordination of assignments and minimizes inefficiency employee efforts and firm's resources.

Early organization behaviour researchers (Peters &Waterman, 1982; Deal & Kennedy, 1982; Pascale & Athos, 1981) find the unambiguous links between culture and organizational performance. Studies have indicated that there exist relationship

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between organizational culture and its performance. Magee (2002) in this very point argued that organizational culture is inherently connected to organizational practices; therefore organizational performance is conditional on organizational culture. According to Hellriegel and Slocum (2009), organizational culture can enhance performance in a large scale if it can be understood that what sustains a culture?. According to these authors the culture of an organization allows the employees to be acquainted with both the firm's history as well as current methods of operation and this specific detection endows the employees with guidance about expected and acceptable future organizational behaviours and norms.

Some theoretical models assert that the effective human resource system of an organization is based on supporting values and then these systems, in turn, create a positive impact on employee attitudes and behaviour, which facilitate organization's performance (Ferris et al., 2007). Lukas and Farrel (2000) also point out the correlation between organizational culture and employees' performance; and this employees' performance then translated into organizational outcomes such as customer satisfaction (Schmidt, Shull, & Schmitt, 2001).

Some detailed studies of the link between organizational culture and performance are as follows:

Ahmed & Shafiq (2014) carried out a study to find out the impact of organizational culture on organizational performance in the Telecom Sector. The purpose of the study was to determine the impact of organizational culture on organizational performance in order to know how culture of an organization assists in enhancing the organizational performance. Balance score card was used to measure the organizational performance and a quantitative approach was adopted in which a questionnaire was used to collect the data. The findings indicated that all the

dimension of the culture influence the different perspective of organizational performance.

Another study by Ehtesham, Muhammad, Muhammad (2004) was based on knowledge and empirically test the relationship between the components of organizational culture and performance management practices. The study adopted the exploratory research approach to explore the impact. Primary data was collected through questionnaires from 140 employees at the COMSATS Institute of Information Technology. The sample consisted of both male and female faculty members. The regression and correlation statistical analysis were used and results from the statistical analysis showed that, involvement is highly correlated with consistency and adaptability. Similarly, the other dimensions of organizational culture had a positive significant relationship with the performance management practices.

In a study by Osibanjo and Adeniji (2003) on the Impact of Organizational Culture on Human Resource Practices in some selected Nigerian private universities, results indicated that a close relationship exists between organizational culture and recruitment process, training programmes, job performance management, performance of employees, pay structure, and compensation administration. The study suggested that given the organizational context of the study, each of the variables be appreciated more by the individuals in values, beliefs, and practices of the organization. It was therefore suggested that prospective employees or job seekers should endeavour to familiarize themselves with the organizational culture before accepting job offers.

The Ordinary Least Square (OLS) method of linear regression and descriptive statistical analysis were used in examining the relationship between

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organizational culture and the performance of non-governmental organizations (NGOs) which revealed a positive association. This led to the conclusion that organizational culture is a potent determinant of performance. This study therefore suggested that NGOs could leverage on culture as a key organizational resource towards achieving high levels of effectiveness.

Awadh and Saad (2013) examined the relationship between organizational culture and performance. The main aim of the research was to identify and measure strong relationship between performance and organizational culture. Out of the study, certain dimensions of culture were identified and research showed that value and norms of an organization were based upon employee relationship. The goal of an organization is to increase level of performance by designing strategies. The performance management system was measured by balance scorecard and by understanding nature and ability of system culture of an organization have been identified. It was recommended that a strong culture of an organization based upon managers and leaders help in improving level of performance.

Aluko (2003) examined the multidimensional impact of culture on organizational performance in selected textile firm from Lagos, Asaba and Kano in Nigeria. The main objectives of the study was to identify the cultural variables which influence organizational performance; to determine the nature of the relationship between culture and performance ; to identify other determinants of performance and to determine the ways in which culture interact with other factors to influence organizational performance. The data were collected using both qualitative and quantitative methodologies. The former were collected through interviews and observations while the latter were collected via structured questionnaire and from documents. In all, 630 respondents were used for the study.

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The respondents were selected using multiple sampling techniques - comprising of stratified random sampling, quota sampling and systematic sampling techniques.

The main finding of the study was that irrespective of their cultural backgrounds, workers in the textile industry appeared to have imbibed the industrial way of life. The results of the analysis of the cultural variables showed a high level of commitment to work, low level of labour turnover and absenteeism, positive beliefs about work, positive work values, attitudes, and norms in all the firms studied. But these positive attributes of the cultural variables did not translate directly to high level of organizational performance in these mills because some other variables were at work. This was an indication that culture was not the sole determinant of organizational performance. Other factors most especially exogenous variables such as the economy, technology and the murky political climate all influence organizational performance significantly and much more than endogenous variable such as size, structure, and style of management.

The aim of another study by Ahmad (2012) was to expand the base of knowledge and empirically test the relationship between components of organizational culture and performance management practices. The study adopted exploratory research to explore the impact. Primary data was collected through questionnaires from 60 employees in COMSATS Institute of Information Technology. The sample consisted of both male and female faculty members. Regression and Correlation analysis was used for statistical analysis. Statistical results showed that involvement is highly correlated with consistency and adaptability. Similarly, other dimensions of organizational culture have significantly positive relationship with the performance management practices.

To find the influence of organizational culture on employee performance within software houses working in Pakistan, Shahzad, Iqbal, and Gulzar (2013)**,** data was gathered via questionnaire and formal and informal interview. Customer service, employee participation, reward system, innovation and risk-taking and communication system, are considered variables for this study. The overall results support that culture of organizations has the significant positive impact on employee's job performance at selected software houses in Pakistan. Employee's participation is a most important factor for achieving organizational goals. This study fulfils an acknowledged necessitate learning the impact of culture on the employee's job performance of the software industry in Pakistan.

Rural and Community banks in Ghana have been coached by the management of Apex bank limited, their governing body to embrace good organizational practices so as to enhance excellent service delivery as a culture and not only as a tool for doing business. This study investigated the preferred as well as the existing organizational culture and its effect on productivity at LA Community bank. This research by Addo (2007) reviewed the various types of culture, how culture is created and ways in which culture can be sustained or changed. A twenty-four question (24) survey was conducted to investigate the issue of organizational culture and its effect on productivity at LA Community bank. Forty-one staffs were randomly selected and nine heads of departments were purposively selected to participate. The data collected was analysis using Microsoft Excel. The key results of the research findings revealed that there is a need for management of LA Community bank to be creative in finding ways to attract top talents among diverse groups of the employees. Also there is a need for management to readily reward innovation. Management view about change and openness to suggestions were also

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looked at. Steps to be taking to integrate the various components of good organizational culture in order to enhance productivity at LA Community bank were also made clear by the respondents according to the survey. Recommendations to improving the organization's culture and productivity levels at LA Community bank are also presented in this study. The recommendations include management of LA Community bank becoming more open and the need to encourage creativity by management and reward accordingly.

After a long era of research on organizational culture, scholars have established abundant links between organizational culture and organizational employee performance. Unlike previously, today researchers believe that organizational culture can be used for competitive advantage, effective employee performance and productivity (Tharp, 2009). Researchers like Peters and Waterman (1982); Sadri and Lees (2001) and Deal and Kennedy (1982) and Thompson (2002) stated that strong organizational culture is a primary determinant in creating better organizational performance and sustained competitive advantage. Although the relationships between organizational culture and employee performance have been widely accepted, some researchers (Bowen et al., 2009; Rosenbusch et al., 2010; Wolff, 2007) raise concerns about the relations. Thus, culture characteristics might affect performance but restricted or conditioned to the specific context. They further argue that culture may lead to higher performance if it fits with changes of environmental factors within the context. Recently, researchers argue that cultural traits cannot be copied and therefore it could be source of organizational sustainability. Resource-based view Peteraf and Bergen (2003) suggests that sustainability depends on the values, rarity and sustainability of the culture concerned.

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There is a therefore a general consent about organizational culture on being traditionally determined and socially structured that involves beliefs, behaviors, values and morals allied with different levels of the organization and incorporates to all aspects of organizational life (Kiyani, Saher Saleem & Iqbal 2013). The organizational culture is outlined by Schein (1990) as overall phenomenon of the organization such as natural settings, the rite and rituals, climate and values of the company. According to Martins and Terblanche (2003), culture is deeply associated with values and beliefs shared by personnel in an organization. Organizational culture relates the employees to organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioural set of standards. Klein et al. (1995) positioned organizational culture as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its products and services.

Researchers tend to identify two dimensions of performance: an action dimension (i.e. behavioural aspect) and an outcome dimension (i.e. performance aspect) (Sonnentag, Volmer & Spychala, 2010; Uddin, Huq & Saad 2013). Here, the behavioural aspect of performance is assumed to be matched with work situation and job specifications. Then this selective behavioural aspect turns into a means of achieving organizational goals and objectives that is the outcome dimension or performance aspect. Although there is a range of behaviours that could be used for measuring performance; Bitsani (2013) emphasize judgmental and evaluative processes that take a great deal along with action itself while defining performance.

Individual factors in the culture-performance relationship

There are numerous researchers who consider the importance of individual factors (i.e. ability and effort) to make a link between organizational culture and

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employee performance (Gardner & Schermerhorn, 2004). It requires further investigation for better understanding and prediction of the relation between organizational culture and employee performance. According to Agwu (2014), organizational culture functions as the internal integration and coordination between firms operations and its employees. Internal integration can be described as the societal interaction of new members with the existing ones, creating boundaries of the organization feelings of identity among personals and commitment to the organization. Shared system which forms the basis of communication and mutual understanding in organization is due to its culture and if the organizational culture fails to fulfil these functions at satisfactory level, the culture may have significant negative influence on the efficiency of the employees.

A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective; and finally shaping and channelling employees' behaviour to that specific direction should be at the top of operational and functional strategies (Daft, 2010). A firm's mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioural activities. A firm's performance improves if it has a clear sense of purpose and commitment towards its mission. Successful and well performed organization defines its organizational goals as the report card of forthcoming (long term) future (Chavan, 2009; DuBrin, 2012; Hellriegel & Slocum, 2011).

Along with others, shared value of employees is one of the basic components of organizational culture (Hellreigel et al., 2011). Schein (1994) clarifies that value which is a set of social norms that define the rules or framework for social interaction and communication behaviours of society's members, is a reflection of

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causal cultural assumptions. Individuals who hold similar values may feel and interpret situations and events similarly (Watrous, 2006) which can reduce uncertainty (Schein, 1985), role ambiguity, and conflict, allow for the accurate prediction of other's behaviour (DuBrin, 2012), and make successful interpersonal interactions more likely (Meglino et al, 1989). Academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared (Bulach et al, 2012; Nelson & Quick, 2011; Kotter & Heskett, 2011). Similarly, it is widely argued that shared and strongly held values enable management to predict employee reactions to certain strategic options and by reducing these values, the consequences maybe undesirable (Ogbonna, 2009).

According to Hofstede (1991), organizational culture is the mind-set of the people that distinguishes them from each other, within the organization or outside the organization. This includes values, beliefs and behaviours of the employee's different from other organization. According to Stewart (2010), norms and values of organizational culture highly affect those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. He also suggests that normal and values is the first thing to look in the organizational culture. In business today, it is confirmed by the studies that organizations which have less focus in the area of managerial components, stakeholders, employees, customers and leadership, outperform, not have the strong cultural characteristics in it (Kotter 2012). Based on literature, certain parameters are taken to understand the impact of culture on the employee's job performance.

Employee participation

In Schein's (1992), viewpoint participation of employees considered key element for setting organizational goals. As per theory setting goals, participation of employees can increase goals acceptance. According to Zairi (1999), a key attribute is participation, which is positively related to overall effectiveness of the organization. He also stated that participation is involved in delegating tasks as per the responsibilities of individual.

Innovation and Risk-taking

According to Kuhn (2000), creativity means to produce something from nothing, whereas innovation makes a sense that something into the goods and services and Innovation is considered an environment or a culture has almost a divine power, which exists in the organization and cause to drive value creation. Robbins, Stephen and Mary (1996), have identified three sets of variables that are responsible for stimulating innovation; Organization's structure, Organizations culture and Human resource practices.

Rewards system

Bovee et al (1993), defines that theory of reinforcement described that the rewards should exploited to strengthen the appropriate behaviours and reinforces for undesirable things performance should be detached. Luthans (1998), states that organization should have the most up-to-date technology, well designed strategic plans, comprehensive job descriptions and inclusive training courses, unfortunately people are being rewarded based on performance-related behaviour of the employees, and there is a limited impact of technology, plans or rules. Bucker (1997) demonstrates that for reinforcing an organization's culture, organization's reward system considered as a powerful tool.

Openness of communication

Chester Barnard states that functions of the executives were; firstly, develop the thoughts of communication considered as a key shaping strength in organization (Luthans 1998). Good communication helps the employees to keep internal processes to run consistently and helpful to create superior association with the people, both within and outside the organization. Effective communication plays a very important role in industrial disagreements, miscommunication, gossips, and organizational divergences.

Customer service orientation

Joel and Michelle (2000), states that employees observe the organization's procedures as believing them well and giving wisdom of society at workplace and got the customers report regarding the quality of services. High service's quality could be resulted when the organizational culture communicates advanced customer service at the top.

In order to meet the organizational objectives and achieve competitive advantages, all organizations are thriving to recruit highly performing individuals. On the other hand, individuals need supportive organizational culture to help them reach individual objectives. Therefore, an organization is a consciously coordinated system where characteristics of individuals, groups and organization interact with each other and effective interaction among them highly depends on organizational culture that shapes the individual performance (Kozlowski & Klein, 2000) and in most of cases high performers are more appreciated and promoted than low performers (Cross et al., 2000). As a result evaluation of employee performance basically depends on the factors like performance appraisals, compensation,

employee recognition, employee motivation, training and development, job security, flexible time system, organizational structure, employee satisfaction etc.

As culture differs from country to country and organization to organization, proposed theories often become problematic when they attempt to model the actual detail and richness of real organizations because of the complexity of interrelationships between organizational processes (Hofstede, 1990). Researchers often fail to isolate and measure many important organizational variables that are needed for theoretical background checking.

Clearly, concerns should be raised on quantifying and measuring the conceptualization of organization cultures characteristics but it also leads to research possibility as well (Hofstede 1990; Schein 1990).

Although there are a few inconsistencies in the literature, previous theoretical articulations about organizational culture and its impact on employee performance provide some crucial underpinning to test the hypothesis that information about organizational culture can be an important indicator in explaining an organization's level of productivity. Researchers like Hofstede (1990), Rousseau (1990), and Makwana (2011) admit that organizational culture is holistic and socially constructed by the members of the organization and some visible features can be measured about the influences on an organization's employee performance. From numerous "culture surveys" it have been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman & Bertelsman, 2006 & Kotter, 2012). It can be inspected that although some aspects of organizational culture have been scrutinized for their productivity, as in-depth analysis of the various aspects of organizational culture is absent in.

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From the above discussion about the work of other researchers, they used various variables like customer service, employee participation, reward system, attitude, turnover, commitment but none of them used values, individual characteristics, relationship between workers and their customers and their mission and vision. This is why I used these variables to distinguish my work and also establish the fact that as an organization these factors can really make an impact in the overall performance of the organization.

Also most of the researchers concentrated on the banking sector, information Technology Industry, Textile Industry and the Non-governmental Industry leaving out the government industry which covers majority of the population at large. I therefore identified a gap there which I made my research using the government industry in the aviation sector.

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CHAPTER THREE

METHODOLOGY

Introduction

This chapter presents the methodology employed to address the questions, which necessitated the study. The chapter describes the strategies, tools and methods employed in the study. These include the population, sampling techniques, sample, data instrumentation and data design and presentation.

The Research Design

A research design involves the selection and use of a variety of techniques and methods that are scientifically verifiable. According to Churchill and Lacobucci (2002:90), "a research design attempts to reduce the influence of the researcher to an absolute minimum, while establishing the highest possible degree of objectivity and quantitiability of the phenomena. It is a systematic enquiry that permits the researcher to report the findings scientifically. A research design is a specification of the methods and procedures to be used in acquiring the needed information that is required. Malhotra and Birks (2003:58) and expand on this view by explaining that "a research design situates the researcher in the empirical world and links the research questions to the investigation". A distinction is usually made between types of research, namely pure research and applied research. (Gummarson & Norberg, 2002). Pure research is primarily concerned with contributing to a particular area of intellectual enquiry. Applied research is concerned with finding a solution to a specific problem that has direct practical implication for industry, commerce or other

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spheres of life, while its potential contribution to academic enquiry is of a secondary nature. Based on the statement of the problem being investigation in this project, the present study can be described as being applied research and the design is a survey. A survey is a form of data collection in which the interviewer interacts with the respondents to obtain fact, opinions and attitude (McDaniel & Gates, 2000:30). It can be conducted by a researcher when he or she visit a respondent's office, arranges for a personal interview, telephones a respondent, mails a questionnaire or even uses emails. In this study, questionnaires were used. Questionnaire are helpful in gathering a large number of data and when standardized brings about uniformity in questions ensuring consistency and accuracy.

It is intended to contribute positively and meaningfully to the aviation industry and in particularly, the field of human resource development and achieving organizational goals by attempting to develop a framework for motivation on work performance of employees. Survey is a good source used in describing the characteristics of a large population and it also flexible, a good tool for measurement in general. On the other hand survey is weak in validity of data because the information provided by the respondent may not totally be correct.

A research strategy is a preliminary plan for conducting research (Tustin et al, 2005:82). Its format depends on the nature of the study. At this stage of the study, the research objectives that were formulated in chapter 1 are translated into specific requirements by specifying the sources from which the data will be obtained.

Witt and Moutinho (1994:301) consider "a research strategy to be a blueprint or map that is used to obtain and collect the data that is required to solve a particular problem". A research strategy is considered to be an overall operational pattern that highlights how the research process is to be undertaken. (Churchill & Lacobucci,

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2002:90). In the case of this project, a descriptive research design was selected to identify and explore the ways in which motivation could be used as a tool for enhancing work performance.

Population

According to Polit and Hungler (1999, p.37) refer to population as "an aggregate or totality of objects, subjects or members that conform to a set of specifications". The population of this study was the staff of Ghana Airports Company Limited, Kotoka International Airport.

The sampling procedure

According to Churchill and Lacobucci (2002:448), "a sample is an individual person or a social group of the chosen population or individual units of analysis that form the basis for sa2mpling". A sample refers to all the elements from which the information is gathered in order to solve a particular research problem. When conducting a research investigation, it is important for the researcher to select respondents who are a true representation of the population (Mc Daniel & Gate, 2001:328). Sampling is a process of selecting a small portion of the study population for data collection and analysis in order to draw conclusion for the study (Tustin et al, 2005:337).

However, because the population of the survey was known, it was possible to divide it into smaller samples or strategy. In the case of this project, the study population was divided into management, senior and junior staff. The population studied was staff of Ghana Airports Company Limited and have minimum educational qualification of Higher National Diploma. Most of them are middle income earners and aged between 20 – 60 years. The focus was on the staff of the headquarters at the Kotoka International Airport.

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Developing a sampling plan

The failure to develop a thorough operational plan could hamper the success of the entire sampling process. A sampling plan was drawn up in accordance with the seven steps that are outlines by Tustin el al, (2005). This step appears in the figure below.

The sampling plan
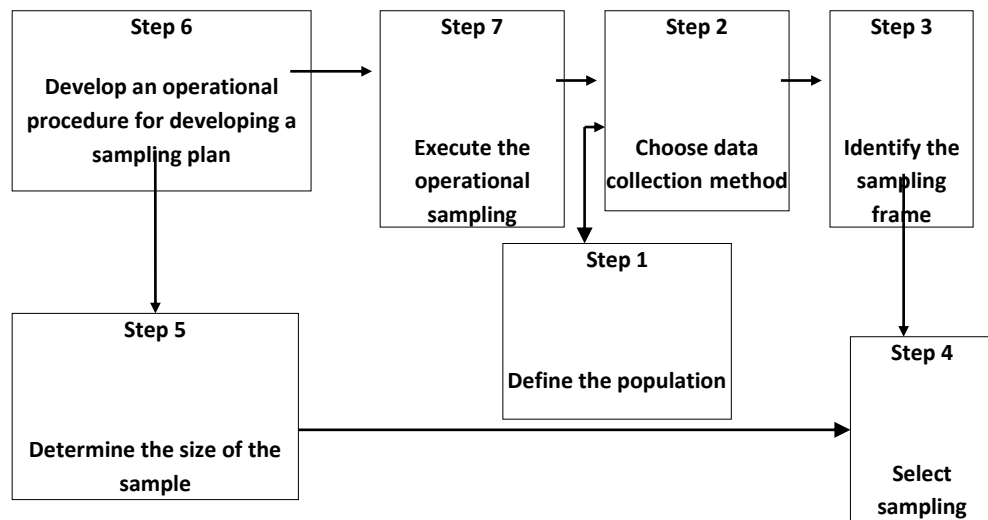
Source: Tustin et al, 2003:339

The research process applied in this investigation followed the procedure proposed by Tustin, et al, (2005) and that appears in the diagram above. These steps are common to all research processes.

Sample method

The selection of a sampling method is dependent on the objectives of the study, time, financial resources and research problem under review. However, other factors, such as non-responses and the value of the information provided by the person included in the sample, should also be considered.

McDaniel & Gates, 2004:278, Malholtra & Birks, 2003:206, Tustin et al, 2005 : 343). The type sample that is used, determines what the respondents are required to

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do. The type is of greater importance to the process of selecting a probability sample than in selecting a non-probability sample. (McDaniel & Gates, 2004:278). In this study a stratified random sampling was used for selecting a sample for questionnaire distribution.

Whiles the first stage in sampling is to identify the relevant population which includes all the relevant units, the most important consideration is to select a sample frame that is representative of the target population (Malhotra & Birks 2003:767). The sample frame refers to the number of respondents who are included in the investigation. The size of the sample frame usually affects the quality and the generalization of the results. If the sample is too small, then the data that is obtained may not be representative. In this study the population sample frame is 100, of staff who are 2 years and above. The research used 2 years and above because it wants to find out why staffs are still here after 2 years of working with the same organization. It posse a question whether it because of the culture or financial aspect of the organization that is motivating them.

Data collection instruments

Quantitative techniques will be used in the investigation to obtain the elusive information and comprehend the complex problem, so it will be relatively easy to manage and control the information in a systematic way without including ambiguous, cause and effect between single variable. More specifically, because the research is conducted by means of a case study approach (Churchill & Lacobucci, 2002:105), questionnaires to maximize the richness of the discussions and data collection.

A measuring instrument can be constructed on the basis of the research objectives that are formulated (McDaniel & Gates, 2001). The usefulness of a

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measuring instrument is determined by the analysis and interpretation to which it will be subjected. The instruments used in this investigation were primarily questionnaire. This is been selected on the grounds that they are convenient and cost effective. Questionnaires were administered to each given to the Human Resource Officer in charge of training who distributed the questionnaire to staff and was retrieved from staff after 2 weeks. The main data gathering instrument used in this research was the questionnaires and this was then supported by field observation to cross-check and confirms the data gathered

Data collection procedure

The data collection procedure comprised the sampling process that was discussed in a preceding section as well as the controlling of the process to ensure that it followed the prescribed procedures. At this stage the researcher collected the data by distributing the questionnaires. The survey methodology and the data-gathering instruments will be applied at this stage.

Data processing and analysis

The field data collected was edited, coded and analysed and interpreted. The SSPS 16.0 Programme will be used to perform the analysis after the questionnaire had been edited and validated. Manual approached were also used to get actual numbers and percentages of responses to questions. The data were presented as percentages on bar charts. Because the Likert Scale will be used in the elicitation of the responses, which is expected to make it possible to perform statistical analysis on the responses that will be received (Malhotra 2004:237). The data will edit to check for omissions and consistency of responses in order to ensure the integrity of the data and wholesomeness of the questionnaire. A confirmatory analysis will be conducted

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to test and support the convergent and discriminate validity of the measuring scales (Reisinger et al. 2006).

In analysing the data, the researcher had the choice of using descriptive statistics or inferential statistics. Descriptive statistics tend to describe the characteristics of the sample. Inferential statistics permitted the researcher to make inferences about the true differences in the populations on the basis of the data of the sample. In this study, descriptive statistics were used.

Summary

This chapter will review the research design, procedures and tools that will be used in the study. A research plan and the sample population will be discussed and this will be justified. This discussion will then follow by an exposition of the research methods that is been employed in the study as well as the identification of the research instruments. These instruments will further differentiated into two categories, namely in-depth interview guide and the questionnaire. The advantages and limitations of using each instrument will be discussed. In order to ensure the reliability and validity of the survey instruments a pilot study will be undertaken. The undertaking of the full investigation will be justified and contextualized. The population size and procedures will be analysed and the sample frame and size identified. The data gathering and processing procedures will also be discussed. Chapter four focuses on the analysis, interpretation and discussion of findings. The analysis of this data and the findings established by the analysis are contained in this chapter. Chapter five: gives the summary, conclusion and recommendations.

CHAPTER FOUR

RESULTSAND DISCUSSION

Introduction

This chapter looks at data analysis and discussion of findings, which discussed the impact of organizational culture on employee performance and bring out the analysis by using likert scale to measure the impact of culture on employee performance and bring out the benefits to both employees and Ghana Airports Company Limited.

The results have been organised in accordance with the study objectives. The results have been organised into: a) socio-demographic characteristics of respondents b) relationship between workers and customers which improve organizational performance c) How work values affect performance. d) How mission and vision of organization affect organizational culture and performance. The underneath analyses explain and draws inferences from the responses received from the 100 respondents for the study.

Data collected on working relationships, values, mission and vision of organization and how it affects organizational culture and employee performance presented and analysed in this chapter.

Descriptive statistics

The study sought to understand the impact of organizational culture on employee performance. A total of eighty-five (85) employees from GACL participated in this study from 100 questionnaires which were administered. The

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Statistical Package for Social Sciences (SPSS) version 18.0 was employed to facilitate the analysis. The chapter begins with descriptive statistics of the data followed by research questions.

The tables below summarize the descriptive statistics of the variables in the study. These statistics are in the form of frequency tables, means, standard deviations and test for normality.

Table 4.1: **Summary of Descriptive Statistics of the Demographic Variables in the Study (N = 85)**

DEMOGRAPHICS (N=85)

GENDER	MALE	FEMALE			
	64 (75.3%)	21 (24.7%)			
EDUCATION	HND	DEGREE	MASTERS	PROFE.	
	16 (18.8%)	49 (57.64%)	12 (30%)	8 (9.4%)	
AGE	20-30	31-40	41-50	51-60	ABOVE 60
	8.75%(7)	43.75% (35)	35% (28)	12.5%(10)	
TENURE	1-5 YEARS	6-10 YEARS	11-15 YRS	16-20YRS	ABOVE 21
	22 (25.88%)	31 (36.47%)	14 (16.4%)	11(12.94%)	7 (8.23%)

The demographic data in Table 4.1 above reveals that males were 64 and females 21 representing 75.3% and 24.7% respectively. With regards to age, 17(20%) participants were within the age ranges of 20-30years, 38(44.7%)

participants were within the ages of 31-40 years, 9 (10.5%) participants were between ages 41-50 years and 14(16.47%) participants were between 51-60 and 7(8.23%) participants were above 60 years. With regard to the highest educational levels reached by the respondents, 16(18.8%) had Higher National Diploma (HND); 49 (57.64%) had finished a Bachelor's Degree; and 12(30%) had finished a Master's Degree (post graduate) and 8(9.4%) of the participants had professional qualifications. Majority of respondents were first degree holders.

22 (25.88%) of participants had tenures ranging from 1 to 5 years. 31 (36.47%) of participants had tenures from 6 to 10 years. Participants who had tenures between 11 and 15 years were 14(16.47%) whiles those who had between 16 and 20 years were 11 (12.94%) and 7(8.23%) participants had tenures over 21 years.

Table 4.2 Summary of Descriptive Statistics of the Variables in the Study (N = 85)

Variable	Mean	Std Deviation	Skewness	Kurtosis	Alpha
Organizational Culture	22.49	5.07	-.89	.67	.71
Employee Performance	75.05	13.62	-.28	-.32	.66

From Table 4.2 above, the mean score of organizational culture was (M = 22.49) with (S.D = 5.07). The mean score of Employee performance (M = 75.05) with (S.D = 13.62). Also, normality of a variable is established when skewness and kurtosis values fall within the acceptable values of ±1. Statistical test of normality in this study showed that all the variables were normally distributed. Thus, the

population from which the sample was taken formed the normal distribution therefore the data was analysed with parametric tests.

To What Extent Does Relationship Between Workers Improve Organizational Performance?

To answer the above research question, the following questions were asked;

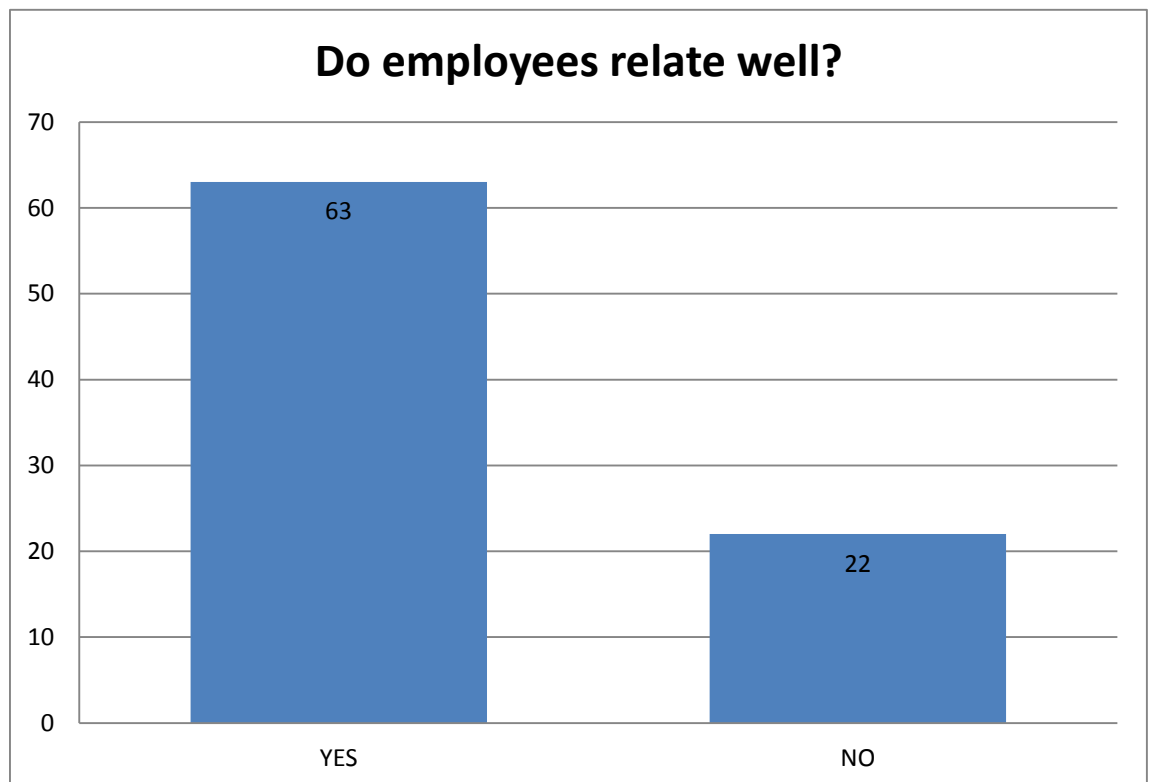- Do employees relate well with themselves and customers?

Fig. 4.1: Relationship between employees

From the above chart, 63(74%) of the respondents stated that employees in their organization relate well among themselves and with customers whiles 22(26%) stated that employees do not have a good relationship. Thus, majority of respondents perceive that there is a good relationship among employees and customers of the organization. Shahzad Iqbal andGulzar (2013) supports the fact that good relations

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between workers and customers makes them unique and help them do their job with joy to achieve the overall objectives.

- **To what extent do employees relate well with themselves and customers?**

Extent to which workers relate with each other and customers
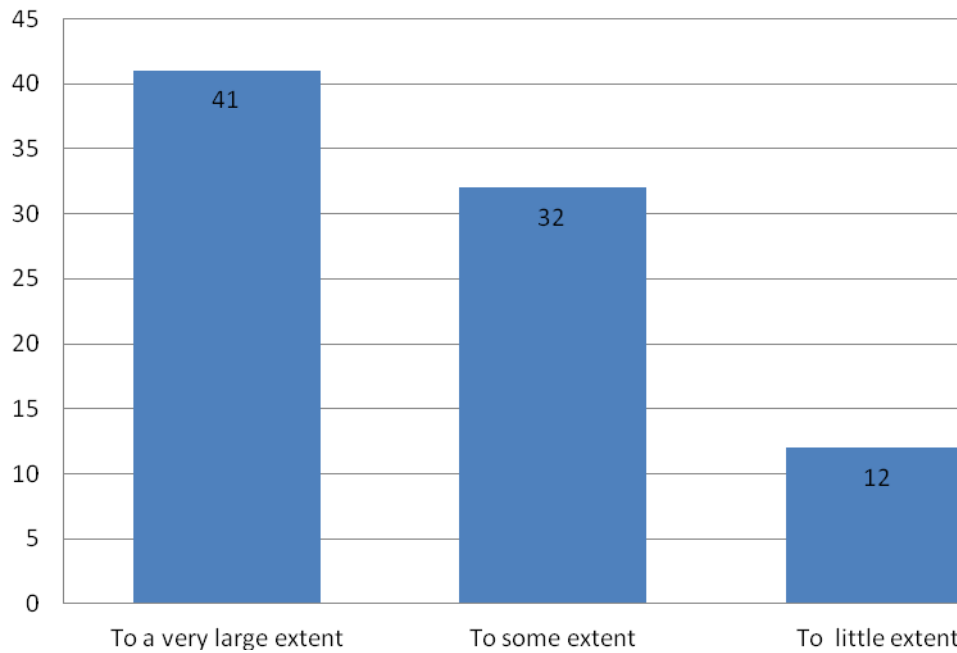

Fig. 4.2 Extent of relationship between workers

The figure above indicates that out of 85 respondents, 41 (48.23%) of them stated that employees relate with each other to a large extent whiles 32 (37.64%) stated they relate to each other to some extent and 12(14.11%) stated they relate to a little extent. Organizational culture theory reveals that theoretical principles of the theory emphasize that organizational life is complex and that researchers must take into consideration not only the members of the organization but their behaviours, activities, and stories. This agrees to the findings that the relationship of workers and customers affects performance. Therefore management should make an effort to

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relate well with employees which will results in a good atmosphere in the working environment which will have an effect on customers.

- **To what extent does the good relationship among workers and their customers improve organizational performance?**

The chart below indicates that majority of respondents 64 (75.3%) agree that to a large extent, how good employees relate among themselves and with customers improves the organizations performance whiles 21 (24.7%) also agree that to some extent the good relationship among employees and also with their customers improves organizational performance.

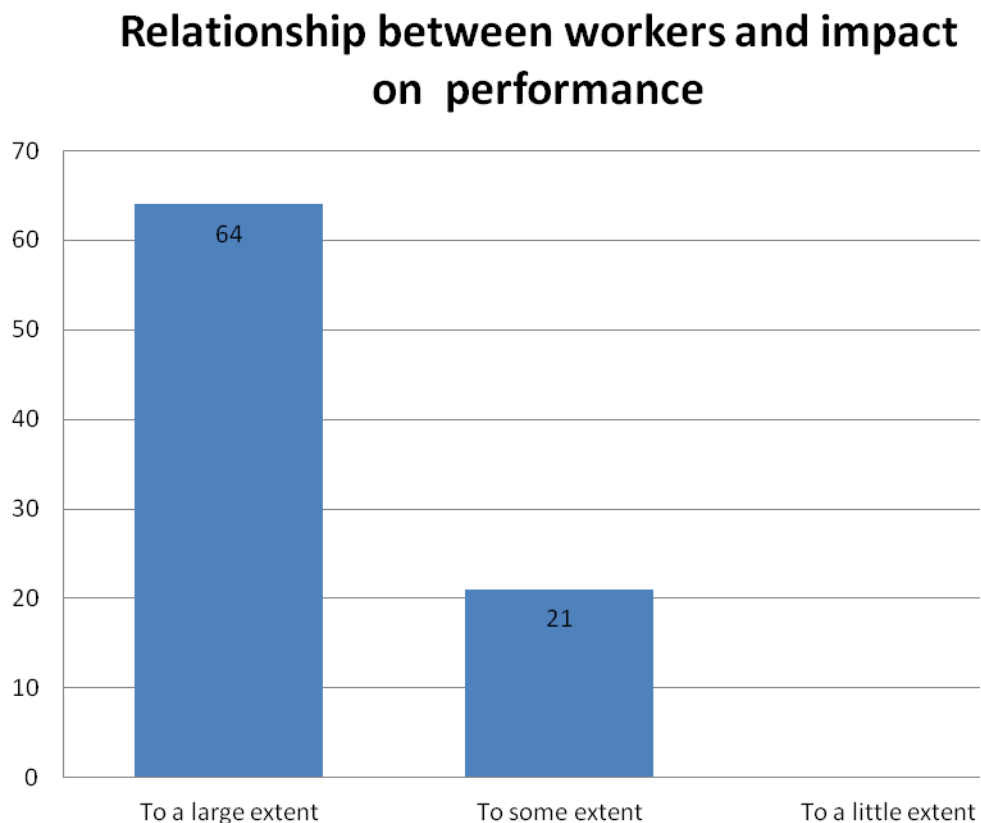## Relationship between workers and impact on performance

Fig. 4.3 Relationship between workers and impact on performance

How Does Values Of The Organization Help Improve Work Performance?

To answer the above question, the following sub-questions were asked respondent:

- Does the culture (values) of the organization affect work performance?

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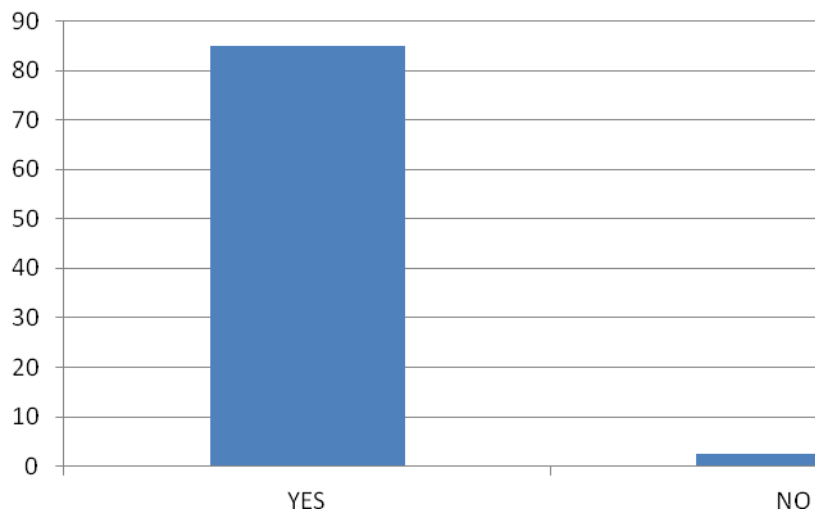## Does work values affect work performance?

Fig. 4.4 Effect of work value on performance

From the above chart, it can be seen that all respondents 80(100%) indicated that work values affects performance. When respondents were asked how these work values affect work performance, responses given as follows;

- Work values have improved discipline and time management

- Work values have improved punctuality and reporting to functions

- Work values helps to achieve set targets

- Work values motivates employees

- Work values helps maintain morals

Values of an organization makes it unique and the organizational culture theory also supports to this "Organizational Culture Theory may view organizational life as too unique and it also argues that organizational cultures differ because the interactions within those cultures differ, so generalizing about life in organizations is nearly impossible. Consider Fran Callahan, for instance. Researchers using a symbolic-interpretive perspective in studying the organizational culture of Grace's

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Jewelers may also be interested in studying the corporate culture of Jewellery Plus. As our examples have shown, each is a unique organization with unique organizational environments. As Stephen Littlejohn (2002) argues, the theory presupposes that organizations must be studied independently, and in doing so, generalizing across organizations is difficult.

Does A Relationship Exist Between Organizational Culture And Employee Performance?

Table 4.3: Pearson Correlation of the Relationship between Organizational Culture and Employee Performance

Variables	1	2
Organizational Culture	-	.461**
Employee Performance	.461**	-

$**p < .01$; N = 85

As shown in Table 4.3, there is a positive correlation between Organizational Culture and Employee Performance (r=.461, p<0.01). This means that, an increase in the positive or good culture in the organization will lead to higher performance whiles poor culture will lead to low performance. From the analysis there is a strong positive relationship between organizational culture and employee performance. Shahzad Iqbal and Guzar (2013) in their research reveal that organizational culture has a significant positive impact on the performance of employees.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter consists of the summary, conclusions and recommendations. This chapter summarizes the findings of the study. Conclusions are drawn and recommendations are made from the information obtained.

Summary

The rationale for the research study was to find out the impact of organizational culture on employee performance. The organization used for the study was Ghana Airport Company limited (GACL).The vision of GACL; Managers of Kotoka International Airport is to become the gateway and the hub to the West Africa Region. Schein (2004) defined organizational culture as a dynamic force within the organization which is revolving, engaging and interactive and it's shaped up by the employees and managements gestures, behaviours and attitudes.'. It is therefore, prudent that the needs of the employees who get the job done are satisfied to the extent that their behaviour towards work will impact positively on productivity.

Again, in soliciting the views of employees, questionnaires were distributed where information on organizational culture from management and non - management were sought. This information was analysed using correlation analysis

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and it was established that indeed, Organizational culture plays an important role on employees' performance.

Summary

Majority of respondents agree that to a large extent, how good employees relate among themselves and with customers improves the organizations performance

Work values affects performance.

Thus, work values have improved discipline, time management, achieving set targets, motivate employees and helps maintain morals

There is also a positive correlation between Organizational Culture and Employee Performance

Conclusions

Based on the analysis and findings of the study, the following conclusions were drawn. It was found that organizational culture as a human resource function has a direct correlation with employees work performance. When employees are involved with their culture they become motivated. The culture makes them feel they own the work they do and gave all their best according to their values, relationship with customers and co-workers and mission and vision of the organization.

From the study, it was established that the performance of Ghana Airport Company staff was affected by their culture. How employees relate among themselves and with customers improve the organizations performance

High motivation affects their level of performance and increases productivity. However, when employees do not understand the culture of the organization and they therefore work in isolation and do not work together to achieve the goals of the organization.

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It is pertinent to say that, achieving corporate goals cannot be done without employees not knowing their mission and Vision which forms major part of their culture. Organizational Culture acts as buffer of corporate productivity. It is therefore clear from the findings that organizational culture plays a major role on employees work performance.

Recommendations

1. Management should understand that organizational culture is one of the key human resource factors that also act as a source of motivation. Therefore refresher orientation has to be done to rekindle the culture in old employees and also make orientation an intense process for new entrants.

2. It is also recommended that most companies should adopt the implementation of the organizational culture approach.

3. Most companies are not able to achieve their mission and objectives because they do not make the culture of the organization effective to the extent of it been a motivating factor. Therefore it is recommended that culture management would get staff committed to the culture to help them identify with it, own it and make them give out their best because they see it as part of them.

Recommendation for Future Research

Research was able to concentrate on only a small number of participants which may have significant effect in terms of results. In order to have more reliable and realistic results, it is recommended that other studies should be conducted focusing on the same topic using more industries.

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APPENDIX

QUESTIONNAIRE

I am a final year MBA Student of University of Cape Coast. I kindly request that you provide us with the necessary assistance or information toward this study: the impact of organizational culture employee performance. This study is purely for academic purpose and any information provided would be treated as confidential. Thanks.

(1) Gender

i. Male   ii. Female

(2)   Educational Background

(i)   Post graduate   (ii) Graduate   (iii) Professional   (iv) any other ……………………

(3)   Length of service in the organization

(i) 1 - 5 years   (ii) 6 - 10 years   (iii) 11 - 15 years

(iv) 16 - 20 years   (v) 21 and above

(4)   Age

(i)   20 - 30 years   (ii) 31 - 40 years   (iii) 41 - 50 years

(iv)   51 - 60 years   (v) 60 and above

(5)   What is the level of culture bonding at GACL?

(i)Very high   (ii) High   (iii) Very low   (iv) Low

(6)   Which of the following factors motivate or give you satisfaction in this company?

(i) Money   (ii) Achievement   (iii) Recognition

(iv) Culture

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(7)   To what extent do you picture yourself in the culture of the organization?

  (i)   To a very large extent

  (ii)   To some extent

   iii)   To a little extent

   iv)   Not at all

 (8)   Does the Culture of the organization affect your behaviour and work

performance?

    (i) Yes   (ii) No

(9)   If yes or No, briefly explain how your behaviour is affected………………

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

(10)Do you agree or disagree that an increase in productivity is as a result of

organizational culture which also act as a source of motivation?

(i) Strongly Disagree ☐   (ii) Disagree ☐ (iii) Neutral ☐ (iv) Agree ☐ (v)

Strongly Agree ☐

(11)What do you suggest is the appropriate package as a means improving the

culture of staff of GACL?

…………………………………………………………………………………………

………………………………………………………………………………………

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(12) My working environment is friendly and cooperative. Almost everyone would fit into it and new employees need few days to feel at home.

(i) Strongly Disagree ☐ (ii) Disagree ☐ (iii) Neutral ☐ (iv) Agree ☐ (v) Strongly Agree ☐

(13) Most employees are giving the mandate to make real contribution to the success of their organization.

(i) Strongly Disagree ☐ (ii) Disagree ☐ (iii) Neutral ☐ (iv) Agree ☐ (v) Strongly Agree ☐

(14) My company place importance on employee welfare and takes responsibility for it.

(i) Strongly Disagree ☐ (ii) Disagree ☐ (iii) Neutral ☐ (iv) Agree ☐ (v) Strongly Agree ☐

(15) Most employees are giving the mandate to make real contribution to the success of their organization.

(i) Strongly Disagree ☐ (ii) Disagree ☐ (iii) Neutral ☐ (iv) Agree ☐ (v) Strongly Agree ☐

(16) I am clear on what my responsibilities and duties are

(a) Strongly Disagree ☐ (b) Disagree ☐ (C) Neutral ☐ (d) Agree ☐ (e) Strongly Agree ☐

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(17) My organization is very particular about meeting the customer needs as results are more important than following the correct organizational procedure.

(a) Strongly Disagree ☐ (b) Disagree ☐ (C) Neutral ☐ (d) Agree ☐

(e) Strongly Agree ☐