

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The world is changing rapidly and the level of organizations is also changing due to technological advancements which have affected their human resource developments programmes. Moreover, organizations differ in their cultural content in terms of the relative ordering of beliefs, values and assumptions. Therefore, a supportive culture as noted by Ritchie (2016), is considered as a motivational instrument which promotes the organization to perform smoothly and ensure success in all its endeavors. Understanding such dynamism is very crucial to pursue the organizational strategic objectives. However, there have been studies in literature to explore the effect of organizational culture on various human resource development programmes of an organization. Organizational development has some particular features that can increase sustainability on basis of effectiveness. The enhancement in performance contributes to employee commitment while norms, values and objectives contribute in enhancing the culture of an organization (Awadh & Saad, 2017). Most employees contribute a great part of their time in organizations. One of the many responsibilities confronting leaders is the creation and maintenance of organizational characteristics that reward and encourage collective efforts. The organizational culture stands out as one of the components that are important to sustaining performance, and competitive advantage.

The word organizational culture can be described as in terms of values, norms, artefacts and management style, (Armstrong, 2010). Adeoti (2017) defines organizational culture as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way they perceive, think, and feel in relation to those problems. Organizational culture is essentially the sum total of the attitudes, behaviors, beliefs, and traditions of an organization. It encompasses the collective goals of a company and the standards of expected behavior in achieving those goals. And it describes the environment and manner in which employees interact with each other and the market. It is everything that people have, think, and do as members of their society. It is the basic criteria of social behavior and integrated action. Organizational cultures represent the character of an organization, which directs its employees' day-to-day working relationships and guides them on how to behave and communicate within the organization, as well as guiding how the organization hierarchy is built (Joan, 2013). Shu-Mei Tseng, (2010) states that organizational culture defines the way employee's complete tasks and interact with each other in an organization. The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company.

Organizational culture is pervasive and powerful. For the organizations, companies and business it is either a force for change or a definite barrier to it. For the employees, it is either the glue that bonds people to an organization or what drives them away.

Organizations, today, are increasingly challenged with changing their organization's culture to support ways of accomplishing work. Organizational culture plays a very significant role in an organization. It is a well-recognized measure which helps in understanding the organization's professed stability for the employee's incentive, encouragement and contentment with their job. Nevertheless, organizations are well aware of the fact that a strong, rigorous, accommodating, helpful and career-oriented work environment should be provided to the employees so that valuable and competent work force can be accomplished, managed and maintained. This can only be made possible where there is a good organizational culture that encourages such activity in the work environment. As such, organizational culture, employee performance and job satisfaction is inter-related and for an organization to achieve its goals efficiently and effectively, it must pay proper attention to organizational culture and also other measures to determine employee performance and job satisfaction levels.

1.2 Statement of 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 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.

1.3 Research Questions

This research is borne out of the effort to evaluate the impact of organizational culture on employee's performance; therefore, the research questions is based on the following question.

- i. How has Market culture help to increase employee's efficiency in Kam Wire Manufacturing Limited?
- ii. To what extent does Market culture leads to an increase in the effectiveness of employee in Kam Wire Manufacturing Limited?

- iii. To what extent has hierarchy culture affects employee efficiency in Kam Wire Manufacturing Limited?
- iv. How has hierarchy culture help to improve employee's effectiveness in Kam Wire Manufacturing Limited?

1.4 Research Objectives

The general objective of this study is to evaluate the impact of organizational culture on employee's performance. Other specific objectives to be provided are -:

- i. to examine the significant effect of Market culture on employee's efficiency in Kam Wire Manufacturing Limited.
- ii. to evaluate the extent to which Market culture helps to increase employee's effectiveness Kam Wire Manufacturing Limited
- iii. to determine how hierarchy culture affect employee's efficiency in Kam Wire Manufacturing Limited.
- iv. to identify if hierarchy culture has helps to increase employee's effectiveness in Kam Wire Manufacturing Limited.

1.5 Research Hypotheses

This study seeks to test the following hypotheses;

- H01:** There is no significant effect of Market culture on employee's efficiency in Kam Wire Manufacturing Limited.
- H02:** There is no significant effect of Market culture on employee's effectiveness in Kam Wire Manufacturing Limited.
- H03:** Hierarchy culture does not have any significant effect on employee's efficiency in Kam Wire Manufacturing Limited.
- H04:** Hierarchy culture does not have any significant effect on employee's effectiveness in Kam Wire Manufacturing Limited.

1.6 Significance of the study

The present study will have great significance. First of all, the study findings will provide an idea about the organizational culture and employees performance in order to provide key information to further research work in such areas. In the same way, the study will provide knowledge and guidelines to researchers who will like to carry out research relating to the impact of organizational culture on employee's performance. At the completion of this work also, it will serve as a compliment or material for student who would like to carry out same research topic.

1.7 Scope of the Study

This research work, the impact organizational culture on employee's performance, will be using Kam Wire Manufacturing Limited as a case study because this research work tends to know if organizational culture has helped increase employee's performance among staff of Kam Wire Manufacturing Limited. This research proposal decides to make use of Kam Wire Manufacturing Limited as the case study because of the easy access of data, this research work will be covering from the last four years i.e. 2019-2022 of this institution for proper planning.

1.8 Operationalization

Impact of Organizational Culture on Employees Performance

The focus of this research work is to evaluate the contribution of Organizational Culture on employee's performance. There for we have two constructs (X & Y)

Organizational Culture (x)

Employees performance (Y)

$X=f(Y)$ $Y=f(X)$

Where $X= (x_1, x_2, x_3, x_4, \dots, x_n)$

$Y=(y_1, y_2, y_3, y_4, \dots, y_n)$

X

Y

Organizational Culture

Employees performance

x_1 = Market culture

y_1 = Employees effectiveness

x_2 = Hierarchy Culture

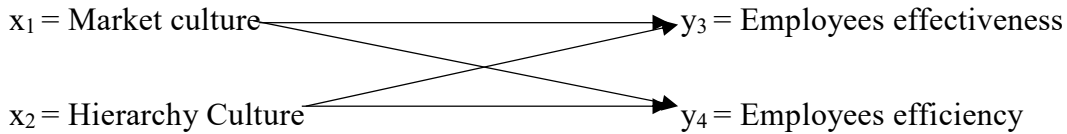
y_2 = Employees efficiency

x_3 = Clan Culture

y_3 = Employees motivation

$Y=f(X)$

Selected Variables



1.9 Operational Definition of Terms

Customer Orientation: Customer orientation is a business approach in which a company solves for the customer first. It's all about focusing on helping customers meet their goals. Essentially, the needs and wants of the customer are valued over the needs of the business.

Employee Effectiveness: The degree to which employees are successful in producing a desired result; success.

Employee Efficiency: The state or quality of being *efficient*, or able to accomplish something with the least waste of time and effort; competency in performance.

Market Culture: A market culture is a type of corporate culture that emphasizes competitiveness not only between the organization and its market competitors but also between employees. The market model is the most aggressive and capitalistic of the four common corporate culture models.

Hierarchy Culture: Hierarchy culture predominantly focuses on creating a relatively fixed organizational structure through the implementation of certain processes and rules, as well as the introduction of multiple levels of power and responsibility within the organization.

CHAPTER TWO

LITERATURE REVIEW

2.0 Preamble

The chapter presents a review of the literature related to the study. Past studies are important as they guide the researcher on other studies done on the same topic. From this review, a conceptual review using the dependent and the independent variables in the survey is developed, which lays a framework for the study. The chapter has four parts; conceptual definitions, the theoretical review, the empirical review, and Gaps in Literature.

2.1 Conceptual Review

2.1.1 Organizational Culture

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, 2015). Robbins (2016) defines organizational culture as 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. Organizational culture refers to a set of some commonly experienced stable characteristics of an organization which constitutes the uniqueness of

that organization and differentiates it from others. Organizational culture has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational values are beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines, or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another (Black & Richard, 2013).

Schein (2014) defines organizational culture as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way they perceive, think, and feel in relation to those problems. Organizational culture is generally considered to be, at its deepest level, a cognitive phenomenon, “the collective programming of the mind” (Hofstede, 1998) and “the basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously” However, though organizational culture may reside in the collective minds of organizational members, it is manifested in tangible ways, such as behaviors, throughout the organization (Detert, Schroeder & Mauriel, 2016).

Collins and Porras (2000) state that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations.

They believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organization's culture can be captured in seven primary characteristics. These characteristics are:

- **Innovation and risk – taking:** This has to do with the degree to which employees are encouraged to be innovative and take risks;
- **Attention to detail:** The degree to which employees are expected to exhibit precision analysis and attention to detail;
- **Outcome orientation:** The degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes;
- **People orientation:** The degree to which management decisions takes into consideration the effect of outcomes on people within the organization;
- **Team orientation:** The degree to which work activities are organized around teams rather than individuals;
- **Aggressiveness:** The degree to which people are aggressive and competitive rather than easygoing;
- **Stability:** The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Each of these characteristics exists on a continuum from low to high. Appraising the organization on these seven characteristics gives a composite picture of the organizations culture.

2.1.2 Forms of Organizational Culture

2.1.2.1 Power Culture

For a Power Culture firm control is the key element, decisions are made by one or a small number of people. Power cultures are usually found within small Organizations or a section/department belonging to a large Organization (Hill, 2016). This is because it would be difficult to run a large Organization where only a small number of people were allowed to make decisions. In a powerful culture Organization, decisions can be made quickly as there is little consultation. However, lack of consultation could mean that a firm is not able to take advantage of the skills and experience of its workforce; it could even lead to employees feeling demotivated and high staff turnover. Ultimately the success of a powerful culture firm will depend on the strength of the decisions made by its founders/decision makers.

2.1.2.2 Role Culture

In a Role Culture Organization, individuals are assigned a specific role or job. They may have a job description listing the tasks they are responsible for. The role culture enables large Organizations to spread tasks among their employees and ensure key tasks are covered without unnecessary duplication. This is particularly useful for specialist roles, e.g. sales, marketing, project management and legal compliance. Specialist roles should increase productivity as employees are completing tasks they are fully trained and experienced to do. However, a role culture may be unsuitable for Organizations with a small number of employees where everyone needs to be taken on a variety of tasks and

responsibilities. Furthermore, a role culture Organization may find it difficult to adapt, if its staff is controlled by tight systems and procedures.

2.1.2.3 Task Culture

Task culture refers to the use of teams to complete tasks, especially if the task/objective has a number of steps. The establishment of project teams to the completion of specific objectives/plans is an example of task culture. Project teams will be set specific tasks to complete within a set timescale and budget. A task culture has a number of benefits; staffs feel motivated because they are empowered to make decisions within their team, they may feel valued because they have selected for the team and there is a sense of achievement when the team complete the task successfully. It may also allow teams to be more creative when problem solving.

2.1.2.4 Person Culture

Person culture Organizations focus on the people working within the Organization as they rely on the specialist knowledge of the workforce. Person cultures are found in Organizations where there is an opportunity for employees to develop their career and skills. Examples include universities, where staff can continue their education throughout their employment. Person cultures also include legal and accountancy firms, as the Organization is selling the specialist skill of its staff; this creates a need for staff to undergo continuous professional development.

Safford (2011) describes four types of Organizational cultures that include bureaucratic culture, clan culture, an entrepreneurial culture, and market culture.

2.1.2.5 Bureaucratic Culture

Organisations with a bureaucratic culture are hierarchical and compartmentalized with clear lines of responsibility and authority. Bureaucratic culture is regarded as the structure tree of an organization because power and responsibility are explicit in this culture. Work is organized and systematic with clearly fixed and outlined job descriptions. This culture is founded on supervision levels and control functions (Bernardin, 2018). Thus, bureaucratic institutions are mature, stable, and usually careful. The cultural dimension is formed of eight main characteristics, mainly hierarchy, procedure, structure, order, regulation, establishment and solidarity, caution, and power

2.1.2.6 Clan Culture

Tradition, loyalty, personal commitment, extensive socialization, teamwork, self management, and social influences are attributes of clan culture. Its members recognize an obligation beyond the simple exchange of labour for a salary. The members understand that their contributions to the organization may exceed any contractual agreements. The individual's long-term commitment to the organization is exchanged for the organization's long-term commitment to the individual.

Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, they hold themselves accountable to the organization for their actions.

2.1.2.6 Innovative Culture

Organizations with this culture type are exciting places to work in which are characterized by adventure and an aggressive spirit. It is dynamic as employees are encouraged to accept new concepts that strive for innovation. Azeem (2018), noted that the culture operates on independent, offers autonomy, and encourages employees to express their opinions and thoughts. It is entrepreneurial, ambitious, and people can thrive within this environment if they manage it well. Such organizations are creative places to work in, filled with challenges, originality, and individual uniqueness. Companies having this culture fall in the highly competitive and erratic environment which can also be full of risks as they allow members to take chances. Thus, innovative environments can be viewed by others as environments that are interesting, however, others may view them as places that are not easy to work in as they are full of challenges, competition, and risk taking which might be difficult to handle. Burnout and stress are routine within this cultural dimension as well as occupational hazards. The eight characteristics of this dimension are risk taking, results-orientation, creativity, pressure, stimulation, challenges, enterprising, and driving.

2.1.2.7 Market Culture

The achievements of measurable and demanding goals, especially those that are financial and market-based, characterize a market culture (Kim & Chun, 2017). Hard driving competitiveness and a profit orientation prevail throughout the organization. In a market culture, the relationship between individual and organization is contractual. The

individual is responsible for some levels of rewards in return. A market culture does not exert much informal, social pressure on organizations members. They don't share a common set of expectations regarding management style or philosophy. The absence of a long-term commitment by both parties results in a weak socializing process.

2.1.3 Levels of Organizational Culture

Organizational culture exists on several levels, which differ in terms of visibility and resistance to change. When it comes to changing the culture of the organization, it becomes difficult to determine which the more are, and which are the less important elements that help shape an organizations culture. Hofstede (1990) developed a four-layered hierarchical model of culture which helps to identify and categories the constituent elements of culture.

- **Shared assumptions:** This is the least visible or deepest level is that of basic, which represents beliefs about reliability and human nature that are taken for granted.
- **Cultural values:** This is the next level of culture is that of, which represent collective beliefs, assumptions, and feelings about what things are good, normal, rational, and valuable. Cultural values might be very different in different organizations; in some, employees may care deeply about money, but, in others, they may care more about technological innovation or employee well-being.
- **Shared behaviours:** These are more are more visible and somewhat easier to change than values. The reason is that people may be unaware of the values that bind them together.

- **Cultural symbols:** The most superficial level of organizational culture consists of symbols; these are words (jargon or slang), gestures, and pictures or other physical objects that carry a particular meaning within a culture.

Although there are various other hierarchical models of culture, it is important to note that actual organizational cultures are not as neat and tidy as the models seem to imply. Where there are cultures, there are also usually sub cultures, where there is agreement about cultures, there can also be disagreements and counter cultures; and there can also be significant differences between espoused culture and culture in practice (Band, 2014).

2.1.4 Employee Performance

Employee performance is a record of the results obtained from the specific job functions for a certain period of employee (Bernardin, 2018) and according to Mathis and Jackson (2017) the employee's performance is something that has been done and not done by employee. John (2012) stated that the object of the performance appraisal evolved from an individual-centered approach moving towards employment (job centered) and finally centered on the target (objective centered). Individual-centered approach is evaluating the character or personal characteristics of an individual. Job centered approach is more focused on the behavioral approach. Finally, the approach shifted towards output orientation that person's performance ratings based on results (outputs). Employee performance appraisals are done properly in accordance with its function would benefit the company because it can improve performance.

The dimensions of the employee performance according to Dessler (2012) consists of five dimensions, 1) Quality of Work, is characteristic of a job that can show the level of needs and desires that are expected by a person; 2) The quantity of work, is the amount of work successfully completed by the employee in accordance with the job description in a specified period; 3) Supervision, is the attitude of giving leading a job or duty of superiors to subordinates who lack the knowledge and skills; 4) Presence, is the level of attendance of employees in the workplace; 5) Creation, is the attitude or activities to protect, maintain and allocate something. According to Bernardin and Russel (2008), the dimensions of employee performance consists of 1) Quality, which shows the level of the work process or the work that has been achieved from a job; 2) Quantity, which is the amount of product produced expressed in the currency, the number of production units, or the number of cycles of activities have been completed; 3) Timelines, namely the speed of a work that has been completed within a predetermined time; 4) Cost-Effectiveness i.e., the maximum level of use of the existing resources in doing a particular job; 5) Supervision, namely the extent to which an employee can complete the work without the need for supervision; 6) Interpersonal impact, that levels of the circumstances in which employees can create a comfortable atmosphere in work, confident, doing good, and work together with colleagues.

2.1.4 Organizational Culture and Employee's Performance

Many researchers investigated the relationship between organizational culture and performance. Lunenburg (2016) investigated the relationship between organizational culture and performance and stated that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. An organization's culture can have an impact on organizational effectiveness. And the author adopted Peters and Waterman generalized concept of excellence. They identified several attributes that characterize excellent organizations: a bias toward action; close to the customer; autonomy and entrepreneurship; productivity through people; hands-on, value driven effort; sticking to the knitting; simple form, lean staff; and simultaneous loose-tight properties. And also, the author adopted Theory Z which was developed by Ouchi as an approach to excellence. And the features of Theory Z which apply to schools include the following: trust, subtlety, and intimacy; shared control and decision making; skills training; motivation through self-interest; equitable reward system; and quality education. And the researcher recommended the following suggestions. First, knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation. Second, organizational culture can foster commitment to the organization's philosophy and values. Third, organizational culture, through its norms, serves as a control mechanism to channel behaviors toward desired behaviors and away from undesired behaviors. Finally, certain types of organizational cultures may be related directly to greater effectiveness and productivity than others (Lunenburg, 2011).

2.2 Theoretical Review

2.2.1 ERG Theory

The ERG theory is an extension of Maslow's hierarchy of needs. Alderfer identified three categories of needs and suggested that needs could be classified into three categories, rather than five. These three types of needs are existence, relatedness, and growth. Existence needs are the desires for material and physical wellbeing. These needs are satisfied with food, water, air, shelter, working conditions, pay, and fringe benefits. Relatedness needs are the desires to establish and maintain interpersonal relationships. These needs are satisfied with relationships with family, friends, supervisors, subordinates, and co-workers. Growth needs are the desires to be creative, to make useful and productive contributions, and to have opportunities for personal development. Studies had shown that the middle levels of Maslow's hierarchy have some overlap; Alderfer addressed this issue by reducing the number of levels to three. The ERG needs can be mapped to those of Maslow's theory as follows: Existence: Physiological and safety needs, Relatedness: Social and external esteem needs, Growth: Self-actualization and internal esteem needs. Like Maslow's model, the ERG theory is hierarchical -existence needs have priority over relatedness needs, which have priority over growth. Managers must recognize that an employee has multiple needs to satisfy simultaneously. Furthermore, if growth to relatedness needs therefore fail to achieve the organizational goal. If the manager is able to recognize this situation, then steps can be taken to concentrate on relatedness needs until the subordinate is able to pursue growth again.

2.2.2 Consistency Theory

According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well integrated (Davenport, 1993; Saffold, 1988). Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990). Consistency refers to the extent to which organizational culture fits with its external environment. Enz (1986) posited that strong culture did not ensure good performance. When an organization cannot adapt to changes in the external environment, its strong culture hampers its adjustment to the change, which in turn, results in the decay of the organization. Hence, it is logical to postulate that strong culture only exerts positive impacts on organizational performance under the condition in which this (Enz, 1986; Quinn, 1988; Quinn and Cameron, 1988), there still lacks empirical evidence due to the difficulty of measuring the consistency between organizational culture and the external environment. In our view, culture types utilizing CVF make an empirical examination possible. Consistency can be operated as the similarity between the profile of current culture and the profile of preferred future culture. The present culture is defined as the perception of what an individual thinks organizational culture is; the preferred future culture is defined as the perception of what an individual thinks organizational culture

should be in order to achieve better performance in the future, or in other words, getting better adapted to the external environment (Cameron and Quinn, 1999).

2.3 Empirical Review

Wesong and Musa (2017), also conducted research titled the impact of organizational culture on performance of educational institutions opines that culture impacts most aspects of organizational life, such as how decisions are made, who makes them, how rewards are distributed, who is promoted, how people are treated, how the organization responds to its environment, and so on. Culture influences people's attitudes and behavior at work. Culture is clearly an important ingredient of effective institutional performance. There is a close relationship between an organization's culture and its performance. The survival of any organization solely rest on its effectiveness and efficiency in utilizing the resources supplied by tax payers in serving her constituency. Amidst hard economic times and the stiff competition evidenced in the education sector in the twenty first century, any institution that endeavors to survive must justify its existence through its performance. Numerous factors influence the ultimate performance of any education institution. One among these factors is the prevailing culture of an institution. However, very few institutional managers realize the weight that a culture of an institution has on its performance. This paper explores what is entailed in an institutional culture, measurement of an institutional culture, measurement of an institutional performance and the effect of an institutional culture on its performance.

In view of Mashal and Saima, (2017), through their study which was conducted in different Bahawalpur based franchises of telecom companies. The purpose of this study is to Determine the impact of organizational culture on organizational performance in order to know that how culture of an organization assist in enhancing the organizational performance. Balance score card is used to measure the organizational performance. Quantitative approach is adopted in which a questionnaire is used to collect the data. The questionnaire is adopted from a previous study. 22 questionnaires have been distributed to the research participants out of which 15 questionnaires are returned to the researchers with complete information. The findings indicate that all the dimension of the culture influence the different perspective of organizational performance.

Also Joko, Heny and Agus (2017), conducted a research where they were able to understand the relationship between cultural organization, organizational commitment and readiness to change. The research was conducted at Bumiputera 1912 Mutual Life Insurance Company (MLIC) Head Office in August and September 2014 with 190 respondents selected using purposive sampling method. Paired sample t-test and Structural Equation Modeling (SEM) analysis were employed as statistical tools. The results of this study showed that the mean score between existing cultural orientation and preferred cultural orientation differ significantly. SEM analysis found that the existing organizational culture has positive effect on organizational commitment but negatively affects the readiness to change. Preferred organizational culture has a positive effect both on organizational commitment and readiness to change significantly. Organizational commitment has positive effect on readiness to change.

In another study by Nadia and Shazia (2017), which objectives of study were to determine the relationship between organizational culture and employee's performance, to find out the gender based differences regarding employee's performance and to find out the gender based differences regarding organizational culture. Role based performance and

organizational culture questionnaires were used. The 20 items questionnaire relating employee's performance and 17 items concerning organizational culture were used to collect the data for study. Sample of 60 employees were taken from different organizations. Mean, standard deviation, t-test and Pearson correlation were used for statistical analysis. The findings indicate that there is positive relationship between employees performance and organizational culture and also indicates that there is no significant difference in responses between gender of employees regarding organizational culture and employee performance.

A study was conducted in Niger Delta, Nigeria by Stephen and Stephen (2017) with the aim of examining the impact of organizational culture and its impact on employee performance and job satisfaction, using Niger Delta University as a case study. The objectives of the study was to evaluate how organizational culture influences employee performance and job satisfaction and the relationship between organizational culture, employee performance and job satisfaction in order to proffer possible solutions that will help organizations build a culture that will have a positive impact on the performance and satisfaction of their employees. The data for the research was obtained from respondents who were mainly staffs of Niger Delta University. A total of 120 questionnaires were distributed but only 100 were retrieved from the respondents. The data was analyzed using simple percentage, tables and chi square was used in testing the hypotheses formulated to guide the research. From the findings, it was observing that majority of the respondents' agree that organizational culture does have an impact on performance and satisfaction

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

Furthermore, Anozie and Ismail (2017), conducted another study in Nigeria which major objective was to identify how organizational culture has affected employee's performance in Singapore Telecommunication, in this case the organizational performance has a lot to do with the organization culture. The main aim of the research is to measure and identify how organizational culture affects the performance of its employees. A structured questionnaire was developed using the past literature as the bases, followed by a pilot test to check its validity and reliability as well as normality. Various independent variables were used to measure organizational culture like values, symbols, heroes and ritual and based on this research work the dependent variable is employee's performance. A descriptive research design was used for the purpose of this research work. A survey method was used for the purpose of this research work through survey questionnaire that contains 25 questions which a scale of 1 being disagreed and 5 being agree is being applied. A total of sample of 150 employees was sampled of which 60 of them are senior staff and 40 is from junior staff this is carried out in Singapore telecommunication company as an application of sample method was conveniently used. A descriptive data analysis was applied for the purpose of this research via SPSS 20. This study finds out that

organizational culture such as ritual, value and heroes has a huge and significant impact on employee's performance and through this research which shows that symbols has little or no impact on employee's performance. This research work has cleared the fact that frequent ritual activities in the organization has a great and positive impact on employees performance but other studies that are yet to be done on this can be carried out based on different organization that have different organizational cultural system.

Also Hardiyono, Nurdjanah, and Ria (2018), conducted a study which opines that the work environment is the important part of a company to improve the performance of employees. This study aimed to analyze the effect of the work environment and organizational culture on job satisfaction and employee performance at the State Electricity Company of South Makassar area. Thus, this study also analyzed the effect of job satisfaction on employees' performance at the State Electricity Company of South Makassar area. The data were collected through questionnaire. They were analyzed using path analysis with smart PLS 2.0. The sample consisted of 51 people at the State Electricity Company of South Makassar area. The results showed that the work environment and organizational culture have a positive and significant effect on the performance of the State Electricity Company of South Makassar area. It indicates that job satisfaction can mediate the effect of organizational culture on employees' performance at the State Electricity Company of South Makassar area which means the hypotheses in this research are accepted.

In view of Hassan, Abdulkadir and Ali (2018), through their research which was on the impact of Organizational Culture on Employee performance at University of Somalia in Mogadishu-Somalia. The paper had three main objectives which are: 1) to determine the relationship between entrepreneurial culture and employee performance. 2) To identify the relationship between competitive culture and employee performance. 3) To examine the relationship between consensual culture and employee performance. The researchers utilized convenient sampling to collect 90 questionnaires from University of Somalia in Mogadishu, Somalia. Employees were provided a questionnaire with four main construct which measuring competitive culture, entrepreneurial culture, consensual culture and employee performance. However, using correlation coefficient, the study found that employee performance (Dependent variable) had significant positive influence with three independent variables namely: competitive culture, entrepreneurial culture and consensual culture. Also, the result of regression analysis found that two constructs had statistically significant, positive, and straight effects on employee performance

In a study titled effect of organizational culture on employee performance in selected deposit money banks in Enugu State view of Nwakoby, Okoye and Anugwu (2019) with a specific the study intent to: ascertain the extent bureaucratic culture has significant influence on employees' performance of deposit money banks and determine whether innovative culture has significant influence on employees' performance of deposit money banks. Survey research design was employed for this study. The data were collected through the questionnaires administered to the respondents. The formulated hypotheses

were tested with regression analysis. The result shows that bureaucratic culture does not significantly affect employee performance of deposit money banks. Another finding is that innovative culture has significant affect employee performance of deposit money banks. The study therefore, recommended among other things that the management of deposit money banks should develop cultures that will enhance performance, having the interest of their customers and employees at heart.

In another research study conducted in Jordan by Nael, Ayman,, Fayiz and Mohhmma(2020) in This study seeks to investigate the association between organizational culture and employees' commitment in the Jordanian hotel sector. The data that were gathered from 248 hotel employees, were about the respondents' organizational culture and its impact on the employees' commitment. Data were collected using the Organizational Culture Index (Wallach, 1983) [Wallach, E. J. (1983). *Individuals and organizations: Descriptive statistics* were reported, and hypotheses testing using SmartPLS3 was used. Generally, and with some unexpected outcomes, organizational culture was found to be significantly associated with organizational commitment. It was confirmed that bureaucratic and supportive culture were the predictable dimensions of commitment, while innovative culture was found to be an unpredictable dimension of commitment. This study provides useful managerial implications and contributes to the existing pool of knowledge on the relationships between organizational culture and organizational commitment. Different aspects and context of these variables were tested to provide a wider and more comprehensive understanding on the factors which affect organizations and employees.

2.4 Research Gap

There is clearly some evidence that organizational culture plays a role in the success of organizations. Even though there is a lot of research undertaken on organizational cultures in general, there is little specifically on the role of culture in the electricity (utility) industry and how this relates to its performance. What work has been done in terms of empirical research has contributed to knowledge of how organizational culture impacts an organization's performance, through approaching investigation into culture. Still, there is clearly a gap in the literature to be filled concerning in particular the role of culture in the performance of the companies of this nature. This researcher's research question will attempt to start closing this gap when addressing the effects of organizational culture on employee's performance towards the success of an organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Preamble

This chapter will describe the methodology that will be employed for the research work. It dealt mainly with the objectives and procedures of carrying out the study. This chapter explained the research procedure to be used in gathering and analyzing data which include research method, research design, sampling and sample frame, methods of data collection, instrument of data collection and methods of data analysis. Finally, it explained the validity of the instrument adopted, reliability level of the work not neglecting the ethical consideration.

3.1 Research Design

In order to achieve the set objectives of this study a plan will be drawn up towards collecting statistical and other relevant data from the field with the use of case study, because it allows flexible data collection for illuminating a phenomenon within its contested backdrop (Hentz, 2007). In accordance with the objective of this research study, the research design will use explanatory as it establishes causal relationship variables (Otokiti, 2010)

This research shall adopts quantitative approach and cross-sectional design in order to obtain the relevant information. Two reference period which are retrospective and prospective which explain the past as well as leverage on the present situation to predict

the future. Likert- scale questionnaire which ranges from Strongly Agree (SA) to Disagree (D) will used to gather information from the respondents.

3.2 Population of the Study

The population relates to the total number of items or unit in any field of enquiry (Kothari, 2004). According to Otokiti (2010) population referred to as full set of cases from which a sample is taken. The entire study population is limited to the staff of Kwara State Internal Revenue Therefore staff strength of KWIRS is Three Hundred and Eighty (340).

Source: *Researchers field work, 2023*

3.3 Sample Size Determination

Owing to the fact that, it is impossible to study the entire population due to some constraints. To obtain a valid representative sample from the total population, the researcher will adopt Taro Yamane (1976) formula which is stated as follows

$$n = \frac{340}{1 + 340(0.05)}$$

Where:

‘n’ = sample size

‘N’ = population size

‘e’ = level of precision (0.05)

$$n = 340$$

$$\begin{aligned}
 & 1 + 340 (0.05)^2 \\
 n = & \frac{340}{1 + 340 (0.0025)} \\
 n = & \frac{340}{1 + 0.85} \\
 n = & \frac{340}{1.85} = 183.78 \quad n = 184
 \end{aligned}$$

3.4 Sampling Frame

The sample frame describes the list of the accessible population from which the sample will be drawn. For this study, out of 340 total populations, the questionnaires will be given to 184 respondents according to what is determined using Taro Yamane formula to represent the whole population.

3.5 Sampling Technique and Procedure

Due to the size of the population, the study cannot test every individual in the population because it will be too expensive and time consuming. Sampling techniques can be probability sampling techniques or non-probability sampling techniques. Probability sampling techniques include simple random sampling, systematic sampling, stratified sampling, cluster/area sampling while non-probability sampling techniques include convenience sampling, judgmental sampling and quota sampling techniques.

This research will adopt the non-probability sample in selecting the sample size of the study based on convenience, to cover the specified area and easy accessibility to the respondents.

3.6 Data Collection Procedure

The data for this study will be gathered using primary sources of data. The primary data is first hand data which will be generated during the course of the research work. Conversely, a well-structured closed ended questionnaire will be adopted and administered to the targeted respondents.

3.7 Research Instruments

Research instrument are those tools used in the collection of data for the purpose of testing hypothesis and answering research questions Fatigun (2012). According to Nwanchukwu (2007), questionnaire is an instrument which will contain some questions for which answers are to be given by respondents. The study adopted survey of structured questionnaire to receive information from the respondent. The questionnaires were the most extensively used instrument which comprises of close ended questions. The close ended questions were used with a five-point likert scale questionnaire to ensure that respondent choose between the options provided to them.

3.8 Validity of Research Instrument

Validity of a test instrument is the extent to which it measures what it is expected and designed to measure. There are different types of validity. These include; predictive, concurrent, content, construct, face validity and pilot study.

The validity of this research is calculated by sending a questionnaire to the small-scale business which was later proof read by a senior expert and the research supervisor. The required results to conclude the research are found through the questionnaires distributed and a pilot study was conducted on a few sampling to discover the ambiguity in the research instrument.

3.9 Reliability of Research Instrument

Reliability consists of information from reliable source, trust and consistency. Reliability test measures the extent to which the research instrument consistently measures what it intends to measure. This research work makes sure that the information is reliable from the right source and also ensured that the variable for each construct is in the questionnaire.

3.10 Method of Data Analysis

The data for this study will be analyzed using descriptive and inferential statistics, the tool of analysis for this study will adopts multiple linear regression mode of analysis for the inferential statics. The data collected will be analyzed through Statistical Package for Social Sciences (SPSS) version 21.0. The justification for using multiple linear regression is to identify the strong relationship that is between the independent variable and the dependent variable i.e., strategic alliance and small business performance.

3.11 Ethical Consideration

This study would have no impending injury to people. It followed the laid down ethical standards in management sciences. Respondents was not forced to give opinions about the questionnaire but was rendered explanation of the research purpose. The confidentiality of the respondents will be strictly maintained for this study. Besides, this research work will not violate any ethical precept of the organization as confidential information will be used wisely without disclosing it on any ground, unless with the permission and authorization of the concerned organization. The information gathered will be analyzed appropriately without any form of biased and misrepresentation of information.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter addressed the analysis of data gathered for the purpose of the study. Hence, it was divided into the following sections as; presentation of data, data analysis, test of hypotheses, interpretation of results and finally discussion of results.

Consequently, out of 270 copies of questionnaire that was distributed among staffs of Kam Wire Manufacturing Limited, 257 copies of questionnaires amounting to 95.1% were correctly filled and returned, 13 copies of the questionnaire were correctly not filled amounting to 4.81%.

4.2 Questionnaire's Response Rate

Table 4.2.1 Questionnaire Response Rate

Questionnaire	Frequency	Percentage
Returned	257	95.1%
Not Returned / Wrongly Filled	13	4.81 %
Total	270	100%

Source: Researcher's Field Survey, 2023

The table 4.2.1 showed that the responses from the distributed copies of questionnaire was very encouraging, that is to say out of 270 copies of questionnaire administered and distributed among staffs of Kam Wire Manufacturing Limited, 257 copies of questionnaire

were correctly filled and returned to the researcher, this is recorded at approximately eighty seven percent (95.1%) success rate while the rest with (4.81%) copies of questionnaire were either not returned or properly filled which rendered it invalid for analysis. Hence, the copies of questionnaire collected was deductively analyzed and represented in tables, percentage, and simple linear regression was employed in hypotheses testing.

4.3 Presentation of Data

Table 4.3.1 Distribution table for Demographic of the Respondents

S/N	Factor	Factor Level	Frequency	Percentage %
1.	Gender	Male	183	71.2
		Female	74	28.8
		Total	257	100.00
2.	Age	21-30	121	47.0
		31-40	75	29.1
		41-50	43	16.7
		51-60	18	7.0
		Total	257	100.00
3.	Marital Status	Single	121	47.0
		Married	136	52.9
		Total	257	100.00
4.	Educational Background	B.Sc./HND	160	62.2
		MBA/MSc.	71	27.6
		PhD	19	7.3
		Others	7	2.7
		Total	257	100.00
5.	Years of operation	1-5yeras	181	84.6
		6-10yeras	76	15.3
		Total	257	100.00

Source: Researcher's Field Survey, 2023

Table 4.3.1 above presents the demographic questions of the respondents. Hence, the first section analyzed the gender of the respondents which states that 183 of the respondents representing 71.2% were Male while 74 of the respondents representing 28.8% were female. This by implication means that there are statistically more Male respondents than their Female counterpart.

Furthermore, the distribution above shows that 121 of the respondents representing 47.0% falls in the age bracket of 21-30 years old, while 75 of the respondents with a percentage of 29.1% are between the age bracket of 31-40years old, the age bracket of 41-50years of age are 43 and 16.7% while the age bracket of 51-60years are 18(7.0%). This by implication means that the highest respondents are within the age bracket of 21-30 years old which constitute 47.0%.

Also, the table states that 121 of the respondents representing 47.0% are single, 136 of the respondents representing 52.9% are married. This implies that most of the respondents to the questionnaire are married with a percentage 52.9%

Additionally, the table shows that 160 of the respondents representing 62.2% have B.Sc./HND as their highest qualification, 71 of the respondents representing 27.6% have MBA/MSc., while 19 of the respondents representing 7.30% are PhD and lastly, 7 (2.7%) of the respondents have other qualifications. This means that most of the respondents to the questionnaire are B.Sc./HND holders with a percentage of 62.2%.

Also, the above table shows the years of operation of the staffs that 181 of the respondents amounting to 84.6% are between 1-5years work of operation while 76 of the respondents amounting 15.3% have been in operation since 6-10years and above.

Table 4.3.2 POWER CULTURE

S/N	Factor	Factor Level	Frequency	Percentage %
1.	Customers are at the center of how a company with a prevalent Power culture makes decisions.	SA A Total	181 76 257	84.6 15.3 100.00
2.	Power culture heavily focuses on performance, results, and achievements.	SA A Total	221 36 257	85.9 14.0 100.00
3.	Power culture emphasizes the competitiveness between the organization and its competitors and between employees.	SA A U Total	56 184 17 257	21.8 71.5 6.6 100.0
4.	Due to the intense focus on the customer, Power culture compels my organizations to continuously improve their services.	SA A U D Total	93 130 12 22 257	36.1 50.5 4.6 8.5 100.00
5.	Employees are consistently pushed to go the extra mile and are driven constantly focused on building on their skills and knowledge.	SA A U Total	56 184 17 257	21.8 71.5 6.6 100.0

Source: Researcher's Field Survey, 2023

From the distribution table 4.3.2 above, 181 of the respondents representing 84.6% said they strongly agree to the statement that customers are at the center of how a company with a prevalent power culture makes decisions, and 76 of the respondents representing 15.3% said they agree to the statement. Therefore, the largest populations strongly agreed that customers are at the center of how a company with a prevalent power culture makes decisions.

In addition, the distribution table, 221 respondents choose strongly agreed which is equivalent to 85.9%, 36 of the respondents representing 14.0% said they agreed that power culture heavily focuses on performance, results, and achievements.

Also, the distribution table shows that 56 of the respondents representing 21.8% said they strongly agreed to the statement that power culture emphasizes the competitiveness between the organization and its competitors and between employees, 184 (71.5%) agreed to the statement while 17 (6.6%) of the respondent Undecided to the statement , therefore the largest population agreed to the statement that power culture emphasizes the competitiveness between the organization and its competitors and between employees.

Also, the distribution table shows that 93 of the respondents strongly agreed representing 36.1% while 130 of the respondents representing 50.5% said they agreed, 12 (4.6%) undecided and 22 of the respondents with 8.5% disagreed to the statement that due to the intense focus on the customer, power culture compels my organizations to continuously improve their services. Therefore, the largest population Agreed to the statement that due

to the intense focus on the customer, power culture compels my organizations to continuously improve their services.

Lastly, the distribution table shows that 56 of the respondents representing 21.8% said they strongly agreed to the statement that employees are consistently pushed to go the extra mile and are driven constantly focused on building on their skills and knowledge, 184 (71.5%) agreed to the statement while 17 (6.6%) of the respondent Undecided to the statement , therefore the largest population agreed to the statement that employees are consistently pushed to go the extra mile and are driven constantly focused on building on their skills and knowledge.

Table 4.3.4 ROLE CULTURE

S/N	Factor	Factor Level	Frequency	Percentage %
1	Role cultures are tends to provide consistency and reliability	SA	112	43.5
		A	132	51.3
		SD	13	5.05
		Total	257	100.00
2	Large Role organizations are designed to foster a company culture that endures beyond the tenure of any one employee	SA	65	25.2
		A	171	66.5
		D	21	8.1
		Total	257	100.00
3	The Role culture in my organization tends to provide avenues for long-time	SA	158	61.5
		A	99	38.5
		Total	257	100.00

	employees to succeed within the company			
4	Employees tends to easily understand how work are meant to flow from the top level down to the lower level	SA A SD Total	33 212 12 257	12.8 82.4 4.8 100.00
5	The Role culture in my organization easily maps out career paths for each employee	SA A D Total	65 171 21 257	25.2 66.5 8.1 100.00

Source: Researcher's Field Survey, 2023

From the distribution table 4.3.4 above, 112 of the respondents representing 43.5% said they strongly agreed to the statement that role cultures are tends to provide consistency and reliability 132 of the respondents representing 51.3% agreed, 13 of the respondents representing 5.05% said they strongly disagreed to the statement. Therefore, the largest population agreed that role cultures are tends to provide consistency and reliability.

In addition, the table 4.3.4 above shows that 65 of the respondents representing 25.2% said they strongly agreed that large role organizations are designed to foster a company culture that endures beyond the tenure of any one employee, 171 of the respondents representing 66.5% said they agreed to the statement, 21 of the respondents representing 8.1% disagree to the statement that large role organizations are designed to foster a company culture that endures beyond the tenure of any one employee. Therefore, the

largest population agreed that large role organizations are designed to foster a company culture that endures beyond the tenure of any one employee.

In addition, the table above indicates that 158 of the respondents representing 61.5% said they strongly agreed that the role culture in my organization tends to provide avenues for long-time employees to succeed within the company, 99 of the respondents representing 38.5% said they agreed to the statement that the role culture in my organization tends to provide avenues for long-time employees to succeed within the company. Therefore, the largest population strongly agreed to the statement.

Furthermore, 33 of the respondents with 61.5% Strongly agreed to the statement that employees tends to easily understand how work are meant to flow from the top level down to the lower level, 212 of the respondents representing 82.4% agreed to the statement, and 12 of the respondent represents 4.8% strongly disagreed to the statement, Hence, this implies that that employees tends to easily understand how work are meant to flow from the top level down to the lower level.

Lastly, the table shows that 65 of the respondents representing 25.2% said they strongly agreed that large the role culture in my organization easily maps out career paths for each employee, 171 of the respondents representing 66.5% said they agreed to the statement, 21 of the respondents representing 8.1% disagree to the statement that the role culture in my organization easily maps out career paths for each employee. Therefore, the largest population agreed that large the role culture in my organization easily maps out career paths for each employee.

Table 4.3.5 EMPLOYEE EFFICIENCY

S/N	Factor	Factor Level	Frequency	Percentage %
1.	Organizational culture allow employees to make the best use of the organizational resources	SA	181	84.6
		A	76	15.3
		Total	257	100.00
2.	Re-occurrence of weak effectiveness is due to poor organizational cultural practices	SA	221	85.9
		A	36	14.0
		Total	257	100.00
3.	The right organization culture enhances organization to achieve their set target through employees efficiency	SA	56	21.8
		A	184	71.5
		U	17	6.6
		Total	257	100.0
4.	The right organizational culture leads to higher performance of employee	SA	93	36.1
		A	130	50.5
		U	12	4.6
		D	22	8.5
		Total	257	100.00
5.	The level of an organizational efficiency increases engagement with customers	SA	181	84.6
		A	76	15.3
		Total	257	100.00

Source: Researcher's Field Survey, 2023

From the distribution table above, above, 181 of the respondents representing 84.6% said they strongly agree to the statement that organizational culture allow employees to make the best use of the organizational resources, and 76 of the respondents representing 15.3% said they agree to the statement. Therefore, the largest populations strongly agreed that

organizational culture allow employees to make the best use of the organizational resources.

In addition, the distribution table, 221 respondents choose strongly agreed which is equivalent to 85.9%, 36 of the respondents representing 14.0% said they agreed that re-occurrence of weak effectiveness is due to poor organizational cultural practices.

Also, the distribution table shows that 56 of the respondents representing 21.8% said they strongly agreed to the statement that the right organization culture enhances organization to achieve their set target through employees efficiency, 184 (71.5%) agreed to the statement while 17 (6.6%) of the respondent Undecided to the statement , therefore the largest population agreed to the statement that the right organization culture enhances organization to achieve their set target through employees efficiency.

Also, the distribution table shows that 93 of the respondents strongly agreed representing 36.1% while 130 of the respondents representing 50.5% said they agreed, 12 (4.6%) undecided and 22 of the respondents with 8.5% disagreed to the statement that the right organizational culture leads to higher performance of employee. Therefore, the largest population Agreed to the statement that the right organizational culture leads to higher performance of employee.

Lastly, table above shows that 181 of the respondents representing 84.6% said they strongly agree to the statement that the level of an organizational efficiency increases engagement with customers , and 76 of the respondents representing 15.3% said they agree to the

statement. Therefore, the largest populations strongly agreed that the level of an organizational efficiency increases engagement with customers.

Table 4.3.6 EMPLOYEE EFFECTIVENESS

S/N	Factor	Factor Level	Frequency	Percentage %
1	High level of employees effectiveness in my organization is as a result of the cultural practices put in place	SA	158	61.5
		A	99	38.5
		Total	257	100.00
2	Effective cultural practices enhances performance of this organization	SA	33	12.8
		A	212	82.4
		SD	12	4.8
		Total	257	100.00
3	Employees performance has been on a high rate due to the type of cultural practices	SA	221	85.9
		A	36	14.0
		Total	257	100.00
4	Goodwill of your organization has improved as a result of high level of effectiveness	SA	56	21.8
		A	184	71.5
		U	17	6.6
		Total	257	100.0
5	The effectiveness of employees in my organization is been considered by the type of cultural practice put in place	SA	33	12.8
		A	212	82.4
		SD	12	4.8
		Total	257	100.00

Source: Researcher's Field Survey, 2023

The table above indicates that 158 of the respondents representing 61.5% said they strongly agreed that high level of employees effectiveness in my organization is as a result of the cultural practices put in place, 99 of the respondents representing 38.5% said they agreed to the statement that high level of employees effectiveness in my organization is as a result of the cultural practices put in place. Therefore, the largest population strongly agreed to the statement.

Also, 33 of the respondents with 61.5% Strongly agreed to the statement effective cultural practices enhances performance of this organization, 212 of the respondents representing 82.4% agreed to the statement, and 12 of the respondent represents 4.8% strongly disagreed to the statement, Hence, this implies that that effective cultural practices enhances performance of this organization.

In addition, the distribution table, 221 respondents choose strongly agreed which is equivalent to 85.9%, 36 of the respondents representing 14.0% said they agreed that employees performance has been on a high rate due to the type of cultural practices.

Also, the distribution table shows that 56 of the respondents representing 21.8% said they strongly agreed to the statement that goodwill of your organization has improved as a result of high level of effectiveness, 184 (71.5%) agreed to the statement while 17 (6.6%) of the respondent Undecided to the statement, therefore the largest population agreed to the statement that that goodwill of your organization has improved as a result of high level of effectiveness. Finally, the distribution table shows that 93 of the respondents strongly

agreed representing 36.1% while 130 of the respondents representing 50.5% said they agreed, 12 (4.6%) undecided and 22 of the respondents with 8.5% disagreed to the statement that the effectiveness of employees in my organization is been considered by the type of cultural practice put in place. Therefore, the largest population Agreed to the statement that the effectiveness of employees in my organization is been considered by the type of cultural practice put in place.

4.4 HYPOTHESIS TESTING

Test for Hypothesis 1

H₀₁: There is no significant effect of Market culture on employee's efficiency in Kam Wire Manufacturing Limited

H₀₁: There is a significant effect of Market culture on employee's efficiency in Kam Wire Manufacturing Limited

4.4.1.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.830	.829	2.03474

a. Predictors: (Constant), Market culture

The model summary as indicated in table 4.4.1.1 above shows that R Square is 0.83; this implies that 83% of variation in the dependent variable (Market culture) were explained by

the independent variable (Employee's efficiency) while the remaining 17% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3723.604	1	3723.604	899.381	.000 ^b
	Residual	761.794	184	4.140		
	Total	4485.398	185			

a. Dependent Variable: employee's efficiency

b. Predictors: (Constant), Market culture

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (3723.604) in comparison to the residual sum of squares with value of 761.794 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (899.381) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence the increment in the dependent variable (Employee's efficiency).

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.522	.514		-4.911	.000
Market culture	1.168	.039	.911	29.990	.000

a. Dependent Variable: employee's efficiency

Interpretation

The dependent variable as shown Employee's efficiency. This was used as a yardstick to examine the impact between the two variables (i.e. Market culture and Employee's efficiency). The predictors is Leadership style, it is obvious that there is a direct relationship Market culture and Employee's efficiency. This means that an utmost adoption of the satisfying employee by the sampled organization can help to increase Employee's efficiency for the organization.

According to the result in the table above Market culture-test coefficient is 29.990 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that Market culture has significant effect on Employee's efficiency. Hence, it explains how significant hypothesis one is to be recommended to Organization Performance.

4.4.2 Hypotheses 2

H₀₃: Hierarchy culture does not have any significant effect on employee's efficiency in Kam Wire Manufacturing Limited.

H₀₃: Hierarchy culture does not have any significant effect on employee's efficiency in Kam Wire Manufacturing Limited.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.509	.506	3.46020

a. Predictors: (Constant), Hierarchy culture

The model summary as indicated in table 4.4.3.1.1 above shows that R Square is 0.51; this implies that 51% of variation in the dependent variable (Employee's efficiency) were explained by the Independent variable (Hierarchy culture) while the remaining 49% is due

to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2282.366	1	2282.366	190.626	.000 ^b
	Residual	2203.032	184	11.973		
	Total	4485.398	185			

a. Dependent Variable: employee's efficiency

b. Predictors: (Constant), Hierarchy culture

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (2282.366) in comparison to the residual sum of squares with value of 2203.032 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (190.626) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence the increment in the dependent variable (Employee's efficiency).

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.877	.859		1.021	.309
Hierarchy culture	.889	.064	.713	13.807	.000

a. Dependent Variable: Employee's efficiency

Interpretation

The dependent variable as shown is Employee's efficiency. This was used as a yardstick to examine the impact between the two variables (i.e. Hierarchy culture and Employee's efficiency). The predictors is Hierarchy culture, as depicted, it is obvious that there is a direct relationship between Hierarchy culture and Employee's efficiency. This means that an utmost adoption of the satisfying employee by the sampled organization can help to increase Employee's efficiency for the organization.

According to the result in the table above welfare package t-test coefficient is 13.807 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that Hierarchy culture has significant effect on performance. Hence, it explains how significant hypothesis three is to be recommended to Organization Performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter of this research work gives an overview of the research work from chapter one to four. This chapter also examines the theoretical and empirical findings as discovered by the researcher, the conclusion of the research work and recommendations by the researcher. The purpose of this study is to examine the impact of Impact of organizational culture on employee's performance. Four hypotheses were formulated in the course of the research which was tested using regression analysis.

5.2 Summary of the Findings

This research work started with chapter one the introductory part discussing the background of understanding on the term Culture, followed by the research problems, objectives, questions, hypotheses and the operationalization of the two constructs for explanation and measurement mechanism. Under organizational culture, the variables are Market culture and Hierarchy culture, while for Organizational Performance variables are effectiveness and Efficiency. Followed by chapter two which comprises the conceptual review, theoretical review, empirical review and the gap in literatures. The conceptual review discussed the variables relevant to the study.

Hypothesis one states that Market culture does not affect the Employees effectiveness of an organization. However, the null hypothesis was rejected and alternate accepted which states that Market culture has an effect on Employees effectiveness of an organization. Also, the study revealed that Market culture has affected its output significantly in the past years and this has brought continuous improvement in the Employees effectiveness of an organization. In addition, Market culture embedded in the policy of Kam Wire Manufacturing Limited has helped enhanced the general effectiveness. Hence, it can be stated that Market culture really has an effect on the Employees effectiveness of the organization. This aligns with the study of Olaoye (2015) where it was revealed that Market culture has a significant impact on Employees effectiveness of the organization.

Hypothesis two states that there is no significant effect of Market culture on the employees efficiency of an organization. Hence, the null hypothesis was rejected and alternate accepted. The study also revealed that serious attention to Market culture is crucial as its helps in building stability of employee's efficiency towards the improvement of organizational performance. In addition, Market culture has helped in assisting the organizational networking which in turn affects its operational efficiency. Therefore, the study found that employee's efficiency may be affected by the strategies implemented in increasing the Market culture of the organization. As cited by Joan and Adam (2014), in their studies.

Hypothesis three states that Hierarchy culture does not affect the Employees effectiveness of an organization. Conversely, the null hypothesis was rejected and alternate accepted. The result then revealed that Hierarchy culture assists in improving the sales volume of it service and also, the output of an organization is often influenced by the level of the Hierarchy culture. In addition, the study revealed that increase in sales volume is as a result of organizational Hierarchy culture. This study also aligns with the study of (Israel, 2015) where it was revealed that one of the most effective tools used in enhancing organizational sales volume is Hierarchy culture.

Hypothesis four states Hierarchy culture does not affect the Employees effectiveness of an organization of an organization. However, the study rejected the null and accepts the alternate hypothesis which states that Hierarchy culture as a significant effect on organization Employees effectiveness of an organization. The study also revealed that organizational continuous improvement depends on the level of culture. Also, organizational tends to have a stable Employees effectiveness of an organization due to the level of culture. In addition, Hierarchy culture often positively influences the stable increase in organizational Employees effectiveness of an organization. Hence the study found that Hierarchy culture may significantly affect the organizational Employees effectiveness of an organization.

5.3 Conclusion

For the purpose of this research, the study concludes that;

1. Market culture does affect the employee's efficiency of the organization. Also, the study concludes that continuous improvement in organizational Market culture leads to increase in organizational operational efficiency.
2. Employees efficiency may be affected by organizational Market culture. Furthermore, it was concluded that strategies use in enhancing organizational employees' efficiency often assist in building stability for the service provision of the organization.
3. Hierarchy culture significantly affects the Employees effectiveness of the organization. Also that the output of an organization is often influenced by level of culture put into consideration.
4. Hierarchy culture may significantly affect organizational operational efficiency.

5.4 Recommendations

In relations to the above findings and conclusion, the study recommends that;

1. Market culture should be further intensified as finding has shown how significant it is to Kam Wire Manufacturing Limited. This will eventually tell on the employees' efficiency of Organization.

2. Kam Wire Manufacturing Limited and other organizations should also align Market culture with the Employees effectiveness of the organization in order to assist the organization performance generally.
3. Kam Wire Manufacturing Limited limited and other organization should step up the level of Market culture as this enhance and also makes organizational Employees effectiveness easy in making employees work more and in return, this will help increase the organizational performance.
4. Kam Wire Manufacturing Limited should increase the mode of the Market culture as this affects the Employees effectiveness of the organization.

5.5 Contribution to Knowledge

The study will contribute to knowledge by explaining what culture is all about and how it should be managed in an organization to improve Employees effectiveness and employee's efficiency an organization. Hence, it was also noticed that majority of these studies have investigated the roles of culture and it benefit to the performance of organization and some also investigated the rising trend in organizations on how effective cultures is been handled. However, the impact of culture on performance of organization has not been well focused on by researchers in the above empirical review, and more emphasis has not been laid on how culture has aspired organizations.

5.6 Suggestions for further studies

The study will contribute to knowledge by explaining what culture is all about and how it should be managed in an organization to improve Employees effectiveness and employee's efficiency and also will suggests further studies be expressed towards improving this study by looking at other industry of their choice as this will assist the field of study in getting more empirical findings. Also, Effective culture is mostly attached to big companies, future study can look at it from other types of business.

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APPENDIX

Department of Business
and Entrepreneurship,
College of Humanities, Management
and Social Sciences, School of
Business and Governance,
Kwara State University, Malete,

Dear Respondent,

LETTER OF INTRODUCTION

The bearer Misses. **OLAIYA SAMIAT ROLAKE** with matriculation number: **19/27BA/01004** is a student of Business and Entrepreneurship Department, College of Humanities, Management and Social Sciences; School of Business and Governance, Kwara State University, Malete, Nigeria.

She is currently conducting a research study titled “Impact of Organizational Culture on Employees Performance”. This study is channeled towards examining how organizational culture affects the performance of employees in Kam Manufacturing Ltd.

Hence, we request your support in helping her fill this questionnaire attached there in order to make her carryout this research work objectively. Please note that the information supplied shall be treated with utmost confidence and use purely for academic purposes only.

Thanks for your cooperation.

Yours faithfully,

Dr. Nurudeen Bello A.

SECTION A: BIO DATA

- Gender : Male (), Female ()
- Age bracket: 18-25 (), 26- 35 (), 36-45 (), 46- above()
- Religion : Christianity(), Islam (), Others ()
- Marital Status : Single (), Married (), others ()
- Educational Qualification: SSCE (), NCE/OND (), HND/B.SC (), Postgraduate(),Others ()
- Level of Staff: Lower Level Staff (), Middle Level Staff(), Top Level Staff()

SECTION B

Instruction: Kindly indicate the extent of your agreement with the statement below by ticking [√] one of the spaces provided. Where: Strongly Disagree (SD) Disagree (D), Agree (A), Undecided (U), Strongly agree (SA)

S/N	POWER CULTURE	SD	D	U	A	SA
PC1	Customers are at the center of how a company with a prevalent Power culture makes decisions.					
PC2	Power culture heavily focuses on performance, results, and achievements.					
PC3	Power culture emphasizes the competitiveness between the organization and its competitors and between employees.					
PC4	Due to the intense focus on the customer, Power culture compels my organizations to continuously improve their services					
PC5	Employees are consistently pushed to go the extra mile and are driven constantly focused on building on their skills and knowledge.					

	ROLE CULTURE					
RC1	Role cultures are tends to provide consistency and reliability.					
RC2	Large Role organizations are designed to foster a company culture that endures beyond the tenure of any one employee					
RC3	The Role culture in my organization tends to provide avenues for long-time employees to succeed within the company					
RC4	Employees tends to easily understand how work are meant to flow from the top level down to the lower level.					
RC5	The Role culture in my organization easily maps out career paths for each employee					
	EMPLOYEE EFFICIENCY					
EFF1	Organizational culture allow employees to make the best use of the organizational resources.					
EFF2	Re-occurrence of weak effectiveness is due to poor organizational cultural practices.					
EFF3	The right organization culture enhances organization to achieve their set target through employees efficiency					
EFF4	The right organizational culture leads to higher performance of employee.					
EFF5	The level of an organizational efficiency increases engagement with customers.					

	EMPLOYEE EFFECTIVENESS					
EFFT1	High level of employees effectiveness in my organization is as a result of the cultural practices put in place.					
EFFT2	Effective cultural practices enhances performance of this organization.					
EFFT3	Employees performance has been on a high rate due to the type of cultural practices.					
EFFT4	Goodwill of your organization has improved as a result of high level of effectiveness.					
ERT5	The effectiveness of employees in my organization is been considered by the type of cultural practice put in place.					

Thank You.