

INFLUENCE OF ORGANIZATIONAL CULTURE ON

EMPLOYEES' PERFORMANCE

(STUDY OF BID NIGERIA LIMITED OPEBI, LAGOS STATE)

BY:

BOLA-HASSAN O. ADELARIN

15020202007

**A LONG ESSAY SUBMITTED TO THE DEPARTMENT OF BUSINESS
ADMINISTRATION, MOUNTAIN TOP UNIVERSITY, IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE DEGREE OF (B. Sc.) hons.**

JULY, 2019

DECLARATION

I hereby declare that this study was conducted by me; Bola-Hassan Olamide Adelarín, in the Department of Business Administration; College of Humanities and Social Sciences, Mountain Top University, Makogi, Ogun State. This research work has not been submitted for an award of a degree in any other University for Examination purposes. All the citations therein are acknowledged by means of complete references.

.....
.....

Student Signature

Date

CERTIFICATION

This is to certify that this project was carried out by BOLA-HASSAN OLAMIDE ADELARIN with matriculation number 15020202007 in partial fulfilment for the award of bachelor of science (B.Sc) Degree in Industrial Relations AND Personnel Management, Department of Business Management, Mountain Top University, Makogi , Ogun State, Nigeria.

.....
.....

Dr

Eniola.A.Sokefun

Date

PROJECT SUPERVISOR

.....

.....

PROF

Jackson

Date

HEAD OF DEPARTMENT

.....

.....

EXTERNAL

EXAMINER

Date

DEDICATION

I dedicate this project first and foremost to Almighty God who has been sustaining me since the beginning of my undergraduate programme up to this very point. It is also dedicated to my parents Mr & Mrs Bola-Hassan for their love, care and financial support.

ACKNOWLEDGEMENTS

I appreciate God almighty for the gift of life, in hard times He is my comfort and hope.

Special gratitude to my supervisor Dr Eniola.A.Sokefun , who took time out of his very busy schedule to supervise the work, thanks for the corrections, scold, love and word of advice you showed me throughout my days in Mountain Top University, may God's grace never depart from everything that have to do with you and your family . My gratitude also goes to my HOD and lecturers Dr Ogundele, Dr Mrs Erigbe. For the knowledge they impacted to me which made this research work a reality.

How on earth can I forget my parents, Mr. and Mrs. Bola-Hassan for their support, love, prayers, patient and kindness, you are the best parents. Thanks for given me education and also believing in me, you gave me a reason to smile despite all odds. May the lord grant you grace to live long in good health and prosperity to reap the fruit of your labor, I love you till eternity.

To my sibling (Seun, Jide & Daniel Bola-Hassan) you have been so supportive, understanding and a source of inspiration to me, thanks for the motivation, advice, care you gave me I will forever cherish you guys, may the lord grant your heart desire according to his riches in glory.

To my own dearie, mentor, confidant, instructor, best friend, (Mrs Bunmi Goerge) words cannot describe how much you mean to me, you have always been there for me throughout the struggles thanks for standing by me in hard times and giving me a shoulder to lean on each time I was down, your words kept me pushing on even when all hope were gone, may God almighty lift you to greater height and shine his light on you amidst your contemporaries, God bless you.

To my ever loving and best friends, Akande Oluwaseun, Obi Stephanie, Afolabi Omolade, Lawal Adesola and Anyansi Joy for their support to me towards the period in school. I will forever remember you all. Thanks for being a part of my life.

To every other person who has in one way or the other contributed to my success, please pardon my omissions and I say to you all, Thank you so very much and may the good lord continue to bless you abundantly.

ABSTRACT

The aim of this study is to find out how organizational culture affects employee performance. It is important to understand that in order to improve the organization's business management and let the organizational culture have the right impact on employees.

Organizations are among the key units of the society. During their establishment and development, a specific kind of organizational culture eventually appears. The purpose of organizational culture is to improve solidarity and cohesion, and to stimulate employees' enthusiasm and creativity to improve the organization's economic efficiency. In addition, organizational culture greatly influences employee behavior.

The results of the study indicate that organizational culture mainly impacts motivation, promotes individual learning, affects communication, and improves organizational values, group decision making and solving conflicts.

Keywords: Organizational culture, employee performance.

TABLE OF CONTENTS

Title page

Declaration

Certification

Dedication

Acknowledgements

Abstract

Table of contents

List of Tables

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study..... 1

1.2 Statement of the Problem.....2

1.3 Objectives of the Study.....3

1.4 Research Questions.....	4
1.5 Research Hypotheses.....	4
1.6 Justification of the Study.....	5
1.7 Scope of the Study.....	5
1.8 Definition of Terms.....	5
2.0 LITERATURE REVIEW	
2.1 Definition of Concepts.....	7
2.1.2 Culture.....	7
2.1.3 Organizational Culture.....	8
2.1.4 Types of Organizational Culture.....	9
2.1.5 Employees Performance	10
2.2 Theoretical Review	12
2.2.1 Hofstede's Cultural Dimensions Theory.....	12
2.2.2 Daniel Denison's Model.....	14
2.2.3 Edgar Schein Model	16
2.2.4 O'Reilly, Chatman and Caldwell Model.....	16

2.2.5 Deal and Kennedy	17
2.3 Theories of Employees' Performance	18
2.4 Elements of organizational culture.....	18
2.5 Empirical Review	20
2.6 Research Gap	28
2.7 Conceptual Framework.....	29

Chapter 3 RESEARCH METHODOLOGY

3.1 Introduction.....	32
3.2 Research Design.....	32
3.3 Population of the Study.....	32
3.4 Sampling method and sample size	33
3.5 Instrument for Data Collection.....	33
3.6 Validity and Reliability of the instrument.....	33
3.7 Methods for Data Analysis.....	34

CHAPTER FOUR: DATA PRESENTION AND ANALYSIS

4.1 Intoduction.....	37
----------------------	----

4.2 Data Presentation.....37

4.3 Testing of Hypotheses.....43

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction.....50

5.2 Summary of Findings.....50

5.3 Conclusion.....51

5.4 Recommendations.....51

5.5 Suggestions for Futher Studies.....53

5.6 Contribution to Knowledge.....53

REFERENCES.....55

APPENDIX..... 59

List of figures

Figure 2.2.2 Daniel Denison's Model

Figure 2.6 Conceptual Framework

List of Tables

Table 4.2.1 (a) Questionnaire Administration

Table 4.2.2(a) Age of Respondents

Table 4.2.3: Gender of Respondents

Table 4.2.4 Respondents marital status

Table 4.2.5 (a) Respondents years of service

Table 4.2.6 Respondents terms of employment

Table 4.2.7 Respondents education background

Table 4.3.1 Multiple regression

Table 4.3.1 Hypothesis 1

Table 4.3.2 Hypotheses 2

Table 4.3.3 Hypotheses 3

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Each organization is affected by the current culture that differs from one organization to another. Researchers like Ogbor (2003), Schein (2004) and Alvesson (2003) concluded that the productivity of an organization is greatly affected by its culture. When you walk into different companies, some will experience some certain atmosphere, style personality, feeling, a charm, a unique feeling, this as a result influences the way the employees relates to their clients. At Bid Nigeria Limited, for example , with it over two (2) branches and business offices in Nigeria, a visitor experiences a kind of business focus in the ways employees attend to the customer; there is an attitude among them that eludes passion, energy and enthusiasm, and creativity in its environment. Organization should take keen attention to its culture as pointed out by Denison (1990), “"Decisions taken without knowledge of an organization's operational culture have an impact on its personnel productivity. I will use the terms “I will use interchangeably the words

"organizational culture" and "corporate culture" because they refer to the same phenomenon, Performance problems are confronted by most private and government organizations in Nigeria, which according to research, are caused by a number of factor including; Unclear vision: where the organization's vision and mission do not motivate it's staff, there is no clear direction of the company on exactly what is wants to achieve and the means of doing that. Lack of leaders with good skills to lead: change and its fears come in as a factor here, where people are afraid of change. Lack of entrepreneurial skills and leadership skills, too much bureaucracy, micro managing and lack of top management support are some of the reasons. Lack of initiative: these are cultures that does not encourage employees to be entrepreneurial and take risky initiatives here, employees are mostly demotivated, there is no or limited inclusion in management decisions and employees feel their contributions are not important. The employees work defensively as there is lack of creativity and they do their job only. Discouraging culture: this is a result of common values, mistrust, there is a lot of blame games and people lack drive to take on new opportunities. Such cultures have a lot of bureaucracy, employees are very rigid in their work and failing is not permitted at all. Employees lack confidence in their leaders and diversity is not a common component in such culture, these leads to lack of creativity and growth in an organization. Organizations with bureaucratic structures are characterized have very tall structures leading to very close management of employees, there are too many reporting lines and more often, decision making is such a slow process because of consultations that have to be made across the hierarchy. These discourage creativity and innovativeness by employee who end up not taking strategic and marketing initiatives. Poor cross-functional collaboration: a sign of problem culture may be related to departmental mindset; lack of inter-departmental teamwork and similar goals to work on, lack of organizational-wide business process management and the missing inter-department working committees. Another evidence of a problem culture is when there is lack of commitment to team culture; absence of strong leaders to guide the team, lack of shared mission and vision; individualist individual in the group, very large groups can also be an issue and well as lack of shared rewards. Finally, a problem in the culture of the organization may manifest itself when exchange of ideas is not facilitated; when there is the predominance of management's "know-it-all" attitude; and an attitude of "not invested here" syndrome. Poor communication: an evidence of a problem culture is when there is poor vertical communication and management insulate themselves from the rest of the employees in terms of accessibility. In

such a culture, people have no idea about the clear picture of the organization and feel that their contributions are not appreciated; there is a lot of uncertainty on what top-managers are thinking and planning. The consequence of such an organization communication system is that management is out of touch with prevailing market conditions and customer expectations.

As pointed out above, the purpose of the study was to examine the effects of organizational culture on employee performance of Bid Nigeria limited.

1.2 Statement of the Problem

Organizations culture and performance has undergone extensive studies in different areas including strategic management, corporate behavior and industrial organizations. This study has been analyzed by many researchers (Kotter and 7 Heskett 1992; Denison, 1990; Van der Post et al. 1998; Schwartz and Davis, 1981; Scholz, 1987; Choe, 1993; Rashid and Anantharaman, 1997; Deshpande and Farley, 1999; Ojo, 2009) There is no commonly accepted causal relationship between corporate culture and performance, despite the superfluity of corporate culture studies over the past few centuries. The empirical evidence that emerges from several research on the influence of corporate culture on performance has so far produced mixed outcomes that are inconclusive and confusing. Due to these confusing findings, the question of whether corporate culture improves or worsens employee performance is still worthy of further research. Moreover, not much research has been provided to organizations despite the presence of these studies, this implies that insufficient study attention has not been given to the impact of corporate culture on the performance of staff in organizations. This research aimed to fill this gap by studying the condition of Bid Nigeria Limited and offering additional empirical evidence on influence of organizational culture on employee performance. The knowledge gap also arises in the sense that little has been done to bring out the joint effect (s) of the four traits in Denison's Model underlying organizational culture on each of the four measures of employee job performance in Bid Nigeria limited. This study will therefore examine the influence of three of the four traits: Involvement, Consistency and Mission, Adaptability on the employee's performance in BID NIGERIA LIMITED.

1.3 Research Objective

The general objective of the study is to examine the influence of organizational culture on employees' performance. The specific objectives therefore include:

- i. To access the effect of organizational value system on employee performance.
- ii. To access the extent which the organization's mission as an element of organizational culture influence employee performance.
- iii. To access the level of consistency as an element of organizational culture influence employee performance.

1.4 Research Questions

- i. What relationships exist between organizational value system and employee performance?
- ii. To what extent has organization's mission as an element of organizational culture has significantly influenced employee performance?
- iii. What is the connection between consistency as part of the culture and employee performance?

1.5 Research Hypotheses

In an attempt to consolidate the research questions stated above, this study tested the following hypotheses, which have been developed based on the theoretical evaluation of subject matter of research topic under investigation are stated in a null form as shown below.

Hypothesis I

H₀: There is no relationship between organizational value system and employee performance.

Hypothesis II

H₀: Organization's mission as an element of organizational culture has not significantly influenced employee performance.

Hypothesis III

H₀: As an aspect of organizational culture, consistency has no important effect on the performance of employees.

1.6 Justification of the Study

The significant aid of this study helped to create understanding and awareness to the concept of organizational culture on employee's performance to come up with findings that can be used to solve problems arising from work situation. The study intended to examine critically how organizational culture affects employee's performance at work.

The study is expected to provide adequate information on how culture can affect employee's performance in a work place. The study's finding can be used to enrich the thinking of top management on how to develop a very good image of the company through enriching the company's culture among its employees.

1.7 Scope of the Study

The scope of this study covers organizational culture in employee's performance with particular focus on Bid Nigeria limited Lagos State. The scope of this study is limited to the staff of Bid Nigeria limited, Opebi, Lagos State.

1.8 Definition of Terms

1.8.1 Corporate Culture:

There are many different definitions of corporate culture. The most influential writers of the last 30 years who have established testable definitions of corporate culture are Deal and Kennedy (1982) and Kotter and Heskett (1992). They suggested, following Schein (1985), that corporate culture can be defined as the expressed values of the organization. Note that in this research study, the term corporate culture will be used interchangeably with organizational culture.

1.8.2. Organizational Culture

An organizational culture is comprised of the patterns of shared beliefs and values that give the members of an institution meaning, and provide them with the rules for behavior in their organization (Stafford and Miles, 2013). Hofstede & Hofstede (2010) who have developed studies on organizations and cultures, define organizational culture as the collective mental programming that separates the members of one organization from the members of another organization.

1.8.3. Performance

Organizational performance has been defined as the ability of an organization to fulfill its mission through sound management, strong governance and a persistent rededication to achieving results. Performance refers to the effectiveness of the organization in fulfilling its purpose thus it can refer to something completed, or something happening now, or activities that prepare for new needs. High organizational performance is when all the parts of an organization work together to achieve great results with results being measured in terms of the value they deliver to customers (Louise, 2012).

1.8.4. Cultural compatibility

This means to establish a culture that determines how their firms will pursue opportunities, create value, and develop the right team. It involves focusing on management practices: “the way we do things around here” rather than thinking about the norms, rites, or employee satisfaction (Ferguson, 2012).

1.8.5. Culture web

Culture web is a strategy for looking at and changing the organization's culture and identifies six interrelated elements (stories, rituals and routines, symbols, organizational structure, control systems and power structures) which by analyzing each factor; one can begin to see the bigger picture of their culture: what is working, what is not working, and what needs to be changed (Sinclair, 2003).

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

This section introduces the distinct opinions and perspectives of distinct academics, which are actually based on the three study goals as set out in the first chapter. From the past section, it is obvious that the corporate culture and the performance of employees are two interconnected factors. Magee (2002) contends that without considering the impact of organizational culture, organizational practices such as performance management could be counterproductive because the two are interdependent and change in one will impact the other. As we will see in this section, a cultural organization impacts its general efficiency, which relies strongly on the individual staff, by extension.

2.1.2 Culture

Culture is a universal phenomenon because without a culture there is no society in history. But culture differs from society to society. Studies of formal organizations in Western and non-Western societies have shown the consequences for 'organizational activities and performance' of different cultures.

Multinational organizations operating in different cultural contexts have become increasingly sensitive to the potential impact of the culture of a host country on organizational performance (Hofstede 1991).

Schein (1992) defines culture as “a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relations to those problems.

2.1.3 Organizational Culture

Organizations have distinctive culture and personality that demonstrate their values, ways of dealing with problems, decision making and doing things. Organizational culture includes beliefs and attitudes of people in performing, organizing, assessing and rewarding their performance when dealing with problems of external adaptations and internal integration, how they think and feel about their organizations (Trompenaars, 1993).

The majority of corporate culture represents the importance of owners when they reinforce the organization's vision / mission to create the principal operational focus and share the identity of their employees. So while it is a bond that holds an organization together, it is also an unofficial control mechanism that promotes people's attempts to coordinate.

According to Schein (1990) corporate culture has three levels namely surface, Middle and Deepest. At surface level it includes visible appearance and behaviors, such as physical layout,

dress codes, organization structures, organization policies, procedure programs and attitudes. At the middle level culture is represented by the organization's belief and values, while at the deepest level it involves basic assumptions i.e. organization's long learned automatic responses and established opinions.

Atkinson defines organizational culture to be the underlying assumptions about how work is performed; the acceptable and un-acceptable and behavior or actions encouraged or discouraged in an organization. A more detailed definition is 'the collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization. Most organizational cultures will be derived from the individual characteristics and beliefs of the founder and the top management team and this for many organizations are out of the control of the organization. An organization can, however develop and implement cultural values to help manage members behavior. Dessler (2007) defines organizational ethics as the moral values, beliefs, and rules that establish the appropriate way for organizational members to deal with one another and with the various stakeholders it has.

Top executives and important staff need to make decisions about the right things to do in order to develop culture in the organization. Managers should always choose a course of action that balances the organization's interests and the stakeholder groups ' interests. To make these decisions managers must make use of the ethical instrumental values embodied in the organizations culture which outlines the best possible action to be taken in circumstance which an action may help one person but harm the other. Based on ethical theory of utilitarianism, the action or decision should actual sense result to majority's happiness (Laurie, 2007).

Ethical values and the rules and norms they embody are an inseparable part of an organizations culture because they help shape the values that individual and group members of the organization use to manage situations and make decisions. The management has a responsibility of ensuring that organizational members obey the laws or rules of the organizations and they can be held accountable for the misconduct of their subordinates. This according to Campbell et al (1999) helps to create an organizational culture that instills ethical actions or behaviors.

Most organizations use value to provide direction and motivation for their employees to ensure their survival and flourish, and register better performance in the market.

2.1.4 Types of Organizational Culture

Organizational culture can be analysed across three dimensions: Weak versus strong, low-performance, and adaptive (Johnson, 1998). A strong culture promotes employees bonding through widely shared values and beliefs. According to Deals and Kennedy (1982) bonding is achieved when business is conducted with clear principles actively communicated to illustrate their relationship to business operating environment.

Clearer goals decrease staffs uncertainty and promote quicker response performances resulting into lower monitoring costs, increasing efficiency due to existence of a strong corporate culture. In a strong culture a leader formulated strong value and practices relevant to competitive environment; own organizational commitment to manage according to established principles; and worry for the well-being of stakeholder (Sathe 1985).

A weak culture involves having widely different value and beliefs that make staff feel separated from the organization (Smrcin, 1983) and that only a small group has loyalty towards management or individual. This type of culture rarely supports steady implementation or performance.

According to Kottler et al (1992) in a weak culture internal environment is too politicized such that issues get solved on the basis of turf and decisions are made based on lobbying; people are hostile to change with innovator being thwarted and lazy getting rewarded; encouragement is only to staff with machine expertise while entrepreneurial skills and leadership capabilities staff are neglected; and lastly executive short-sightedness.

Adaptive culture encourages the spirit of execution without compromising key principles and ideals by taking advantage of the possibilities and threats available for long term achievement. This includes top management scheduling responses to changing circumstances ; commitment to ' doing the correct thing ' and satisfying appropriate stakeholders ; focusing on well-being,

employees less at risk from work changes and willingness to promote change ; and promoting, protecting and enhancing innovation and entrepreneurship.

2.1.5 Employee Performance

To attain organizational objectives, the existence of staff in an organization determines the achievement and continuation of all the organization's operations. Management must therefore provide powerful assistance to motivate staff to work professionally so that staff can accomplish output in line with their organizations of expectations. Performance is the contribution of both positive and negative individuals given individual in the organization (Ivancevich, 2008) in Noor (2012: 268). Individual performance is the foundation for the organization's performance (Noor, 2012: 267). Therefore in order to make effective management, understanding the performance of individuals is very important. While Matis and Jacson (2002:78) revealed that, good performance for individuals and groups to be the center of attention in an effort to boost the performance of the organization. The good performance is one of the objectives of the organization in achieving high productivity.

Armstrong (2006) defines employee performance as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. In addition, Armstrong argues that employee performance is not just a matter of only what a group of employees (teams) or an individual employee achieves in regard to the set goals and targets but it also has to do with how the employees or an individual employee is willing and motivated to uphold and promote the values of the organization. Top managers and directors are assigned with the duty of evaluating the employee performance of each staff member on an annual or quarterly basis and identify gaps for improvement and they come up with strategies in collaboration with the employees on how they can work on the gaps.

To measure the performance of the employees of an organization several approaches several approaches can be used. Miner(1990) argued in general it can be stated four aspects of performance, namely: the quality of the resulting, explained about the numbers of errors, timing, and accuracy in performing tasks; the quality produced, in terms of how many products or

service that can be produced; working time, will explain how the number of absences, tardiness, and tenure that has been undertaken of the individual employee; cooperation, will explain how individual helps or hinder the efforts of his fellow workers. While Benardin and Russle (1995; 385) proposed six primary performance that can be used to measure performance, namely: quality, is the degree to which the process or the result of the implementation of near-perfection or close to the expected goals: quantity, the amount produced, for example, the amount of dollars, units and the cycle of the activities carried out; timeliness, it is the extent to which an activity is completed at a desired time, taking into account other output coordination, as well as the time available for the activities of others; cost effectiveness, is the degree to which the use of organizational resources (human, financial, technological and material) is maximized to achieved results or loss of each unit reduction in resource use; the need for supervision, is the degree to which a worker can perform a job function without requiring the supervision of a supervisor to prevent actions that are less desirable; interpersonal impact, the degree to which employees maintain dignity, good name, and cooperation among colleagues and subordinates. This concept is used in this study to measure the performance of employees of Bid Nigeria limited.

2.2 Theoretical Review:

This research is supported by the following theoretical models on organizational culture; Theories of organizational culture attempt to explain the phenomena that occur in and around individuals. The conceptual study regarding organizational culture is often called phenomenon of interest. Rather than a mathematical formula, the study of organizational culture includes shared understanding, intangible values and assumptions, and the effects culture has on human behavior. Understanding the phenomenon of organizational culture allows companies to strengthen their working environments.

The study of theories of organizational culture is often difficult due to the lack of concrete evidence on various cultures. A shared understanding of organizational culture is one of the different theories among private and public sector organizations. Individuals in a company often

hire like-minded individuals in order to promote a specific, well-defined purpose. This allows the business or organization to have a singular focus in terms of performance. Theories on organizational culture typically have different overall corporate mind-sets, such as ethics, profits, or philanthropy. The shared characteristics only change through time when hiring managers replace older workers (Ojo, 2008).

2.2.1 Hofstede's Cultural Dimensions Theory

Hofstede (1980) looked for global differences between over 100,000 of IBM's employees in 50 different countries and three regions of the world, in an attempt to find aspects of culture that might influence business behavior. He suggested about cultural differences existing in regions and nations, and the importance of international awareness and multiculturalism for the own cultural introspection. Cultural differences reflect differences in thinking and social action, and even in "mental programs", a term Hofstede uses for predictable behaviour. Hofstede relates culture to ethnic and regional groups, but also organizations, profession, family, to society and sub cultural groups, national political systems and legislation, etc.

Hofstede suggests of the need of changing "mental programs" with changing behavior first which will lead to value change and he suggests that however certain groups like Jews, Gypsies and Basques have maintained their identity through centuries without changing.

Hofstede demonstrated that there are national and regional cultural groupings that affect the behavior of organizations and identified four dimensions of culture in his study of national cultures:

Power distance (Mauk Mulder, 1977) - Different societies find different solutions on social inequality. Although invisible, inside organizations power inequality of the "boss-subordinates relationships" is functional and according to Hofstede reflects the way inequality is addressed in the society. "According to Mulder's Power Distance Reduction theory subordinates will try to reduce the power distance between themselves and their bosses and bosses will try to maintain or enlarge it", but there is also a degree to which a society expects there to be differences in the levels of power.

Uncertainty avoidance is the coping with uncertainty about the future. Society copes with it with technology, law and religion (however different societies have different ways to addressing it), and according to Hofstede organizations deal with it with technology, law and rituals or in two ways - rational and non-rational, where rituals being the non-rational. Hofstede listed as rituals the memos and reports, some parts of the accounting system, large part of the planning and control systems, and the nomination of experts.

Individualism vs. collectivism - disharmony of interests on personal and collective goals (Parsons and Shils, 1951). Hofstede brings that society's expectations of Individualism/Collectivism will be reflected by the employee inside the organization. Collectivist societies will have more emotional dependence of members on their organizations, when in equilibrium - organization is expected to show responsibility on members. Research indicates that some people and cultures might have both high individualism and high collectivism, for example, and someone who highly values duty to his or her group does not necessarily give a low priority to personal freedom and self-sufficiency.

Masculinity vs. femininity - reflect whether certain society is predominantly male or female in terms of cultural values, gender roles and power relations.

2.2.2 Daniel Denison's Model

Daniel Denison's model (1990) asserts that organizational culture can be described by four general dimensions – Mission, Adaptability, Involvement and Consistency.

Each of these dimensions is further described by the following three sub-dimensions:

Mission - Strategic Direction and Intent, Goals and Objectives and Vision.

Adaptability - Creating Change, Customer Focus and Organizational Learning.

Involvement - Empowerment, Team Orientation and Capability Development.

Consistency - Core Values, Agreement, Coordination/Integration.

Denison’s model also allows cultures to be described broadly as externally or internally focused as well as flexible versus stable. The model has been typically used to diagnose cultural problems in organizations. Denison’s model is illustrated in the diagram below.

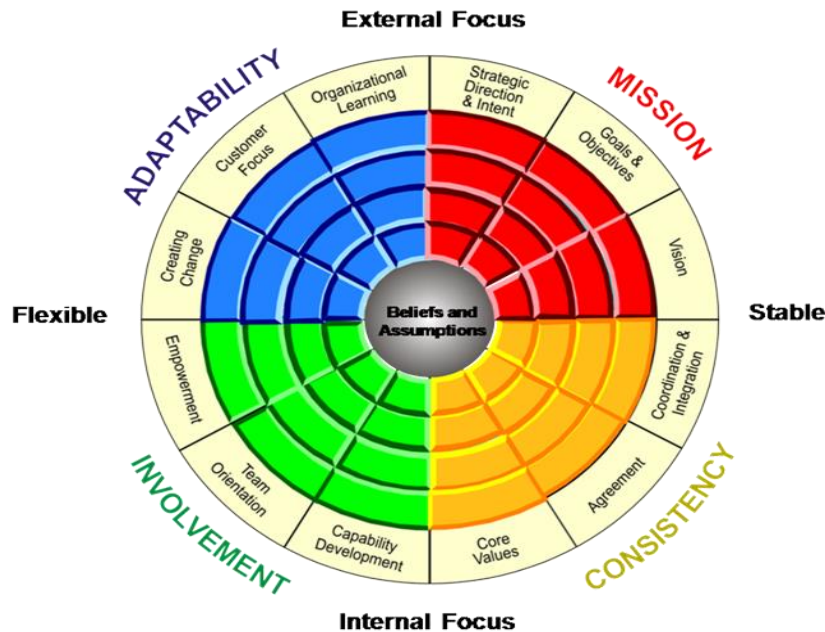


Figure 2.1 - Denison Culture Model

Source: D.R. Denison, The role of the Board of Directors in shaping corporate culture

Key:

- Colors represent the four dimensions:
- Blue - Adaptability
 - Red - Mission
 - Yellow - Consistency
 - Green - Involvement

These general dimensions are organized and designed to help one answer key questions about organization.

Mission: Do we know where we are going?

Adaptability: Are we responding to the marketplace/external environment?

Involvement: Are our people aligned and engaged?

Consistency: Do we have the values, systems and processes in place to create leverage?

2.2.3 Edgar Schein Model

According to Schein (1992), culture is the most difficult organizational attribute to change, outlasting organizational products, services, founders and leadership and all other physical attributes of the organization. His organizational model illuminates culture from the standpoint of the observer, described by three cognitive levels of organizational culture.

Artifacts – Artifacts are difficult to measure and they deal with organizational attributes that can be observed, felt and heard as an individual enters a new culture.

Values – This level deals with the espoused goals, ideals, norms, standards, and moral principles and is usually the level that is usually measured through survey questionnaires.

Underlying assumptions – This level deals with phenomena that remain unexplained when insiders are asked about the values of the organizational culture. Information is gathered in this level by observing behavior carefully to gather underlying assumptions because they are sometimes taken for granted and not recognized. According to Schein, the essence of organizational culture lies in this level.

2.2.4 O'Reilly, Chatman and Caldwell Model

O'Reilly, Chatman & Caldwell (1991) developed a model based on the belief that cultures can be distinguished by values that are reinforced within organizations. Their Organizational Profile Model (OCP) is a self-reporting tool which makes distinctions according seven categories - Innovation, Stability, Respect for People, Outcome Orientation, Attention to Detail, Team Orientation, and Aggressiveness. The model is not intended to measure how organizational culture effects organizational performance rather it measures associations between the personalities of individuals in the organization and the organization's culture. Employee values are measured against organizational values to predict employee intentions to stay, and predict turnover. This is done through instrument like Organizational Culture Profile (OCP) to measure employee commitment.

2.2.5 Deal and Kennedy

Deal and Kennedy (1982) created a model of culture that is based on 4 different types of organizations. They each focus on how quickly the organization receives feedback, the way members are rewarded, and the level of risks taken. Deal and Kennedy's Four Cultures:

Work-hard, play-hard culture

This has rapid feedback/reward and low risk resulting in: Stress coming from quantity of work rather than uncertainty. High-speed action leading to high-speed recreation. Examples: Restaurants, software companies.

Tough-guy macho culture

This has rapid feedback/reward and high risk, resulting in the following: Stress coming from high risk and potential loss/gain of reward. Focus on the present rather than the longer-term future. Examples: police, surgeons, sports.

Process culture

This has slow feedback/reward and low risk, resulting in the following: Low stress, plodding work, comfort and security. Stress that comes from internal politics and stupidity of the system. Development of bureaucracies and other ways of maintaining the status quo. Focus on security of the past and of the future. Examples: banks, insurance companies.

Bet-the-company culture

This has slow feedback/reward and high risk, resulting in the following: Stress coming from high risk and delay before knowing if actions have paid off. The long view is taken, but then much work is put into making sure things happen as planned. Examples: aircraft manufacturers, oil companies.

2.3 Theories of Employees' Performance

Researchers have come up with many theories on the issue of motivation and employee performance. Popular among these theories are Douglas McGregor Theory 'Y' which unlike theory 'X' has the view that people love work naturally and see their reward not only in terms of cash benefit but from the satisfaction derived from undertaking difficult works on their own thus providing managers a platform to exploit this wish for self-development for maximum productive efficiency, Herzberg Two Factor Theory - a two-step theory based on hygiene and motivator factor status, the equity theory which explains motivation in terms of trying to be like the Jones's - social comparison between themselves and their peers, the expectancy theory which indicates that people are motivated by working towards some sort of benefits or bonuses. Even Maslow's Hierarchy of Needs Theory can be applied here. Other researchers like Chris Argyris, Rensis Likert, Fred Luthans, all gave useful perspectives into the study of motivation and employee performance.

However, a single theory may not be enough to clarify what motivates performance. Also, what motivates performance for a particular level of staff might not be the same for another level of staff i.e. junior and senior/ management staff for what influences individual differs. Referring to a research carried out by a Nigerian Isaac Izechukwu in 1990, titled "Monetary Rewards and Job Satisfaction - A Case Study of the Staff of African Bank Nigeria". One of the findings was that whereas senior level staffs were more interested in recognition, overseas training to improve capacity, etc., junior staffs were more ready to accept cash bonuses to elicit productive efficiency.

Environmental influences and distinctions can make a theory work in one location while in another it becomes meaningless. In all these, the challenge to managers is not only to comprehend the theories but also the unique psychological environment devoid of de-motivating while at the same time one which encourages any of the theories to function.

2.4 Elements of Organizational Culture

Different factors generate the culture of an organization or a country through time, Griffin and Pustay (1999) listed six components of culture in any region or country: communication, values and attitudes, religion, social constructions and language. These component interactions generate

a place's beliefs and values that MNE's will have to integrate into their work. In a social structure, this defines the role of individuals, its stratification and the mobility in the society. The main aspect of this component is the role of the family in a community, whether focusing on the nuclear family just like the United States or extending the family as emphasized in the Arab and Asian nations. The nature of individualistic versus collectivist is also discussed in the context of social structure, achievement in individualistic communities is rewarded in US and German organizations on the instance of an individual's effort. On the other side, collectivist societies focus on group effort and teamwork in nations, like Japan and Tanzania, are more acknowledged.

Language classifies how participants of a social group view the world see the world and gives important clues about the cultural values. Some countries like the Asian countries have the same language but this does not mean that they have the same culture. Understanding a language or the countries linguistic gives an MNC a competitive advantage since communication is very vital element in doing business.

The other element is communication that arises from the need for two or more individuals to understand each other. Communication barrier is a major challenge especially when people from various cultures interact. Communication is seen in both verbal and non-verbal, as a symbol or phrase in one culture can mean something completely distinct in the other.

Religion is another important element, particularly in the context of Africa. In the company context, the strength of religion varies from nation to nation depending on land authority, the similarity of religious values and their lenience with other religions. Religion also influences the variety of goods and services purchased by the buyer, and when they do so as well as their availability to work on some days for example pork business cannot succeed in the northern part of Kenya and Arabic countries and they will also not be available to work on Fridays and certain days in the year due to religious believes. Christians will not be willing to work on Sundays in many nations, while Adventists will do the same for Saturdays as they think it is their Sabbath day. Values and attitudes varies from society to society are depending on the culture. Some countries, especially in Europe and America value time so much and are keen to keeping

appointments as per agreed timings, other countries like Kenya, and most African countries have no much value for time and tend to delay for meetings or even fail to show up for appointments. The same is applied during negotiations, where in the Europe traders are more direct and faster in dialogues unlike in African countries where people tend to be more watchful requiring more time to seal a deal.

Different cultures have diverse beliefs and approaches for age. Age is provided a lot of regard in Asian and Arab cultures, and the elderly are mostly company heads or the elderly make final choices. The situation is distinct in the United States, where specialists will make choices regardless of age. When workers from these companies' with these different cultures meet it can be disastrous if there is no clear understanding of each other and appreciating each other's culture.

In conclusion, for a business to flourish in any setting, it is essential for top management to know the people's culture in that society and where there is diversity, trust and mutual respect should be developed to guarantee excellent employee-to-work relationships for that company's achievement.

2.4 Empirical Review on Organizational Culture and Employee's performance:

The connection between organizational culture and efficiency was researched by many researchers. Studies have shown that the connection between many cultural attributes and employees' performance has not been consistent over time (Denison, 2015). Lunenburg (2011) 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 organization:

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 William Ouchi(1980) 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 culture may be related directly to greater effectiveness and productivity than others (Lunenburg, 2011).

Marcoulides and Heck (2013) researched the organizational culture and performance: Proposing and Testing a Model concerning how an organization's culture affects organizational performance. And demonstrate the application of LISREL modeling methodology to estimate and test this model. And hypothesized three interrelated dimensions: a socio-cultural system of the perceived functioning of the organization's strategies and practices, an organizational value system, and the collective beliefs of individuals working within the organization. The researcher measured organizational culture by several latent variables which are: organizational structure and purpose, organizational values, task organization, climate, and individual values and beliefs.

Ojo (2011) examined various concepts on organizational culture and strives to ascertain the importance of relationship between organizational culture and corporate performance in business context. The study adopted survey research design. The researcher chose Nigerian employees in commercial banking industry as population of his study. The researcher's findings drawn that organizational culture plays a vital role in an organization's general performance.

Aluko (2013) examined that there a significantly positive relationship between organizational culture and employee's performance, and found that an organizations and its employees were not performing and working together very well because of weak culture. The organization's weak culture may cause lack of involvement, consistency, adaptability, and mission.

2.4.1 Organizational Mission and Employee Job Performance:

From the above discussion, we see that it takes effort for an organization to establish an explicit, extremely unique culture that stands out from the crowd. Achua and Lussier (2013) note that a unique corporate culture provides value to the organization and, therefore, hard to duplicate or imitate. In this regard, it helps to build and sustain a firm's competitive advantage. For this to happen, the organization has to have a mission statement and values that have meaning; a statement that people will take seriously; a set of overarching beliefs that serve as powerful guides for everyday action—and that are reinforced in a hundred different ways, both symbolic and substantive.

Organizations that values innovation encourage high employee job performance because by so doing, it promotes competition among the employees. This will make every other employee in that organization to bring out their best in order to stand out and receive rewards and recognition.

An organizational mission is an organization's reason for existence (Sorensen, 2002). It is sometimes referred to as a creed, purpose, or statement of corporation philosophy and values (Forest and David 2003). The mission of an organization is aligned to the expectations of its targeted customers, so as to achieve its ultimate returns (Zhang, Li and Pan, 2009). It often reflects the values and beliefs on top managers in an organization. It, therefore, starts with the organizations' leaders to define these values and then help the employees discover how their personal values are validated when they perform their jobs in accordance with the organizational values. This alignment, asserts Gordon (2008), will make personal and corporate values increase staff engagement. Therefore, employees gain more fulfillments from their job and are motivated to work harder, bringing their best to their work Runny (2007) concurs, adding that a high-performing organization has a committed workforce that is aligned with mission, vision and

values and is motivated to achieve organizational objectives. Achua and Lussier (2013) affirm that culture offers a shared understanding about the identity of an organization. The right culture can make employee feel that they shared they are valued participants and, as such, become self-motivated to take on the challenge of realizing the organization's mission and work together as a team. It can transform an organization's workforce into a source of creativity and innovative solutions.

2.4.2 Culture of Involvement\ Value System and Employee Job Performance:

Involvement in this context is to be understood as regular participation of employees in deciding how their work is done, making suggestions for improvement, goal-setting, and monitoring of their performance (Macleod and Brady, 2008). A performance culture is built around shared desire to exceed expectations and achieve remarkable results. However, this starts with individuals. Organizations with high performing cultures, notes Achua and Lussier (2013), see their employees as their number one asset. They treat employees with dignity and respect, grant them greater autonomy, involve them in decision-making, celebrate individual and team achievements, and use a full range of rewards and punishment to enforce high performance standards (Achua and Lussier 2013).

According to Zhang, Li and Pan (2009), organizations that upload an involvement culture emphasize the input and participation of its members. These organizations, therefore, make their members become highly concerned about organizational immediate interests and increase the cohesion, so they can easily reach agreement in existing challenges.

One way of enhancing employee job performance is by involving them in the organization's decision-making---at least to a level that they are allowed (Manyonyi 2012). There are decisions that require secrecy due to their nature, and this is understandable, but there are others that should involve employees in an organization. These decisions, Manyonyi (2012) advises, should be made with the participation of the people they affect; this means consulting them or having a discussion in order to get their views and generate new ideas. An organization with a culture of involving its employees will tend to perform well because the employees will own the decision,

and, therefore, hold themselves responsible in case of any failure. It's easy to get so swept away thinking of solutions in board meetings that managers forget to consult the people who matter: the employees (Bakker, Schaufeli, Leiter, and Taris, 2008). The results can be surprising. Anderson (2012) reveals that a few years ago, Kwik Fit Insurance Company asked its call centre staff what would make them happier at work.

According to Orpen (2015), employee empowerment can be an integral element of organizational culture change in that it embodies the concepts of intrinsic motivation, internal justification for decision-making, shared responsibilities, and integration for problem solving. As employees mature in an organization, they gain more knowledge, internalize justification for the actions they take, and become more intrinsically motivated. Alongside this internalization process, employees tend to take a more active role in intervening in the actions of newer employees and offering feedback regarding culture-consistent behaviors. When employees are empowered, they feel motivated to work because then nothing holds them back as they know what is expected of them and are competent in their duties.

More open forms of participative management give workers decision-making authority regarding their domains of responsibility (Macey 2009). When companies shift to the more open forms of participative management, they begin the process of empowering employees. Kurstedt, Harold and Mallak, (1996) assert that an organization's level of empowerment is related to its culture. A strong culture supports the empowerment process in many ways. First, companies with strong cultures provide continuity and clarity with respect to their missions. Second, companies with strong cultures minimized mixed signals because they have reduced ambivalence in their communications, and management tends to speak with one voice. Third, companies with strong cultures have a central core of consistency that drives the basic decision-making processes throughout the organization. This central core promotes consistency regarding basic values and beliefs, yet allows for individual interpretations and responses for items outside the central core. Fourth, strong culture firms help employees build—social currency based on track record, reputation, knowledge, and network of relationships. The social currency builds communication and trust and provides the power to get things done independent of formal titles and authority.

Manyonyi (2012) emphasizes that an organization that effectively communicates information to its employees and make it accessible to its employees makes them feel part of the organization. This makes employees want to do their best not just for their paycheck, but for the organization. The kinds of information that can be transmitted to employees include: the long-term plans of the organization and new developments such as opportunities or problem faced by the company.

Another way of establishing a culture of involvement in an organization is by incentivizing employees so as to increase their performance. This can be by informing them of the financial position of the organization and, when possible, sharing with them the profits. Case (2013) reveals that PSS, a US-based organization, has a share-the-wealth. Share-the-information culture of a sort rarely found in American business. At PSS, every employee is a shareholder where some have more than a million dollars' worth in their accounts. And there are no secrets here, as everybody knows what salespeople X, Y and Z sold yesterday, how much gross margin each of them realized and how the branch is doing week by week and month by month, against plan.

Most employers believe that offering additional money will draw more production from their employees (Anderson 2012). Many times this is not true. What employees often want is to know that they matter to the company or organization. Adding to their salaries, says Anderson (2012), does show them they are important, but normally this is the least effective means of increasing employee performance. It is also the most expensive. Some little gestures of recognition employed by an organization increase employee job performance. Multinational organizations for example, put up a map on the wall of the staff canteen. When people join the company, they put a pin on the company they are from. This makes the new employee feel welcome to the team, and is good for communication. Organizations that have a culture of celebrating birthdays, organizing get-togethers, whether its painting balling sessions or small glass of wine in the staff room at the end of an afternoon, helping a charity is another way to give workers a common purpose and a feel-good factor (Macleod and Brady 2008).

DeWitt (2010) asserts that organizations that have a culture of recognizing for a job well done boost morale and offer a greater sense of achievement. The moment employees understand that they are appreciated and that their efforts matter beyond earning paycheck, performance will

normally increase. Regular times of recognition in small or simple ways can help employees know their value and increase their performance.

Another strong trait of organizational culture that enhances high performance among employees in an organization is team work. Xenikou and Simosi, (2006) says that organizational norms that encourage cooperation, teamwork, and participation are related to performance because they facilitate group coordination and synergy of divergent organizational resources. He adds that moreover, self-actualization and employee development are the basis of creating a large pool of organizational resources that reflect the human capital within organizations and lead to organizational efficiency.

2.4.4 Organizational Consistency and Employee Job Performance:

Consistency implies the extent to which the values, beliefs and standards of behavior are required and shared among employees in an organization (Denison 2009). Organizational culture defines a normative order that serves as a source of consistent behavior inside an organization (Achua and Lussier, 2013). Consistency culture, in fact, is a theory of strong culture. According to Zhang, Li and Pan (2009), consistency culture is an organization that is manifested by widely shared beliefs and values that help organizational members to reach consensus and take concerted action, so as to have a positive impact on performance. Such a high degree of unity within an organization adds Zhang, Li and Pan (2009), can save on manpower, materials, financial and other resources, whilst boosting performance.

An organization will operate more productively as a whole when key values are shared among the majority of its members. To that end, employees need to be comfortable with the behaviors encouraged by the organization so that individual motivation and group productivity remain high. High functioning organizations are comprised of individuals whose overt behaviors are consistent with their covert values (khan, 2015). All of this is of crucial importance to managers. Senior executives usually set the tone by exerting core values that form the overall dominant culture shared by the majority of an organization's members. So, if management does not take the time to understand culture that motivates an organization, problems are inevitable. New

procedures and activities will be very difficult to implement if they do not mesh with the organization's culture.

A culture of consistency is created by leaders in the organization who are meant to be role models. According to Achua and Lussier (2013) the stories leaders tell, the decisions they make, and the actions they take reveals an implicit cultural expectations for followers. Employees learn what is valued most in an organization by watching what attitudes and behaviors leaders pay attention to and whether the leaders 'own behavior is consistent with organizational values. Again, as leaders who have the voice of the organization, they must be sure to communicate clear expectations for every member of the organization. These expectations should be supported by the words and actions of managers who regularly let people know how their work is important to the organization.

Another technique of creating a consistent culture in an organization lies with the top management. In order to promote a culture of consistency, leaders can design the physical work environment to reflect the values they want to promote within the organization (Achua and Lussier 2013). The authors give an example of having common eating facilities for all employees, no special parking areas and similar offices is consistent with the value of equality; an open office layout with fewer walls separating employees is consistent with value for open communication. In designing its headquarters, Google provided open workspaces and an environment that provided coworker contact and interaction. By providing a clear sense of place and purpose for its employees, Google succeeded in communicating an employee-friendly culture through its facility design, with the architecture and comfort of the setting reinforced by the cultural and aesthetic elements in the building. This, in turn, improved employee job performance.

According to Kotter and Heskett (2012) leaders who plan most of the work should give individuals assignments that are consistent with their strengths and interests and opportunities for continued learning and growth. Gordon (2008) asserts the organizational values, which form part of the corporate culture, greatly aid to facilitate the recruitment process. How does recruitment relate to consistency? Serious organizations have a particular way of recruiting; this depends on

their kind of business. At recruiting, there is a particular trait organizations are looking for. For an organization to maintain its high performance culture, it has to be consistent in how it recruits—hiring only the best with specific qualifications.

Consistency can also be looked at from the point of view of the organization and employee as far as values and purpose are concerned. If there is consistency in values between the two, then there is a match. Khan (2015) asserts the degree to which an organization's values match the values of an individual who works for the company determines whether a person is a good match for a particular organization. He Khan advises that it is important for individual values to match organization culture because a culture of--shared purpose results in actions that help the organization achieve a common or collective goal.

Consistency, as an element of organizational culture cements positive aspects in an organization hence helps establish a strong culture which, by extension, leads to a high performance organization. There is no doubt that organizations with a strong corporate culture have an almost unfair competitive head start (Rahid, Sambasivan and Johari 2003). Employees in such organizations have reasons to care about how they perform. Even the challenges presented by mind-bending change—whether imposed by the market place or necessitated by internal growth—are easier to handle because a stable culture begets a fast-moving, flexible company (Gordon, 2008).

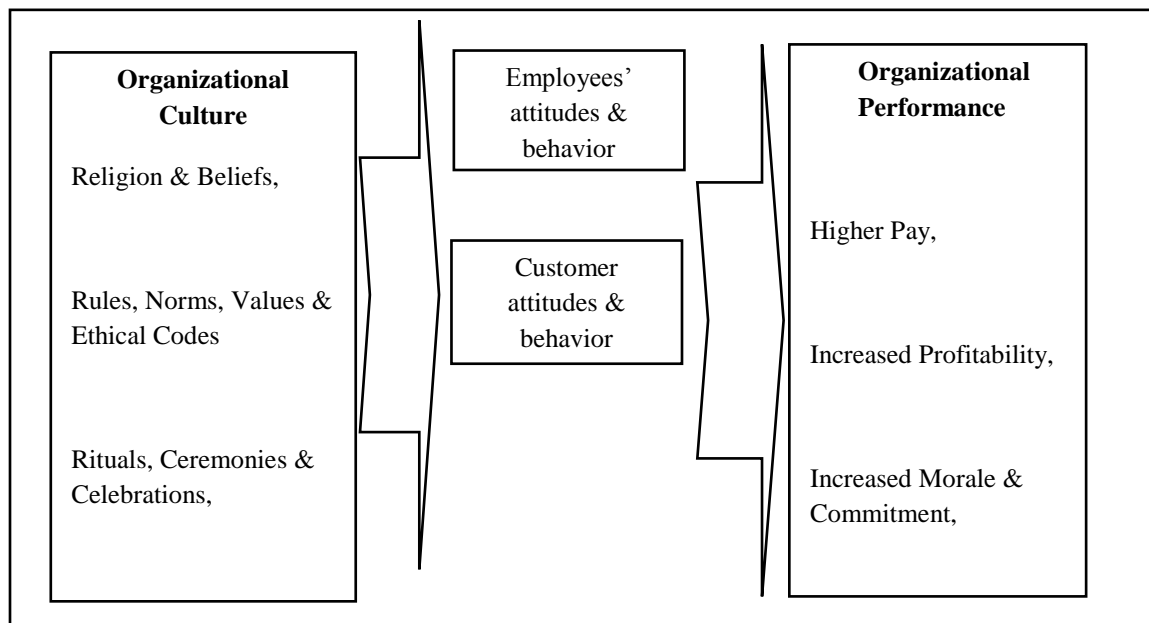
With the fast-changing business environment, organizations undergo a lot of change in order to be relevant and stay competitive in the labor market. With such changes, organizations are forced to develop new product lines, enter new markets, and introduce new technology. Where do these changes leave the employee? In weak and inconsistent cultures, employees will find such moves unsettling, even unnerving. A strong, distinctive culture, however, will offer a fixed reference point. Quoting Rosabeth Moss Kanter of Harvard Business School, case (1996) equates a strong culture to an anchor for letting people lose to create a lot of change and not what impedes change (Case 1996).

2.5 Research Gap

Clearly there is some proof that organizational culture plays a part in organizational achievement. Although there is a lot of studies being conducted on organizational cultures in particular, there is little specific about the role of culture in the construction (usefulness) sector and how it refers to its performance.

What has been done in terms of empirical research has led to knowing how organizational culture influence an employee's performance, through approaching investigation into culture with appropriate qualitative research techniques. 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 in BIDs' success. In Nigeria organizations, there is generally little research on the role of culture and values.

2.6 Conceptual Framework



From Figure 2 above, it can be discerned that there is a relationship between organizational culture and the employees' performance, as the two important factors that influence organizational performance, employee and customer's attitude and behavior are impacted by organizational culture in some degree. The improvement of organizational culture identity can guarantee sufficient exertion of organization common employee's enthusiasm and knowledge system.

Employees are motivated to establish uniform goal, as same as the goal of organization, and keep pace with organization's goal while struggle individually, which will encourage the employee's working enthusiasm greatly, improve work efficiency, and reduce trade cost inside organization effectively; Besides, organizational culture promotes the will that the staff take action in organization's responsibility or broader field voluntarily, make them pursue the completion of service for others actively, and improve the satisfaction of external interests relatives; Organizational culture promotes the group to study, improves employee's work skills in order to increase work productivity, thus improve the relative value of products or service.

Employees are direct creators of organization's value, while creating value, on one hand the staff fasten their own intelligence, physical ability on the production of better products or service; On the other hand, through positive connection and cooperation with external environment, for instance, market investigation, questionnaire investigation, etc., they understand customer's demand and suggestion, improve or produce new products or service. Consequently, employee plays the most basic role to organizational performance.

On the other hand, customers demand not merely including satisfactory products, service and solution; they also hope to buy a kind of product which is connected emotionally with a certain product or trade mark of a company, or one kind of product or service which has the scheme of solving the problem and reflect the brand identity concurrently. For that reason, it depends on organizational culture in establishing customer's trust and loyalty further. Organizational culture, on one hand, impresses customers with a good brand image; on the other hand, lead administrators and staff pay close attention to customers much more, cooperate together and

work hard for the common goal, as well as observe customer demand voluntarily. It makes administrators and staffs treat customers consistently, fairly and reasonably which facilitate getting and keeping loyal customer even more. The customer brings economic performance to organizations through purchasing products or service.

Based on the above analysis, organizational culture is an effective factor that determines whether the organization can obtain outstanding performance or not, it is an effective factor that determines organization's response and attitude to particular incident and external change of environment too. Organizational culture can influence organizational performance through employees and customers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methods and procedure adopted in the generation, processing and analysis of data for a study go a long way in determining the quality of such work (Khaki; 2009). This chapter discusses the research design, characteristics of the study population, sampling design procedure, instrument for data analysis adopted in appropriate sequence.

3.2 Research Design

The survey research design was adopted as the study guide to assess the influence of organizational culture of employee performance; and to ascertain the degree of relationships among the hypothesized variables. The use of survey is common practice in both applied and theoretical management science, and the applied to such issues as employee motivation and employee performance.

3.3 Population of the study

The population of the study is made up of both the senior and junior staff of Bid Nigeria Limited. The population cut across the different spectrum of the corporate organization as the respondents include employees finance and internal control. Operations and Logistics, Public Relations and Reputation Management as well as Human Resource Unit of the selected corporate organization. Bid Nigeria limited is a leading construction company that currently operates within the Nigerian business landscape. It has the workforce capacity of one hundred and fifty eight (158) employees.

3.4 Sampling method and sample size

Sampling is the collection of data and drawing of inferences about population or universe from an examination of one or few parts thereof (Asika 2001). Since the theoretical population of the study was relatively small, it becomes imperative to therefore adopt the theoretical population as the working population\sample frame for the study. The total sum of one hundred and fifty eight (158) respondent were purposely selected for the study.

3.5 Instrument for Data Collection

The main data collection instrument employed in this study was structured questionnaire, which consisted of twenty-two construct items. The research instrument was made up of

structured interval rated questions that require ranking of answers using the five Likert scale: (SA= strongly agree, A= agreed, U=undecided, D= Disagreed, SD= strongly disagree). The questions were clearly simplified and structured in a manner void of any ambiguity and technical details. Thus, most of the questions simply required respondents to tick against the appropriate response. The questionnaire was drawn to elicit information/data on influence of organizational structure on employee performance.

3.6 Validity and Reliability of the Instrument

Generally, behavioral research measures (such as the type developed for this study) are seldom, if ever, totally reliable and valid; notwithstanding, the extent of their validity reliability must be evaluated if the research in question is to be truly seen as scientific (Anastasi & Urbina, 2008). For the purpose of this study, the research instrument (questionnaire) was subjected to content validity as some copies of research instrument were given to the researcher's supervisor for expert opinion validation.

3.7 Method of data analysis

The data generated from the study analyzed using multiple regression analysis and chi-square via the Statistical Package for Social Science (SPSS). Descriptive statistics of frequency count, percentages, multiple regression and chi-square to test the three hypotheses which address the specific objectives of the study.

Multiple regression

Multiple linear regression model test one dependent variable and two or more independent variables

Multiple linear regression model is given by:

$$Y = a + b_1x_1 + b_2x_2 + \dots + b_jx_j + e$$

- Where y is the dependent variable
- a is the intercept
- j are the independent variables
- b_j are the regression coefficients

- e is the error term

Multiple linear regression is an extension of simple linear regression to accommodate or include two or more independent variables in statistical analysis

Decision Criteria

1) The joint contribution of each of the independent variables

The F- ratio value in the ANOVA table gives the value of all the sums of the independent variables in predicting the dependent variable.

The multiple R square i.e. expressed in percentages is the total variance in the prediction of dependent variable i.e. testing the null hypotheses

2) The relative contribution of each of the independent variables

The t value for each of the independent variables is taken as the reading of the individual variable contribution as deduced from Beta (β) value in the correlation coefficient table. If the significant value is less than .05(.01, .0001.etc) the variable is making a unique contribution to the prediction of dependent variable. If greater than .05, then you can conclude that variables is not making a significant unique contribution to the prediction of dependent variable

3) Statistical significance

If the statistical significance is greater than 0.05, the variable is not making unique significant contribution to the prediction of dependent variable and if it is less than 0.05 significance, it is making unique contribution.

Chi-Square test

Chi-square test determines whether there is dependency between variables or not.

Chi-square test (χ^2) is really a goodness of fit test in so far as we are interested in ascertaining the extent of fit of theoretical, hypothetical or expected distribution with observed distribution. The χ^2 one-sample text is carried out using the formula below:

$$X^2 = \sum \left[\frac{(O - E)^2}{E} \right]$$

Where

O – represents the observed frequency

E- Represents the expected frequency

Since the study involved the use of contingency, table, the expected frequency is obtained using:

$$E = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

To obtain the chi-square tabulated, the following information were used:

1. The degree of freedom (v) = $(c - 1) (R - 1)$
2. The level of significance = 5%

Decision Criteria

X^{2cal} is greater than X^{2tab} , reject H_0 and accept H_1

X^{2tab} is greater than X^{2cal} , reject H_0 and accept H_0

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The current chapter of this study was concerned with analyzing, interpreting and presentation of data. The study aimed at analyzing the influence of organizational culture on employees' performance in Bid Nigeria limited. This study was carried out along such objectives as follows.

- To access the effect of organizational value system on employee performance.

- To access the extent which the organization’s mission as an element of organizational culture influence employee performance.
- To access the degree of consistency as an element of organizational culture influence employee performance.

Data collected under the above objectives was presented in two sections: Section one of this chapter presented information on the background of the respondents, while section two provided information on how the hypotheses were tested.

SECTION A:

4.2 Presentation of Data: (social demographic characteristics of respondents)

A total of 158 copies of questionnaire administered to staff of Bid Nigeria limited out of which 143 copies of questionnaire were returned properly filled.

Table 4.2.1 (a) Questionnaire Administration

	Questionnaire Administered	Percentage (%)	
Total No. Questionnaire Administered	158	100	
Total No. Questionnaire Returned	151	95.57	
Total No. Questionnaire not properly filled	8	5.1	
Total No. Questionnaire not Returned	8	5.1	
Total No. Questionnaire Used for Analysis	143	94.7	

--	--	--	--

The above table 4.2.1 shows a total of 168 questionnaires were administered, representing 100% of the total sample size of the population of the staff of Bid Nigeria limited. 151 questionnaires representing 95.57% of the total questionnaire was returned, 8 of the questionnaires representing 5.1% was not returned while. 8 of the questionnaire representing 5.1% was not properly filled, hence not used for the analysis, therefore, 143 questionnaires representing 94.7% of total questionnaire were properly filled was used for the data analysis.

Table 4.2.2(a) Age of Respondents

	Frequency	Percent	Cumulative Percent
0-25 years	53	37.1	37.1
26-30 years	30	20.9	58.0
31-36 years	18	12.6	70.6
36-40 years	24	16.8	87.4
41 years and above	18	12.6	100.
Total	143	100	

On the age of the respondents, table 4.2.2(a) revealed that about 37.1 % of staff of Bid Nigeria limited is between 0 and 25 years, 20.9% are between 26 and 30 years, 12.6% are between 31 and 36 years, while between 36 to 40 years and 41 years and above of age are representing 16.8% and 12.6% respectively.

Table 4.2.2 (b)

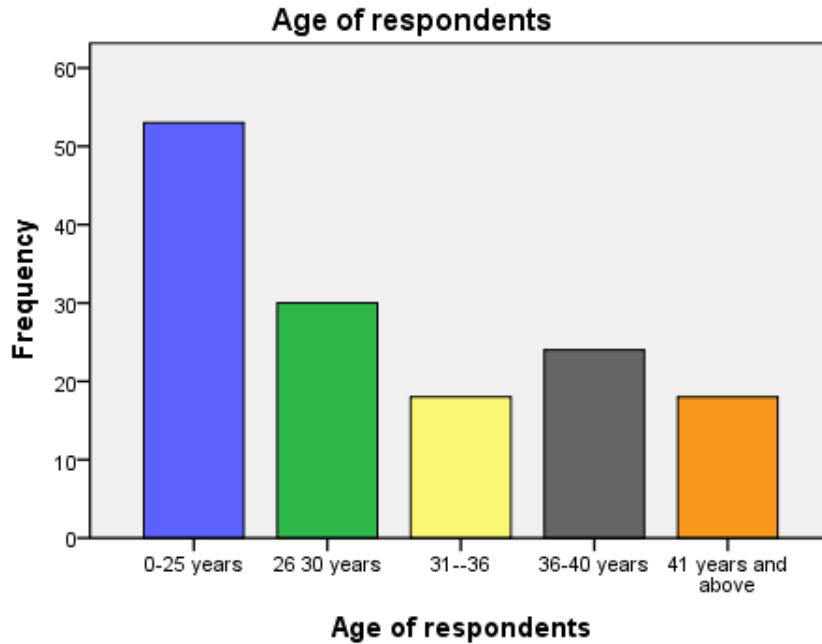


Table 4.2.3: Gender of Respondents

	Frequenc y	Percent	Cumulative Percent
Male	94	65.7	65.7
Female	49	34.2	100.
Total	143	100	

The above table 4.2.3 shows that 65.7% of the respondents are male while 34.2% are female respondents of the organization.

Table 4.2.4 Respondents marital status

	Frequenc y	Percent	Cumulative Percent
Single	56	39.2	39.2
Married	46	32.2	71.3

Divorced	21	14.7	86.0
Widow	20	13.9	100.
Total	143	100	

About 56 respondents representing 39.2% of the staff of Bid Nigeria limited are singles, 46 respondents representing 32.2 are married while a total number of 21 and 20 respondents representing 14.7% and 13.9% are divorced and widows respectively

4.2.5 (a) Respondents years of service

	Frequency	Percent	Cumulative Percent
0-2 years	44	28.9	30.8
3-5years	30	19.7	51.7
6-7 years	31	20.4	73.4
10 years and above	38	25.0	100.
Total	143	100	

Table 4.2.5 (a) revealed that about 30.8% of the respondents in Bid Nigeria limited, have worked there for a period of 0- 2 years, representing a total of 44 respondents, 30 staff representing 20.9% has worked between 3- 5 years. While staff who have worked for a period of 6-7 years and 10 years and above are represented by 21.7 and 26.6 respectively.

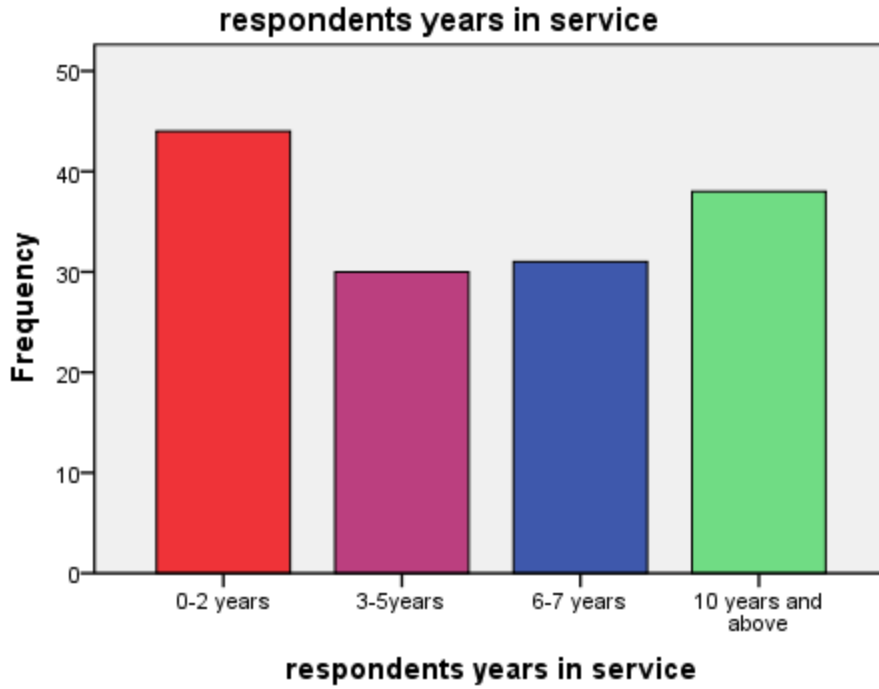


Table 4.2.6 Respondents terms of employment

	Frequency	Percent	Cumulative Percent
permanent	113	79.0	79.0
Casual	30	21.0	100.
Total	143	100	

The table above 4.2.6 shows that 79.0% of the respondents are permanent workers while 21.0 are casual respondents of the organization.

Table 4.2.7 Respondents education background

	Frequency	Percent	Cumulative Percent
o' level	41	28.7	28.7
B.sc and HND	52	36.4	65.0
M.Sc.	25	17.5	82.5
PhD	11	7.7	90.2
other Qualification	14	9.8	100.
Total	143	100	

The table 4.2.7 above shows small percentage has higher degree, (Masters and Ph.D.) which is representing with 17.5% and 7.7% respectively. Those with HND/ B.sc are represented by 36.4%.while those with o'level and other qualification are about 28.7% and 9.8% of the total number of the respondent in Bid Nigeria limited.

4.3.0 SECTION B: HYPOTHESES TESTING

HYPOTHESES 1: There is no significant relationship between organization's value system and employee performance.

MULTIPLE REGRESSION

The joint contribution of each of the independent variables to employees performance

Table 4.3.1

Multiple R =.920						
Multiple R ² =.848						
Multiple R ² (Adjusted)=.84						
Sources of variation	Sum of Squares	Df	Mean Square	F-Ratio	P	
1 Regression	29,904	5	5.981	150.282	.000 ^b	
Residual	5.452	137	.,040			
Total	35.357	142				

a. Dependent Variable: would you agree that the key to high employee performance is strong organizational culture.

b. Predictors: (Constant), how would you rate your organization core values, equality in organization, and loyalty to organization, strong work ethics, and customer satisfaction.

The table 4.3.1 (a) above shows the joint effect of independent variables: how would you rate your organization core values, equality in organization, loyalty to organization, strong work ethics, customer satisfaction) on employee performance is significant ($F_{(5,137)}=150.282$, $P<0.05$) The table also shows a coefficient of Multiple R of .920 and multiple R square of .848.The combination of the independent variables accounted for approximately 85%(adjusted R²=0.84) of the total variance in the prediction of employees performance of BID Nigeria Limited in the Lagos study area. Therefore the alternative hypotheses is accepted and the null hypotheses rejected/There is significant relationship between organization value and employee performance

Table 4.3.1(b)**The relative contribution of each of the independent variable to customer satisfaction**

Model	Unstandardized Coefficients		Standardize d Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.562	.133		11.785	.000
strong work ethics	-.072	.042	-.110	-1.720	.088
customer satisfaction	.284	.036	.592	7.795	.000
loyalty to organization	-.190	.042	-.243	-4.507	.000
equality in organization	-.219	.026	-.291	-8.474	.000
how would you rate your organization core values	.044	.034	.062	1.292	.199

a. Dependent Variable: would you agree that the key to high employee performance is strong organizational culture

The table 4.3.1(b) above shows the contribution of each of the independent variables to the prediction of BID Nigeria Limited employee performance, In terms of the magnitude of the contribution: customer satisfaction core value and loyalty to organization is the most potent contribution to the prediction of employees performance ($\beta=.592$, $t=7.795$, $P < 0.05$). Next in magnitude s of contribution to employee performance is equality in organization ($\beta=.291$, $t=8.474$, $P < 0.05$) the least is how would you rate your organization core valu ($\beta=-.062$, $t=-1.292$, $P < 0.05$) in predicting the performance of employees BID Nigeria Limited in the studied area of this research.

4.3.2 HYPOTHESES 2: There is no significant relationship organization's mission statement and employees' performance.

would you agree that the key to high employee performance is strong organizational culture * do you know your company mission statement

CONTINGENCY TABLE

			do you have your company mission statement			Total
			yes	No	i don't know	
would you agree that the key to high employee performance is strong organizational culture	yes	Count	29	21	29	79
		Expected	28.7	34.3	16.0	79.0
	no	Count	23	41	0	64
		Expected	23.3	27.7	13.0	64.0
Total		Count	52	62	29	143
		Expected	52.0	62.0	29.0	143.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.955 ^a	2	.000
Likelihood Ratio	45.889	2	.000
Linear-by-Linear Association	8.388	1	.004
N of Valid Cases	143		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 12.98.

Table 4.3.2 above shows that X^{2cal} (34.955) is greater than X^{2tab} (10.60) at 5% level of significance ($X^{2tab} = 10.60, v = 2, \alpha = 0.05$). Hence, the alternate hypothesis is accepted while the null hypothesis is rejected. That is, there is relationship between organization mission statement and employees performance.

4.3.3 HYPOTHESES 3: There is no significant relationship between consistency as an element of organizational culture and employees' performance.

would you agree that the key to high employee performance is strong organizational culture

* loyalty to organization

CONTINGENCY TABLE

		loyalty to organization			Total	
		very strong	Strong	uncertain		
would you agree that the key to high employee performance is strong organizational culture	Yes	Count	18	50	11	79
		Expected	45.3	27.6	6.1	79.0
	No	Count	64	0	0	64
		Expected	36.7	22.4	4.9	64.0
		Count	82	50	11	143
	Total	Expected	82.0	50.0	11.0	143.0
Count						

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	86.180 ^a	2	.000	.000		
Likelihood Ratio	110.352	2	.000	.000		
Fisher's Exact Test	102.801			.000		
Linear-by-Linear Association	72.216 ^b	1	.000	.000	.000	.000
N of Valid Cases	143					

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.92.

b. The standardized statistic is -8.498.

Table 4.3.2 above shows that X^{2cal} (86.180) is greater than X^{2tab} (10.60) at 5% level of significance ($X^{2tab} = 10.60$, $v = 2$, $\alpha = 0.05$). Hence, the alternate hypothesis is accepted while the null hypothesis is rejected. That is, there is relationship between consistency and employees' performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from findings highlighted and recommendations were made thereafter. The conclusions and recommendations drawn were focused on addressing the objectives of the study. The researcher had intended to determine the Influence of Organizational Culture on Employees' Performance using Bid Nigeria limited as a case Study.

5.2 Summary of Findings

Chapter one focuses on the background to the study, statement of the problem, objective of the study, research questions, scope and limitations of the study, significant of the study and definition of terms.

In Chapter two, literature was reviewed along the line of theoretical review, empirical review conceptual framework. The theoretical dealt with relevant theory associated with the research work, the empirical review dealt with the review of literature on variables of the studies and the conceptual framework identified and discussed the concepts of the study.

Chapter three deals with research design adopted, study area, population, sample and sampling techniques, data collection methods, etc. The study population from which the sample was drawn consists of private establishments Opebi Development Council Area of Ikeja Local Government in Lagos State., Bid Nigeria limited was selected as the study sample though purposive sampling method.

Chapter four discusses data analysis, presentation and interpretation. The hypotheses were tested and result presented.

Chapter five summarizes the whole study. It also includes conclusion, recommendations and suggestions for further studies and contribution to knowledge.

5.3 Conclusion

On the basis of review of review of related literature, analysis and interpretation of data and general observation, it is revealed that Organizational culture is no doubt an efficacious tool that is very important in an employee's performance. Hence, the importance of organizational culture cannot be put aside especially in employees' performance.

5.4 Recommendations

This study revealed that there is a need to understand organizational culture in order to increase employees' performance.

5.4.1 Employee Job Performance

There are a number of management suggestions for the research study. First, we recommended that the organization conduct periodic assessments to determine its employees' efficiency; the organization can take advantage of that chance to resolve the shortcomings and assist the staff to unleash their complete potential. Similarly, through training and retreats, the organization can invest in employee capacity growth. This will certainly boost the employees' performance. A successful organization must review its working environment and ascertain the employee job performance periodically. This will be important in reviewing its performance and also give awards like the best employee of the month, and celebrate employees' achievements. Birthdays and annual end-year parties are other opportunities for celebration.

5.4.2 Organizational Mission and Employee Job Performance

From this research, we recommend that the management plays a pronounced role in influencing organizational culture that is aligned to its strategy and structure. First of all, they can do this by getting a clear image of the organizational culture of the company. The management should focus more on the adherence to the organization's mission by making sure that those in leadership positions are conversant with the organization's mission so as to be able to pass it down to their subordinates. Likewise, the management should work on the ethical practices of the organization like credibility and integrity which promote a high performance culture.

5.4.3 Organizational Value System and Employee Job Performance

The results of the research indicated that the value system culture in the organization being studied is a bit fragile. The full responsibility of strengthening this culture lies entirely with the management. Therefore, we suggest that the organization invest in its employees' training and growth to enhance their human capacity at all levels. At the same time, the management should emphasize the input and participation of its employees. In order to further its employee identification with the organization, the management should extend its employee involvement in decision-making that affects them, giving them the authority and ability to manage their own work. Finally, it is necessary to introduce the artifacts, i.e. concrete proof of organizational culture such as computers, employee handbook, business logo, and corporate commodities that make staff identify with the organization.

5.4.4 Culture of Consistency and Employee Job Performance

As we have seen, the culture of consistency can bear a lot of fruit if indoctrinated in an organization. Like the organization's mission, this culture also rests completely on top management's shoulders. Therefore, in order to boost this culture, we suggest that senior managers set the tone by exercising key principles that shape the general dominant culture shared by most of the organization's employees. If this is adhered to, the different functions and departments of the organization will be able to work together well to achieve common goals.

We also recommend that executives employ only those whose values and behaviors are compatible with my organization's values during the hiring process. Still after the new employees have joined the organization, our recommendation is for the management to go ahead and design the physical work environment of the employees to reflect the values they want to promote within the organization.

And to maintain this culture of consistency, we recommend giving tasks to people that are compatible with their strengths, interests, and possibilities for ongoing learning and development to those who design job within the organization.

5.5 Suggestions for Further Studies

As stated in the scope of this study, insufficient research has been performed in organizations in Nigeria on the influence of organizational culture on employees' performance. This research study used Denison's Model, further research can be performed on the same organization using a distinct organizational culture framework.

- i. As primary data was used to carry out this project, in further research, secondary data should be included in the research.
- ii. Further studies should make use of other geographical locations, when determining their population area, so as to get the variation of research findings, from other locations.

This study was done in Lagos state. The study recommends that similar studies should be done in other sectors of the economy on the influence of organizational culture on employees' performance. The study however suggest that further studies should be done of other factors affecting employees' performance.

Following the completion of this study, despite the limitation in terms of scope, we would recommend further studies done incorporating customers and/or clients so as to also get a feel of the clients 'view of the organization performance, which will also help in defining the organization strategy.

5.6 Contribution to Knowledge

The aim of this study is to investigate and educate on influence of organizational culture on employees' performance. The following are the contribution to knowledge

1. The research extends the emerging academic literature on influence of organizational culture on employees' performance.
2. The research work analyzed the influence of organizational culture on employees' performance.
3. In addition, organizations cannot improve performance without encouraging the employee with organization's culture.

REFERENCES

Achua, C F & Lussier, N.R (2013) *Effective leadership 5th international Edition*. Canada: South Western Cengage Learning.

Ahmed, S.M (2009). Impact of Organizational culture on performance Management practices in Pakistan. *Business intelligence Journal*, vol 5 (1)

Aluko, M. A. (2013). The impact of culture on Organizational Performance in selected

Anderson, E. (2011) "How to motivate without money." *Management Today* 1 Mar. 2012:42. Expanded Academic ASAP. Web. 1 Oct. 2012.

Black, R. (2007). *Organizational Culture: Creating the influence needed for Strategic success*. London UK. Pearson publishers.

Case, J. (2013) "Corporate culture." *Inc* Nov.1996: 42. Expanded Academic ASAP. Web. 2 Feb.2013

Cooper, D. & Schindler, P. (2003). *Business Research Methods*.8th Edition. New York: McGraw Hill Company.

Cooper, D. & Schindler, P. (2006). *Business Research Methods*. 9th Edition. New York: McGraw Hill Company.

Deal, T. E & Kennedy, A.A (1982). *Corporate Cultures. The Rites and Rituals of Corporate Life*. Addison-Wesley.

Denison, D. (2009), Denison Organization culture Model, Lausanne, Switzerland.

Denison, D. R. & Mishra, A. K. (2009). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), 204-223.

Denison, D., Janovics, J., Young, J. & Cho, H. (2006). Diagnosing Organizational Culture. International for Institute Management Development pp 1-39.

Denison, D.R. (1990), Corporate Culture and Organizational Effectiveness. John Wiley: New York, NY.

Gordon, C. (2008). Cashing in on corporate culture. Available at <http://www.camagazine.com/archives/print-edition/2008/> Accessed on March 1, 2013.

Hofstede, G. (1997). Culture and Organizations, Software of the Mind: Intercultural Cooperation and its importance for Survival. London: McGraw-Hill.

Jossey-Bass, Schein, E.H. (2011). 2nded, organizational culture and leadership. San Francisco:

Jossey-Bass. Shaun, L. & York, J (2009), Human Resource Management. UK, Butter worth-Heinemann.

Khan, A. (2015) Matching People with Organizational Culture. Business Management Group Journal; 23(4):12.

Kotter, J. (2012). Corporate culture and performance New York: Free press.

Kotter, J. P & Heskett, J. L (2012) Corporate Culture and Performance. New York: Free Press.

Kurstedt, H. A., Jr., & Larry A. Mallak. (1996) "Understanding and using empowerment to change organizational culture." *Industrial Management* Nov.-Dec. 1996: 8+. *Expanded Academic ASAP*. Web. 2 Feb. 2013.

Lunenburg, F. C. (2011). Organizational Culture-Performance Relationships: Views of proposing and testing a model. *Organizational science*, 4(2), 209-225.

Manyonyi, M (2012). How organizational culture affects employee performance. Accessed on March 4, 2013

Marcoulides, G.A. & Heck, R.H. (2003). Organizational Culture and performance: Textile Firms in Nigeria. *Nordic Journal of African Studies*, 12(2), 164-179.

Njugi, A.W and Nickson, L.A (2014), Effect of organization culture on employee performance in Non-Governmental Organization, *International journal of scientific and research publications* 4(11)

Nongo, D. S. (2012). The Impact of Organizational Culture on Corporate Effectiveness of the Cement Manufacturing Industry in Nigeria. *International Journal of Business and Management Tomorrow*, 2(2), 1-9

Nongo, E. S. & Ikyanyon1, D. N. (2012). The Influence of Corporate Culture on Employee Commitment to the Organization, *International Journal of Business and Management*, 7(22), 21-28.

Ojo, O (2009). Impact Assessment of Corporate Culture on Employee Job Performance. *Business Intelligence Journal - August, 2009 Vol. 2 No. 2*

O'Reilly, C., Chatman, J. & Caldwell, D.F. (1991), —People and organizational culture: a profile comparison approach to assessing person organization fit", *Academy of Management Studies*, Vol. 34, pp. 487-516.

Orpen, C. (2015). Employee job performance and relations with superior as moderators of the effect of appraisal goal setting on employee work attitudes. *The International Journal of Career Management* Volume 7. 2. 1995. 3-6

Rahid, Md., Sambasivan, A., & Johari, J. (2003). 2) The influence of corporate culture and organizational commitment on performance. *Journal of Management Development*. 22(8), p 708-723.

Steinberg, R. M. (2009) "Corporate culture: who failed, who got it right." Compliance Week Mar. 2009: 38+. Expanded Academic ASAP. Web. 2 Feb. 2013.

Toarmina. R. J. (2009) Organizational Socialization: The Missing Link between Employee Needs and Organizational Culture. Journal of Managerial Psychology 24(7) pp650676

Trice, H., and Beyer, J (1993). The cultures of work organizations. Upper Saddle River, N.J.; Prentice Hall.

APPENDIX

MOUNTAIN TOP UNIVERSITY, OGUN STATE, NIGERIA

COLLEGE OF HUMANITIES, MANAGEMENT AND SOCIAL SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

**QUESTIONNAIRE ON INFLUENCE OF ORGANIZATIONAL CULTURE ON
EMPLOYEES' PERFORMANCE**

Dear respondent,

This questionnaire is designed for the purpose of research which is purely on academics and as such, all information supplied will, very strictly, be treated as highly confidential.

Your response will be highly appreciated, thank you very much for your cooperation in this regard.

Yours faithfully,

BOLA-HASSAN O. ADELARIN

SECTION A

Demographic data

Kindly indicate with a tick inside the box the appropriate response from the alternatives provided.

1. Age (Yrs) <25 25-30 31-35 36-40 >40

2. Gender Male Female

3. Marital Status: Single() Married () Divorced () Widow()

4. No. of years in the organization

<2yrs 3-5yrs 6-7yrs >10 yrs

5. Terms of Employment

Permanent Casual

6. Academic qualification: No Formal Education, first leaving school certificate, WASC SSCE, NCE OND(), HND (), B.Ed B.A B.Sc (), M.Ed. M.A M.Sc () Ph.D() , Others specify.....

SECTION B

Organizational Value system and Employee Job Performance

This section is about organizational culture, its strength and how the culture plays an indirect/direct role in influencing employee behavior and performance in organizations. Kindly indicate with a tick inside the box, circle/tick (against) the number that best represents your views on the given statements.

1. Would you consider your organization to have a culture?

Yes No I don't know

2. Would you agree that the key to high employee performance is a strong Organizational culture? Yes No I don't know

3. Do you agree that organizational culture influences employee behavior?

Yes No I don't know

4. On a scale of 1-5 where 1 – Strongly Disagree 2-Disagree 3-Uncertain 4-Agree

5-Strongly Agree rank the following areas as per your organization.

1	Competitive capacity of organizations can be increased by building strong people and effectively managing them.	(1) (2) (3) (4) (5)
2	Success of an organization can only be attained by improving the performance of the employees through developing the capabilities of teams.	(1) (2) (3) (4) (5)
4	Artifacts, that is, tangible evidence of organizational culture like computers, employee handbook, a company logo, and corporate wares make employees identify with the organization.	(1) (2) (3) (4) (5)
5	Organizational culture acts as the _social glue 'that bonds people together and makes them feel part of the organizational experience.	(1) (2) (3) (4) (5)
6	The culture in my organization helps me to grow personally and professionally	(1) (2) (3) (4) (5)

7	Specific practices that employees understand symbolize and represent the organization's culture.	(1) (2) (3) (4) (5)
8	Strong corporate culture potentially serves as a tool of management control.	(1) (2) (3) (4) (5)

SECTION C

Organizational Mission and Employee Job Performance

This section is about organizational mission as an element of organizational culture. The section tests how an organization's mission provides guidance and direction in achieving organizational objectives. Kindly indicate with a tick inside the box, circle/tick (against) the number that best represents your views on the given statements or fill in the blank spaces provided.

Do you know your company's Mission statement?

Yes No I don't know

If No, why? (Explain

1. Are you aligned with your organization's mission? Yes No I don't know

2. Are you aligned with your organization's vision? Yes No I don't know

3. Do the mission, vision and values of your organization help you achieve

Organizational objectives? Yes No I don't know

If No, why? Explain

1. Does your organization have a Strategic Plan? Yes No I don't know

2. How would you rate your organization's?

	Low	Moderate	Strong
Mission statement			
Vision			
Core values			

1. On a scale of 1-5 where 1 – Strongly Disagree 2-Disagree 3-Uncertain 4-Agree 5-Strongly Agree rank the following areas as per your organization.

1.	My organization has a clear sense of purpose and direction.	(1) (2) (3) (4) (5)
2.	I have internalized and identified with my organization's mission and vision.	(1) (2) (3) (4) (5)
3.	My supervisors help me contribute towards the fulfillment of my organization's purpose.	(1) (2) (3) (4) (5)
4.	My organization's core values capture the heart and mind of the employees while providing guidance and direction.	(1) (2) (3) (4) (5)
5.	The organizational values are aligned along the expectations of our targeted customers.	(1) (2) (3) (4) (5)

SECTION D: Organizational Consistency and Employee Job Performance

This section deals with the predictably of some of the key values, attitudes and behaviors which employees in an organization share hence help the organization build a strong culture

consequently high performance. Kindly indicate with a tick inside the box, circle/tick (against) the number that best represents your views on the given statements or fill in the blank spaces provided.

1. Are you comfortable with the behaviors encouraged by the organization?

Yes No I don't know

2. On a scale of 1-5 where 1 – Strongly disagree 2-Disagree 3-Uncertain

4-Agree 5-Strongly Agree rank the following areas as per your organization

1	The rules and regulations in my organization are implicit.	(1) (2) (3) (4) (5)
2	I share a set of attributes which create a sense of identity with my organization.	(1) (2) (3) (4) (5)
3	During meetings some of our shared beliefs help us reach a consensus on critical issues.	(1) (2) (3) (4) (5)
4	Different functions and departments of my organization are able to work together well to achieve common goals.	(1) (2) (3) (4) (5)
5	Top management does let me know how my work is	(1) (2) (3) (4) (5)