KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, GHANA.

Effect of Organizational Culture on Virtual Team Performance: A Case of Newmont Golden

Ridge Limited.

By

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DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement is made in the thesis.

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Abstract

The fundamental issue in project management is managing effectively the people working in teams. At the same time, organisational culture is seen as a major characteristic, which affect project management structure. The current study explored the linkage that exist between organisational culture and virtual team performance in the mining companies. The study targeted sixty-(60) support staff employees in all departments in Newmont Golden Ridge Limited in Eastern Region. The researcher, preceded by a pilot study, developed the instrument for the data collection. The pilot study was initially conducted in a similar mining company to ascertain its validity and the reliability. The data for the study was from primary source in that; closed-ended questionnaire was designed and distributed to the support staff employees in each department at Newmont Golden Ridge Limited. The study used census survey where all the 60 respondents constituting all support staff employees in Newmont Golden Ridge Limited. The data generated was analyzed using mean score ranking technique to determine the extent of the effect of organizational culture on virtual team performance. Descriptive statistics was used to test the data. The results obtained indicate that organizational culture in the organization is good for employees. Further, the results suggest that organizational culture affect virtual team performance. The study recommends that employers develop and strength the organizational culture practices that expose workers, especially project teams' members know the norms and values to be applied in the organization. Again, it is recommended strongly that organizational members or employees must be given the required organizational and project management orientation in order to help teams to perform. The orientation will help to know the basic concepts of project management by enlightening them on how to work in teams to deliver superb performance. Since the sample size for the current study was small, it will be of importance for future researchers to use a larger sample

size to obtain more intuition on the topic. In addition, it is recommended that future researches adopt an alternate research methodology like qualitative methodology, which may uncover new cause effect on organizational culture and virtual team performance.

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I dedicate this research work to my parents, my boss, love one and the most high God who made

all things possible.

CHAPTER ONE

1.0 Introduction

1.1 Background of the Study

Numerous associations in various ventures have contracted out a bit of their organizations to associations in different nations or have made recent subsidiaries inside the Assembled States to make their plans of action more effective and beneficial. This advancement has expanded virtual groups. These groups enable generally scattered people to cooperate outside gathering eye-to-eye (Berry 2011). Virtual groups can be incorporated inside a city, state, or nation or range worldwide limits. As virtual groups multiply, topography is to a lesser extent a limitation. Regularly, virtual groups are built like conventional groups, with an emphasis on gathering an accumulation of people to achieve a specific reason (Berry, 2011). Virtual groups empower present-day associations to change strategies because of moving economic situations (Lu et al. 2006). Since their presentation around 15 years back, they have gone from oddity to need. Berry (2011) takes note of those affiliations that are unwilling or unfit to take advantage of virtual groups may wind up passing up in an inexorably focused and rapidly changing overall monetary and social condition. Virtual groups empower work to be done all day and all night, in this way evacuating obstructions because of various time zones, occasions, and timetables. Virtual groups are viable in the cutting edge worldwide economy since "they can be staffed in light of individuals' mastery rather than their neighbourhood accessibility" (Drouim et al., 2009).

The greater part of the innovative devices these groups utilize (e.g., WebEx interchanges, phone gatherings, texting, video talking) are synchronous and expect individuals to be accessible in the meantime, free of land area (Bergiel, Bergiel, & Balsmeier, 2008).

As indicated by Fan et al. (2014), the absence of public connection between the individuals from virtual groups may influence the confidence-building procedure between them that may in the long run prompt misconception among the colleagues. Since they can be made out of topographically scattered individuals, virtual groups are more probable than their customary place-bound partners to mirror social assorted variety are. Likewise, in light of the fact that correspondence among colleagues is electronic as opposed to vis-à-vis, arranging social components can be particularly risky (Au et al, 2012; Hunsaker et al, 2008).

Staples et al. (2006), contend that social assorted variety is a quality in that eye-to-eye heterogeneous groups achieved exceptional on a desolate continuity undertaking. In addition, Pangil and Chan (2014) recognized three logic driving current associations to receive the idea of virtual groups: The idea of virtual groups enables associations to procure the best, most gifted workers who may be found anyplace on the planet.

The idea of virtual groups permits the worldwide workday of the group to increment from 8 to 24 hours. The idea of virtual groups enables associations to give adaptability to help worldwide integration of exchange- allied movement to be more aggressive and receptive to the commercial centre. Bergiel et al. (2008), then again, discovered the two points of interest and inconveniences in utilizing virtual groups. The individuals from virtual groups convey mostly by utilizing present-day electronic innovation, for example, messages phones, WebEx, and video chats. Utilizing these innovative devices makes correspondence among the individuals from virtual groups' considerably more basic contrasted and correspondence among individuals from customary groups (Pangil & Chan, 2014).

Further, they affirm that virtual groups show different impediments, for example, time zone contrasts challenges to get in understanding at a separation, distinctive social foundations, diverse work procedures and methodology, and decrease in chances to manufacture great fellowships.

Shahzad (2014) contended solid culture in association raises the representatives' responsibility toward accomplishing the objectives of the association. In examining representatives' execution, he again discovered representatives' dedication and interest at work are the most imperative supporters of expanded hierarchical execution.

As indicated by Dauber (2014), culture in present-day associations has turned into a basic factor assuming an imperative part in authoritative accomplishment in the present worldwide condition. Once more, he expresses that social contrast among the associations is a key determinant for disappointments in consolidations and acquiring. Hierarchical civilization assumes a critical part in accomplishing authoritative objectives and responsibilities. At long last, authoritative culture can essentially influence execution of associations, groups, and people. Albeit social contrasts assume an essential part in association, authority adds to authoritative culture. Shahzad (2014) noticed pioneer's correspondence with workers influences individuals' inventiveness and thought age execution the virtual groups are confronting numerous difficulties yet despite everything they enable current associations to lessen cost contrasted and costs related with conventional groups. The idea of virtual groups was embraced for the most part to cut the cost and limit the cost of bringing a gifted work constrain into a solitary area (Pangil & Chan, 2014). It is critical to see how bits of knowledge of virtual groups enhance execution of virtual groups and to see how social foundations influence the execution of virtual groups.

Established in 1921 and traded on an open market since 1925, Newmont is headquartered in Greenwood Village, Colorado. The company have around 24,680 representatives and contractual workers, with the larger part working at oversaw activities in the United States, Australia, Ghana, Peru, and Suriname. Newmont is an industry pioneer in esteem creation and the main gold maker recorded in the S&P 500 file. The company's purpose is to create value and improve lives through sustainable and responsible mining and this is guided by five core values: safety, integrity, sustainability, inclusion and responsibility. The company was pleased to have been named the mining business pioneer in mostly supportability by the Dow Jones Sustainability World Index in 2015, 2016 and 2017. Newmont's advantages are included built up gold and copper activities, esteem accretive development ventures and an excellent investigation portfolio spreading over five mainlands. With an about 100-year history, Newmont is centred on driving the gold division in making an incentive for the majority of its stakeholders.

Newmont is the leading Gold Sector in making Value. The objective is to end up the world's driving gold mining organization by conveying on three essential responsibilities:

• Continuous cost and effectiveness change

• Portfolio streamlining

• Value creation

Newmont is centred on conveying practical incentive for its stakeholders, employees and host networks, now and later on. Conveying on their responsibilities is a key mainstay of the company business strategy. Newmont trust the security of the wellbeing and prosperity of its people and ecological stewardship.

Newmont's essence in Ghana incorporates the Ahafo mine in the Brong-Ahafo Region and the Akyem mine in the Eastern Region at New Abirem.

Newmont started working in Ghana with the obtaining of Normandy Mining in 2002. Production started in 2006 at the Ahafo mine and at Akyem mine in 2013.

1.2 Problem Statement

Worldwide, virtual teams has become a recent concept. Victual teams in an organization are assign very important activities to perform (Gaan, 2012). More importantly, considerable diversity in culture is the characteristic feature of virtual teams. In the light of this traits spotted among virtual teams, it becomes extremely necessary to recognize the influence of cultural diversity on performance of virtual teams (Richards et al., 2012). Cultural diversity in culture have both negative and positive influence on performance of virtual teams (Boerner et al., 2011; Staples et al., 2006). Comparably, Staple et al., (2006) argue that virtual teams and face-to-face teams both handle task, however there is chance does not avail itself to study the long-term dynamics of virtual team interaction and performance.

The nature of work in the mining sector poses teamwork challenge. The integration challenge can be met head-on by increasing connectivity, emphasizing the importance of communication and fostering a more holistic view across the organization. A change in mine leadership is required from the "command and control" methods, with an emphasis on strong supervision and compliance to rules, to increased flexibility, autonomy and self-direction. This will enable people to quickly solve problems and adapt to changing conditions, and will build a wider sense of accountability across mining teams. Mine leaders can further increase engagement by underscoring the importance of improved team performance and productivity and the role each person plays in

achieving this. This study further explores organizational cultural factors that brings connectivity and interactivity among virtual team members.

1.3 Research Aim and Objectives

The overall aim of the study is to examine the effect of organizational culture on virtual team performance.

Specifically, the study sought to achieve the following objective:

1. To identify the organizational cultural practices within organizations.
2. To identify the factors affecting organizational culture and virtual team performance.

1.4 Research Questions

The study sought to answer the following questions:

1. What are the organizational cultural practices within organizations?
2. What factors affect organizational culture and virtual team performance?

1.5 Significance of Study

The study's significance will be seen in three areas: research, policy and practice. With particular reference to the area of research, the study will serve as a valuable research information for organizations, government institutions and project management professionals. Again, the study will contribute immensely to policy in that managers, especially project managers will glean information for organizational policy design integrating virtual team activities for quick and better project execution. Most important, in the area of practice, the findings will better help project management practitioners, development practitioners, institutions and other interested bodies to know how organizational culture affect the performance of virtual teams. In this regard, the good organizational culture policies and practices will be designed to aid performance of virtual teams.

Better still, the findings will provide theoretical understanding of how organizational culture influence virtual team performance.

1.6 Research Methods

With respect to this investigation, quantitative research technique was utilized. Data was gathered from both primary and secondary sources. Instrument utilized to gather primary data was questionnaires. Data gathered was examined quantitatively utilizing descriptive statistics. The data gathered was first altered to expel mistakes and after that coded into SPSS in like manner.

1.7 Scope of Study

This study focuses on the mining sector in Ghana. The mining sector in developing economies are spotted for its contribution to employment and national income, and in view of the assertion that the mining sector's performance in many developing economies such as Ghana is good in terms of product provided. This study centres on the organizational culture and its effect on virtual team performance at Newmont Golden Ridge Limited in the Eastern Region of Ghana. The study is limited to Ghana and that the findings from the study will not be generalized to same organization in different countries in the world.

1.8 Limitations of the study

The study was conducted without no glitches. The greatest limitations that confronted the study were data collection problems both primary and secondary, time, finance and small sample size. Primary data collection specifically from the respondents was most difficult in that most respondents did not understand the concept of virtual teams and that the researcher had to take the pains to interpret the concept of virtual teams. This wasted time and introduced biasness in the study. With regard to secondary data retrieval, it was uneasy to access rich and similar literature on the topic. This made comparative arguments from different authors cumbersome. Limited

period (3 months) given to complete the project made thorough search for relevant literature impossible. Covering the entire Newmont Golden Ridge Limited, Ghana was not possible because of finance and the size of the study's sample did not permit the researcher to obtain more intuition on the topic.

1.9 Organization of the Study

The research is sorted out into the accompanying parts. The primary chapter (one) introduces the background, the research problem, research questions, study objectives, review of research techniques and the significance of the research. The research is presented in five chapters. Chapter two is dedicated to the writings of other researchers, whiles chapter three focuses on the methodology of the research. Chapter four then again manages the discussions and findings of the study. Finally, Chapter five contains summary of findings, conclusion and recommendations of the research.

CHAPTER TWO

REVIEW OF LITERATURE

2.0 Introduction

The chapter looked at pertinent literature focusing on organizational culture, virtual teams and virtual team performance. The review focuses on organizational culture and its influence on virtual teams. Again, there is a description of the theoretical foundations. The chapter discusses conclusively the challenges facing virtual teams.

2.1 Overview of the Mining Industry in Ghana

Mining is the path toward diving to the ground to extricate normal assets. It is the world's second best industry after agribusiness (Down et al., 1977). It is by and by the fifth greatest endeavor on earth contributing to fiscal development in Ghana. The trading of mineral products addresses a noteworthy bit of overall trade (Madeley, 1999). There are two sorts of mining: mining at the surface and mining underground. Surface mining, also known as open-pit mining or strip mining is where the mineral store lies on the surface of the earth. This system is typically more monetarily keen and requires less authority to make a comparative measure of metal than the underground mining does. Underground mining of course is used when the mineral store lies far underneath the surface of the earth. It is a high-shot and what's more a high reward business for mining associations and systems (Wood, 1999). The true noteworthiness of mining in the money related enhancement of Ghana is noteworthy and all around documented, with the country's commonplace name Gold Coast, reflecting the hugeness of the mining division, particularly, the gold trade to the country (Agbesinyale 2003; Akabzaa 2000).

The country has a long custom of gold mining with a normal 2,488 metric tons (80 million ounces) of gold made between the chief documentation of gold mining in 1493 and 1997 (Kesse, 1985; Ghana Chamber of Mines, 1998). The country also accounted for 36% of total world gold yield (8,153,426 ounces) some place in the scope of 1493 and 1600 (Tsikata, 1997). It is the second greatest gold producer in Africa after South Africa, the third-greatest African creator of aluminum metal and manganese metal and a basic producer of bauxite and gem (Coakley, 1999). Disregarding the budgetary ability of the mining business in Ghana, mining yield had lessened since the late 1950s with gold experiencing the most enthusiastic reduction in progress. As Aryee (2001) puts it "For four decades up to the 1980s no new mine was opened in Ghana in view of a crowd of issues looked by mining division theorists and potential money related experts alike, in view of the fiscal, budgetary, institutional and legal framework inside which the mining region worked" (2001)

Minerals are a blessing. They are a gift of nature available to be created, sold and used to better the bundle of a nation's locals (Eggert, 2002). Different industrialized countries like Australia, Canada, Sweden and United States have depended upon the examination and extraction of minerals for their monetary progression. Mineral creation produces pay and remote exchange through tolls, and can empower neighborhood economies through the adjacent purchase of information sources. Mining associations use authorities who obtain pay, some of which they spend on privately made items and undertakings. Governments get force earnings from mineral creation, which are open to help guidance, restorative administrations, boulevards, control supply and distinctive kinds of system enhancement. By making livelihoods and money related improvement, mining associations help catalyze other private hypothesis at the close-by, common and national levels, and they have a gigantic show affect. The informed assertion by most

researchers is that minerals can contribute to money related progression (Ascher, 1999; Davis, 1998 and Deaton 1999)

2.2 Concept of Virtual Teams

Group of people interacting together interdependently and voluntarily achieving an outcome or accomplish tasks is called a team (Berry, 2011). He asserts that teams make business environment become productive, increases business capability and responsiveness as well as flexibility.

Cacioppe & Stace (2009) and Badrinarayanan & Arnett (2008), argue that teams are relevant part of most organizations. Again, Lu et al., (2008) posit team creation in most organizations, with the help of technological development has enable organizations to work on project from different locations.

According to Bergiel et al., (2008), members of a team interact and perform task on similar project from separate geographical areas and that the resurgence of virtual teams reflect not a plan methodically. However, virtual teams develop from ad-hoc developments.

Geographically separated coworkers assembling in groups using improved communication and information is called virtual teams (Hunsaker & Hunsaker, 2008). He also argue that modern technology help virtual teams accomplish organizational tasks.
Ebrahim et al., (2009) argue that virtual teams are minute group of workers coordinating work by using electronic technology to reducing business travel and its associated cost such as the web communication, e-mail, Internet and conference calls.

Schenkel & Garrison (2009) define virtual team as a group of people who, without contact, involve in dynamic collaboration task with an intention to creating new ventures or promote organizational mission as a common goal. They indicate that communication between and among virtual team is complex because of the absence of face-to-face interaction.

Ferreira et al., (2012) note that virtual teams and traditional teams are similar in that all engage group of individuals working independently to achieving a common goal. Both teams have similar character of organisation goals, interrelated tasks, and factual results.

Hunsaker & Hunsaker (2008), argue differently from Ferreira et al., (2012) on the difference between virtual and traditional teams. Their argument stems from the fact that in accomplishing their tasks, virtual teams do it using technologically modern tools like intranet and internet whilst traditional teams use face-to-face communication. Olson & Olson (2012) show that virtual teams have speed and agility. Virtual teams are readily available to support organizational needs as required.

Akoumianakis (2009), posit that virtual teams shape and enhance competencies constituting authoritative system for apportioning the advantages of virtual structure. Virtual groups include wide displaced people. However, people are seen as virtual team even when employees work in the same building and that their interaction involves electronic rather than face to face.

Williams et al., (2010) conclude that relationships are stronger in virtual teams in that interaction between the members in virtual teams is stronger than integration in traditional teams.

2.2.1 Types and Characteristics of Virtual Teams

Characteristics of virtual teams are spotted in variety of ways: teams are in separate environment, members communicate using modern technologies, team members interact effectively on the same project, hierarchically teams have traditions: frequent workers, leaders of a team, and managers use defined procedures designed by the organization to enhance flow of work (Prasad et al., 2006).

Once more, Ebrahim et al., (2009) contend on virtual gatherings and virtual networks. A virtual gathering made up of virtual groups answering to same manager. Virtual colleagues communicate with one another and chip away at a similar undertaking. A virtual group speak with one another on comparable activities and utilize basic standards, tenets, and techniques.

2.2.2 Merits and Demerits of Virtual Teams

Bergiel et al., (2008) layout the upsides of virtual groups: virtual groups decrease travel time and cost. Virtual groups enable associations to enlist the most proficient and capable representatives in the field, virtual groups enable associations to end up more versatile. In spite of the clear advantages of virtual groups, Bergiel et al., (2009), argue for the disadvantages of virtual team. They affirm workers are probably going to have knowledge and experience in modern technological applications for communication than their older leaders.

Once more, Gresgard (2011) & Hunsaker et al., (2008) demonstrate that social assorted variety can temper with trust and correspondence. Drouin, Bourgault & Garvais (2009), deficient data stream and confusion of data receive create communication problems.

Russo (2012) sets that distinctions in instruction, age, ethnicity, individual qualities and objectives influence gather elements, basic leadership and correspondence in virtual groups. As per Sakuda (2009) amass assorted variety assumes an essential job in a culture of a group and can diminish recognizable proof and duty among people, with relating threatening effects on execution in virtual gatherings.

Martinez-Moreno et al., (2008) guarantee that virtual groups experience issues participating in community-oriented cooperation's. In researching representative relations, Au and Imprints (2012) report that issues in virtual groups were identified with adverse generalizations about a specific race or origin.

2.2.3 Virtual Teams Challenges

Virtual teams, like the ordinary teams encounter a lot of same challenges. Daniel (2010) argued that conflict emanate from variety of opinions over tasks. To consolidate the argument raised by Daniel, Cottrell (2011) posited that in teamwork conflict becomes inevitable in that team members have different opinions, come from different cultural background, have different preferences and views. In his view, conflict among team members affect performance positively or negatively. To buttress his argument by studying the performance 500 fortune companies taking into account creativity importance, Daniel (2010) concluded, "It was good that team members have some kind of squabble towards a specific project so that they could come up with different solutions". Jong, Schalk, & Curseu (2008) delineated four types of conflict that teams must negotiate:

1. Personal (based on personality differences).

2. Process (based on differences of opinion regarding workflow).

3. Relationship (based on differences between managers and subordinates).

4. Task (based on differences of opinion regarding the execution of particular tasks).

Brahm et al., (2012) noticed the significance of common certainty for group execution. These groups are firmly identified with certainty with shared responsibility. Ebrahim et al., (2009) called for further research on overall associations and little and medium undertakings to examine the effect of legitimate structure, systems, and development support. In inspecting challenges for virtual gatherings Kirkman et al., (2002) interviewed over 75 executives, team members, and team leaders, discovered the following five challenges of managing virtual teams.

Test 1: Building trust inside virtual groups. Kirkman et al., (2002) expressed building trust is the best test in making an effective virtual group.

Test 2: Maximizing procedure gains and limiting procedure misfortunes on virtual groups. Gathering forms created in vis-à-vis groups are substantially harder to accomplish in virtual groups.

Test 3: Defeating feeling of seclusion and separation related with virtual cooperation. This test is described by the absence of physical collaboration among individuals from virtual groups. Kirkman et al. (2002) expressed without communication with colleagues or chiefs the workers learn about disconnected and of the circle. That circumstance significantly influences correspondence among individuals and viability of virtual groups.

Test 4: Balancing specialized and relational aptitudes among virtual colleagues. As individuals from virtual groups have little eye to eye connection, a few supervisors trust that association aptitudes for individuals from virtual groups are less essential contrasted with individuals from conventional groups.

Test 5: Assessing and acknowledging of virtual groups' execution. This is one of the real difficulties for directors who are overseeing virtual groups since leaders cannot physically watch the execution of their representatives who are working in various geographic areas.

2.2.4 Virtual Teams' Cultural Diversity

Previous studies seem to implicitly assume that virtual teams will be self-directed in that managers penchant to control is not required for virtual teams (Piccolli & Ives, 2000). That supposition never again oversees ways to deal with the expansion of virtual group efficiency. One precedent is an investigation by Pattni and Soutar (2008) in which they inspected the impact of preparing and self-administration aptitudes on representatives' convictions and abilities. The researchers discovered proof that "self-administration projects can be helpful preparing intercession for representatives from socially different countries".

Another suspicion that underlies much late research on virtual groups is that the social foundations of individuals impact their execution. Staples and Zhao (2006) considered the impacts of social assorted variety on group execution and if those impacts changed relying upon if the group performed eye for eye. The investigators argued for extensive study on how socially different colleagues interact in a virtual domain and whether social assorted variety is identified with group execution.

Bergiel et al., (2008) conducted a study and concluded that the impacts of national culture, dialect, and time zone on virtual teams is negative. The authors noticed that social foundation could incline some colleagues to utilize a held correspondence style, which could be inconsistent with that of individuals from various foundations.

Gressgård (2010) reasoned that trust among individuals from virtual groups is an essential part of group bonds. In spite of the fact that life span and trust are normally emphatically related, Gressgård (2010) found that for a few groups that have been flawless for quite a while, trust starts to lessen.

Brahm et al., (2012) uncover an indirect connection between group objective setting and execution transmitted through task cohesion, which is subject to the level of trust. Brahm et al., (2012) suggested that leaders struggle developing trust in the initial phases of virtual group collaboration to boost execution.

Creating trust between virtual groups in the first place of interaction profit virtual groups by enhancing correspondence and adequacy. Revilla and Knoppen (2012) led another investigation on the significance of trust. They examined 80 product improvement projects in Spanish organizations and uncover that, group vision in connection to an authoritative setting, based upon a learning society and trust, positively affects item advancement execution". The impact was more noteworthy processing for results than for item results, and authoritative culture was more persuasive than was trust.

Chang et al., (2011) considered how social adjustment, correspondence, and trust influenced virtual group cooperation and execution. The scientists talked with four individuals from socially different groups and found that each of the three (3) factors were emphatically corresponded with

execution. Chang et al., (2011) concluded, "For virtual groups, study discoveries suggest that group leaders ought to know about social contrasts and project issues within teams". The group leaders' consciousness of social contrasts among workers and utilization of proper administration system will enable them to increase effectiveness in correspondence and execution of virtual groups.

Lu et al., (2006) explored the execution of virtual groups and uncover that "comprehending particular effects for group execution, positive or negative, has remained difficult to ascertain". In this manner, extra examination could be fundamental between organizational culture and group execution.

Projogo et al., (2010) examined the connection among four (4) cultural dimensions and four categories of performance. The researchers recommended extra research investigating if the connection between the way of life and organization execution relies upon authoritative practices. Tseng (2009) found that organisational culture and information change decidedly influenced corporate execution. Tseng required extra research to examine how social aspects interact with authoritative execution. Understanding the connection between the social aspects and authoritative execution may enable management of the associations to build effective groups.

Garibaldi de Hilal et al., (2009) considered the connection between organizational culture and group execution in Brazil. They overviewed 1,638 members and saw that there is the need to enhance the connection between organisational culture dimensions and organisational performance. A review of the writing demonstrates that there are blended discoveries with respect to how cultural factor influence performance of virtual groups in United States. Findings of these investigations propose a need to better comprehend how social foundations influence the execution of virtual groups.

2.3 Organizational Culture

Erkutlu (2011) defines culture to be the blend of beliefs, values, common understandings, and norms accepted and adopted by community members. Anantatmula (2010) considers culture to be the practices and convictions especially observed of in social, ethnic, or age gathering. In such manner, culture turns into the reason for conduct, correspondence and portrayal of oneself in the public eye. Hofstede's dimensional model dichotomizes national culture into five segments: independence/community, manliness/gentility, control/remove, vulnerability shirking, and long-term/here and now introduction (as referred to in Jung et al., 2008). The model, which is an instrument, depicts connections of national culture and its impact on the qualities and convictions of society.

Organizational culture has been characterized by Jun & Lee (2007), as a microsystem utilizing guidelines and methodology having its own options.

Projogo et al., (2005), culture gives general example of attitudes, convictions and qualities that individual from the association share in like manner. Regarding the above meanings of organizational culture given by Jun et al. (2007) & Projogo, et al. (2005) authoritative culture composes of genuine values and rules adopted and adapted by the members of an organization. As per Appelbaum, et al., (2010) these qualities and standards installed in authoritative culture are composed by the initiative of associations and show hierarchical objectives and mission speaking to a mutual state of mind and carrying on. Erkutlu & Turkey (2012) argue that organizational culture combines the shared values in an organization helping employees understand better to follow organizational principles and procedures.

Wang et al., (2011) suggest that the reason for development in organizations is organizational culture. Organizational culture is important in modern organizations and the reason is that it gives

the premises to characterizing the system of the organization, basic leadership procedures and business objectives.

Tharp (2009) recognize four classes of authoritative culture in present-day associations: synergistic (group), innovative (adhocracy), control (chain of command), and complete (market).

Shared (faction) culture is set apart by an accentuation on the long haul advantages of human asset improvement, and incredible significance is given to amass union. An association with a community culture considers cooperation and accord building.

Innovative (adhocracy) societies benefit adaptability and circumspection. Innovative culture enables an association to embrace new plans of action and procedures to exist the opposition.

Control (progression) civilization exists in dictatorial associations where everything is represented by standards, directions, and techniques. There is an accentuation on control, institutionalization, and very much characterized lines of expert.

Solid relationship has been placed by scientists in connection to hierarchical culture and execution of an association (Lunenburg, 2009). Authoritative culture help representatives see through the workplace to build up tenets and systems. Hierarchical culture is imperative in that it animate development. Nonetheless, authoritative culture repress advancement relying on the qualities and standards that a specific culture encourages (Naranjo et al., 2010). Working environment culture to a great extent impact advancement and efficiency.

Hanlon et al., (2012) contend that hierarchical culture is essential in that it impacts representatives and achieves upper hand. Occupation fulfilment and viability enhance because of authoritative culture.

Anantantula (2010) states that organizational culture influences virtual teams performance in that different cultural traits emanating from individuals cultural background leads to difficult communication from virtual teams. To consolidate the argument raised by Anantantula (2010), Holtbrügge et al., (2011) observed that communication among members of different cultures is likely to distort the understanding of information passed on to team members having different understanding. This, in the long run affect project success. Correspondence is a vital component to authoritative culture and hierarchical achievement. A critical component of hierarchical culture is the thing that Van Maanen (referred to in Taormina (2009), called authoritative socialization, which Erkutlu (2011) states is the way toward helping representatives effectively conform to the hierarchical culture and turn out to be a piece of it by tolerating social qualities that are "reflected in real standards of conduct. Helping representatives effectively change to the authoritative culture and turn out to be a piece of the way of life gives associations the chance to manufacture a superior workplace and connections amongst associations and representatives.

Connection between authoritative socialization and worker demands and among hierarchical socialization and authoritative culture have been examined by Taormina (2009). He discovers four motivational needs (self-sufficiency, alliance, power, and accomplishment), and four measurements of hierarchical socialization (understanding, collaborator backing, preparing, and future forecast), and three kinds of authoritative culture (strong, creative, and bureaucratic). In addition, socialization clarifies critical change for every hierarchical culture and ultimately, authoritative socialization joins representative needs to authoritative culture.

2.4 Organizational Culture and Virtual Team Performance

Authoritative culture characterizes procedures and strategies important to effectively total work ventures and that is an essential segment of virtual group execution (Tseng, 2009). Projogo & McDermott (2010) argue that the best way to assess and consider content behaviour and value and the power of these values and behaviour is organizational culture.

They contend for the connection between authoritative social and kinds of execution measures: advancement, item quality, and methods adequate to finish work ventures.

Erkutlu (2012) demonstrates a positive connection between administration shared and profitability of a group. Association receiving a proactive conduct expanded, steady culture, and bureaucratic societies has unfavourable impact.

Germain et al., (2001) cited in Tseng, (2010) isolates two kinds of authoritative execution: inner execution including expenses and item quality, and benchmarked execution including looking at cost, quality, and consumer loyalty in associations.

Hauschild et al., (2012) stretch the significance of conduct versatility, which helps individuals from virtual groups to consent to changing economic situations.

Staples & Zhao (2006) also stress the need for strong background in culture for virtual team performance and distinguish among differences in surface (e.g., race, ethnicity, local dialect) and deep differences (e.g., beliefs, attitudes, and values).

Chang et al., (2011) note the performance of virtual teams largely depends on cultural adaptation, communication quality and trust. In the brains of Chang et al., (2011), cultural adaptation refers to a process of facilitating compliance with values and norms as well as practices of other cultures.

Cultural adaptation enhances communication among team members coming from different cultural background. Communication quality is vital to hierarchical execution. It demonstrates the connection between an organization's actual performance and execution as observed by clients (Chang et al., 2011).

Figure 1 delineates Lu et al., (2006) affirmation that coordination among virtual group influence their performance and work outcomes and that information received by individuals from virtual group depend upon the quality of communication accuracy. Once more, they contend that reliable connections improvement in virtual groups influence execution of a group in that administration focus on enhancing trust. As indicated by McLain and Hackman (2013), trust is another component of virtual group execution in that particular conviction is capable and willing in an optional circumstance, to act in the best advantage of the organization.

Features of organizational performance: Adopted from Lu et al. (2006)

2.5 Theory of Culture

Schein's (2004) cultural theory becomes relevant in that it gives the foundation to examining organizational culture in detail and determining organizational performance. The theory is of three segments: ancient rarities, uncovered qualities, and essential basic presumptions.

Antiques are the establishment for hierarchical structure, systems, and process. Cases incorporate approach manuals, office furniture, and clothing regulations. Uncovered qualities are hierarchical procedures, business objectives, and rationalities. Assumptions underlying are unconscious, taken-for-granted beliefs and feelings.

2.6 Research Gap

Past and recent scholars have done much in the field of project management with a focus on organizational culture, which is related to the topic under investigation. Among these, include the study on the relationship between organizational culture and internal communication (Grunig,

2002). Similarly, researches have been conducted to determine the relationship between culture, communication and integration (Teixeira, Koufteros & Peng, 2012). To this end, literature on organizational culture linked to virtual team performance is lacking. This research seeks to bridge the gap by adding theoretical understanding on organizational culture and virtual team performance.

2.7 Chapter Summary

The chapter touched on literature on traditional and virtual teams, including organizational culture and diversity of cultural on team performance and organizational performance. The reviewed literature revealed advantages and disadvantages of virtual teams and the theory of culture.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter focuses on the research method and design. It details the research design, study population, sample and sampling technique, sample size, data collection method and data analysis.

3.1 Research Design

The study employs the quantitative research design. According to Leedy et al., (2013) quantitative research design furnishes explanations and comprehension of difficult situations. Design questionnaires are given to workers of Newmont Golden Ridge Limited to answer because virtual team performance issues resulting in organizational performance is a very significant organizational issue affecting workers' communication and performance.

In situations where a respondent finds it difficult to understand, the researcher guides the respondent to understand and answer.

3.2 Sampling Procedures

3.2.1 Target Population

The target population for the study was all support staff employees in all departments, that is, Finance, I. T, Human Resource, Health and Safety, Sustainability and External Relations (Environment, Communication, Community Relations, Systems and Services, Land Access Management) Supply Chain, Site Service, Project, Process plant (operations) Process Plant (Maintenance) Mining (Mine Maintenance) Mine Engineers, Survey, and Geology in Newmont Golden Ridge Limited in New Abirem District of the Eastern Region of Ghana.

3.2.2 Study Area

Eastern Region, specifically New Abirem was chose for this study because Newmont Golden Ridge Limited is located at New Abirem.

3.2.3 Study Population

Study populace is the whole of all components from which the sample is really chosen (Ruben and Babbie 1989). The research population size for this study is sixty-(60). Finance (4), I. T (2), Human Resource (2), Health and Safety (3), Sustainability and External Relations (Environment, Communication, Community Relations, Systems and Services, Land Access Management) (10) Supply Chain (6), Site Service (4), Project (2), Process plant (operations) (6) Process Plant (Maintenance) (9) Mining (Mine Maintenance) Mine Engineers, Survey, and Geology (12). These were the employees of Newmont Golden Ridge Limited in New Abirem in Eastern Region utilizing census-sampling technique.

3.2.4 Sample Size and Sampling Technique

The examination utilized a census sampling strategy to sift data from the respondents in light of two reasons: first, simple choice and distinguishing proof of people or gatherings of people that are capable and all around vexed in data with a wonder of intrigue (Cresswell et al., 2011). Second, the significance of readiness and accessibility to take an interest, and the capacity to convey encounters and feelings in an expressive, intelligent way, and understandable (Bernard, 2002; Spradley, 1979). However, according to Israel (1992) if a population is less than 200, the total population should consider for the sample size. Hence, in this study the sample size is equal to the population. In addition, Israel (1992) advice that in such cases census-sampling technique should be adopted. Thus, this study again adopted the census sampling technique in the data collection.

3.3 Data Collection Instruments

Questionnaires were the fundamental instruments used to gather data for the research work. A questionnaire is a research instrument consisting of a series of questions for gathering information from respondents (Gujarati, 2002). The use of questionnaire in this study had several advantages, which include the ability to reach all respondents and was economical to use in terms of money and time. The closed ended questions had specific pre-defined options for respondent to choose from; whiles some of them were structured Likert questions. To design and setup the survey questionnaire, enquiry questions were grouped from the general to the more specific. The first section of the questionnaire was developed to collect information about the demographic characteristics of staff of the Newmont Golden Ridge, second section deals with the organizational culture and the third section deals with virtual teams' performance.

3.3.1 Source of Data

The research study made use of two sources of data: primary and secondary sources of data. The primary data were gathered from the respondents selected for the research work. This source of data formed comprised the first-hand information and solely meant for this research work and was retrieved through questionnaires issued to respondents. This agreed with Brown (2005), who asserted that a primary source provides direct or firsthand evidence about an event or information. Additionally, secondary source of data was gathered through various documented ongoing projects and the stakeholders involved in the process. Secondary data was the type of data, which already existed, and not purposefully for this research work.

3.4 Theoretical Model for the Study

Time, Interaction and Performance (TIP) is used in this study. The theory posits that complexity of paths, modes and functions are by no means evidence of process losses. The evidence documented is seen in three circumstances: group give attention to the well-being and member support functions, as well as production function, group attempt to resolve technical or political problems within the production function and group engage in some project.

3.5 Data Analysis

Data analysis process entails the process of packaging the collected data putting in order and structuring its major elements in a way that the results can be easily and effectively communicated. The data analysis was conducted using the software Statistical Package for Social Scientist (SPSS) version 21. The presentation and analysis were conducted through statistical mean score ranking.

3.6 Chapter Summary

This section depicted the strategies by which data needed for the research is gathered. In particular, it secured the research approach, research design, population, sample and sampling techniques, and research instruments and data gathering methodology. Both hypothetical and empirical models for the research have been evaluated to accomplish the proposed objectives of the research.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the study's results and the discussions of the findings. The key sections of the chapter include respondent profile, descriptive results, discussions, and chapter conclusion.

4.1 Respondents' Profile

The study sought to examine the relationships organizational culture and virtual team performance in Ghana mining industry focusing specifically on the support staff employees of Newmont Golden Ridge Limited. The study used a sample of employees in the mining sector firm operating in the Birim North District in the Eastern Region of Ghana. The study administered 60 questionnaires and 55 were retrieved. Preliminary checks for incompleteness, however, revealed that 52 could be considered usable for the study. Therefore, responsive rate for the study was 91.66%. As shown in Table 4.1, Majority of the respondents 40.38% had ages between 20 to 29 years old and 28.85% ages between 30 to 39 years old. Moreover, regarding educational background, majority of them were either bachelor degree holders (59.62%) or masters' degree holders (23.07%). Further, majority of them were either middle/tactical level employees (44.23%) or line/operational level employees (38.46%) while majority of them had spent more than three years (42.31%), 2 years (21.15%) and 3 years (25.00%) with their organization.

Table 4.1: Breakdown of respondent profile

Variable	Category	Count(F)	% of n
Age (years)	20 – 29	21	40.38
	30 – 39	15	28.85
	40 – 49	9	17.31
	50 – 59	7	13.46
	60 or above	0	0.00
Gender Status	Male	29	55. 77
	Female	23	44.23
Education level	SHS/O Level	4	7.69
	Bachelor	31	59.62
	Master	12	23.07
	Others	5	9.62
Work Experience	One year	6	11.52
	Two years	11	21.15
		13	25.00
	Three years		
	Beyond three years	22	42.31
Work Department	Top/Strategic	9	17.31
	Middle/Tactical	23	44.23
	Line/Operational	20	38.46

Source: Field study (2018)

4.2 Descriptive Results

This section presents descriptive results on the study's constructs – that is organizational culture factors and virtual team. A 4-point scale that ranged from strongly disagree (=1) to strongly agree (=4) was used to measure all items.

Table 4.2: Extent Organizational Culture Factors

Item statement	Mean	Std. Deviation	Rank
The company's goal and objectives allow employees to work in teams	3.5349	.66722	1
Goal and objectives in your organization are realistic	3.5349	.50468	2
The goal and objectives make employees focus	3.4884	.55085	3
Individual employees understand the goal and objectives	3.3953	.54070	4
The goal and objectives are measurable	3.3721	.57831	5
The top leaders seek input from various departments on major decisions	2.9302	.76828	6
The organizational structure, policies and principles delay decision making	2.4419	.88108	7
The top leadership principles are not flexible	2.3023	.80282	8
Top leaders do not actively solicit input from various department before major decisions are taken	2.2558	.84777	9
The structure, policies, and principles make the work environment difficult for workers	2.2093	.77331	10
Top leadership principles make goal achievement difficult	2.0000	.81650	11
The design of the structure, policies and principles favour only the top leaders	1.7674	.97192	12

Source: Field study (2018)

4.3 Organizational Culture

Organizational culture factor was measured with a 13-item scale adopted from De Vries-Schot et al. (2012). The first item was to generally know the opinion of the workers at Newmont. On a whole, majority representing 58.2% believed that organizations must have their own culture. The descriptive results on the remaining 12 items and their mean scores are shown in Table 4.2. Of the 12 items, the lowest mean score was 1.7674 (standard deviation = .97192) and the highest means score was 3.5349 (standard deviation = .66722). Given a scale of 1 to 4, these results, suggest that the participants in the study are very much concern about organizational culture in the company.

4.4 Virtual Team Performance

Thirteen (13) items were adopted from Fu (2014) to measure virtual team performance. Three variables were measured: goal and objectives, top leadership principles and organizational structure, policies and principles. To make the results easily interpretable, the scores obtained were recoded to reflect virtual team performance. Respectively, the study rephrased the dimensions of virtual team performance as outlined above. The first five items generally solicited workers opinions on virtual teams. Most of the workers, representing 54.8% believed that virtual teams are common in the organization and that virtual teams are between 5 to 10 people. Virtual team performance is superb in the organization in the sense that they are influenced by the culture of the organization. Again, organizational goals and objectives makes cultural adaptation of virtual teams easier.

The descriptive statistics of the other eight items and their mean scores are shown in Table 4.3. Of the eight items, the highest mean score was 3.4419 (standard deviation = .54782) and the lowest means score was 1.7674 (standard deviation = .64871). Mean scores obtained on goal and objectives, top leadership principles, and organizational structure, policies and principles

dimensions respectively, given a scale of 1 to 4 to measure the items, suggest that an average participant demonstrates slightly above average virtual team performance at the workplace.

Table 4.3: Extent of Virtual Team Performance

Item statement	Mean	Std. Deviation	Rank
The goal and objectives ensure free flow of communication among virtual team members	3.4419	.54782	1
Top leadership principles ensure easy and free flow of communication among virtual teams members	3.3023	.55784	2
The goal and objectives promote trust among virtual team members	3.2558	.44148	3
The top leadership principles allow easy adaptation of culture among virtual teams members	3.2093	.51446	4
The top leaders promote trust among virtual members	3.1163	.49806	5
The design of the structure, policies and principles do not promote trust among virtual team members.	1.8837	.62524	6
The structure, policies and principles make cultural adaptation difficult for virtual team members	1.7674	.64871	7
The organizational structure, policies and principles make communication difficult for virtual team members	1.7209	.73438	8

Source: Field study (2018)

4.5 Reliability Test

To examine the reliability and validity of the study's scales, the study relied on Cronbach alpha test Cronbach alpha test is a suitable technique for assessing the internal consistency of scales (Hair et al. 2014; Field 2009). The Cronbach alpha test conducted revealed that each scale in the study had strong internal consistency and was reliable given that the alpha values were above .70 (Field 2009). It was depicted that the alpha values was 0.80.

4.6 Discussions

Globally, organizational culture is of great concern to employers, employees and management and the society as a whole. Thus, understanding its retrospective and introspective effects has been a forefront research agenda over the years. While a body of knowledge on organizations suggests that organizational culture can contribute to enhancing virtual team performance outcomes such as promotion of trust, free flow of communication (Williams and Castro 2010) very little is known regarding this proposition within the context of Africa (Gupta and Chaudhary 2017). Akoumianakis (2009), utter virtual partnerships. This can be shaped to enhance competencies constituting authoritative systems for apportioning the advantages of virtual structuring. Virtual groups include wide displaced people however a bunch are often thought of a virtual team even once staff add an equivalent building which their conversation takes place electronically instead of face to face. In an attempt to contribute to this finding, the present study relied on a sample of 43 employees from the mining sector of Ghana. The results obtained are discussed below:

4.6.1 Organizational Culture and Virtual Teams

Descriptive results obtained show that the sample organizational culture is very high. On a scale of 1 to 4, a participant in the study, on the average, scored 2.76 on the 13 items (adopted from De Vries-Shot et al. 2012)) used to measure organizational culture. In their study of organizational culture reported an overall mean score of 1.88 (standard deviation = .50) which is below the score obtained in the present study. The study's finding indeed indicate that not only is organizational culture a generally accepted way of life in the Ghanaian organizations but also, and maybe, finds important place at the workplace as indicated by the study's sample. As indicated by Projogo and McDermott (2005), culture gives general example of attitudes, convictions and qualities that individual from the association share in like manner.

On the other hand, concerning virtual teams, the study found that an average participant demonstrates slightly above average virtual team performance—organizational goals and objectives, organizational top leadership principles and organizational structure, policies and principles at the workplace. The study also found that the organizational top leadership is significantly higher

4.7 Chapter conclusion

This chapter presented the study's results and findings. It also discusses the findings in relation to the study's objectives, underpinning theories, and the pertinent literature. In the subsequent chapter, presents the summary of the findings, conclusion, and recommendation of the study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The purpose of the research was to explore the relationship that exist between organizational culture and virtual team performance in organizations in Ghana. This section of the study provides summary of the study findings in congruence with the stated research objectives. The chapter also presents thorough conclusion and recommendations based on the findings discovered by the study. The recommendations of the study covered two broad areas namely policy or practical recommendations and future research recommendations. Whilst the practical recommendations cover steps to improve policy development regarding organizational culture among Ghanaian organizations, future research recommendations cover information for future researchers on the topic under study.

5.1 Summary of Findings

The claims that organizational culture has a link with virtual team performance is plausible to many people, however, problematic. Organizational culture has been indicated to a large extent to determine the performance of virtual teams. Culture of organizations has been indicated to control the behaviours of people through established principles and norms and workers interweave these norms, principles and convictions into their work life. The principles of the different organizational cultures caution employees to be of good behaviour wherever they find themselves. Studies have shown there is a positive connection between administration shared and profitability of a group. Association receiving a proactive conduct expanded, steady culture, and bureaucratic societies has unfavourable impact.

In the light of this, the tenacity of the research was to discover the factors affecting organizational culture and virtual team performance and again to examine the connection amongst organizational culture and virtual team performance in organizations in Ghanaian. The study examined the objectives and tested the employees in the mining sector firm operating in Eastern Region.

The first objective of the study was to explore the factors affecting organizational culture and virtual team performance. The study found a very high level of organizational culture among the participants.

The second objective of the study was to examine the relationship between organizational culture and virtual team performance. The study found that organizational culture significantly predicted virtual team performance.

5.2 Conclusion

Organizational culture and virtual team performance are very vital subject matter to every organization and its development. Therefore, encouraging good and realistic organizational culture ultimately influences virtual team performance. The study has proven that virtual team performance really comes from good and realistic organization culture. The culture contributes to enhance employee performance. It is clear that virtual team performance being a great concern to employers and management, the organizational culture component cannot be jeopardized.

5.3 Policy or Practical Recommendations

Based on the findings the following recommendations are provided;

- The study found that organizational culture foster virtual team performance, therefore, it is recommended that employers develop and strength the organizational culture practices that expose workers, especially project teams members know the norms and values to be applied in the organization

- It is recommended strongly that organizational members or employees must be given the required organizational and project management orientation in order to help teams to perform. The orientation will help to know the basic concepts of project management by enlightening them on how to work in teams to deliver superb performance.

5.3.1 Future Research Recommendations

In spite of the limitations identified in chapter 1, which include small sample size, the study sort to offer the following recommendations for future research:

- Since the sample size for the current study was small, it will be of importance for future researchers to use a larger sample size to obtain more intuition on the topic.

- In addition, it is recommended that future researches adopt an alternate research methodology like qualitative methodology, which may uncover new cause effect on organizational culture and virtual team performance.

- Future researchers can examine different sector organizations and how their organizational cultures affect virtual team performance.

- Future researchers can explore the conceptual understanding of virtual teams and virtual teams' performance among employers and employees in organizations.

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APPENDIX

QUESTIONNAIRE

My name is Bright Okai-Bonsu. I am a final year MSC Project Management student from Department of Construction Technology and Management at Kwame Nkrumah University of Science and Technology, Kumasi.

The project I am working on: Effect of Organizational Culture on Virtual Team Performance. A case of Newmont Golden Ridge Limited

The study is purely for academic purpose and every information provided is treated with utmost confidentiality.

SECTION A: ORGANIZATIONAL CULTURE FACTORS

1. In your opinion, do you think organizations should have their own culture?

<div align="center">Yes (   )</div>

<div align="center">No (   )</div>

2. If yes, why?

   --.

3. *Give your expert opinion on the information provided by ticking (√) on a scale of 1 to 4*

1	*2*	*3*	*4*
Strongly Disagree	*Disagree*	*Agree*	*Strongly Agree*

Organizational Culture Factor	SD	D	A	SA
Organizational Goal and Objectives				
a. Goal and objectives in the organization are realistic				
b. The goal and objectives are measurable				
c. Individual employees understand the goal and objectives				
d. The goal and objectives make employees focus				
e. The company's goal and objectives of the organization allow employees to work in teams				
Organizational Top Leadership Principles				
a. The top leadership principles are not flexible				
b. Top leadership principles make goal achievement difficult				
c. The top leaders seek input from various departments on major decisions				
d. Top leaders do not actively solicit input from the various departments before major decisions are taken				
Organizational Structure, Policies and Principles				
a. The organizational structure, policies and principles delay decision making				
b. The structure, policies and principles make the work environment difficult for workers				
c. The design of the structure, policies and principles favour only the top leaders				

SECTION B: VIRTUAL TEAM PERFORMANCE

4. Virtual teams are common in this organization.

   Yes (   )

   No (   )

5. If yes, how many virtual teams do you know

   ----

6. Following the answer given in question 4, how will you rate virtual team performance in

   the organization

   Poor   Good   Better   Best

   1   2   3   4

7. On the scale of 1 to 4, how will you rate the influence organizational culture on virtual

   team performance?

   1   2   3   4

   Strongly Disagree   *Disagree*   *Agree*   *Strongly Agree*

Element	SD	D	A	SA
Organizational Goal and Objectives				
a. Goal and objectives make cultural adaptation of virtual teams easier				
b. The goal and objectives ensure free flow of communication among virtual team members				
c. The goal and objectives promote trust among virtual team members				
Organizational Top Leadership Principles				
a. The top leadership principles allow easy adaptation of culture among virtual team members				
b. Top leadership principles ensure easy and free flow of communication among virtual team members				
c. The top leaders promote trust among virtual team members				

Organizational Structure, Policies and Principles				
a. The organizational structure, policies and principles make communication difficult for virtual team members				
b. The structure, policies and principles make cultural adaptation difficult for virtual team members				
c. The design of the structure, policies and principles do not promote trust among virtual team members				

SECTION C: DEMOGRAPHIC INFORMATION

8. To which of these age category do you belong?

20 – 29 (   )

30 – 39 (   )

40 – 49 (   )

50 – 59 (   )

60 +   (   )

9. What is your sex?

    1. Male

    2. Female

10. What is your highest education level?

    1. SHS / "O" Level (   )

    2. Bachelor's Degree (   )

    3. Master's Degree (   )

    4. Others, please specify --

11. How many years have you worked with this organization?

    1. One year (   )

    2. Two years (   )

3. Three years (   )

4. More than three years (   )

12. In which department do you work?

    1. Finance (   )

    2. Site service (   )

    3. Mine engineer (   )

    4. Operations (   )

    5. Process plant maintenance (   )

    6. Others (   )