Assessing the impact of organisational structure and systems on work culture and service quality, a case study of Ejisu National Health Insurance Scheme

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BY

Claudia Nyarko Mensah

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DECLARATION

I Claudia Nyarko Mensah the author of this study, hereby declare that except for this references to other people's work, which I have duly acknowledged, the work presented her was carried out by me, a student of KNUST, School of Business, under the supervision of Ms. Hannah Vivian Osei.

I also declare that this work has never been submitted partially or wholly to any institution for award of a certificate.

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Claudia Nyarko Mensah   Date

 (PG7645812)

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Ms. Hannah Vivian Osei   Date

(Supervisor)

Certified by:

 ……………… ………………   ....

Mr. J.K. Turkson   Date

(Head of Department)

DEDICATION

This dissertation is to the Almighty God for His grace, provision and protection and for seeing me through this project; through Him all things are possible.

To my wonderful mother Akosua Asantewaa and siblings, Stephanie Yeboah-Mensah, Amanda Mensah, Sonia Mensah and staff Mr. Collins Obeng, Mr. Isaac Kanda, Miss Emelia Appiah and Miss Regina Bukudah for their tireless support throughout the period of study and the completion of the thesis.

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ABSTRACT

Delivery of quality service to sustain clients is the major concern of any organisation that seeks growth and sustenance. The human resource of an organisation have greater impact on the quality of service rendered to clients hence the need for top management to pay attention to human resource systems and the work culture of their organisations. The primary purpose of this study is to assess how an organisation's structures and human resource systems affect the work culture and consequently its service quality. The study was conducted using the National Health Insurance Scheme at Ejisu. The objectives of this study was categorised into general and specific objectives. The general objective was to examine the organisational structures and systems of National Health Insurance Scheme, Ejisu-Juaben Municipal and how it impacts work culture and service quality. The sampling technique employed was the random sampling. A total of two hundred and twenty-seven (227) were used for the study of which a hundred and fifty (150) were clients of the scheme and seventy-seven, staff of the scheme. Primary and secondary data were used for the study, with the primary gathered through field survey and the secondary from the internet, books and the scheme's office. Data analysis method used was the quantitative method. Correlation and regression analysis was made. From the findings, it was realised that structures and systems are highly recognised by the staff of National Health Insurance Scheme. Also the structures and systems of the scheme are positively to their work culture but the structures and systems do not relate significantly to on service quality and it is same with their work culture and service quality too. It was therefore recommended that National Health Insurance Scheme introduce negotiated order to enable other departments give helping hand to each other when the need arises. It was also recommended that the scheme adopt appropriate culture so as to provide satisfactory service to its clients.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

An organizational structure defines how activities such as task allocation, coordination and supervision are directed towards the achievement of organizational aims, (Pugh, 1990). Michael (2007) states that organizational structure affects organizational action in two big ways. It provides the foundation on which standard operating procedures and routines rest and also determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions. A deficiency in an existing organisational pattern implies the need for a change in the existing one.

One of the core values of Organisation Development is to provide opportunities for each member of an organization and the organization itself, to develop to their full potentials, (Margulies and Raia, 1972). An intentional planned organization-wide effort can help increase efficiency and effectiveness in an organization so that the Organisation may not be only employee oriented but also customer oriented. According to Burke (1982), OD is not just "anything done to better an organization"; but a particular kind of change process which is planned so as to yield a particular kind of end result. The planned change process takes into account a reflection on the Organisation, improvement in the system, self analysis and planning. Positive change is necessary for every organization and demands employees' involvement.

The human resource of an organisation is its valuable assets because they play a vital role in the success or failure and have great impact in its change process as well. For this reason, all

levels of management, most importantly management at highest level of an organisation must understand how to work with them so as to achieve customer satisfaction.

Planning strategically, improvement in an existing system of an organisation and successful implementation of an organization's development plan are necessary functions if well developed can be achieved through Human Resource of an Organisation and can consequently lead to an improvement in service quality and customer satisfaction.

Change is a difficult thing to embrace for an organisation's human resource, but the organisation's blueprint can be laid aside and through negotiated order, service quality can be achieved. A higher level of effectiveness, efficiency and productivity could be achieved, by such organisations that use negotiated order.

Organisational change is achieved through systemic learning and development strategy which is geared towards attitudinal change, change in beliefs and importance of values, as well as the current organisational structure so as to absorb well disruptive technologies, contracting or expanding market opportunities and subsequent challenges and chaos. Several models of change have been designed in OD to address effective change in an organisation which includes Kurt Lewin's change model and McKinsey 7S Model. Either of these can be used in to improve an organisations systems and structures.

This study seeks to investigate into the organisational structures and systems work culture and that lead to unsatisfactory service quality of clients of National Health Insurance Scheme, Ejisu- Juaben.

1.2. Problem Statement

Ravasi and Schultz (2006) noted that lager institutions have varied and sometimes contradictory traditions that co-exist and can be attributed to the differing characteristics of the management team available there. These cultures may have negative and positive impacts. More often than not, organisations prefer clinging to its culture, structures and system since they are more comfortable with them. The culture of an organisation may not always present it as effective and efficient enough in this dynamic or better still, fast changing world.

Public institutions mostly are much comfortable with their work culture which impedes advancement, thus, they hardly embrace change, consequently leading to inefficiency and ineffectiveness.

Owing to the fact that service quality create an essential ingredient for establishing and maintaining loyal and profitable customer base (Rust et al, 1995 ; Zeithaml, 2000), National Health Insurance Authority, in their outmost best provide maximum satisfaction to their clients yet these clients seem unsatisfied with the effort made. In spite of the number of staff and service persons who help in carrying out its diverse activities to achieve the goals of the organisation, there seem to be heavy work load on them and the systems and structures seemingly create a limit to the help a department can give to another in times of heavy work load on a particular department. This result is longer queues and longer waiting hours by the clients irrespective of age which tends to be quite frustrating.

As McWilliams and Siegel (2001) examined Co-operate Social Responsibility activities and attributes as a differentiation strategy, the scheme at Ejisu-Juaben occasionally send some members of staff to the field to register the less privileged. They at these times give

opportunity to others who are due for renewal and those who wish to register with the scheme to do so. At the point of collection, clients wait for several hours at the work premises and sometimes are told their cards are not ready when it is due for collection per the three month period given.

There is also a delegation of the scheme's authority to persons who play the role of agents between them and the clients in the communities they belong. These agents sometimes make delicate mistakes which create inconveniences for the clients

Generally, being attended to and in a timely manner can be frustrating due to the processes involved. These question therefore arises, what is the work culture of the scheme and how does it affect the quality of the service rendered to clients?, what challenges do the staff face in the attending to the large number of clients that troop in day in and day out?

This thesis sought to assess the impact of the organisational structures and systems on work culture using Ejisu-Juaben National Health Insurance Scheme as a case study and its effect on service quality. It also aims at researching into the labour force and client to interaction which dissatisfies client. The findings can be used by other schemes to improve their quality of service.

1.3 Objectives of the Study

This research were grouped into two objectives which are general objectives and specific objectives

1.3.1 General Objective

This research seeks to examine the organisational structures and systems of National Health Insurance Scheme, Ejisu-Juaben Municipal and how it impacts work culture and service quality.

1.3.2 Specific Objectives

1. To assess the structures and systems of National Health Insurance Scheme of Ejisu-Juaben municipal

2. To assess the influence of structures and systems on work culture in the organisation

3. To assess the effect of structures and systems on service quality of National Health Insurance Scheme, Ejisu- Juaben municipal.

4. To identify the human resource systems effect on service quality of the organisation

5. To analyse work culture on the quality of service at National Health Insurance Scheme

1.4 Research Questions

This research addressed five specific research questions pertaining to customer satisfaction.

1. How are the systems and structures of Ejisu - Juaben Health Insurance Authority?

2. What influence has the structures and systems on work culture in the organisation?

3. How does the NHIS structures and systems influence service quality?

4. How effective is the Human Resource Systems on service quality?

5. What influence has work culture on the quality of service quality at National Health Insurance Scheme?

1.5 Scope of the Study

The study aimed at assessing the impact of organisational structures and systems on work culture and service quality. It would have been more objective had all schemes in the country be put on the study. However the clients of National Health Insurance Scheme in Ejisu - Juaben Municipal and staff of selected schemes which include Subin-Sub Metro, Asokwa and KNUST Hospital scheme. It is anticipated however that findings would be akin to issues pertaining to others Schemes nationwide.

1.6 Significance of Study

This study would serve as a reference material for the National Health Insurance Schemes in Ejisu-Juaben to improve on the quality of service rendered to their clients. Other Health Insurance Schemes across the nation can use this research to adopt appropriate measures to improve on quality service as and when the need arises.

The government of the nation can use this to improve on the service rendered by the public service of Ghana.

1.6 Brief Methodology

This study employed quantitative method in the gathering of data. The research methods that were used by the researcher were interviews with both staff and clients of the scheme through the use of questionnaire in collecting the needed data for the exercise. Using the random sampling technique, a sample of two hundred and seventy-seven (227) people were used in

accessing the perception both scheme and clients have about the service quality of NHIS. SPSS was used in analysing the data with both correlation and regression analysis.

1.7 Limitation of the study

The researcher would have loved to cover other work culture of other Health Insurance Schemes in most of the regions in Ghana and other public institutions in the Ejisu-Juaben Municipal but due to time and financial, administrative strict regulations and logistics constraints, the study was limited to only Ejisu-Juaben Municipal Health Insurance Scheme and a few other schemes.

Financing was a major problem because undertaking research to cover schemes in other regions as well as other public institutions in the Municipal required huge sums of money with regards to travel expenses both on the part of the researcher and persons who would help in the data collection exercise.

That a good research be undertaken on others schemes outside the Municipal and other regions of the nation, there would be the need for such logistics as transport, recorders and stationery and these are not readily available.

As part of the qualification for the award of a degree in Masters of Business Administration, this dissertation was time bound and demanded a faster working pace. As a result, there could not be much space and time to cover a vast areas that the researcher would have loved to cover. Pushing hard within time to produce a research work on all the areas the researcher would have loved to cover would have resulted in a low quality work which might not have reveal the true picture of the topic being researched on.

In spite of these constraints, the researcher realised that most public institutions have similar work culture and other National Health Insurance Schemes in the region possess similar processes and procedures. There is therefore the hope that the findings of this limited study would to a large extent reflect the practice of most of the schemes.

1.8 Organization of the study

This research was organised in five chapters which are chapters one to five and chapter one basically the introductory aspect of the study.

Chapter one gave a background information about the topic, the problem statement, objectives of the study, research questions, significance of the study, brief methodology, scope of the study, limitations of the study, and organisation of the study.

Chapter two was a review of related literature. This section looked at the literature done on organisational culture through the web and other published journal. Theories related to Organisational change was talked about. A conceptual framework was drawn.

Chapter three emphasized the methodology used in gathering all forms of data used in the research as well as the Organisation's profile. Chapter four was about data presentation analysis and discussion of findings. Chapter five was the conclusion and looked at the Summary of Findings, Conclusion and Recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In depth research have been conducted on organisational structures, organisational systems, organisational culture or work culture and service quality and attempts made on how either one impacts the other or two impact the others.

The researcher in attempt to add to knowledge decided to access the impact organisational structures and systems has on organisational culture and service quality in this chapter as introduced in the previous chapter.

2.1. The Concept of Organisational Structure

Prominent authors of Management have talked about organisational structure and varied ways. Taylor's (1911) talked about organisational structure in prescriptions for scientific management, Gulick and Urwick's (1937) viewed organisational structure through the discussion of specialization, unity of command, span of control, and the like, and Weber(1946), ideal–typical model of bureaucracy. In the knowledge economy, an effective structure has to provide a means of producing knowledge for the organisation and transforming knowledge into organisational performance (Bierly, Kessler & Christensen, 2000)

The section would look at the history, definitions types, merits and demerits of the types of structure.

2.1.1   History of Organisational Structure

Taylor et al : cited in Mohr (n.d) the early theorists of organisational structure realised structure is important for efficiency and effectiveness. They assumed organisational members would function accordingly irrespective of the type of structure they have. Before the 1930s, when rebellion began, organizational structure was considered a matter of choice. When the rebellion started, it got to be known as human relations theory, and there was still no denial that structure was seen as an artefact rather an advocacy of the creation of a different sort of structure, one in which the required, knowledge, and views of employees might be given greater recognition.

In 1960s however, a different view came up, recommending that the organizational structure is "an externally caused phenomenon, an outcome rather than an artefact." Organizational theorists Lim et al (2010), in the 21st century, are once again suggesting that organizational structure development is very much dependent on the expression of the strategies and behaviour of the management and the workers as constrained by the power distribution between them, and influenced by their environment and the outcome.

2.1.2 Definitions for Organisational Structure

Various definitions have been given for Organisational structure and a few are outlined here. Robbins & Coulter, (2009, p.201) defines organisational structure as the formal arrangement of jobs within an organisation. The above definition implies that an organisation in order to prevent chaos in duty and also to ensure that employees work together mostly in their area of specialization to achieve its goals lay down a hierarchical structure to formalise employees duty.

Jacobide (2007) sees an organisational structure as the viewing glass or perspective through which individuals see their organization and its environment. This definition implies that an individual in an organisation perception or view about their organisation and its environment is based on the its structure. They determine what is expected from them looking at the structure.

Jones and George(2005) have defined organisation structure as the formal system of task and reporting relationships that controls, coordinates and motivates employees so that they cooperate and work together to achieve an organisation's goals. Organizational structure is the way in which organization's activities are divided, organized and coordinated. The definitions given by Jones and George (2005) connotes the accepted limit an individual can go with organisational duties and how motivated they get with respect to the organisational structure. Interdependence of various sections and or departments within an organisation, according to these three also reflects in the organisation's structure.

From the above, a hierarchical structure representing how an organisation seeks to achieve its goals through its employees which reflects control and coordination of activities within the organisation is an organisational structure. This means an organisational structure is very important especially where varied activities need to be undertaken to yield a final results. An organisation with a good structure as seen as very efficient and effective in its operation.

2.1.3 Types of Structure

Weber (1948), and other contributors to management have revealed the existence of numerous organisational structures. They are either tall or flat and include pre-bureaucratic, bureaucratic, post-bureaucratic, functional, divisional, matrix, flat structures, hybrid, flexible and modernity has introduced the virtual, network and team structures. Basically, they are

group into either a hierarchical or Pyramidal and flat structure. Mintzberg (1979) notes that each structure has its own merits and drawbacks. Ultimately, there may be no ideal structure for a company.

2.2.1 Pyramidal / Hierarchical Structure

In the 21st century, even though most, if not all, organizations are not of a pure hierarchical structure, many managers are still blind to the existence of the flat community structure within their organizations, (Butler,1986). Schein's (1988) hierarchical dimension. The representation of an organisation in a hierarchy which is occupied on the top level by the executive of the organisation, the middle management and the lower levels of management in a descending order respectively is call a pyramid organisational structure. The functioning of the executive level is enhanced both by the middle management and the lower levels on the pyramid. It is characterised by bureaucracy owing to the fact that the executives exercise full control of the organisation including operations, vision and operational strategy.

Organisational vision emanates from the top (Kanter, 1986; Kanter, Stein & Jock, 1992;Wright & McMahm, 1992).The pyramid organisational structure is composed of three major levels which are the executive, managers and staff respectively. The supervision of activities of staff in the various departments are done by the managers who in turn report to the executives. The lowest level which is the staff support managers in carrying out tasks that fulfil the directives from executive level. In some organizations, there could be another level beneath the manager level which is the assistant manager level before the staff level.

The responsibilities of each employee is clearly spelt out in a well-executed pyramid organizational structure. For a corporation to become successful, the individuals must stick to

their assigned obligations and be submissive to upper level employees, accepting the policies being developed by them.

Organisational task are well-defined among its member in the pyramid structure for career advancement and takes the path, staff to manager to executive. The common path is to move from staff level to manager and executive.

There has been a reflection of criticism on the pyramid organisational structure in the recent models of organisational structure developed, condemning the bureaucracy in the pyramid structure. The new forms permit greater employee involvement in decisions at the departmental level since the views of individuals differ on specific issues of the various departmental.

2.2.1.1 Merits of Pyramidal/Hierarchical Structure

Saaty (1977) noted that the hierarchical structure provides a meaningful integrations of systems. Leadership level and responsibility is defined within an organisation with pyramid structure which gets recognised by its employees. Employees recognise the difference in authority with the pyramid structure as well as their individual or team responsibility in organisation with this kind of structure. They do not go beyond their boundaries and know who to report to and whom to contact at each point in the organisation when the need arises.

Furthermore, employees get motivated by the opportunities available for promotion. The pyramid structure presents a clearer picture of authority at different levels as said earlier and this means an employee can transcend his or her present position on the pyramid to another. Every organisation have its own policies for promotion and employees aware of this try to

rise above their current level. They get motivated by the authority and other privileges that comes with leadership at different levels and strife to achieve that too.

Saaty (1977) revealed that the hierarchy serves as a useful tool for decomposing a large-scale problem. This then aids employee development and presents them with specialised skills in their field. The hierarchical structures put employees into specialized group or various departments which specialise in carrying out specific task in the organisation. This therefore builds employees with specialised skills in their fields and they are better able to carry out their tasks effectively and to an extent without supervision.

Last but not the least, the pyramid structure result in employee loyalty to their departments. This is the wholeheartedness exhibited by employees in a department in fulfilling task assigned to them. It is measured by the passion and persistence with which they carry out duties.

2.2.1.2 Demerits of Hierarchical Structure

Maclone et al (1991) noted that, hierarchy structures have severe problems. In spite of the merits outlined for the hierarchical structure, it has its own disadvantage that confront organisations that uses them.

Williamson (1991) states that comparing the hierarchical structures with markets, internal incentives in hierarchies are flat or low-powered, which ignores the possibility that some ways of infusing contractual integrity. There is also impediment in communication across the levels of the organisation as opposed to the flat structure. Organisations with this kind of structure carries information to the top through the levels on the hierarchy which has a

negative impact on productivity most especially in situation that demands quick response and information have to ascend gradually on the ladder and descend.

In the hierarchical structure, decisions made by the various department usually tend to benefit that department rather than the organisation at large and this may result in rivalry among the departments. This is so because some decisions that favours one department might have negative consequence on others which would result in conflict in the organisation. This has the tendency to halt its activities to an extent leading to low productivity.

The high degree of bureaucracy that exist in the hierarchical structure impedes change in the organisation and the pace at which they respond to their clients need. When clients demand are gathered through marketing research by the marketing department, their findings need to climb the hierarchy and final decision made through series of meetings by top management before it descends for action to be taken, hence responding slowly to clients demands

2.3 Flat Organisational Structure

This type of structure is team based. There is a shift from vertical decision making to horizontal collaboration and cross-functional cooperation (Hedlund & Rolander, 1990; George, Freeling & Court, 1997; McCalman, 1996). The type of organizational structure made up of mostly the staff and the executive without or with a few levels of middle management is referred to as the flat organisational structure. Organisations with flat structures believe well-trained workers without close supervision by levels of management can be productive but are only used by smaller organisations.

2.3.1 Merits of Flat Structure

Organisations with flat structures equally have advantages like any other structure. Ivancevich and Donnelly (1975) found salespersons were more effective in flat organizations as compared to the hierarchical organisation. This can be attributed to the fact that employees' responsibility level raises in such organisations since an individual is mostly responsible for carrying out a lot of activities in the organisation.

Unlike the hierarchical structure, the flat structure has an advantage of free flow of communication due to the non-existence of layers in the organisation. Communication to top management is often direct and does not take a longer time to receive feedbacks. Clients needs are responded to promptly due to the non-existence of barriers to communication.

Dalton et al (1980) believes that the power to make decisions is exercised by one or relatively few with regards to flat structures. This makes it faster it structures due to the absence of the layers. Employees are able to communicate freely to each other as well as management on issues bothering them and are able to arrive at final decisions quickly. Decisions do not have to go through series of meetings and does not necessarily need to involve particular members of the organisation before taken hence the faster pace in making decisions.

2.3.2 Disadvantages of Flat Structure

Although there is much flexibility associated with this kind of structure, it comes with a few demerits too. Flat organizations required more time to resolve conflict and coordinate effort, (Dalton et al, 1980). There is usually confusion resulting from lack of precise superiors to whom employees need to report to on organisational issues and this can lead to impediment in organisation's activities.

Also, employees in such an environment do not acquire speciality in any field unlike the pyramid structure and task clarity becomes a problem to employees because employees are not put into departments which could give them this opportunity to gain specialised skills like the employees in the pyramid structure. This problem of low specialization increases the overlapping of task, (Hanson et al, 1977)

2.4 Matrix Organisational Structure

An organisational structure that in which the entire organisation is made up of work groups and teams is called matrix structure (Robbins and Coulter, 2009). It is the combination of the project organization structure and the functional organization structure.

2.4.1 Merits of Matrix Organisational Structure

Organisations that the use of matrix structure enjoy a number of benefits which organisations with other structures are deprived of. Explained below are some of the advantages they enjoy. Johnson, demand media argues that the matrix structure result in better coordination and control of both functional and production activities in an organisation due to the direction in which both activities flow. Whilst the project authority flows horizontally, the functional one flows vertically and this enables better establishment of coordination and control.

Ahamdquqa (2009), is of the view that matrix structures are more vulnerable and has a tendency to be severely affected by changes in the organizational environment. This is the reason companies who wish to adopt the matrix structure are advised to take precautions and be familiar with the diagnoses, prevention and treatment circumstances such as strong group ties, anarchy, power struggles among a few that may arise in the organisation that have the tendency to affect organisational performance.

Lengel et al (1986) argue that the matrix structure have frequent group meetings and their policies provide a fixed, objective knowledge base from which employees can learn. Employees are able to develop their skills much better in the matrix organisation. Their skills get widened in that people learn from other departments within the organisation. Resources are effectively utilised in the matrix structure. Many projects run at the same time which put all resources to full utilisation both human and non-human resource. Resource therefore do not go waste in the matrix organisation.

Quality performance is a feature of the of the matrix organizational structure owing to the fact that the various functional areas of the organisations are occupied by specialist and experts. These specialists and experts interact with each other and this result in excellent specialisation.

2.4.2 Demerits of Matrix Organisational Structure

Although a number of merits have been outlined above concerning the matrix structure, there are a number of problems encountered by organisations that you the matrix structure. These are outlined below.

Larson et al (1987), are of the view that legitimate conflict spills over to a more personal level, resulting from conflicting objectives and accountabilities in the matrix organisational structure. The matrix organisation usually have conflicting objectives due to the fact that different functional managers supervise the activities there in. This causes a conflict between functional objective and regional requirements. A manager may require that an employee carries out an activity which is of benefit to basically to the a particular department whereas management may at the same time require that the same person or persons carry out other activities which is in line with the regional requirements.

Randolph et al (1992) proposed that, matrix structures have dual lines of authority, responsibility, and accountability which violate the traditional management style. They are of the view that one subordinate should be assigned to a single boss. In the absence of this there is violation of unity command with the matrix structure because employees get command from two superiors and have to report to them at a time. This result in confusion, hence violation in unity of command.

The matrix organization extends its schedules and consequently incurs higher costs, (Knight, 1976). Operating the matrix organizational structure is relatively expensive due to the huge overhead cost involved. There will be much paper work and information collection that involves heavy cost. Most of the worker or employees are specialist and they are given high remuneration and facilities and amount is given to project workers in many cases as incentives.

Matrix organizational structure create problem of over specialization in some situations. Specialist from both functional project works gather to show many complex problems of the organization. As many experts gather to solve problems they waste valuable time in supporting their own ideas and sometimes problems remains unsolved.

2.5 Components of Organisation Structure

Organisational structure affects the overall execution of task in an organisation. It influences the separation of individual or a group's responsibilities and coordinating and grouping of activities. The designing of organisational structure must therefore be dependent on all the factors that influence the completion of tax.

According to Robbins and Coulter (2009), organisation structure stipulates how tasks are to be allocated, who reports to whom, and the formal coordinating mechanisms and interaction patterns that will be followed. Ivancevich and Matteson (1996) are of the same view and have recommended some decisions management need to consider in designing organisational structure which are;

2.5.1 Division of Labour

Ford and Smith (1937), made known the importance of division of labour in any given industry. Smith (1937), laid emphasis on division of labour in his work "Wealth of Nations" and Henry Ford in the early twentieth century used division of labour in his automobile industry where each worker was allocated specific task based on specialisation. The positive result of Ford's action led to other manufacturing industries adopting the principle of division of labour because it is of varied and immense benefit to organisations adopting it.

Although division of labour is beneficial to organisations using them, it has been criticised by people on the grounds that not all jobs can adopt the use of it and it also leads to monotony and boredom. Staffs pay little or no attention to the behavioural aspects which result in client dissatisfaction.

In spite of all these, the advantages outweighs the disadvantages of using division of labour so it has been widely used and seen as a significant ingredient which enhances productivity in the organisation.

2.5.2 Delegation of Authority

Delegation is a two way power sharing process (Robert & Hindle, 2001). The process through which interrelationships are created among individuals in their different roles in the

organisation is called delegation. Activities and roles in an organisations demands that authority is delegated for it becomes impossible for an individual to carry out the multi and complex task in the work environment. It is impossible that a manager in a given organisation possess all the necessary expertise and skills to perform all task and his or her success depends of getting things done through others in the organisation.

A manager's burden is reduced by delegating authority and this gives him or her the chance to carry out other significant issues. It becomes the grounds on which employees get trained so as to be able to carry out higher responsibilities which leads to professionalism, creativity and innovation in managerial decisions. It provides continuity to the organisation and creates a healthy organisational climate by creating better understanding among the employees. Management may however be reluctant in delegating authority which impedes organisational progress. Efficiency in an organisation is enhanced through delegation of authority.

2.5.2 Departmentalization

Robbins and Coulter (2009) defines departmentalisation as how jobs are grouped together. When individual activities in division of labour are grouped together for the purpose of coordination, it results in departmentalization. The process of forming departments or grouping activities of an organisation into a number of separate units for the purpose of efficient functioning it is called departmentalization.

According to Robbins and Coulter (2009), most managers see work specialisation as an important organising mechanism because it aids efficiency in employees. Organisations benefit from specialisation due to the fact that varied activities are grouped in accordance with their relations with the explicit functions and objectives. There is effective control and accountability by management on activities by the various departments in executing task. The

autonomy enjoyed by the departmental managers help develop their managerial skills as they take initiative and decisions on their own on activities to be carried out.

2.5.3 Span of Control

The total number of persons in an organisation a manager can supervise effectively is referred to as span of control, (Robbins and Coulter, 2009). This implies that in order to make control and supervision effective, the number of subordinates reporting directly to a superior should be sizeable. The degree of decentralisation can determines the span of control. Executives that are able to make own decisions on many organisational issue do narrow supervision and vice versa. The creation of either a tall or flat organisational structure is influenced by the span of control. Other factors considered in designing organisational structure include the following.

2.5.4 Centralization and Decentralisation

The degree to which decision making takes place at upper levels of the organisation is what is termed centralisation, (Robbins and Coulter, 2009). Decision-making are concentrated at the higher levels of an organisation in centralization and decentralisation is when decisions are made at the lower levels in an organisation by employees who are seen as the ones closer to the problems or issues at hand.

Decentralisation is a way of employee empowerment by management. Decisions are mostly made faster in decentralised systems creating a sense of belongingness and fairness in employees where a centralised system result inefficiencies in decision making. Robbins and Coulter (2009), however state that an organisation is never centralised or decentralised.

2.5.5 Formalization and Standardization

Formalisation is the explicit nature of rules, policies, work process and procedures that guide work and decision making within the organisation. Martin Hahn in his work "Formalisation in Organisation" is of the view that formalization is influenced by size of the organisation, technologies available to them, and organizational traditions. It is usually done by large organizations because of the varied activities and can either be flexible or rigid.

In highly formalised organisations, there are explicit rules and clearly defined procedures covering work processes, (Robbins and Coulter, 2009). Formalized organizations with rigidity possessed strict rules which governed the behaviour of individuals in an organization and formed the basis of reward system. The degree of rigidity went higher such that it resulted in unresponsive to the organisations' customers and environment by the organisations. There was no autonomy and resulted in loss of worker productivity, falling competitiveness, increased operational cost, labour degradation, decline worker productivity, and higher prices. The negative impact of rigidity in formalizing an organisation with rigidity has long been recognized.

Standardization refers to the level of variety or range of actions in a job or job series. Standardization is created in organisations with a view to maximizing efficiencies; where similar work activities are performed in a similar fashion.

2.5.6 Cross-functional Liaison

A growing challenge for many organisations is the effective coordination across lateral departments and functions where variation and incongruence often exists for goals, time

spans, interpersonal communication. Liaison roles typically involves the role of a person who communicates and coordinates between two departments.

Task forces communicate between several departments, or activities, or functions. Task forces are typically temporary groups that are set up to address and coordinate problems and include representatives from each department where as integrators coordinate between departments, and is not a member of any one department .

2.6 Concept of Organisational System

The organisational systems focused definitions, measurement systems and the human resource systems of an organisation.

2.6.1. Definitions for System

Robbins and Coulter (2009) define system as a set of interrelated and interdependent parts arranged in manner that produces a unified whole. Two or more parts that work together to accomplish a shared aim is the definition given by Deming for system. Carmen defines a system as a specified way of doing things, and it can apply to every single part of your business.

2.6.2 Types of Systems

Organisations are composed of systems that come together to make them function effectively and efficiently. They include the technological systems, measurement systems and the human resource systems.

OD looks at system in the organisational diagnosis model as human resource and measurement systems. These systems greatly impact service delivery in each organisation. This research would then focus on the human resource systems.

2.6.3. Human Resource Management and Measurement Systems

The quality of an organisation depends greatly on the quality of its human resource and how it is able to hire and maintain. Human Resource Management is therefore the function within an organization which concentrates on recruiting, managing, and directing employees work in the organization.

The Human Resource department in an organisation is responsible for such activities as selecting, training and development, assessing or appraisal, rewarding employees, overseeing leadership and organizational culture. This unit also ensures that employees comply to employment and labour laws.

2.6.4. Recruitment and Selection

According to Coston (2012), recruitment and selection is one of the essential functions of human resources, the other two are training and development, and the catchall employee relations). According to Flippo Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization" This implies that the employers and job seekers are linked by recruitment. When new recruits are sought the process begins and ends when they have submitted their application.

Locating, identifying and attracting capable applicants is the definition given for recruitment by Robbins and Coulter (2009).

Through this process, an organisation discovers sources of manpower which would enable them meet the staffing requirement and to adopt effective ways for attracting them in sufficient numbers so as to smoothen the progress of effective selection of an efficient working force.Recruitment is the function that precedes the selection process.

Three types of needs result in recruitment exercise which are planned, anticipated and unanticipated need. The planned one results from a change in the organisation and or retirement policies, anticipated needs result from the movements in personnel, usually predicted by an organisation, observing the trends in both the internal and external environment. The unexpected such as deaths, sickness, resignation, accidents, leads to recruitment.

According to Thomas "Selection is the process of differentiating between applicants in order to identify those with greater likelihood of success in the job."Screening job applicants to ensure that the most appropriate candidates are hired is the definition given by Stephen and Mary (2009)

From the above definitions, selection is the process of choosing the most qualified persons to suit a vacancy in an organisation from a pool of applicants.

2.6.5. Importance of Selection process

As stated earlier, the success of an organisation depends upon the quality of personnel selected for the job. For this reason, selection of work force is the most important function so far as managing personnel is concerned. Discussed below are the importance of the selection process.

Firstly, this exercise is done to procure qualified and skilled workers. It is an undeniable fact

that the scientific method of selecting employees provides an organisation with most qualified, competent and skilled persons who can contribute positively to the achievement of organisational goals. Any organisation that uses scientist method of selection stands at a competitive advantage over other firms in the same similar industry and expands quickly as well.

More so, cost of training and development is reduced, should an organisation go through the proper selection of candidates. Qualified personnel perform are much competent on the jobs they are employed to take handle as compared to the existing staff that goes through training and development. They get equipped with work techniques faster. Based on the individual expertise, the organisation can train them accordingly cutting down the training cost down considerably.

Furthermore, personnel problems get eliminated is proper selection is done. Organisations face problems such as monotony, labour turnover, and absenteeism but if an organisation is able to go through the scientific selection, these problems would be reduced drastically. Organisations expand in size and get increased returns if they are able to employ skilled workers and they in turn receive rewards.

2.6.6 Employee Training and Development

According to Noe (2008), training is a planned effort by a company to facilitate employees' learning of job-related competencies.

Employee development is defined as a joint plan of the worker as well as the employer to advance the existing knowledge and skills an individual employee possess. Joe (2011) defines employee development as a joint, on-going effort on the part of an employee and the

organization for which he or she works to upgrade the employee's knowledge, skills, and abilities..

The practice of providing employees with opportunities as training, mentoring, coaching, workshops, or other learning opportunities to motivate, inspire and challenge them to perform the functions of their position to the best of their ability and within standards set by local, state, Tribal, Federal and licensing organization guidelines is training and development.

Training and development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in an organisation's settings. Organisations take steps to encourage each employee's to grow professionally and this process is called employee development

From the above definitions given, employee development is an organizational activity geared towards improving the performance of individuals and groups in organizational settings. This means that organisations periodically undertake activities to build up the skill set of its employees or help them upgrade their skills through external education.

2.6.6.1 Importance of Employee Training and Development

Aguinis and Kraiger (2009) are of the view that training enhances overall organization profitability, effectiveness, productivity, and revenue and other outcomes that are directly related to the training in improving the quality of services. Training affect not only the declarative knowledge but it does affect the strategic knowledge as well, where strategic knowledge means knowing when to apply specific knowledge or skills, (Kozlowski et al 2001). An organisation or company that aims at progressing considers employee training and development as very important. The significance of employees are overlooked mostly though

they are great assets in any company. To realise the full potential of each employee in a company, there is the need to put up an employee development system. Outlined are the importance of employee development

Firstly, employees are unable to give in their best at the work place due to weaknesses in certain areas of their carriers. When offered training, these weaknesses are eliminated and they get skilful enough to take up career challenges. They are brought to a uniform and a higher level in skills if training is well organised. It implies that all employees, not a few get reliable for each task placed before them.

More so, employee performance is greatly improved with employee training and development because they get more informed about steps and procedures in the varied tasks they perform which in turn boost their confidence level since each get to know his or her responsibilities fully. Workers carry out duties in much better way and are able to incorporate new ideas in accomplishing daily task.

Training and development provides workers with knowledge and experience if well organized. Consistency is very vital when it comes to an organization's or company's procedures and policies. This mostly includes administrative procedures and ethics during execution of duty.

In spite of all these, employees gain all the skills and knowledge needed to carry out daily task in their organisations. They are able to work at a faster pace with much efficiency which result in increased productivity. They are able to overcome the challenges they encounter on the job due to the acquisition of new tactics in handling them through employee development.

Clients are able to be offered satisfactory service when employees develop themselves. Through training and development, they gain standard methods which they apply to carry out their tasks. There is uniformity in the output they produce. Such organisations are able to utilize their resources fully, avoiding waste.

Last but not the least, the confidence level of employees is boasted when they have acquired the necessary knowledge and skills. They are able to work with little or no supervision due to the fact that they become self reliant. They are able to take good decisions that in the end yield quality output. The burden of having to give directives from supervisors always to subordinates is then partially eliminated.

2.6.7 Human Resource Systems and Performance Management(Appraisal)

Manasa et al (2009) define performance appraisal as a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives

Performance management in each organisation is conducted by its Human Resource department. DeNisi, A. (2000) argues that performance management systems consist of the activities and/or processes embraced by an organization in anticipation of improving employee performance, and therefore, organizational performance. It is therefore done at both the organizational and individual levels. An assessment of the current state of an organisation as against its performance goals is a way of accessing the performance at the organizational level and this can be made possible by individual's contribution made. Individual employee performance management is therefore necessary for each organisation Human Resource Management.

Selden et al (2001) revealed that performance management process begins with leadership within the organization creating a performance management policy. Performance appraisal is commonly used and it informs the staff about the goals of the organisation's goals, expectations, priorities and what is expected from each towards achieving them.

2.6.8 Concept of Reward Systems

Employees need to be rewarded because they feel recognised which motivates them to give out their all. Givhan (2014) states that the process of training and reward systems motivate worker to effectively improve quality and increase output. A reward system consists of financial rewards in the form of either fixed or variable pay and employee benefits which together comprise complete remuneration, (Amstrong 2002).

2.6.8.1 Components of Reward System

Reward system is made up of varied components but the main components mostly recognised are outlined in the subsequent paragraphs.

First component of the reward system is the practices for motivating people by using financial and non-financial rewards. The financial one can take the form of either variable or fixed pay and employee benefits and allowances. Non-financial rewards are provided generally

Secondly, the process of measuring the value of jobs, the contributions from employees and the range and level of employee processes consist of job evaluation, market rate analysis and performance management.

More so, practices for motivating people by the use of financial and non-financial rewards, the financial consist of base and variable pay and employee benefits and allowances and non-financial rewards are provided generally through effective management and leadership, the work itself and the opportunities given to employees to develop their skills and career.

Also, structures for relating pay and benefit levels to the value of positions in organisation and for providing scope for rewarding people according to their performance, competence, skills and or experience.

Schemes for providing financial rewards and incentives to people according to individual, group or organisational performance.

Last but not the least procedures for maintaining the system and for ensuring that it operates efficiently and flexibly and provide value for money.

2.6.8.2 Importance of Reward Systems

Reward systems are necessary in organisations that hope to achieve their goals. Employee reward systems are of great importance to any organisation and its employees. An organisation with reward system are efficient, productive and are much able to retain their workers, in order words, the labour turn over in such organisations is minimal.

Reward systems motivates employees and motivated employees exhibit a great deal of efficiency through knowledge and skills. They give out their best in carrying out duties. Rewards incites them to work harder to complete any given task which has reward packages attached to them.

Employees are reluctant to leave an organisation with reward systems. Regular rewards retain employees. They then transfer the knowledge and skills on the job to new employees which in the end increase productivity. In the absence of reward system, they are reluctant to stay in the organisation are always ready to move out to look for employment with attractive packages.

Human needs for acceptance and motivation are met through organisational rewards. An employee that is accepted in the workplace is more likely the one who exhibit creativity in resolving issues. Such persons aid advance organisation vision and mission because they feel accepted and affirmed, Bolten (2013).

When executed well, rewards help an organisation pursue its operational and strategic goals, hence the need for all organisations to implement a successful reward systems.

2.7. Concept of Organisational/Work Culture

Organisational culture is one of the major determinants on how flexible or rigid an organisation would keep being innovative and also how it would embrace the risks of change. How effectively people both on the outside and inside of an organisation can be enrolled to its new approaches is also impacted greatly by the organisational culture. The way employees relate with one another, their clients and all other stake holders is influenced by organisational or work culture. It embodies its norms, habits, values, symbols, visions, working language, systems and beliefs.

2.7.1. Definitions for Organisational Culture/Work Culture

Schein (1992) defines organizational culture is: "A pattern of shared basic assumptions that the group learned as it solved its problems that has worked well enough to be considered

valid and is passed on to new members as the correct way to perceive, think, and feel in relation to those problems.

Ravasi and Schultz (2006) state that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behaviour for various situations. People within an organisation behave and react to situations with regards to their organisation in a way which remain peculiar to them. These behaviours do not form part of the written or explicit contract of individuals but once they join the organisation, they respond alike to organisational needs.

It is a wider and deeper concept, something that an organization 'is' rather than what it 'has' (according to Buchanan and Huczynski). The implication of the definition given by Buchana and Huczynski is an organisational culture is how an organisation is seen by its external environment or clients and not what its blueprint is. The clients of an organisation do not have access to its blueprint but the its culture reflects in the employees and that represent what the organisation 'is' and not what it 'has'.

Robbin and Coulter (2009), describes Organisational culture as the shared values, principles, traditions and ways of doing things that influence the way organisational members act. Here, organisational culture is seen as what is deemed appropriate within an organisation, the 'dos and don'ts', and 'the way particular way things are done' within an organisation irrespective of what a situation demands.

Ogbonna (1992) defines organizational cultures as the outcomes of '… the interweaving of an individual into a community and the collective programming of the mind that distinguishes members … it is the values, norms, beliefs and customs that an individual holds in common with other members of a social unit or group …'.

Another opinion from Uttal (1983) who regarded organization culture as a system of shared values (what is important) and beliefs (how things work) that interact with a company's people, organization structures, and control systems to produce behavioural norms. The way we do things around here, Deal and Kennedy (1982) defines organisational culture.

Work culture can also be seen as a combination of qualities in an organization and its employees that arise from what is generally regarded as appropriate ways to think and act.

In my opinion, organizational culture refers to the way individuals within a working environment act and the meanings attached to these behaviours by its external people.

2.7.2 Types of Organisational Culture

Research conducted has revealed a number of organisational culture and the mostly talked about are these four types which are clan, adhocracy, market, and hierarchy. Others include the power, task, and person cultures. It is however not told that either of them is better than the others since they all in a way promote some form of behaviour whiles impeding others. That which is seen as the right culture at each point is the one that help an organisation confront its issues and control its challenges as and when they occur.

Cameron and Quinn in their book "Diagnosing and changing Organisational Culture", third edition identified four types of organisational cultures. These are the hierarchy culture, market culture, clan culture and adhocracy.

2.7.2.1 Hierarchy Culture

Cameroon and Quinn, (2003) discus the hierarchy culture was inspired by the work of the German Sociologist Max Weber, and this inspiration lead to the introduction of the hierarchy culture. The challenges faced by organisations as they tried to produce goods and services efficiently to serve the complex changing economy in the twentieth century brought about the hierarchy culture. This is also known as the control culture due to the fact that cultures are controlled and structured and focuses on stability, efficiency as well as "doings things right". It is highly formal and structured and workers behaviour are governed by rules.

They argue that mostly, government and larger organisations practice the hierarchy culture. This is because they usually have large numbers of procedures, multiples hierarchy levels which could either be the matrix structure or the hierarchical structure and also emphasise on enforcing rules. It can also be used in a smaller organisation that seek to either achieve or maintain efficiency, reliability and smooth and fast flow in production

2.7.2.2 Market Culture

Defined by Wigmore and Rouse (2014), market culture is a type of corporate culture that emphasizes competitiveness not only between the organization and its market competitors but also between employees.

Cameron and Quinn in their third edition of their book Diagnosing and changing organisational culture discus about the market culture. The information gathered by them reveals that organisations faced new competitive challenges in the late 1960s which resulted in the introduction of this type of culture.

Market culture also known as the compete culture focus on competitiveness, achievement and "getting the job done". Organisations that practice this type of culture are results oriented and that which unites the organisation is the emphasis they lay on winning.

2.7.2.3 Adhocracy Culture

Organisation culture based on the ability to adapt quickly to changing conditions is the definition given for adhocracy culture by Wigmore and Rouse (2014). This implies that it is characterised with much flexibility unlike the hierarchical culture.

It developed world when the developed world moved into the information age, Cameron and Rouse, (2003). Organisations in the twenty first century are typically hyper turbulent and ever -accelerating and the adhocracy culture is the type of culture that can cope with it. This kind of culture is also known as the create culture. It is entrepreneurial and dynamic, and focus on innovation, risk-taking, and "doing things first." Employee initiative and freedom are encouraged.

They are flexible, adaptable and also survive on super chaotic conditions. The major aim of an organisation with adhocractic culture is to promote adaptability, flexibility, and creativity where there is uncertainty, ambivalence, and information overload.

2.7.2.4 Clan Culture

A clan culture is defined by Wigmore and Rouse (2014) as a family-like or tribe-like type of corporate environment that emphasizes consensus and commonality of goals and values. This means it is characterised by much collaboration and less competition as with the other types of culture models. This however has a negative impact due to the fact that there is lack of diversity.

Cameron and Quinn (2003) further explains that it derived its name from its semblance to the family-like organisation, appearing more like extended families that co-orporate entities. It is with a focus on mentoring, nurturing, and "doing things together."It is characterised by shared values, shared goals, individuality, cohesion, participation, and a sense of "we-ness" permeated.

2.8 Charles Handy's view on Organisational Culture

Handy(1976) links organisational structure to organisational culture as an improvement on Roger Harrison's work on organisational culture. He outlines four types of cultures namely power culture, role culture, task culture and person culture in his book Gods of Management. He is of the view that the formation of 'culture' should be based on such factors as organisational structure, critical business incidents, environment, technology and the history of the company.

2.8.1 Power culture

Handy's (1976) power culture is described as a web and operates from the centre with little bureaucracy. This usually prevail in family-owned business where decision making is in a few hands where strategies and decision-making remain in a few hands and have to be implemented by other departments. Power is usually in the hands of key personalities which makes the influence of outsiders impossible in strategy formulation and decision making.

Response to change in environment where power culture exist largely depends on the occupants of positions of power and positions within. This is because it believes in the capacity and potentials of individuals rather than committees. They are either swift to change of ignore change and collapse.

2.8.1 Role culture

Harrison and Stokes (1992, p 15) define role-oriented culture as "substituting a system of structures and procedures for the naked power of the leader"

Handy (1976) role culture model takes the form of church building called the Greek Temple or Roman building and is linked to the hierarchical structures with purest form of bureaucracies. Role culture organisations are run by the paper system where authority is based on dictatorship per job descriptions and discourages performance beyond job description.

Decision making takes place at the apex of the temple which is occupied by the highest authorities and the implementation done by the functional departments representing the pillars of the temple. Therefore the strength of this type culture depends on the functional department who does the implementation.

Handy(1976) work reflects the work of Weber's theory of bureaucracy since because he thinks role culture legitimise authority power rather than personal or individual power. The effectiveness of systems within organisations with role culture depends on adherence to its principles not personalities.

Appropriately, this type of culture in his opinion best suits organisations not subject to constant change for the fact that it works well in a steady-state environment. It is typically practised by government institutions, public utilities, local authorities and generally in the public sector.

2.8.2 Task culture

Handy(1976) model of task culture is represented with a net or lattice work. This type of culture deals with execution of task and solving organisation's problems using teams in an organisation. It also follows the trend of the matrix structure which is characterised with multiple reporting lines. It uses team of consisting of few persons who are highly skilled and specialised in their area.

In other to meet current and future needs organisations into extensive research and development and also those who are more dynamic, constantly subject to change mostly use this type of culture.

There is close liaison between departments functions and specialities, communication and integration, which help such organisation in anticipating and adapting quickly to change. Culture is most tuned to results.

2.8.3 Person culture

Person culture is defined as one in which activity is strongly influenced by the wishes of the individuals who are part of the organisation. Organisations function appropriately when group of like-minded persons pursue its goals . Where individuals feel superior over the organisation, it may end up collapsing if there is no intervention. Person culture is exist in organisations where individuals feel superior than the organisation.

However, when professional partners set in, they operate well in the position of individual practising person cultures, which impact the organisation positively. This is because each of them gets on board with particular expertise and clientele, a characteristic of consensus model of management, which demands that individuals in a structure together choose the direction

an organisation follows. Hierarchical structures are thereby ignored by organisations practicing person culture.

2.9. Appropriate cultures

Sherwin (2005) suggest that there is no culture deemed much appropriate, however, Handy(1976) typologies of organisation structures suggest that the best culture to practice is to match the culture with the external demands and constraints on an organisation, Handy proposes. Different operating units within an organisation require different cultures.

The right culture will be one that closely fits the direction and strategy of a particular organization as it confronts its own issues and the challenges of a particular time.

2.10 Importance of Organisational Culture

Creating and encouraging the right organisational culture is indeed one of the most important tasks for any leadership team to attend to. The challenge is that culture can't simply be imposed from the top down. It's an organic process that relies on, and comes from, the whole organisation, (Walker 2013)

Individuals in an organisation coordinate their activities to reach a common purpose and expectations through the work culture. They understand how their roles fit within the larger picture therefore a well-managed culture can yield improved performance appreciably while the unmanaged culture would even hamper a planned change effort. Culture defines the norms of acceptable conduct. It develops consistent analysis of conducts in an organization.

Organisations would be more efficient and uniform. Culture tends to be a mechanism for regulating complex work situations hence raising the level of performance. If organisations

are able to adapt to various cultures, depending on the task, chaos resulting from employees response to change in work environment and work type would be reduced thereby improving efficiency.

2.11 Organisational Culture and Organisational Performance

Many writers including Ken Iverson argue that organisational culture affect its performance. In their opinion, it serves three important functions in an organisation.

Firstly, it is a deeply implanted form of social control which influences decisions and behaviour of staff. It is pandemic and operates unconsciously, hence viewed as an automatic pilot directing staff to follow path in line with organisation's expectations.

Also, organisational culture binds people together and provides them with a sense of belongingness. In other words, it is seen as a "social glue" They get motivated and incorporate the organisation's dominating culture which gives them social identification. Multinational organisations also get their employees globally tied up with organisational culture depending on how it get shaped.

Finally, organisational culture aids the sense-making process by enabling employees understand an organisation's events. They familiarise themselves with task at hand rather than spending time on figuring out the organisation's expectation from them. Communications become more efficiently among employees and they co-operate well with each other due to the shared common mental models of reality.

2.12 Concept of Service Quality

Quality management is used as strategic means of generating competitive advantage by a couple of growing organisations (Reed et al, 2000). Quality practices enhances organizational performance for both product and service organizations (Powell, 1995). Lehtinen and Lehtinen (1982), Sasser et al (1978), Gronroos (1982), Lewis and Booms (1983) among a few researchers have discussed service quality. From their writings, three themes are derived which are as follows;

The consumer finds it more challenging evaluating the quality of service rendered to them than goods bought for use. This means the quality of goods offered to consumers recognised easily unlike the service provided or rendered to them because they are able to visualise and touch the goods bought for use and the quality of these goods can be determined in this wise. Service on the other hand is an intangible commodity and the quality is determined by its outcome.

Perceptions of consumers on service quality result from their comparison of their expectations to the actual performance of the service. This implies that consumers of service have a set of expectations before opting for it and they measure what was offered to them per their expectations. They base on this to make their judgement on the quality of service rendered to them.

The process of service delivery is also evaluated along service outcome as a means of determining service quality. Consumers determine service quality also by the delivery process. A hitch in the delivery process such as the timing and manner also determines the quality of the service offered and not only the outcome of the processes. A hungry client at a restaurant waiting to be served for instance can conclude that service offered to him or her is of good quality if the waiting time is reasonable.

Researchers into service quality agree to the fact that the measure of service quality is dependent on expectations of clients compared to satisfaction received. A firm may find it difficult to understand how its client evaluate service quality, due to its intangibility, Zeithaml (1981) and (Shostak 1977, Bateson 1977, Berry 1980, Lovelock 1981) argues that service is intangible. This supports the reason for its immeasurability.

In evaluating service quality, there are five dimensions of service quality, including tangibles, reliability, responsiveness, assurance, and empathy (Jayawardhena, et al) Souchon, Farrell, and Glanville, (2007). The success and excellence of any organisation is determined greatly by the quality of service rendered.

2.12.1 Definitions for Service Quality

Lewis and Booms (1983) define service quality as a comparison of expectations with performance. Service quality refers to the discrepancy between what customers expect and what customers get (Chen and Tan, 2004). This means service quality is measured by what clients expect and what they receive from an organisation. Service quality is necessary for achieving competitiveness. In business it is assessing how satisfying a service is per the expectation of the customer. It is achieved by comparing what service is expected to the what is being offered currently. The gap between a client's expectation and his or her perception represents service quality. This has an effect on how satisfied clients become and then lead to the organisation having them retained. Satisfied clients go a long way to sustain an organisation by recommending and persuading others to patronise the services rendered there. This means firms who offer greater service quality consequently perform better comparatively. It is therefore an important ingredient in the success of any organisation.

Zeithaml (1988) define service quality as an assessment of customer from the overall excellence of service.

2.13 Service Quality Model (SERQUAL)

The service quality model (SERVQUAL) model developed by a group of American authors, 'Parsu' Parasuraman, Valarie Zeithaml and Len Berry in (1985). This model represents service quality as the variance between the expectations of service offered to customers and their perceptions of the service received, (Parasuraman et al., (1985). They also argue that this measure takes into account customers evaluation of the delivery process of service and its outcome.

SERVQUAL model per creation was composed of ten dimensions of service quality which are tangibles, security, competence, understanding a customer, courtesy, credibility, communication, responsiveness, reliability and access. These dimensions have now been fused into five which are reliability, assurance, tangibles, empathy and responsiveness where empathy deals with the human aspect and the other four, the service in question.

Reliability is subject to the service's dependency and ability to perform accurately. Assurance is the trust and confidence employees are able to convey to clients on the service as well as their knowledge and courtesy. Tangibles encompasses the physical equipments, personnel, facilities and communication materials. The provision of special attention to each individual and care is what makes up Empathy. Then Responsiveness is the willingness to help and provide clients with swift service.

Ladhari (2009) recommended that although SERVQUAL model is good when used in measuring service quality, it must be used appropriately by selecting the most significant dimensions that best fit the service to be measured. It also stands to be a management model.

2.13.1 Gap Analysis of SERVQUAL Model

Authors of SERQUAL Model have identified five gaps that arouse dissatisfaction in customers with regards to service quality. Parasuraman et al (1985) developed the gap model and have been described in recent times by Zeithaml and Bither (2003). These gaps identified are used by researchers as framework for the service industry. The gaps are the knowledge gap, design gap, performance gap, communication gap and finally the difference between expectations and perceived service.

2.13.2 Knowledge Gap:

Zeithaml, et al (1990) identified this gap when they worked with service industry executives. This is the disparity between the expectations of clients against the perception of management of an organisation is known as knowledge gap. It can also be defined as management failure to identify accurately expectations of its clients. It is also known as Management Perception gap.

Customers judge quality based on service experience by measuring perceived performance of service against their expectations. Management must however note what is expected from them based on the reactions of clients to the services rendered to them.

Parasuraman et al(1985) reveals that the size of the knowledge gap depends on certain factors which are; the extent to which communication moves from the bottom to the top; that is the communication from the customers to top management; the kind of structure the organisation

has, that is the number of layers of management; the organisation's size, that is either it be a bigger organisation or a smaller one and of greatest concern the degree of market research done to help identify clients expectation.

2.13.3 Design Gap

Grubor et refers to this gap as disparity between specifications of quality and performances with regards to production and delivery of services. This is the measure of how well the perception of management concerning client expectation of design specification matches. It is also known as specification gap. Management fail to create performance standards which mismatch the perception of service quality of clients.

Parasuraman et al in their research work to develop the SERVQUAL model revealed that management fail to put up appropriate measure to meet clients expectations of service quality even with prior knowledge about what they expect sinces they had no knowledge about how to address these needs and assumed it demanded a complex process.

They surmised that "potential gap between awareness of customers' expectations and the translation of that awareness into appropriate service standards (Gap 2) may be the absence or wholehearted management commitment to service quality" (Zeithaml, Parasuraman, & Berry, 1990, p. 40).

2.13.4. Performance Gap

Grubor et al in their article service quality as a factor of marketing competitiveness defines the third gap as the disharmony between the performance and the service delivery. This gap can be influenced by employees hence emphasis an organisation's leadership place on the

quality of service delivery by service providers on the line level and the quality of their work gets influenced by human resource practices such as compensation and evaluation.

2.13.5 Communication Gap

This is the fourth gap and can be seen as the difference between what is an organisation promises to its client through various medium of marketing communication and what the clients actually receive. The size of this gap is widely influenced by exaggeration in promises made in advertisement therefore companies need to communicate well with their advertising agencies.

2.13.6. The Final Gap

The final gap represents the total variation in all the above stated gaps and the disparity between expectations and perceived service. Meeting consumers needs on service quality can be achieved to delivery of service either exceeding their expectations or meeting them. Parasuraman et al (1988) noted that the clients base their judgement of service quality on the actual performance with respect to their expectations.

Each gap is affected by the preceding gap hence any attention to given to one affects the other.

Fig 2.1 Conceptual Framework

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┌─────────────────┐
│   STRUCTURE     │ ──────┐
└─────────────────┘       │
                          ↘
                    ┌──────────────────┐        ┌──────────────┐
                    │     WORK /       │        │   SERVICE    │
                    │ ORGANISATIONAL   │ ─────→  │   QUALITY    │
                    │    CULTURE       │        │              │
                    └──────────────────┘        └──────────────┘
                          ↗
┌─────────────────┐       │
│     SYSTEM      │ ──────┘
└─────────────────┘
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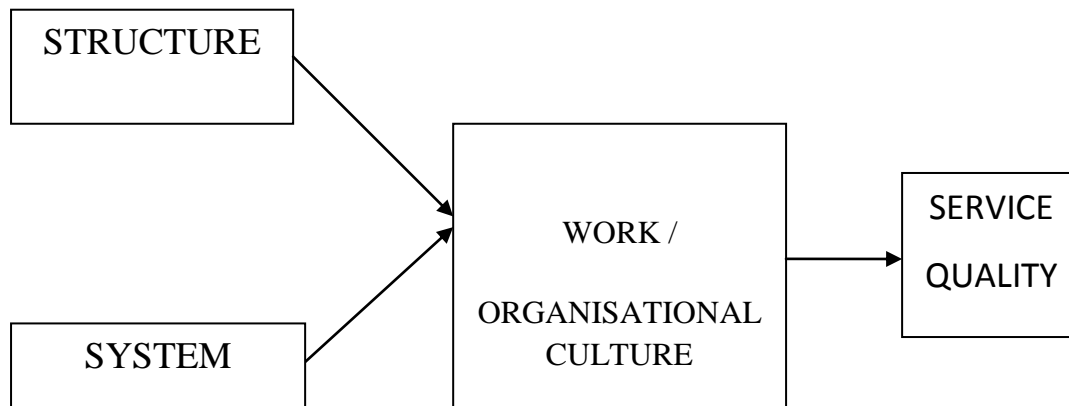
Source: Author's Construct, 2014

Conceptual Frame Work

This is the summary of the literature reviewed in this chapter. Organisational Structures and Systems are seen to have an influence on the work/organisational culture and then work/organisational culture also influences the quality of service delivered in an organisation.

CHAPTER THREE

METHODOLOGY AND ORGANISATIONAL PROFILE

3.1 Introduction

This chapter encompasses the methodology used for data collection in this research work and the profile of the organisation understudy precisely the case study area NHIS Ejisu-Juaben Scheme. The population, sample size and sampling procedures used, research design are explained here. It also describes the procedures followed and instruments used in the data collection as well as the methods of scoring and data analysis.

3.2 Research Design

Research design according to Sheppard and Greene (2003), is the "overall plan for collecting data in order to answer the researcher's questions and also the specific data analyses techniques and methods that the researcher intends to use". Case study was adopted by the researcher as the research design method for this research. This approach is used when questions being asked about current set of events of which a researcher has minute or none control over is either 'how' or 'why' (Yin, 1994). They can be used for exploratory, descriptive, or explanatory purposes (Yin, 1993)

3.3 Population and Sample Size

Population is the total collection of elements about which one wishes to make some inferences, Cooper and Schindler (2000). A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. The population for this

study was the subscribers and staff of National Health Insurance Scheme in the Ejisu-Juaben Municipality.

3.3.1 Population and Sample Size of the Study

Table 3.1 Population and Sample Size

NHIS SCHEME	Total No. of Staff	Sample Size
Staff of NHIS scheme	**100**	**77**
CLIENTS, Ejisu Scheme	75,070	150
TOTAL	**75170**	**227**

3.4 Research Instruments

A research instrument is what is used in collecting information in a qualitative field study or observation. It helps in keeping track of what is observed as well as in reporting it and must be valid and precise. The instruments used by the researcher are questionnaires.

3.5 Source of data

There are two major sources of data which are the primary data and secondary data. This was used by the researcher in the data collection exercise. Through field survey, the primary data was obtained and the second data from the scheme and internet.

3.5.1 Primary data

The is used to refer to the type of information that is obtained directly from first-hand sources through surveys, experimenting or observation. This type of data that has not been published previously and derived from an original research study. It is collected at the source where the research is being conducted.

In gathering the primary data, structured questionnaires were designed by the researcher and used to collect information from the sample selected. Both open and closed- ended questions were used in the questionnaires. The questionnaires were administered by the researcher personally.

The researcher used two sets of questionnaires in collecting the data; a set for the subscribers to the service and the other set for the staff of the scheme.

3.5.2 Secondary data

This is the form of data that has been collected by someone other than the user hence the name 'second hand' data. They are called 'second-hand data because they are already in existence and have been used before.

This study made use of secondary data from the Ejisu-Juaben Municipal Health Insurance Scheme as it is its case study area. Other secondary data were gathered through the use internet and books and journals

3.6 Validity and Reliability of Data

Reliability in research means an instrument produces the same results over and over on every trial. The extent to which results are consistent over time and an accurate representation of the total population under study is the meaning given to reliability of data according to Joppe (2000).

Validity means the state of being legally or officially binding or acceptable. Validity in qualitative research, refers to whether the findings of a study are true and certain—"true" in

the sense that research findings accurately reflect the situation, and "certain" in the sense that research findings are supported by the evidence (McDonald et al)

The result generated after the data collection exercise from the selected sample for this study were screened and necessary errors corrected to ensure that the information was accurate, that is to say to it was done to confirm the validity and reliability of the data collected. There was no ambiguity in the questions asked and this was done to ensure that respondents understood and provided right answers to them. The appropriateness of each set of questions was confirmed through scrutiny as it was suppose to address the purpose of the study.

Also, reliability analysis was performed for the items of each of the five construct/scale of structures and organisational systems and the five construct of quality service delivery using internal consistency method by determining the Cronchbach's Alpha. Kaiser-Meyer-Olkin (KMO) and Bartlett's tests was run to check the degree of inter-correlation among the items and the appropriateness of factor analysis to measure validity. Kim and Mueller (1978) suggested that KMOs in the range of 0.5-0.6 are considered poor, those in the range of 0.6-0.7 are average, those in the range of 0.7-0.8 are considered good, 0.8-0.9 are great and values greater than 0.9 are superb. KMO ranged from 0.693 to 0.885 and 0.64 to 0.81. Reliability coefficient ranged from 0.756 to 0.925. The Cronbach Alpha for service quality ranges from 0.81 to 0.848.

The internal consistency of the set of measurement items refers to the degree to which items in the set are homogenous (Badri, 2007). It can be determined using a reliability coefficient such as Cronbach's Alpha (Cronbach, 1951). Internal consistency is usually computed for scale based on a set of items under the scale or construct. It can also be calculated for any subset of the items under a particular scale or construct.

Reliability analysis was performed for the items of each of the five construct/scale of structures and organisational systems and the five construct of quality service delivery using internal consistency method by determining the Cronchbach's Alpha.

From the analysis results below (table 4.3), it indicates that the scales or construct were reliable, consequently, the instrument developed for measuring structure and organisational system on service quality and work culture were rated to be reliable

Table 4.19:Reliability and Validity of the instrument used

Construct (Scale)	Number of Items	Cronbach's Alpha	ANOVA with Cochran's Test	KMO	Bartlett's Test of Sphericity		
					Approx. Chi-Square	df	Sig.
Structure	5	0.898	0.025	0.868	224.097	10	0.000
HR System	16	0.925	0.000	0.879	691.665	120	0.000
Work Culture	9	0.913	0.000	0.864	411.379	36	0.000
Organisational Systems	14	0.883	0.000	0.885	637.759	91	0.000

The minimum advisable level is 0.7 (Nunnally.1978; Zhang, 2000; Saraph et al., 1989) for new instrument. From table 4.3 reliability coefficient ranges from 0.756 to 0.925 which is greater than the recommended value of 0.7. The ratings were within the set limit even though they were slightly lower than some of the works cited. In Zhang (2000) for instance the coefficient ranges from between 0.84-0.92; Saraph et al., (1989) between 0.71- 0.94 and higher than Conca et al.,(2004) which ranges from 0.52-0.82. The construct was therefore highly reliable.

However, reliability under quality of service delivery in table 4.4 reliability coefficient falls below the recommended minimum advisable level of 0.7. Nevertheless, all the other coefficients are within the set limit. Hence, the instruments are reliable.

3.7 Data Analysis

The target sample was a selected sample from the staff including top management and subscribers of the Ejisu-Juaben Municipal National Health Insurance Scheme. Questionnaires were distributed to the respondents.

Through the use of Statistical Package for Social Scientist, (SPSS software) the results generated was analysed. This was then presented in graphs, tables and charts. This analysis helped the researcher establish relationships among the variables and then conclusions drawn with regards to the objectives spelt out in the study. Answers have been given to the research questions through the analysis done.

3.8 Sampling Technique

Simple random technique was used by the researcher. This technique is used when a few people are chosen from the larger population to be used. This implied that the selected individuals become a subset of the population.

On the whole, seventy- seven staff and one hundred and fifty registered members of the scheme were used in gathering the primary data needed for the study. One hundred and fifty questionnaires were given to registered members of the scheme and twenty given to the members of staff out of the total number of workers in the organization.

3.9 Ethical Consideration

According to Saunders et al (2009, pg. 183-184), ethics refers to the appropriateness of your behaviour in relation to the rights of those who become the subject of your work or who are affected by it. "The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities" (Cooper & Schindler, 2011).

The researcher initially sought for the concern of the district manager to undertake this research and ensured confidentially and privacy of information collected. The consent of the respondents were sought for before questionnaires were issued and the others interviewed and the confidentially of the answers given by them was assured.

3.10 Profile of Organisation of National Health Insurance Scheme, Ejisu- Juaben Municipal

National Health Insurance Scheme 2010 report states that in the year 2004, the month of October, Municipal Health Insurance Scheme was established in Ejisu-Juaben to provide to all residents in the area precisely Ghanaians equitable, accessible and affordable healthcare. A board of trustees appointed by the Heath Insurance Assembly in turn appoint a set of management team to oversee the daily running of the scheme. This team is composed of the Manager of the Scheme, Accountant, Manager of Management Information System (MIS)/Data Entry, Claims Manager and Publicity Manager. The scheme has staff strength of twenty (20) permanent staff, eight (8) contract staff and ten (10) national service persons and two (2) casual staff.

The total registered membership of the scheme stood at 75,070 as at April, 2014. Of these registered persons, the 'informal' which means the adults paying premium is composed of 10,901 males and 21,540 females. The SSNIT contributors are also composed of 1,901 males and 1,501 females, the SSNIT pensioners are also a total of 48 males and 12 females. The 'Indigents' that is a term use to refer to those under age 10 also pay no premium and are a total of 6,232. Those under age 18 also comprise of 14,808 males and 14511females and pay no premium. A total of 905 males and 2,711 males are the age 70 and pay only the processing fees with no premium. Pregnant women also pay no premium and processing fees as the indigents and are a total of 3,811.

Under this scheme a total of 30 facilities/service providers are accredited. 16 are private of which 4 are hospitals, 4 are clinics, 4 are maternity homes 2 are pharmacies, 1 is a scan center and the last one is a chemical shop. 9 are government/public of which 4 are hospitals and the

remaining 5 health centres. 5 belongs to CHAG among which one is a hospital and the rest clinics.

Mission Statement

The mission of the scheme is to provide financial risk protection against the cost of quality basic healthcare for all residents in Ghana, and to delight our subscribers and stakeholders with an enthusiastic, motivated, and empathetic professional staff who share the values of accountability in partnership with stakeholders.

Vision

Their vision is to be a model of a sustainable, progressive and equitable social health insurance scheme in Africa and beyond.

Core Values

The core values of the scheme are accountability, integrity, empathy, responsiveness and innovation.

Figure 3.1 ORGANISATIONAL STRUCTURE/ORGANOGRAM

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                        ┌─────────────────┐
                        │ DISTRICT MANAGER│
                        └─────────────────┘
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| PUBLIC RELATIONS OFFICER | MANAGMENT INFORMATION SYSTEM MANAGER | CLAIMS MANAGER | ACCOUNTANT |

| DEPUTY PUBLIC RELATIONS OFFICER | DEPUTY MANAGEMET INFORMATION SYSTEM MANAGER | ASSISTANT CLAIM OFFICERS | ACCOUNT OFFICER |

| | DATA ENTRY | | ACCOUNTS CLERKS |

| CLIENT ATTENDANTS | DATA ENTRY CLERKS | CLAIMS ATTENDANTS | REVENUE COLLECTORS |
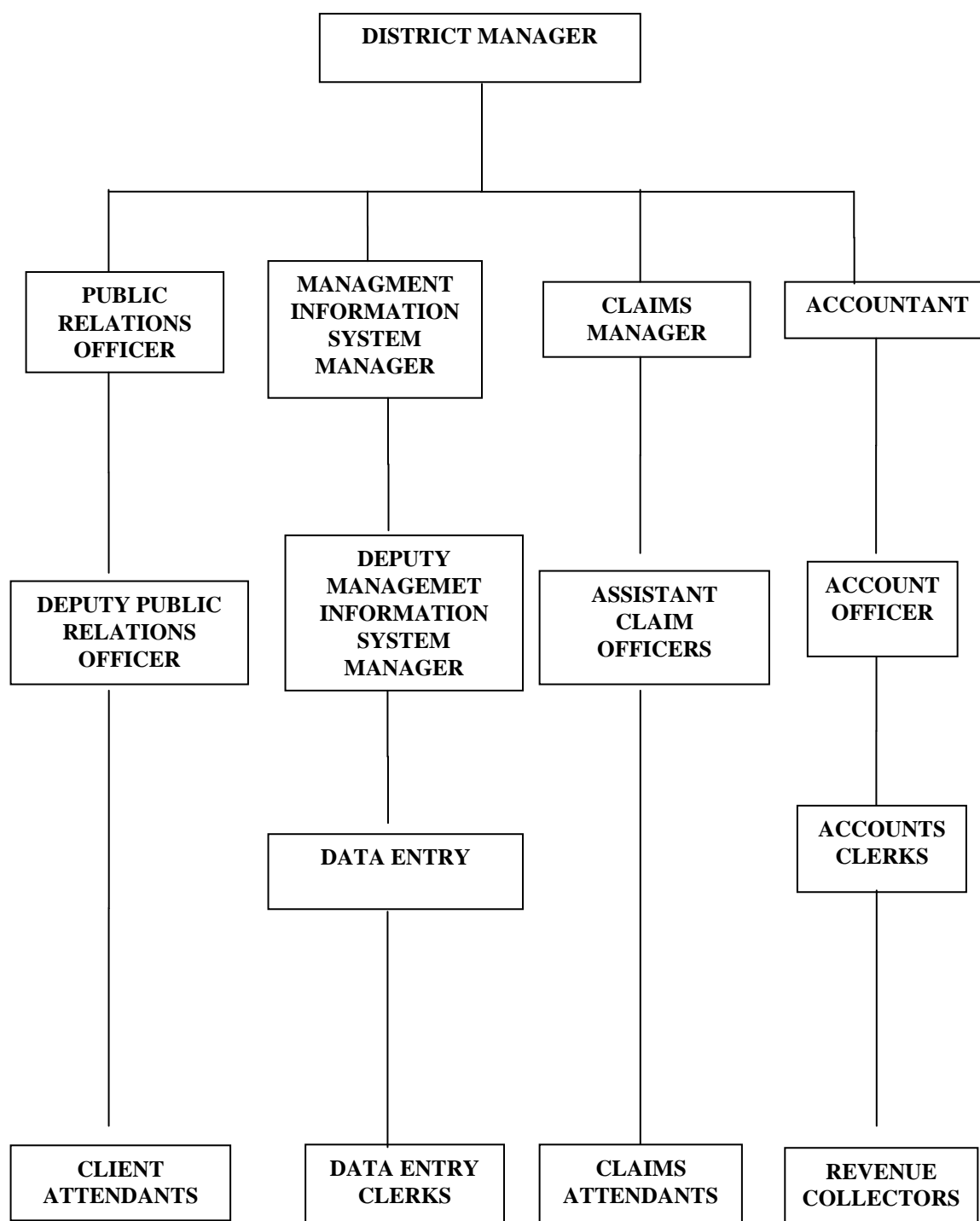
SOURCE: NATIONAL HEALTH INSURANCE SCHEME, EJISU-JUABEN

CHAPTER FOUR

ANALYSIS AND DISCUSSION OF RESULTS

4.0 Introduction

This chapter is the presentation of results, analysis and discussions of the study. It discusses the results of the study in the form of tables. This chapter is also divided into sub-headings to throw more light on questions asked on the field. The main objective of the study was to assess the impact of organisational structure and system on work culture and service quality of the National health Insurance Scheme using Ejisu-Juaben Municipal Health Insurance Scheme as the case. A sample size of 250 was chosen of which a 100 were supposed to be responded by the staff of the scheme and 150 by the clients of the scheme. Among the total of 250 questionnaires sent out, 228 were completed and returned given a response rate of 91.2%. Presented below is the analysis of the data.

4.1 Demographic Information of Staff

Demographic data of the respondents with respect to the staff included gender, age, education, employment contract, years of work with the organisation, job title/position, and the department of respondents. It is important to assess the staff with respect to their educational background, years of work, department, average hours of work per day and employment contract in order to ascertain the validity of information provided for this research work. This helps in ensuring that data is gathered from the appropriate respondents.

From table 4.1 below, it has been demonstrated that gender stands the percentage of approximately 48 and 52 for male and female respectively. Greater percentage of staff is in the first degree level with a percentage of 53, followed by HND holders with percentage of

34. About 7 percent holds master's degree and few percent holding below HND. As per the findings, a greater percentage of the staff have tertiary education hence are likely to react to job satisfaction unlike their colleagues with high school education, consequently affecting service delivery and quality. This also has the tendency to affect the cognisance given to the organisational structure most especially in situations where subordinates hold higher levels of education than superiors and much knowledgeable and skilful than them.

It is also indicated in the results that, 57 percent have worked for one year and 43 percent have worked for two years in the organisation. Almost all the staffs working hours was observed to be averagely 5 hours, representing approximately 99 percent. The departments staff were obtained constitute public relations, represent 38 percent; information system, representing 31 percent; account, represent 13 percent; and claims, representing 7 percent. Other department represent 12 percent. It was observed that, 66 percent of the employees have permanent full time contract and 27 percent have temporal contract. These two contractual agreements constitute the main employment contract in the organisation, which form about 95 percent of the employment contract in the organisation.

In perusing this result, it has been realized that the educational level of respondents, number of years staff have worked in the organisation, their department, average hours work per day and type of employment contract are fairly enough representative needed to obtain information in this research. This goes to explain that the information gathered reflect the measure of impact of organisation structures and systems on work culture and service quality.

Table 4.1: Demographic Information of Staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	37	48.1	48.1	48.1
	Female	40	51.9	51.9	100
	Total	77	100	100	
Age	18-25	20	26	26	26
	26-35	45	58.4	58.4	84.4
	36-45	10	13	13	97.4
	46-55	2	2.6	2.6	100
	Total	77	100	100	
Education	Master's Degree	5	6.5	6.5	6.5
	First Degree	41	53.2	53.2	59.7
	HND	26	33.8	33.8	93.5
	SSCE/WASSCE	2	2.6	2.6	96.1
	Others	3	3.9	3.9	100
	Total	77	100	100	
Years of Work	1	44	57.1	57.1	57.1
	2	33	42.9	42.9	100
	Total	77	100	100	
Department	Public Relations	29	37.7	37.7	37.7
	Information System	24	31.2	31.2	68.8
	Claims	5	6.5	6.5	75.3
	Accounts	10	13	13	88.3
	Others	9	11.7	11.7	100
	Total	77	100	100	
Hours of Work	2	1	1.3	1.3	1.3
	5	76	98.7	98.7	100
	Total	77	100	100	
Employment Contract	Permanent Full Time	51	66.2	66.2	66.2
	Part-time	1	1.3	1.3	67.5
	Contract	4	5.2	5.2	72.7
	Temporal	21	27.3	27.3	100
	Total	77	100	100	

Source: Field Study, 2014

4.2 Assessing the Structures and Systems of NHIS

Table 4.2: Systems and Structure-Statististics

	N Valid	Mean	Median	Sum
Structure	77	20.08	21	1546
Organizational Systems	77	53.06	54	4086

Source: Field Study, 2014

The mean score of structure is 20.08 indicating that greater percentage of the respondents at least agreed that structure is highly recognised at work. The overall total score for structure is 1925 and the observed score is 1546. The observed score of organisational systems questionnaire is 4086 out of 5390 with the mean score of 53.06.

From the discussion above, staff of NHIS give higher recognition to their organisational structure after systems. This finding is in support of the statement, although there is inherent contradictions in organizational structures and systems that lead to either efficiency or innovation, organizational scholars have called for the necessity of cultivating both competencies within a firm (e.g., Bierly & Chakrabarti, 1996; Gibson & Birkinshaw, 2004; He & Wong, 2004; Katila & Ahuja, 2002; Lubatkin et al., 2006; Tushman & O'Reilly, 1996)". Also, Jacobides (2007) definition for organisational structure as the viewing glass or perspective through which individuals see their organization and its environment. It implies that an individual in an organisation's perception or view about their organisation and its environment is based on its structure, hence determine what is expected from them looking at the structure.

Again, George and Jones(2005)'s view on organisation structure as the formal system of task and reporting relationships that controls, coordinates and motivates employees so that they cooperate and work together to achieve an organisation's goals reflects this finding of staff cognisance to the structure of organisation which inversely affect their performance at work .

More so, National Health Insurance Scheme use the hierarchical type where employees recognise the difference in authority. Individual or team responsibility in organisation and do not go beyond their boundaries with this type of structure. Staff know who to report to and whom to contact at each point in the organisation when the need arises. The researcher from the findings can conclude that staff as a result cannot overlook the manner in which work tasks are divided to do what they deem appropriate when the need arises. It can be concluded per the observation from the results that staff of National Health Insurance Scheme respect organisational structures as has been indicated by respondents. Majority of the respondents at least agreed to the statements that they most accurately experience at work.

4.3 Assessing the influence of the National Health Insurance Scheme structures and systems on work culture in the organisation

To measure the influence of the NHIS structure and organisational systems on work culture in the organisation, correlation analysis was performed to measure how each variable relates to the other and the strength of their relationship. Structure and organisational systems are two independent variables used to predict work culture which is the dependent variable. In achieving this, multiple regression analysis was performed to measure whether the structure and systems of NHIS influence work culture in the organisation. Significantly influence of these variables further investigate availability of mediation using Baron and Kenny (1986) with regression analysis and human resource system as the mediator.

Tables 4.3: Structures and Systems on Work Culture

Correlations

		Structure	Organisational Systems	Work Culture
Structure	Pearson Correlation	1	.710**	.585**
	Sig. (2-tailed)		0.000	0.000
	N	77	77	77
Organisational Systems	Pearson Correlation	.710**	1	.707**
	Sig. (2-tailed)	0.000		0.000
	N	77	77	77
Work Culture	Pearson Correlation	.585**	.707**	1
	Sig. (2-tailed)	0.000	0.000	
	N	77	77	77

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Study, 2014

Table 4.5 denotes correlation results of structure and organisational system and work culture. It has been observed that, there is significant relationship between structure and work culture with the coefficient of correlation 0.585 showing strong positive correlation. The significant value is 0.000 and is less than the benchmark 0.05.

The finding is in agreement with Masters and Shorka (2014) who found that organizational structure and organizational culture have a dependent relationship with one another. They further state that in the business world, management structure determines the behaviours, attitudes, dispositions and ethics that create the work culture. If a company's organizational structure is strictly hierarchical, with decision-making power centralized at the top, the company's culture will likely reflect a lack of freedom and autonomy at the lower levels. (Orna 1999) is of the view that structure is an integral part of an organisation culture as it

primarily deal with the establishment of culture that in turn motivates employees to work effectively in the direction of organisational goals, hence the significant relationship between NHIS structure and culture. Also, Ryall and Craig (2003) believes that organizational structure exercises within an organizational culture, but it is interrelated.(Pfeffer and Salancik, 1978) also support the fact that structure has significant relationship with culture in relation to their statement that power can be seen passed from top management through the Organisation structure and this can influence Culture because employees are dependent on resources. Handy (1993) and Mintzberg (1983) were able to analyse two ways in which Organisation Structure could influence work Design and Culture which also comes to support the fact that organisational structure has strong positive correlation and relationship with work culture.

Organisational systems also significantly correlate with work culture with significant value of $0.000 < 0.05$. The coefficient of correlation is high of 0.707 showing strong positive correlation.

Table 4.4: Structures and Systems on Work Culture 1

Model Summary

Dependent Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate
Work Culture	.717[a]	0.514	0.501	5.427
HR	.621[a]	0.385	0.368	10.895
Work Culture	.798[a]	0.636	0.631	4.665
Work Culture	.848[a]	0.719	0.707	4.157

Source: Field Study, 2014

Table 4.6 denotes the model summary which measures how well the overall model fits and how the predictors; structure and organisational system are able to predict work culture in the organisation. It is observed that R and square of R which measure how well the predictors predict the outcome. The values of R in the model summary above ranges from 0.621 to 0.848 indicate a good level of prediction. The coefficient of determination, "R square" which is the proportion of variance in the dependent variable that has been explained by the independent variables (structure and organisational system) ranges from 0.385 to 0.719. This shows that the independent variables explain 36.8 percent to 71.9 percent of the variability of the dependent variable, work culture. The regression equation appears to be very useful for making predictions since the values of R square are close to 1.

Table 4.5: Structures and Systems on Work Culture

ANOVA[b]

b. Dependent Variable		Sum of Squares	df	Mean Square	F	Sig.
1. Work Culture	Regression	2306.03	2	1153.02	39.153	.000[a]
	Residual	2179.21	74	29.449		
	Total	4485.25	76			
2. HR	Regression	5499.23	2	2749.62	23.166	.000[a]
	Residual	8783.08	74	118.69		
	Total	14282.3	76			
3. Work Culture	Regression	2853	1	2853	131.093	.000[a]
	Residual	1632.24	75	21.763		
	Total	4485.25	76			
4. Work Culture	Regression	3223.49	3	1074.5	62.166	.000[a]
	Residual	1261.76	73	17.284		
	Total	4485.25	76			

Source: Field Study, 2014

The F-ratio in the ANOVA, table 4.7 tests whether the overall regression model is good fit for the data. The fitness of the data is highly significant as the significant value of F statistic is less than 0.05. The independent variables statistically significantly predict the dependent variable. This means that the variation that is explained by the model is not due to chance.

Table 4.6: Structure and Systems on Work Culture

Coefficients

a. Dependents Variable		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1. Work Culture	(Constant)	3.238	3.558		0.91	0.366
	Structure	0.327	0.224	0.168	1.458	0.149
	Organisational Systems	0.456	0.089	0.588	5.114	0.000
2. HR	(Constant)	7.875	7.142		1.103	0.274
	Structure	0.792	0.45	0.228	1.76	0.083
	Organisational Systems	0.606	0.179	0.438	3.384	0.001
3. Work Culture	(Constant)	8.925	2.235		3.993	0.000
	HR Systems	0.447	0.039	0.798	11.45	0.000
4. Work Culture	(Constant)	0.692	2.748		0.252	0.802
	Structure	0.071	0.175	0.036	0.405	0.687
	Organisational Systems	0.26	0.073	0.336	3.546	0.001
	HR Systems	0.323	0.044	0.577	7.286	0.000

Source: Field Study, 2014

The unstandardised coefficients indicate how much the dependent variable varies with an independent variable, when all other independent variables are held constant. The coefficient of structure $B_1 = 0.327$ and organisational system $B_2 = 0.456$ this means that for a change

in structure and organisational system, work culture will change by 0.327 and 0.456 respectively. There is significant relationship between the predictors; structure and organisational system and the dependent variable; work culture as observed in the correlation coefficient.

4.4 Human Resource Systems as a mediator between organisational structures, systems and work culture

This analysis was to assess whether human resource system mediates the relationship between structures, organisational system and work culture. There are three necessary conditions according to Baron and Kenny (1986) that must be met in order to claim that mediation is occurring, which has been satisfied. These are; predictor *X* is significantly related to mediator *M*, *M* is significantly related to outcome *Y* and the relationship of *X* to *Y* diminishes when *M* is in the model.

From table 4.8, the regression coefficient for the prediction of work culture, Y is $c_s = 0.327$, this is statistically significantly. Thus the overall influence of structure and organisational system on work culture is statistically significant. The predicted mediator human resource M from structure and system provide the path coefficient and standard error, and also mediator M predicting work culture Y with the path b alone. Both structure, systems and mediator predicting work culture with path of $\acute{c}=$. Since all the relationships are significant, there is possible mediation.

Below is the mediation path

Fig 4.1 Mediation Path

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                        ┌─────────────────────────────┐
                        │   Human resource system     │
                        └─────────────────────────────┘
        $a_s = 0.792$ & $a_o = 0.606$                        b=0.447

┌──────────────────────────────┐   $c_s = 0.327$ & $c_o = 0.456$   ┌─────────────────────┐
│ Structure   and   organisational │ ─────────────────────────────→ │   Work Culture      │
└──────────────────────────────┘                                   └─────────────────────┘
                        $c_s = 0.071$ & $c_o = 0.26$
```
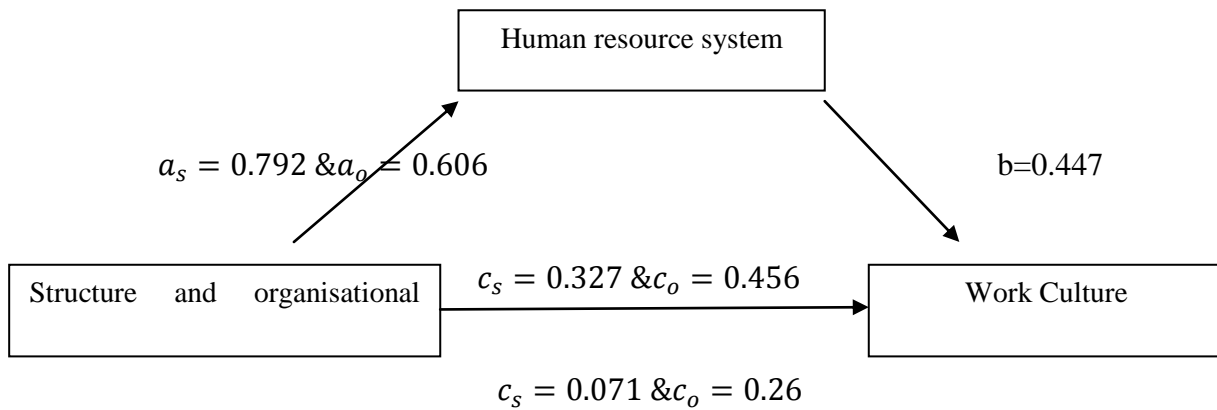
Below are the regression equations and standard error for each of the influence;

1. **Structure and organisational system predicting work culture, c**

   $$Y = 3.238 + 0.327X_s + 0.456X_o \text{ and } SE_s = 0.224 \text{ and } SE_0 = 0.089$$

2. **Structure and organisational system predicting mediator, a**

   $$M = 7.875 + 0.792X_s + 0.606X_o \text{ and } SE_s = 0.45 \text{ and } SE_0 = 0.179$$

3. **Mediator predicting work culture, b**

   $$Y = 8.925 + 0.447X_h \text{ and } SE_h = 0.039$$

4. **Structure X_s, organizational system X_o and human resource M predicting work culture Y, $\dot{c}$**

$$Y = 0.692 + 0.071X_s + 0.26X_o + 0.323M_h \qquad \text{and}$$

$$SE_s = 0.175, \ SE_0 = 0.073 \ and \ SE_h = 0.044$$

Test for significant of mediation

$$Z_s = \frac{a_s \times b_s}{\sqrt{b^2 s^2{}_a + a^2 s^2{}_b}}$$

$$Z_s = \frac{0.792 \times 0.447}{\sqrt{0.447^2 \times 0.45^2 + 0.792^2 \times 0.0039^2}} = \frac{0.354024}{\sqrt{0.039204 \times}} = 57.89 \approx 0.9999,$$

$$p > 0.05$$

$$Z_o = \frac{0.606 \times 0.447}{\sqrt{0.447^2 \times 0.179^2 + 0.606^2 \times 0.0039^2}} = \frac{0.270882}{\sqrt{0.006960646125}} = 3.25, 0.9994,$$

$$p > 0.05$$

In all cases, there was significant amount of mediation for the influence structure and organizational system on work culture.

From the discussion above, there is no dispute in the fact that, structures and systems have influence on the work culture in the organisation per the results observed. Any change in the flexibility of structures and maximum attention given to the human resource systems of the organisation by management will have significant influence on work culture which in the end influence staff attitude to work. Creating and encouraging the right organisational culture is one of the most important tasks for any leadership team to address. The challenge is that culture cannot simply be imposed from the top down. It's an organic process that relies on, and comes from, the whole organisation, (Walker 2013).

4.4 Assessing the Influence of the NHIS Structures and Systems on Service Quality

Table 4.7: Structures and Systems on Service Quality

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.231[a]	0.054	0.028	0.72

a. Predictors: (Constant), Organisational system, Structure

Source: Field Study, 2014

Model summary of the respondents' perception about NHIS service quality is summarised and displayed in table 4.9. The coefficient of determination is low, thus 5.5 percent of the variation in the service quality was explained by the model.

Table 4.8 Structures and Systems on Service Quality

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2.172	2	1.086	2.095	.130[a]
1	Residual	38.348	74	0.518		
	Total	40.519	76			

a. Predictors: (Constant), Organisational system, Structure; b. Dependent Variable: Service quality

Source: Field Study, 2014

The ANOVA table shows that the dependent variable and the predictor variable have no relationship. The value of F-ratio is statistically insignificant as shown in the table above.

Table 4.9: Structure and system on Service Delivery

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.634	0.472		7.7	0
1 Structure	-0.014	0.03	-0.074	-0.462	0.645
Organisational system	-0.013	0.012	-0.173	-1.077	0.285

a. Dependent Variable: Service quality

Source: Field Study, 2014

As a result the coefficient of each predictor shows no significant relationship between the predictors and the dependent variables. This is indicated in the significant values greater than 0.05. A change in the structure and organisational system will have very small influence on NHIS services quality. The coefficients of structure and system of the organisation tending to influence service quality as a result of their units change are respectively -0.014 and -0.013. Service quality will reduce by -0.014 and -0.013 as the organisation endeavour to change structure and system respectively by one unit.

The following regression equation shows how much each predictor influences the service quality;

$$Y_{service\ quality} = 3.634 - 0.014X_{structure} - 0.013X_{systems}$$

Table 4.10 :Structures and Systems on Service Quality

Correlations

		Structure	Organisational system	Service quality
Structure	Pearson Correlation	1	.710[**]	-0.197
	Sig. (2-tailed)		0.000	0.086
	N	77	77	77
Organisational system	Pearson Correlation	.710[**]	1	-.226[*]
	Sig. (2-tailed)	0.000		0.049
	N	77	77	77
Service quality	Pearson Correlation	-0.197	-.226[*]	1
	Sig. (2-tailed)	0.086	0.049	
	N	77	77	151

**. Correlation is significant at the 0.01 level (2-tailed).; *. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Study, 2014

There is weak negative correlation between structure and service quality. The coefficient of correlation between the two variables is -0.197, showing weak relationship. There is no significant relationship between structure and service quality. However, organisational system and service quality shows slightly significant relationship, where the sig. value is 0.049 which is closed to the benchmark (level of significance 0.05). The relationship is negative, in a sense that a change in the system in the positive direction in favour of staff leads to a decrease in the service quality and vice versa.

Zeithaml (1988) sees service quality as an assessment of customer from the overall excellence of service and NHIS clients responded accordingly with respect to the questions asked concerning service quality. A firm may find it difficult to understand how its client evaluate service quality, due to its intangibility, Zeithaml (1981) and (Shostak 1977, Bateson 1977, Berry 1980, Lovelock 1981) argues that service is intangible, hence its immeasurability. These reasons support the findings that the structures and systems of NHIS have slightly significant relationship with its service quality and that a change in either would have no significant change in the quality of service clients obtain.

4.5 Accessing the effect of the human resource systems on service quality

In measuring influence of HR system on service quality, correlation analysis was performed to see the relationship between the two variables. It was observed that the correlation coefficient in the table below showed weak negative correlation. There is no significant relationship between HR and service quality.

Table 4.11 : Human resource systems on service quality

Correlations

		HR	Service quality
	Pearson Correlation	1	-0.179
HR	Sig. (2-tailed)		0.119
	N	77	77
	Pearson Correlation	-0.179	1
Service quality	Sig. (2-tailed)	0.119	
	N	77	151

Source: Field Study, 2014

Table 4.12 : Human resource systems on service quality

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.179[a]	0.032	0.019	0.723

a. Predictors: (Constant), HR

Source: Field Study, 2014

Table 4.13: Human resource systems on service quality

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.302	1	1.302	2.489	.119[a]
	Residual	39.218	75	0.523		
	Total	40.519	76			

a. Predictors: (Constant), HR; b. Dependent Variable: Service quality

As already demonstrated, the model summary show the model does not fit the data well.

The ANOVA table showed that human resource and service quality have no significant relationship.

Table 4.14 : Human resource systems on service quality

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.219	0.346		9.293	0.000
	HR	-0.01	0.006	-0.179	-1.578	0.119

a. Dependent Variable: Service quality

Source: Field Study, 2014

There is no significant relationship between the human resource and the service quality. This is indicated in the significant values (sig. 0.119). A change in human resource system in the organisation will have very small significant influence on NHIS quality of services which is opposite in direction of change.

Human Resource system overall score is 6160, the observed score is 4166 given the mean of 54.1 showing that most respondents agreed that the system is experienced in the organisation. The quality of an organisation depends greatly on the quality of its human resource and how it is able to hire and maintain them and which is achieved through the HR system. Miller (2000) states that once the foundations of the basic employee value proposition are in place, a strong recognition and reward system can be a wonderful lever to develop highly engaged staff.

Human Resource Systems include employee development which Joe (2011) defines as a joint, on-going effort on the part of an employee and the organization for which he or she works to upgrade the employee's knowledge, skills, and abilities and Aguinis and Kraiger (2009) are of the view that training result in consistency in performance by employees which are all geared towards organisational development which includes delivery of quality service to clients. The literature review also revealed that employees are unable to give in their best at the work place due to weaknesses in certain areas of their carriers meaning employee development as part of Human Resource Systems is necessary for each organisation. Ramsey (2011) states that where there is no recognition, it is very difficult to have a passionate, motivated, creative team members.

Erickson (2002) states that regardless to what business leaders may be trying to implement in their companies any employee interacting with customers is in a position either to increase

customer retention or put it at risk. This statement is supported by Evans (2002) who states that; employees in such positions should therefore be supported by the organizational culture effectively and efficiently. The outcome from the results however means any improvement in the human resource system would not influence the service quality significantly. In sum, service management studies support the idea that labour efficiency is inversely related to service quality, Batt and Moynihan (2006).

4.5   Analysing the influence of work culture on the quality of service at NHIS

Table 4.15 : Work culture on the quality of service

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.111[a]	0.012	0.000	0.73

a. Predictors: (Constant), Work culture

Source: Field Study, 2014

Table 4.16 : Work culture on the quality of service

Correlations

		Service quality	Work culture
Service quality	Pearson Correlation	1	-0.111
	Sig. (2-tailed)		0.337
	N	151	77
Work culture	Pearson Correlation	-0.111	1
	Sig. (2-tailed)	0.337	
	N	77	77

Source: Field Study, 2014

There is weak negative correlation between work culture and service quality. This showed no significant influence of work culture and service quality.

Table 4.17 : Work culture on the quality of service

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	0.499	1	0.499	0.935	.337[a]
1	Residual	40.021	75	0.534		
	Total	40.519	76			

a. Predictors: (Constant), Work culture; b. Dependent Variable: Service quality

Source: Field Study, 2014

The model fitness is low as shown in the model summary. There is no significant relationship between the two variables as observed in correlation result.

Table 4.18 : Work culture on the quality of service

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	3.045	0.378		8.06	0.000
1	Work culture	-0.011	0.011	-0.111	-0.967	0.337

a. Dependent Variable: Service quality

Source: Field Study, 2014

There is no significant influence of work culture on service quality of the organisation. The coefficient for predicting service quality was -0.011. the equation was demonstrated below;

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$$\square_{\square\square\square\square\ \square\square\square\square\square\square\square} = 3.045 - 0.011X_{Service\ Quality}$$

From the discussion above, it is observed that work culture has no influence on service delivery in NHIS. This means that a change in the work culture may not have significant influence on quality of service delivery at NHIS. This is in contrast with the statements of Nakamya (2011) and (Booth and Hamer, 2009). Nakamya(2011) is of the view thatthe nature of the organizational culture also impacts on the quality of the service that the customer receives. She said this in support of the fact that the nature of the organizational culture in an organization has implications on the various functions of the firm such as sales and marketing (Alexandris et al 2007). Also, corporate personnel are increasingly of the view that the cultural values prevailing in an organization are very essential for the performance of an organization (Booth and Hamer, 2009).

Table 4.20: Quality of service quality

Construct (Scale)	N Items	Cronbach's Alpha	ANOVA with Cochran's Test	KMO	Bartlett's Test of Sphericity		
					Approx. Chi-Square	df	Sig.
Tangibles	3	0.711	0.153	0.64	91.503	3	0.000
Reliability	4	0.481	0.010	0.639	48.053	6	0.000
Responsiveness	4	0.743	0.000	0.752	126.574	6	0.000
Assurance	3	0.781	0.010	0.703	124.221	3	0.000
Empathy	4	0.848	0.923	0.81	251.77	6	0.000

Source: Field Study, 2014

The validity of a measure refers to the extent to which it measures what is intended to be measured (Nunnally, 1978). A measure has content validity if there is general agreement among the subjects and researchers and that the instrument has measurement items that cover

all aspects of the variable being measured (Badri, 2007). Content validity is judged by the researchers subjectively.

A measure has construct validity if it measures the theoretical construct that it was designed to measure. This analysis is done using SPSS.16.0 to perform factor analysis (Principal Component Analysis) for each construct. In this analysis, each factor must be one dimensional that is to say that, all items in each scale should load on to one factor.

Kaiser-Meyer-Olkin (KMO) and Bartlett's tests was run to check the degree of inter-correlation among the items and the appropriateness of factor analysis to measure validity.

Kim and Mueller (1978) suggested that KMOs in the range of 0.5-0.6 are considered poor, those in the range of 0.6-0.7 are average, those in the range of 0.7-0.8 are considered good, 0.8-0.9 are great and values greater than 0.9 are superb.

It was observed from table 4.3 that KMO ranged from 0.693 to 0.885which is considered very good and table 4.4 ranges from 0.64 to 0.81 also indicating good.

The results of the factor analysis showed that two constructs had one factor component which are structure and work culture, one had two factor components, thus human resources systems and one had three factor components, thus organisational systems. This indicated that the measures were significantly valid.

4.7 Summary

There has been a presentation of data method analysis, study results and discussion of the findings. This research is an addition to knowledge due to that fact that there has not been a

study comprising of organisational structures, systems, work culture and service quality. Data

findings were described as correlations to variables of study which in the were tabulated.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the summary of major findings of the study, conclusion and recommendations. Appropriate recommendation on the significance of organisational structures and systems on work culture and consequently service quality. The conclusion of the study is found in this chapter.

5.2 Summary of Findings

For the purpose of assessing the impact of organisational structures and systems on work culture and service quality, this research was conducted. The general objective of this research was to examine the organisational structures and systems of National Health Insurance Scheme, Ejisu - Juaben Municipal and how it impacts work culture and service quality. On the other hand, the specific objectives were to assess the structures and systems of NHIS, to assess the influence of the NHIS structures and systems on the nature of work culture in the organisation, to assess the influence of the NHIS structures and systems on service quality, to access the influence of the human resource systems on service quality and to analyse the influence of work culture on the quality of service quality at NHIS

5.2.1 Organisational Structures and Systems

George and Jones (2005) have defined organisation structure as the formal system of task and reporting relationships that controls, coordinates and motivates employees so that they cooperate and work together to achieve an organisation's goals. Robbins and Coulter (2009)

define system as a set of interrelated and interdependent parts arranged in manner that produces a unified whole. Organisations are composed of systems that come together to make them function effectively and efficiently and these systems are the HR Systems and Measurement Systems. The response gathered from the data collected indicated that staff of NHIS give higher recognition to their Systems than its structure as the mean score of Organisational systems are 20.08 and 53.06 respectively. The mean score of structures is 20.08. It can be deduced from the respondents that structures and systems are highly recognised in NHIS.

5.2.2 The influence of the National Health Insurance Scheme structures and systems on the nature of work culture in the organisation

From the findings, structure and organisational systems are two independent variables used to predict work culture. It has been observed that, there is significant relationship between structure and work culture with the coefficient of correlation 0.585 showing strong positive correlation. This is in support of Ryall and Craig (2003) believes that organizational structure exercises within an organizational culture, but it is interrelated and Masters and Shorka (2014) who found that organizational structure and organizational culture have a dependent relationship with one another. The significant value is 0.000 and is less than the benchmark 0.05. It can be deduced that a greater percentage of the respondents agreed that the structures and systems have greater impact on the work culture of NHIS.

5.2.3 The influence of the National Health Insurance Scheme structures and systems on service quality

A clearly defined customer-based business model that offers a reliable and readily accessible system is the definition given for service delivery. Although Ladhari (2009) recommended

that SERVQUAL model is good when used in measuring service quality which has dimensions like tangibles, empathy and assurance of services, the findings indicate that there is weak negative correlation between structure and service quality. The coefficient of correlation between the two variables is -0.197, showing weak relationship. However, organisational system and service quality shows slightly significant relationship, where the sig. value is 0.049 which is closed to the benchmark (level of significance 0.05).

5.2.4 The influence of the human resource systems on service quality

The quality of an organisation depends greatly on the quality of its human resource and how it is able to hire and maintain them and which is achieved through the HR system. Miller (200) states that once the foundations of the basic employee value proposition are in place, a strong recognition and reward system can be a wonderful lever to develop highly engaged staff. The findings indicated that there is no significant relationship between the human resource systems and the service quality. This is indicated in the significant values (sig. 0.119). A change in human resource system in the organisation will have very small significant influence on NHIS quality of services which is opposite in direction of change.

5.2.5 The influence of work culture on the quality of service delivery at NHIS

Work culture can also be seen as a combination of qualities in an organization and its employees that arise from what is generally regarded as appropriate ways to think and act. There is no significant influence of work culture on service quality of the organisation. The coefficient for predicting service quality was -0.011. There is weak negative correlation between work culture and service quality.

5.3 Conclusion

It could be concluded from this study, that the quality of service rendered to clients of National Health Insurance Scheme cannot be attributed to the structures, systems and the work culture the organisation have due to the relation generated in the correlation and regression analysis. The quality of empathy and responsiveness are directly linked to staff contribution to service quality but the study proved that a majority of National Health Insurance Scheme staff attest to the fact that it has better systems in place. Human Resource systems are seen to be the motivating factor for employees at the work place.

Also, a change in structures does not necessarily guarantee any significant change in service delivery with regards to tangibility and accessibility. However, structures and systems have significant influence on the work conclude from the result generated but not on service delivery.

5.4   Recommendations

With the findings of the study as the basis, the recommendations made to fill the academic gaps are as follows;

High cognisance to organisational structures and systems become hindrance to delivery of quality service hence the need to introduce negotiated order in National Health Insurance Scheme so as to allow other departments aid in attending to clients when the need arises

Also, National Health Insurance Scheme use of the hierarchical structures also adopt the use of the hierarchical culture also known as control culture which is highly formal thereby preventing departments from helping others in times of need. It is therefore recommended

that an appropriate culture be employed at different times to help deliver satisfactory service to clients of the scheme.

Last but not the least, National Health Insurance Scheme in order to achieve service quality must upgrade their Human resource systems to boost employee morale.

APPE NDIX 1

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLEGE OF ARTS AND SOCIAL SCIENCES

SCHOOL OF BUSINESS (MANAGERIAL SCIENCE DEPARTMENT)

This questionnaire is part of a research to **Assess the Impact of Organisational structures and systems on work culture and service quality of National Health Insurance Scheme, using Ejisu-Juaben Municipal Scheme.** All answers provided will be kept confidential. *Please tick or explain where applicable. (***FOR CLIENTS)**

1. Gender: (a) Male [   ]   (b) Female   [   ]

2. Age 18-25 [   ]   26-35 [   ]   36-45 [   ]   46-55 [   ]   56+ [   ]

3. Highest level of education. Please tick ($\sqrt{}$)

   PhD [   ]   Master's Degree [   ]   First Degree [   ]   HND [   ]

   SSCE/ WASSCE [   ]   Others(specify) …………………………………………...

4. Marital Status

Married [   ]   Single [   ]   Divorced [   ]

8. Type of subcription

a. SSNIT Contributor [   ]   b. SSNIT Pensioners [   ]   c. Informal [   ]

d. Indigents [   ]   e. Under 18 years [   ]   f. Pregnant women [   ]

Part B Dimension of Service quality

Instructions: please respond to the following statements by putting an "X" in the block that most accurately represents your opinion concerning your expectation and perception towards service delivery of NHIS.

1	2	3	4	5
Very low	**Low**	**Neutral**	**High**	**Very high**

	WHAT IS YOUR PERCEPTION ABOUT NHIS SERVICE					
A	**Tangibles**					
1	The IT systems of NHIS are well upgraded to help smooth operations	**1**	**2**	**3**	**4**	**5**
2	The Physical facility at NHIS provides much comfort whilst waiting to be attended to	**1**	**2**	**3**	**4**	**5**
3	Technology at NHIS is modern	**1**	**2**	**3**	**4**	**5**
B	**Reliability**					
4	Anytime NHIS make promise about certain time to me, they are able to fulfill it	**1**	**2**	**3**	**4**	**5**
6	The first time I went to NHIS, the service provided to me was appropriate	**1**	**2**	**3**	**4**	**5**
7	NHIS insures that, they provide equal level of service is same at all times of the day and for all its clients	**1**	**2**	**3**	**4**	**5**
8	Any time NHIS provides records about myself, it is error-free	**1**	**2**	**3**	**4**	**5**
C	**Responsiveness**					
9	NHIS respond quickly to my problems	**1**	**2**	**3**	**4**	**5**
10	Employees of NHIS are willing to answer my questions	**1**	**2**	**3**	**4**	**5**
11	Anytime I visit the NHIS Scheme office, specific times for service accomplishment are given to me	**1**	**2**	**3**	**4**	**5**
13	Prompt service to customers					
D	**Assurance**					

14	Staff of NHIS provide me with service without difficulties	**1**	**2**	**3**	**4**	**5**
15	Employees of NHIS are consistently courteous to me	**1**	**2**	**3**	**4**	**5**
16	The employees of NHIS instil confidence in me	**1**	**2**	**3**	**4**	**5**
E	**Empathy**					
17	I receive individual attention anytime I go to NHIS office	**1**	**2**	**3**	**4**	**5**
18	Employees of NHIS exhibit care towards me	**1**	**2**	**3**	**4**	**5**
19	My best interest is held at heart by employees of NHIS	**1**	**2**	**3**	**4**	**5**
20	Employees of NHIS understand my needs	**1**	**2**	**3**	**4**	**5**

Thank you

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
COLLEGE OF ARTS AND SOCIAL SCIENCES
SCHOOL OF BUSINESS (MANAGERIAL SCIENCE DEPARTMENT)

This questionnaire is part of a research to **Assess the Impact of Organisational structures and systems on work culture and service quality of National Health Insurance Scheme, using Ejisu-Juaben Municipal Scheme.** All answers provided will be kept confidential. *Please tick or explain where applicable. (FOR EMPLOYEES)*

A. FOR STAFF

PART I: DEMOGRAPHICS

1.Gender: (a) Male [   ]   (b) Female   [   ]

2. Age 18-25 [   ]   26-35 [   ]   36-45 [   ]   46-55 [   ]   56+ [   ]

3. Highest level of education. Please tick (√)

   PhD [   ]   Master's Degree [   ]   First Degree [   ]   HND [   ]
   SSCE/ WASSCE [   ]   Others (specify) …………………………………………...

4. How long have you been working in this organisation? .... years

5. What department are you in? Please tick (√)

Public Relations[   ]   Information Systems[   ]
Claims[   ]   Accounts[   ]   Others, Specify:...................
6. How many hours on average do you work per day? ....Hours
7. Job title / position ....
8. What type of employment contract do you have? Please tick (√)
Permanent Full Time [   ]   Part-time [   ]   Contract [   ]   Temporal [   ]
Instructions

Kindly give your response to the following statements by putting "√" in the block that most accurately represents your opinion concerning your experience at work using the following scale:

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree

STRUCTURE	1	2	3	4	5
The division of labour of this organisation is flexible.					
The division of labour of this organisation is intended to help it reach its goals					
The structure of my work-unit is well-designed					
The division of labour in this organisation actually helps to reach its goals					
The manner in which work tasks are divided is a logical one					

Using the same scale as above, please respond to the following statements.

HR SYSTEMS	1	2	3	4	5
I am provided with sufficient opportunities for training and development					
I receive the training I need to do my job					
This department keeps me informed about business issues and about how well it is doing					
There is a clear status difference between management and staff in this department					
Team work is strongly encouraged in our department/organisation					
A rigorous selection process is used to select new recruits					
Management involves workers when they make decisions that affect them					
Communication within this department is good					
Communication between departments is good					
I feel my job is secure					

The rewards I receive are directly related to my performance at work					
Career management is given a high priority in this department					
I have the opportunities I want to be promoted					
Management is disciplined with employee performance feedback and appraisals					
The performance appraisal system provides me with an accurate assessment of my strengths and weaknesses.					
I am given meaningful feedback regarding my performance at least once a year					

WORK CULTURE	1	2	3	4	5
The organisation has clear business and operational objectives that are understood by all employees					
Employees understand how their individual efforts contribute to business success					
Management shares business strategies with all employees					
Management shares business results with employees on a regular basis					
Management has put in place a clear set of values that underpin business performance					
Management measures business performance against objectives					
Management actively seeks feedback from clients and customers with a view to improving service					
Management is constantly looking for ways to improve products and services					
Management puts a great deal of effort into hiring new employees who will fit					

ATTITUDE TOWARDS CHANGE	1	2	3	4	5
This organisation is **not** resistant to change.					
This organisation introduces enough new policies and procedures					
This organisation favours change					

	1	2	3	4	5
Occasionally the organisation allows me to change things about my job.					
This organisation has the ability to change					
ORGANISATIONAL SYSTEMS QUESTIONNAIRE	**1**	**2**	**3**	**4**	**5**
I am given clear guidelines for my job.					
People are given the respect they deserve.					
When at work, I feel like I am part of the team.					
I know who I should go to when I have a problem or need something.					
I am not kept informed about important issues.					
Good planning is a priority here.					
The path for organization success is clearly outlined.					
I am not given the information I need to carry out my job.					
Information flows effectively in this organization.					
In time of need, coworkers support one another.					
Leaders seem to have a vision for the future.					
Decisions are based on appropriate policies and procedures.					
I receive constructive feedback regarding my work performance.					
People are held accountable for their work performance and conduct.					

Thank you

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