THE EFFECT OF ORGANISATIONAL CULTURE ON THE PERFORMANCE OF WORKERS OF GHANA STANDARD AUTHORITY

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DECLARATION

I hereby declare that this submission is my own work towards the Commonwealth Executive Masters in Business Administration (CEMBA) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in text.

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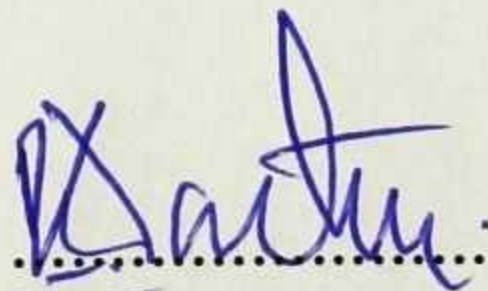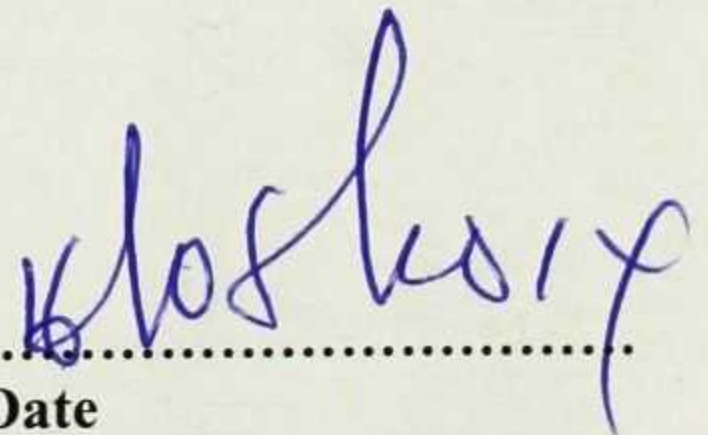
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DEDICATION

To the Almighty God for His love, provision, protection and the life He gave me during my period of study. To my parents, Mr. and Mrs. Duncan Martinson Odei-Birikorang and siblings for their support and encouragement. And also to Prof. (Mrs.) Olivia Kwapong of the University of Ghana for the steps she took to ensure that I enroll in this programme of study.

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ABSTRACT

The main objective of the current study was to find out how organisational culture affects the performance of employees. The study specifically was set out to determine the effect of organisational culture on employee job satisfaction, employee motivation and employee commitment. The study relied on primary data source. Questionnaire was used to examine the research questions. The questionnaire was therefore disseminated to employees of Ghana Standards Authority. Data received from the sources mentioned above were manually analysed and presented in different charts and tables. Organisational culture was found to affect performance of the organisation. However the direction of the effect is dependent on how organisational culture influences employee satisfaction, motivation and commitment. The study found that it is pertinent to have a supportive organisational culture to improve the job satisfaction of employees. A culture that promotes training of employees, rewarding high performing staff and allows the pursuant of employee interest motivates employees. Evidence was found to suggest that organisational culture positively influence employee commitment if the culture empowers employees, involves employees in decision making and generally provides a leadership style that provides a conducive working environment. The study however found sub culture that runs counter to organisational culture to reduce employee motivation.

The study recommends that organizations put in place mechanisms to streamline communication channels and allow employees to put across their concerns and also help them realize their personal interest and pursue them. It is also recommended for organizations to organize continuous training programmes to enlighten employees on their values.

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CHAPTER ONE

INTRODUCTION

1.1 Background To The Study

Organisational Culture plays a significant role in any organisation whether in a public or private sector. A realistic approach can be planned and developed in the realm of enhancing organisational performance only after having identified and comprehended the existing organisational culture of a given society. Organisational culture is a set of values, beliefs, understandings, and thinking methods that are common among members of organisation and new members follow them as accurate methods of doing work and thinking (Robins, 2006). If members of an organisation are unfamiliar with their own organisational culture, they are unable to understand the nature of the organisation and the aims that the organisation seeks to achieve. Organisations represent the most complex social structures known today because of their dynamic nature. Employees are one of the role players in the organisation, and it is through their involvement and commitment that the organisation becomes competitive. The relationship between the organisation and people is however interdependent in nature (Chow et al, 2001) and both parties may impact on one another's ability to achieve positive results.

Organisational researchers have long debated the meaning and consequences of organisational culture but the relationship between culture and performance is still not well understood. Conventional wisdom suggests that a strong culture that aligns members' behaviour with

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organisational objectives should boost employee performance. However, a more recent view is that because strong cultures are associated with greater adherence to routines and behavioural uniformity, they are less effective in improving job performance than weaker culture in a dynamic environment. However, both views fail to recognise that culture as a construct encompasses three dimensions: the content of norms (e.g., teamwork, integrity), how forcefully they are held by organisational members (its intensity), and how widely members agree about the norms within the organisation (Sempane et al, 2002).

Managers have realised that any organisation also has its own corporate culture. Moreover, social anthropologists are now as fascinated by corporate cultures as they once were by headhunting tribes in Borneo. This indicates the important role of corporate culture and many researchers have found a positive relationship between the corporate culture and performance. Stewart (2007), mentioned that profitability is every organisation's goal and one of the best places to start improvements is with an examination of the organisation's work culture. He states that the strongest component of the work culture is the beliefs and attitudes of the employees. It is the people who make up the culture, he stated. For example, if these cultural norms contain beliefs such as, "Around here, nobody dares make waves" or, "Do just enough to get by and people will leave you alone," the organisation's performance will reflect those beliefs. However, if the cultural belief system contains positive approaches, such as, "Winners are rewarded here" or, "People really care if you do a good job in this outfit," that also will be reflected in the organisation's performance.

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1.2 Statement of Problem

The effect of organisational culture on organisational performance is a contentious one. However, it is obvious that high organisational performance does not just happen, some variables must affect performance. Different organisations have different cultures. Organisations have an ultimate aim of improving performance for its stakeholders, however high performance of organisations has been very difficult to attain.

There has been a long debate amongst researchers regarding the relationship between organisational culture and organisational performance. Many researchers have found supporting evidence about the relationship between these two concepts (Schneider and Snyder, 1975; Field and Abelson, 1982; Hellriegel and Slocum, 1974; Kerego and Mthupha, 1997). Organisational culture has been explained to influence the reward system of organisations such as promotion and pay which in turn influence the performance of organisation.

Previous studies have shown there exist a positive relationship between rewards and benefits and an employee's level of job satisfaction and according to Arnold and Spell (2006), this component of an organisation's culture holds a significant ratio in an employee's compensation package. Odom et al (1990), investigated the relationship between organisational culture and three elements of employee behaviour namely commitment, work group cohesion and job satisfaction. They concluded that bureaucratic culture which dominated their sample of transport organisations was not the culture most conducive for employee performance.

Ghana Standard Authority (GSA) is no exception to these findings. Employees of the organization have diverse background and therefore come from diverse cultures. This has created

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an organisation with several sub group culture which sometimes creates discomfort the employees of the organisation. Ghana Standard Authority seeks to encourage its workers to improve upon their performance and hence their productivity for its stakeholders/shareholder despites these challenges.

The importance of organisational performance to organisational stakeholders and the fact that organisational culture can affect organisational performance makes it imperative to find the effect of organisational culture on the performance of the organisation.

This study therefore seeks to investigate how organizational culture relates to employee satisfaction, employee commitment and motivation of employees at Ghana Standards Authority. The study is also seeks to explain the influence the reward system of GSA such as promotion and pay have on the performance of the organisation.

1.3 Objective of the Study

The main objective of the current study is to find out how organisational culture affects the performance of the organisation. The research will specifically be guided by the following:

1. The effect of organisational culture on employee satisfaction at Ghana Standard Authority.

2. The extent to which organisational culture affects employee motivation at Ghana Standard Authority.

3. The effect of organisational culture on employee commitment at Ghana Standard Authority.

1.4 Research Questions

1. To what extent can organisational culture affect employee satisfaction at Ghana Standard Authority?

2. To what extent can organisational culture affect employee motivation at Ghana Standard Authority?

3. To what extent can organisational culture affect employee commitment at Ghana Standard Authority?

1.5 Significance of the Study

The current study is significant for a number of reasons. First organisational performance has been of concern to employers. The findings of the study will be of importance to employers as it will throw more light on how organisational culture can be used to improve the performance of the organisation.

Second, the findings and recommendations of the research will contribute to shaping the debate on organisational behaviour. Employees will find the findings of the study as an additional resource to help shape the culture of their organisations to influence behaviours in their organisation.

Third, this study will complement the literature on organisational culture and organisational performance.

Lastly, the study will bring to the attention of the management of Ghana Standard Authority and other organisations the importance of organisational culture in the performance of its employees.

1.7 Scope/ Delimitation of the Study

The study will focus on only employees of Ghana Standard Authority and how the culture of Ghana standard Authority affects employee behaviour and performance. Other factors that affect the performance of organisation fall outside the focus of the study.

1.8 Organisation of the Study

This research is organized into five chapters. Chapter one will introduce the topic under investigation. The researcher will also lay out the problem statement, background to the study, aims and objectives of the study. A short summary of the context of the study, an overall approach to the project as well as a short description of the study will be given in this session.

Chapter two will give an account of all of the aspects of organizational culture and organization performance; literature will be consulted on the historical and currents context of the research topic, and chronologically describe how the topic fits into existing literature as well as its significance.

Chapter three will give a general approach to the study, describe the research design and methodology implemented and the selection of samples or case studies conducted during the study, as well as the shortcomings and possible errors encountered.

Chapter four will discuss the findings of the study and interpret the categories or themes that were identified under sub headings depending on the kind of actions taken, observations and case studies.

In chapter five, based on the findings of the research, recommendations will be made to both governmental and non-governmental organisations to know how to improve on the implementation of policy and to take alternative options if there should be any.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed literature on the theories of organisational culture and organisational performance. The focus of the literature review was on related works on the concept of organisational culture and organisational performance. Again, the various aspects of organisational culture as presented in the literature as well as the various dimensions of organisational performance were also considered.

2.1 Organisational Culture

The notion of Organisational culture is rooted in cultural anthropology, psychology, and sociology. Although each of this discipline is concerned with human behavior and nature, there are few commonly accepted theories among them (Oparanma, 2010). One of the most important building blocks for a highly successful Organisation and an extraordinary workplace is "Organisational culture".

This study adopts Robins (2006), definition of organisational culture. Organisational culture as defined by Robins (2006), is a set of values, believes, understandings and thinking methods that are common among members of Organisation and new members follow them as accurate methods of doing work and thinking. If members of an Organisation are unfamiliar with their own Organisational culture, they are unable to understand the nature of organisation and the aims that the Organisation seeks to achieve. On the other hand, they cannot learn how to behave within the system. Strength and integration of Organisational culture shows hidden orders of

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behaviour to employees and members to inform them of the organisation's objectives and their responsibilities. In this case, there would be alignment with objectives of employees, organisation and management and employees consider their benefits dependent to benefits of organisation. This is a positive factor in Organisational function and efficiency (Robins, 1999).

As Mackenzie (1986) indicates, because society and hence organizations are continually evolving, there is really no universal paradigm or theory for examining organizational behaviour that is valid in all contexts. It can be inferred from Mackenzie's assertion that each organisation at any time may portray traits that is different from what other oganisations will show and even may differ from what the same organisation will show in the future. What is relevant today as theory may be found wanting tomorrow in terms of describing and explaining social phenomena.

In addition, proposed theories often become problematic when they attempt to model the actual detail and richness of real organizations because of the complexity of interrelationships between organizational processes. Researchers often lack the ability to isolate and measure many important organizational variables that are needed for theoretical hypothesis testing. Clearly, concerns can be raised about any attempt to quantify and measure the conceptual components of a theory of organizational culture. While this reduction of reality can be considered a limitation, there is a definite usefulness to such an approach, since it makes a fuzzy field somewhat more accessible (Hofstede et al. 1990, Mackenzie 1986, Schein, 1990).

Hofstede (1980), advanced the most widely used model of cultural differences in the Organisations literature. Hofstede argued that it is possible to gain considerable insight into organised behaviour across cultures based on the four dimensions but latter added one more

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dimension (Hofstede, 1991; Hofstede & Bond 1984; Hofstede & Bond 1988) and those five dimensions are Power Distance, Uncertainty Avoidance, Individualism-Collectivism, Masculinity-Femininity, Long-term vs. Short-term Orientation. (Trompenaars, 1993; Trompenaars & Hampden-Turner, 1998) presented a model of culture based on the study of Shell and other managers over a ten-year period. His model is based on the early work of Harvard sociologists Parsons and Shils (1951), and focused on variations in both values and personal relationships across cultures. He proposed seven dimensions of Organisation culture namely Universalism – Particularism, Individualism-Collectivism, Specific-Diffuse, Neutral-Affective, Achievement-Ascription, Time Perspective and Relationship with Environment. The first five dimensions focus on relationships among people, while the last two focus on time management and society's relationship with nature. Schwartz et al, (1992, 1994) asserted that the essential distinction between societal values is the motivational goals they express and identified ten universal human values that reflect needs, social motives, and social institutional demands (Kagitcibasi, 1997). These values are purportedly found in all cultures and represent universal needs of human existence. The human values identified are: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security.

Organisational culture emerges from some common assumptions about the Organisation, which the members share as a result of their experiences in that Organisation. Cameron and Quinn (1999), have mentioned that the most important competitive advantage of a company is its Organisational culture. From the assertion of Cameron and Quinn (1999), it can be deduced therefore that the culture of an organisation must be uniquely different from rival organisation if it can be a competitive advantage. If an organisation has a strong culture with a well integrated

and effect set of values, beliefs and behaviour, it normally demonstrates a high level of corporate performance (Schraeder & Self, 2003).

Parker and Bradley (2000), explained that despite the variety of interpretations and cultural dimensions, a number of common themes and similarities can be identified in organisational culture research. Concepts used to identify and define organisational culture tend to overlap between studies; consequently, several scholars have attempted to develop frameworks to categorise important dimensions and to provide a conceptual foundation for the study of Organisational culture. Focusing on building and sustaining an organisational culture is one way of showing that people are the organisation's most valuable asset.

The intensification of research on organizational effectiveness has led to the formulation of theories about factors within an organisation that can make a difference in performance. Organizational culture is one such variable that has received much attention in organizational behaviour literature (Amsa 1986; Hofstede 1986; Hofstede, Neuijen, Ohayv and Sanders 1990; Jelinek, Smircich and Hirsch 1983; Kilman, Saxton and Serpa 1985; Ouchi 1981; Owens 1987; Schein 1990; Trice and Beyer 1984). This attention is mainly because researchers have postulated that cultural factors play a key role in determining levels of organizational outcomes.

A common hypothesis about this role suggests that if an organization possesses "strong culture" by exhibiting a well-integrated and effective set of specific values, beliefs, and behaviour patterns, then it will perform at a higher level of productivity by influencing employee behaviour (Dennison, 1984). The culture of an organisation is therefore an influential factor in determining organisational outcome.

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The development of theory to guide the definition of organizational culture, therefore, is of primary importance to improving organizational performance, especially because the variables which comprise culture have been postulated to be under the control of organizational leaders (Deal and Kennedy 1982, Ouchi 1981, Owens 1987, Siepert and Likert 1973).

Despite concern with achieving improved organizational productivity through focusing on the development of cohesive organizational culture, determining the parameters of this construct has been problematic. The literature on organizational culture taps essential ideas, but the theory and technology to utilize the theory in improving organizations have remained fuzzy (Mackenzie 1986). As Trice and Beyer (1984) have argued, previous research on organizational culture has tended to focus on single, discrete elements of culture, while ignoring the multidimensional nature of culture, that is, a construct composed of several intimately interrelated variables (Schein 1990).

Another problem has been that researchers are still not sure whether the association between culture and organizational performance reflects a "cause-effect" type of relationship (Saffold, 1988). In fact, researchers have not really identified what specific variables comprise an effective organizational culture, nor have they provided convincing empirical evidence to suggest that if leaders in organizations increased the amount of time and quality of energy devoted to developing a particular type of organizational culture, then an organization would perform at a higher level of productivity (Barney, 1986). There is presently little agreement, therefore, about what the concept of organizational culture means or how it should be observed and measured (Schein, 1990).

Despite some inconsistency in the literature, previous theoretical formulations about organizational factors and their influence on performance provide some solid foundations to test

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the hypothesis that information about organizational culture can be an important indicator in explaining an organization's level of productivity.

In this section the research outline several conceptual relationships derived from the literature that were used to develop the constructs of organizational culture in the exploratory theoretical model tested in this study. While the research acknowledge that organizational culture is holistic and socially constructed by its members (Hofstede et al. 1990, Louis 1983, Rousseau, 1990, Smircich 1983), it is believed that at least some visible aspects can be measured and can yield important information about the influences on an organization's performance.

Because of the lack of agreement concerning theoretical formulations about organizational culture, its delineation, and its possible relationship to performance outcomes, no significant body of empirical research exists. Instead, researchers have primarily focused on defining and describing the variables of organizational culture and cautiously suggested a possible relationship between organizational culture and outcomes (Owens, 1987). As Mackenzie (1986) argues, organizational culture as a concept may be a useful means of assessing the congruency of the organization's goals, strategies and task organization, and resulting outcomes. Without valid and reliable measures of the critical aspects of organizational culture, however, statements about its importance and effect on performance will continue to be based on speculation, personal observations, and case studies (Uttal, 1983). As a consequence, management strategies and programs to create organizational change through understanding the organization's environment and strategically manipulating aspects of its culture will continue to be poorly focused and difficult to implement and evaluate.

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2.2 Conceptual framework

The subject of organisational behaviour has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organisational behaviour, management science, social sciences and organisational communication. The study of organisational culture has been widely accepted and explained by different scholars but there is no one definition of organisational culture that is generally accepted (Ojo, 2008).

Organisational culture permeates organisational life in such a way as to influence every aspect of the organisation (Hallett, 2003). Organisational culture also has effect on the productivity level of the organisation in the sense that it influences employee's behaviour to work and it is the input of the employees to the organisation that determines the organisational productivity level. It has been suggested that organizational culture affects such outcomes as productivity, performance, commitment, self confidence, and ethical behaviour (Buchanan and Huczynski, 2004; Shani and Lau, 2005; and Ojo, 2009). Organisational culture is one of the core determinants of every organisation's success as it influences employee work behaviour.

Organisational culture is one of the metaphors used for organisational analysis (Morgan, 1997). In this metaphor, the essence of organisation revolves around the development of shared meanings, beliefs, norms, values and assumptions that guide and are reinforced by organisational behaviour. Organisational values are important because they have effects on important individual and organisational outcomes. Organisational values are expected to produce higher levels of productivity (Jehn, 1994; Hall, 1999), job satisfaction (Jehn 1994), and commitment (Pettinger, 2000). Organisational values are also important because the fit between organisational and individual values affects important individual and organisational outcomes. Values-fit has been

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shown to affect application decisions (Cable and Judge, 1996; Cable and Judge, 1997; Scott, 2000a), job satisfaction (Bretz and Judge, 1994), and job tenure (Bretz and Judge, 1994).

Organisational culture has been seen as the pattern or way a given group has invented, discovered or developed in carrying out a particular task or solving a particular problem or useful and effective in learning. This pattern must have worked well enough for the group to be considered valid and therefore must be taught to new members or entrants as the correct way to perceive, think and feel in relation to those problems. Organisation culture is a set of values that help organisational members know that which is acceptable and that which is unacceptable within the organisation (Ojo, 2010).

2.3 The relationship between Organizational Culture and Performance Management

According to Kandula (2006), the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore organizational culture has an active and direct role in performance management.

Murphy and Cleveland (1995), believe that research on culture will contribute to the understanding of performance management. Magee (2002) contends that without considering the impact of organizational culture, organizational practices such as performance management could be counterproductive because the two are interdependent and change in one will impact the other. It is therefore obvious from sentiments expressed by Magee (2002) that if organisational

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performance will improve, performance management practices be implemented in consonance with the culture of the organisation.

2.4 Denison's Framework of Organizational Culture

Yilmaz (2008) states that following Schien (1990) at the core of Denison's model are the underlying beliefs and assumptions that represent the deepest levels of organizational culture. These fundamental assumptions provide the foundation from which (1) more surface-level cultural components such as values and observable artifacts – symbols, heroes, rituals, etc. – are derived, and (2) behavior and action spring (Denison, 2000). In Denison's model comparisons of organizations based on relatively more "surface-level" values and their manifest practices are made. Such values are deemed both more accessible than the assumptions and more reliable than the artifacts (Denison, 2000 in Yilmaz, 2008). Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown in the literature to have an influence on organizational performance (Denison, 1990; Denison & Mishra, 1995). The four traits of organizational culture in Denison's framework are as follows:

2.4.1 Involvement

Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Lawler, 1996). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization. Involvement in this sense suggests that highly involved organizations create a sense of ownership and responsibility. Out of this

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sense of ownership grows a greater commitment to the organization and an increased capacity for autonomy.

2.4.2 Consistency

Organizations also tend to be effective because they have "strong" cultures that are highly consistent, well coordinated, and well integrated. Behaviour is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity. Consistency provides a central source of integration, coordination and control, and helps organizations develop a set of systems that create an internal system of governance based on consensual support.

2.4.3 Adaptability

Ironically, organizations that are well integrated are often the most difficult ones to change. Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler, 1998). They are continuously changing the system so that they are improving the organizations' collective abilities to provide value for their customers (Stalk, 1988). High performing organisations as suggested by the adaptability dimension of organisational culture have the ability to perceive and respond to the environment, customers, and restructure and re-institutionalise behaviours and processes that allow them to adapt.

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2.4.4 Mission

Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Ohmae, 1982; Hamel & Prahalad, 1994). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture. High performing organizations have a mission that tells employees why they are doing the work they do, and how the work they do each day contributes to the why.

2.5 Theory Z

William Ouchi (1993) examined high-producing companies in order to discover what, if anything, these firms had in common. To explain the success of these companies, Ouchi developed Theory Z. Theory Z is an extension of Douglas McGregor's (1960) Theory X and Theory Y concepts. The principal difference is that McGregor's Theory X and Theory Y formulation is an attempt to distinguish between the personal leadership styles of an individual supervisor, whereas Theory Z is concerned with the "culture of the whole organization." That is, Theory Z is not concerned with the attitudes or behaviour patterns of an individual supervisor but rather with the difference the organizational culture makes in the way the whole organization is put together and managed. Theory Z culture involves long-term employment, consensual decision making, individual responsibility, slow evaluation and promotion, an informal control system with explicit measures of performance, moderately specialized career paths, and extensive commitment to all aspects of the employee's life, including family.

William Ouchi (1982) applied Theory Z to schools in the early 1980s. The features which apply to schools include trust, subtlety, and intimacy; shared control and decision making; training in planning, organizational processes, budgeting systems, and interpersonal skills; motivation

through self-interest; rewards over the long run; and the importance of high-quality education. Figure 1 depicts these concepts. The theory Z has been modified and applied in this study to organisations in general.
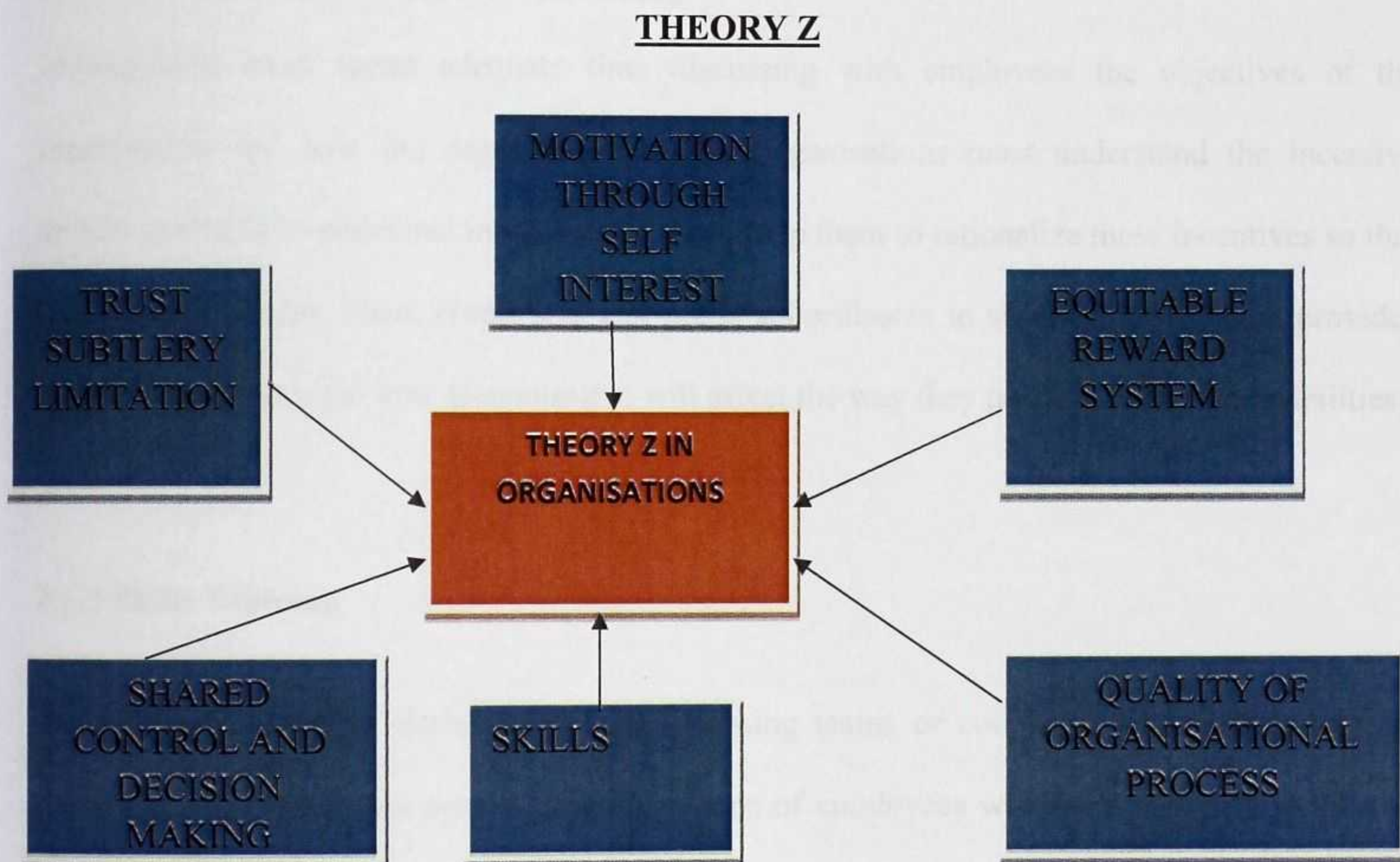
THEORY Z

Figure 1: Modified theory Z.
Source: William Ouchi (1982)

2.5.1 Trust, Subtlety, and Intimacy

According to Ouchi, no institution can exist without trust, subtlety, and intimacy. Trust in a school can only exist among people who understand that their objectives are compatible in the long run. The concept is based on the assumption that if you do not understand what someone else does, if you don't understand their language, their technology, and their problems, then you can't possibly trust them. Trust can be developed only through intimate, professional experience

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with someone else, including close interpersonal relations between employee and employers, management and employees.

2.5.2 Shared Control and Decision Making

Management must spend adequate time discussing with employees the objectives of the organisation and how the organisation is ran. Organisations must understand the incentive system available to personnel in their careers and help them to rationalize these incentives so that they can trust them. Then, employees can invite subordinates to share control, which provides stakeholders with input into decisions that will affect the way they perform their responsibilities.

2.5.3 Skills Training

The concept of quality circles, also called learning teams or cooperative learning groups, is advocated. Quality circles consist of small groups of employees who meet regularly to discuss the way they do their jobs and to recommend changes. The purpose is to yield a group-based suggestion system for solving problems and improving the quality of the system (Bonstingl, 2001). This requires a period of training to increase participation, consensus in decisions, and shared control. The training is directed toward getting to know the organization: its objectives, problems, and overall resources. Specifically, employees are trained in planning, organizational processes (motivation, leadership, decision making, communication, and change), the system's budgetary process, group dynamics, and many of the management's day-to-day activities to which employees are rarely exposed. The training is designed to create a culture that lends itself to openness, trust, and employee involvement.

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2.5.4 Motivation through Self-Interest

Motivaton can be defined as the force within a person that establishes the level, direction and persistence of effort expended at work. Organisatons seek out individuals who are motivated to perform well in their workplaces. However if organizations are able to motivate workers to become effective problem solvers and to meet customer needs, then the organisation's objectives would be greatly met.

Ouchi believes that there is only one form of interest—self-interest. If you cannot create a setting in which people are permitted to naturally do what seems desirable to them—to satisfy their self-interest—then you are always fighting, constraining, holding back, and can never have high commitment nor high productivity. In the Theory Z organization, because people have participated in shaping the goals and objectives of the system, you can say to people, "Do what comes naturally; do what you prefer to do, because we have agreed that those things you choose to do are simultaneously good for the institution" (Ouchi, 1982).

2.5.5 Equitable Reward System

An organizational memory is essential. Some key person must remember who has gone the extra mile, who is committed, and who has put in extra time; this person must ensure that those efforts are recognized and rewarded. According to Ouchi, if there is that kind of organizational memory, then people will have confidence that as long as they do what is right, there will be equity in the end. They therefore lose whatever incentives they might have to be selfish, narrow-minded, or short-sighted. What does Ouchi say about the lockstep salary schedules prevalent in most organisations? He deems it necessary that organisations disassemble the currently bureaucratic approach to evaluation, promotion, and pay.

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2.5.6 Quality of Organisational Process

In applying Ouchi's Theory Z approach, the focus of quality organisational process should be on organisational processes and outcome. Based on the latest research findings, the best strategies must be attempted, evaluated, and refined as needed.

2.6 Organisational Culture and Employee Satisfaction

Schhneider (1983) describes organizational culture as "value systems and assumptions which guide the way the organization runs its business". Desatnic (1986) define culture as "the personality of the organization". According to Gutkinecht and Milller (1990) culture represents the organisation's soul, purpose and foundation. Kerego and Muthupha (1997) describe that organization and people positively influence one another to achieve better results. He argues that employees in the organization are the role model and because of them organizations become more successful.

Schneider and Synder (1975) define job satisfaction "as a personal evaluation of conditions present in the job or outcomes that arise as a result of having job". Further, they explain that job satisfaction has to do with individual's perceptions and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations. Lock (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Kerego and Muthupha (1997) describe job satisfaction as feelings of employees about the environmental factors. This study defines employee job as an employee perception and attitude to the job.

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According to Hebb (1949) and Morse (1953) changes in the organizational culture affects the job satisfaction of the employees and it also changes their behaviors and attitudes. Hellreigel et al. (1974) report the existence of relationships between organizational culture, climate and job satisfaction. Wallach (1983) reveals that job performance and job satisfaction are related to organizational culture. Further, he observes that job satisfaction and culture of the organization are interdependent on each other. The position of these authors suggests that a strong organisational culture improves the employee's job satisfaction implying that weak organisational culture may destroy employee job satisfaction.

Zammuto and Krakower (1991) suggest that management of the organization with the positive culture can enhance the performance and satisfaction level of the workers. Kline and Boyd (1994) determine the relationship between organizational structure and job satisfaction. They observe that employees at different levels are influenced by diverse work aspects and different facets of work environment all of which are dependent on the culture of the organisation. The literature as presented by Kline and Boyd (1994) a particular organisational culture affects different employees and their satisfaction differently.

Kerego and Muthupha (1997) explain that working conditions and channels of communications highly affect the job satisfaction. Sempane et al. (2002) find that there is a close relationship between job satisfaction and organizational culture where job satisfaction is the result of organizational culture. In their study, however, some facets prove positive relations and others negative relations. They argue that this varied relation depends on employees and how differently they perceive cultural perspective. Tang (2006), suggests that supportive culture of the organization raises the job satisfaction of the employees. According to Hoppock (1935),

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Navaie-Waliser (2004) and Rad, (2006) job satisfaction of the employees is affected by the culture of the organization. Robbert and Reilly (1979), Kram (1985), Greenhaus (1990) and Gorris (2006) find that various forms of the communication in the organization and the relationship between the employee and the employer have positive impact on the job satisfaction of the employees. McHugh, (1993) argue that bad and poor culture of the organization will lower the level of job satisfaction and lower productivity from the employees, and finally all these factors contribute to decrease the efficiency and performance of the organization. Hansen et al, (1989) describe that the behavior of the employees towards their mode of thinking whatever they think intentionally or unintentionally is strongly influenced by the culture of the organization. Jiang and Klein (2000) argue that supportive culture of the organization increases the satisfaction level of the employees and decreases the turnover ratios from the organization.

2.7 Organisational Culture and Employee Motivation

Many contemporary authors have defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For the purpose of the current research, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

Motivation in this study is defined as way of influencing employee's behaviour in such a way that it will lead to positive results within the organisation. This is one of the most instrumental

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factors in the process of affecting employee behaviour and hence organisational culture. Motivation can boost an employee's self esteem and will influence their capacity to work. Motivation is especially necessary in instances where an organisation is undergoing changes. At that time, there is a need for a motivational plan that will include all the new environmental factors that will come into play.

Several studies have looked at the relationship between organisational culture and employee motivation. Huang and Chi (2004), opine that if the employees are satisfied with the culture of the organization it will motivate them to work hard and their obligations would be consistent which finally would raise organizational performance. The motivation and therefore the performance of employees partly depend on the organisational culture.

Organizational culture also has an impact on recruitment and retention. Individuals tend to be attracted to and remain engaged in organisations that they perceive to be compatible. Additionally, high turnover may be a mediating factor in the relationship between culture and organizational performance. Deteriorating company performance and an unhealthy work environment are signs of an overdue cultural assessment

2.8 Organisational Culture and Employee Commitment

Despite the large number of studies on organizational commitment (Price and Mueller, 1981; Allen and Meyer, 1990; Mowday et al., 1979; Mottaz, 1988), the influence of organizational culture and subculture on commitment has received little attention.

For example, the major review and meta-analysis by Mathieu and Zajac (1990) on the antecedents, correlates and consequences of commitment did not include any reference to organizational culture or subculture. This is significant because influential organizational culture

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writers such as Deal and Kennedy (1982) and Peters and Waterman (1982) have suggested that organizational culture could exert a considerable influence in organizations, particularly in areas such as performance and commitment. There is therefore no certainty on the relationship that exists between organisational culture and employee commitment. However, some other studies have found a weak relationship between organisational culture and employee commitment. One of such studies which did address this issue was carried out by Lahiry (1994).

Several writers have emphasized that organizational subcultures may exist independently of organizational culture, and that a small work group may have its own distinct set of values, beliefs and attributes (Brown, 1995; Martin, 1992; Martin and Siehl, 1983; Schneider, 1990; Sackman, 1991; Trice and Beyer, 1993). Brewer (1993) further suggested that if an organizational culture is not articulated strongly enough, the subculture may take precedence over the organisational culture for individual employees and thus gain their commitment.

Variables that have been found in previous research to be related to either commitment or culture were also included in this study as a measure of organisational commitment. These include measures of leadership style (Sergiovanni and Corbally, 1984; Smith and Peterson, 1988; Trice and Beyer, 1993; Mathieu and Zajac,1990).

The link between leadership and commitment is further evidenced in the work of Brewer (1993). Here, employees' commitment was examined in relation to the level of consent to, and conflict with, managerial strategy. In Brewer's (1993) model of commitment, although managerial strategy is not the same as leadership, the attributes and skills required in leadership could be seen as an essential part of managerial strategy.

Williams and Hazer (1986) used a causal modeling approach to examine the determinants of organizational commitment and labour turnover. Their main conclusion was that a variety of

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variables (age, pre employment expectations, perceived job characteristics, and the consideration dimension of leadership style) all influence commitment indirectly via their effects on job satisfaction. In other words, job satisfaction mediated the effects these variables had on commitment. Similar conclusions were drawn by Mathieu and Hamel (1989), Iverson and Roy (1994), and Michaels (1994). A weaker conclusion was drawn by Price and Mueller (1981) who concluded that the influence of some, but not all, antecedents of commitment were mediated by job satisfaction. Other antecedents (for example, professionalism and kinship responsibility) had a direct effect on commitment.

Although there is little empirical evidence to suggest that there is a strong relationship between organizational culture and commitment, characteristics of organizational culture such as corporate values and beliefs have been suggested to be related to commitment and performance of organizations (Harrison, 1972; Peters and Waterman, 1982; Trice and Beyer, 1993).

Also, it has been suggested that bureaucratic work practices often result in negative employee commitment while a supportive work environment could result in greater commitment and involvement among employees (Brewer, 1993; Kratina, 1990). The relationship between leadership style and commitment has been examined by Blau (1985). A consideration leadership style was found to have a greater influence than a concern for structure leadership style (or task-oriented style) on commitment.

Williams and Hazer (1986) included consideration leadership style as one of their antecedents to commitment. The expected relationship between job satisfaction and commitment is based on research carried out in numerous previous studies (for example, DeCotiis and Summers, 1987; Glisson and Durick, 1988; Iverson and Roy, 1994; Mowday et al., 1979; Porter et al., 1974; Vandenberg and Lance, 1992; Williams and Anderson, 1991; Williams and Hazer, 1986).

2.9 Chapter Summary

The chapter reviewed literature on organisational culture and its impact on employee satisfaction, employee motivation and employee commitment. The review of the literature revealed that there is not much theory on organisational culture. However, the literature identified theory Z. The literature suggests that there exist a positive relationship between a strong organisational culture and job satisfaction. Moreover, the literature review suggests a relationship between organisational culture and employee motivation. Finally, the literatures again suggest a relationship between organisational culture and employee commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Answering the research questions requires a rigorously designed methodology to facilitate the collection of data. Research methodology is crucial in analysing and producing data for situation such as this. Saunders et al (2003), suggests that the research design should be divided into consecutive phases; researchers should define how they are going to tackle these phases and determine their approaches of each phase before providing answers to the question.

This chapter therefore contains information on the research design, population, sampling procedures, data collection tools, data presentation, analysis and a brief profile of Ghana Standards Authority

3.1 Research Design

The research design adopted in this research was purely quantitative. Burns and Groves (2003) defined a research design as "a blue print for conducting research with maximum control over factors that may interfere with the validity of the findings". Parahoo (1997), also described a research design as " a plan that describes how, when and where data are to be collected and analysed". Polit et al (2001) defined a research design as the researcher's overall approach for answering the research question or testing the research hypothesis.

Cotty (1998) gave a definition for research design as being a suitable fact finding plan for descriptive data collection which depicts the tactical progression of activities lined up for the collection, organisation and analysis of data in order adduce empirical evidence to support or refute an assertion or hypothesis, to realize the objective of a study.

Quantitative research methods are "inquiries in which observations are predominantly in numerical terms. Quantitative research has two main branches: Survey of all varieties and experiments".

This study adopted the survey approach. The study relied on primary data source. Questionnaire was used to examine the research questions. The questionnaire was therefore disseminated to employees of Ghana Standards Authority.

3.2 Population

The larger group that a research focuses on is called the population of the research. The population of the research was employees of Ghana Standard Authority. The target population was the four hundred employees of Ghana Standard Authority.

3.3 Sampling Procedure

Ghana Standard Authority is the population from which the sample was drawn. The ideal aim in drawing a sample is to select a representative, in that, all members of the population have an equal chance of being selected, and in this regard probability sampling was adopted. With probability samples, the chance, or probability of each case being selected from the population is known and is usually equal for all cases (Saunder, Lewis, & Thornhill, 2007). Furthermore, for the purpose of this study it was included in the sample as many employees from different

departments of the Ghana Standard Authority and at different levels. The sampling in this regard is random. The purpose for this is to discourage pinpointing particular individuals and encourage a fair representation of the population. This was done to gather the necessary information that helps in understanding how organisational culture affects performance of organisation. In all, hundred (100) respondents were sampled for the study.

3.4 Data Collection Tools/ Procedure

Questionnaire was chosen as instrument for data collection because of the several advantages it offers. The use of questionnaire made the research quite economical. The use of the questionnaire helped in reducing expenses and time involved in the data gathering process compared to the expenses the research would have incurred in training interviewers and sending them to the respondents. The use of the questionnaire also ensured uniformity of questions, that is, every respondent in the research was given the same set of questions phrased exactly the same way. This made comparison very easy. It also allowed for standardization because the questionnaire was structured properly.

The questionnaire was structured into four sections. The first section of the questionnaire asked employees questions on their demographics to be able to know and understand the background of the respondents being used in the study. Section two (2) of the questionnaire asked respondents questions related to organisational culture and the respondents' job satisfaction. The third section of the questionnaire also asked questions relating to organisational culture and motivation of respondents/employees. And the fourth and last section of the questionnaire asked respondents questions on organisational culture and their motivation as employees of Ghana Standard

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Authority. Since the respondents were educated they could respondent to the questions without any assistance.

3.5 Data Presentation and Analysis

Data received from the sources mentioned above were manually analysed and presented in different charts and tables. Exploratory data analysis approach emphasises the use of diagrams to explore and understand data, emphasing the importance of using data to guide choices of analysis techniques (Saunders, Lewis, & Thornhill, 2007). The key aspects that need to be considered was guided by the research question(s) and objectives, and are likely to include: Specific values; Highest and lowest values; Trends over time; Proportions; distributions Once these have been looked at the results will be further analysed to look for similarities, differences and relationships between the various variables (Saunders, Lewis, and Thornhill, 2007).

3.6 Profile of Ghana Standard Authority

The mission of the Ghana Standard Authority (GSA) is to promote standardization for the improvement of the quality of goods, services and sound management practices in industries and public institutions in Ghana. It is the vision to become a model of excellence in Standardization in Africa.

The Ghana Standards Authority (GSA) which is the national Standards body was established by the Standards Decree, 1967 (NLCD 199) which has been superseded by the Standards Decree, 1973 (NRCD 173). The Authority is also the custodian of the Weights and Measures Decree (NRCD 326, 1975). These legislations together mandate the Authority to undertake:

1. National Standards development and dissemination;

2. Testing Services;

3. Inspection Activities

4. Product certification scheme

5. Calibration, Verification and Inspection of Weights, Measures and Weighing and Measuring Instruments

6. Pattern approval of new weighing and measuring instruments

7. Destination Inspection of imported High Risk goods

8. Promoting Quality Management Systems in Industry

9. Advice the Ministry of Trade, Industry, on standards and related issues

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.0 Introduction

This chapter presents the results and discussions of the findings of the study. The results were presented both in a tabular and graphical form to present the responses from the questionnaire. The research adopted frequency counts and percentages as the main descriptive statistical technique for the interpretation of the data.

4.1 Presentation of the Findings/ Response Rate

In all 100 questionnaires were administered and all were retrieved from the respondents representing 100% response rate.

4.2 Demographic Characteristics

This section provides information on the background of the respondents. This includes gender, age, tenure of service, marital status and level of education. This is vital to the study because it gives the background of the respondents which contributes to the internal validity of the study.

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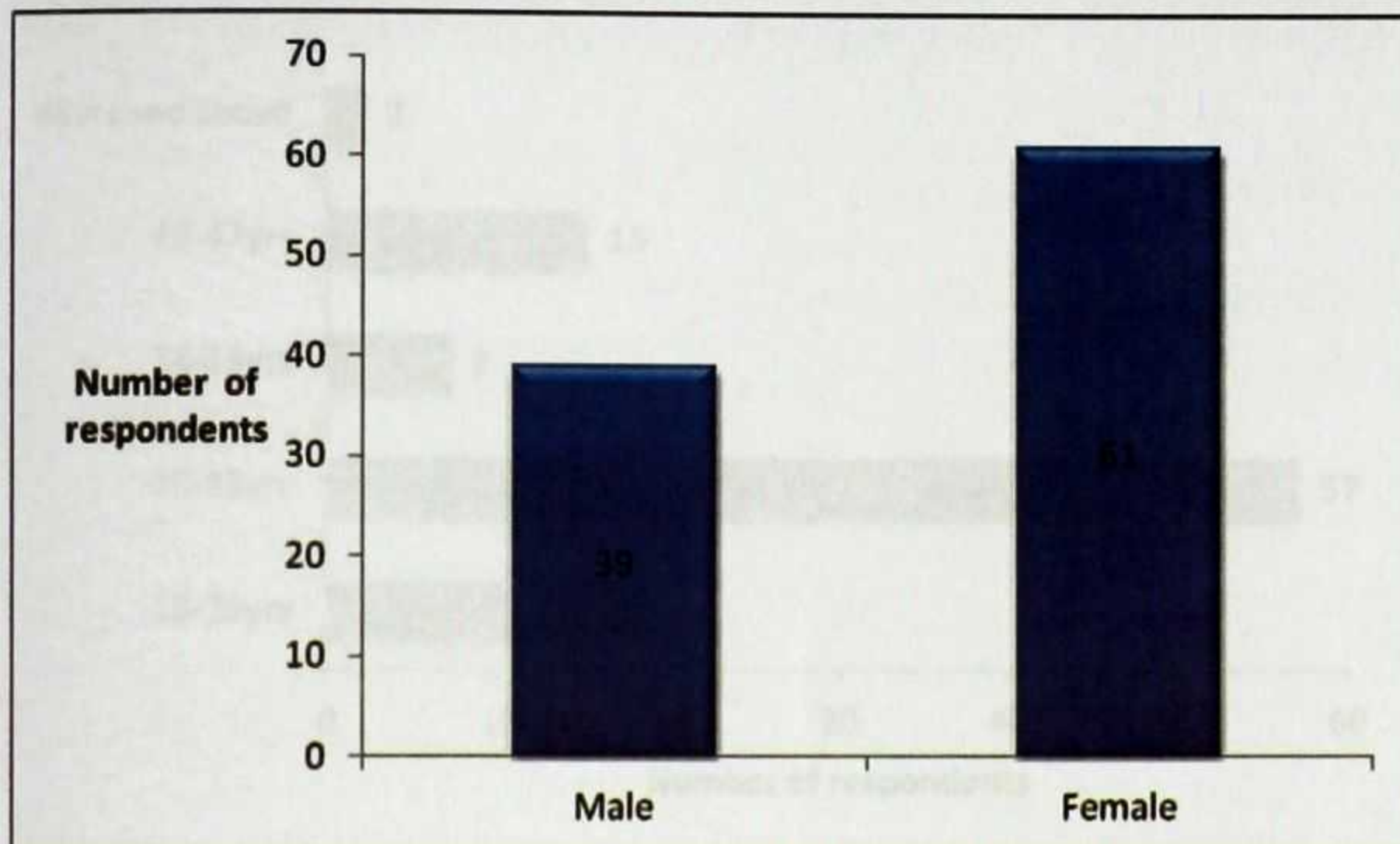
Figure 2: Gender Distribution of Respondents.

Source: Field data, 2013

The questionnaire was distributed to respondents with different sexes. This is because the research sought to capture responses from a sample representative of the entire population. The analysis of the data as shown in figure 2 reveals that out of the total sample of hundred (100) thirty-nine (39) representing thirty-nine percent (39%) of the respondents were females where as sixty-one percent (61%) of them were males. This results shows the selected population of the survey has a larger number of males than females.

Figure 3: Age Distribution of Respondents.

Source: Field data, 2013

From the analysis as presented in figure three (3), as shown, majority of the respondents, constituting fifty-seven percent (57%) were aged between 26 years and 33 years suggesting that workers of Ghana Standard Authority are largely youthful. Nineteen percent (19%) of the respondents were found to be between the ages of 18 years and 25 years, fifteen percent (15%) of the respondents were also between the ages of 40 years and 47 years whilst seven percent (7%) of the respondents were between the ages of 34 years and 47 years. And only two percent (2%) were 48 years and above.

Table 1: Educational Qualification of Respondents

Educational qualification	Number of respondents	Percentage of respondents	Cumulative percentage
SSSCE	3	3%	3%
Diploma	15	15%	18%
HND	35	35%	53%
University degree	47	47%	100%
Others	0	0%	100%

Source: Field Data, 2013

The analysis revealed that the respondents had varied educational background. Three percent (3%) of the respondents were found to have Senior Secondary School Certificate Examination (SSSCE) qualification and fifteen percent (15%) of the respondents had diploma giving a cumulative percentage of eighteen percent (18%) for both SSSCE and diploma holders. Thirty-five percent (35%) of the respondents were Higher National Diploma (HND) holders suggesting that fifty-three percent (53%) of the respondents were holders of HND and below. Forty-seven percent (47%) of the respondents had university degrees representing the majority of the respondents of the survey. None of the respondents of the survey had any other qualification aside the options specified by the respondents
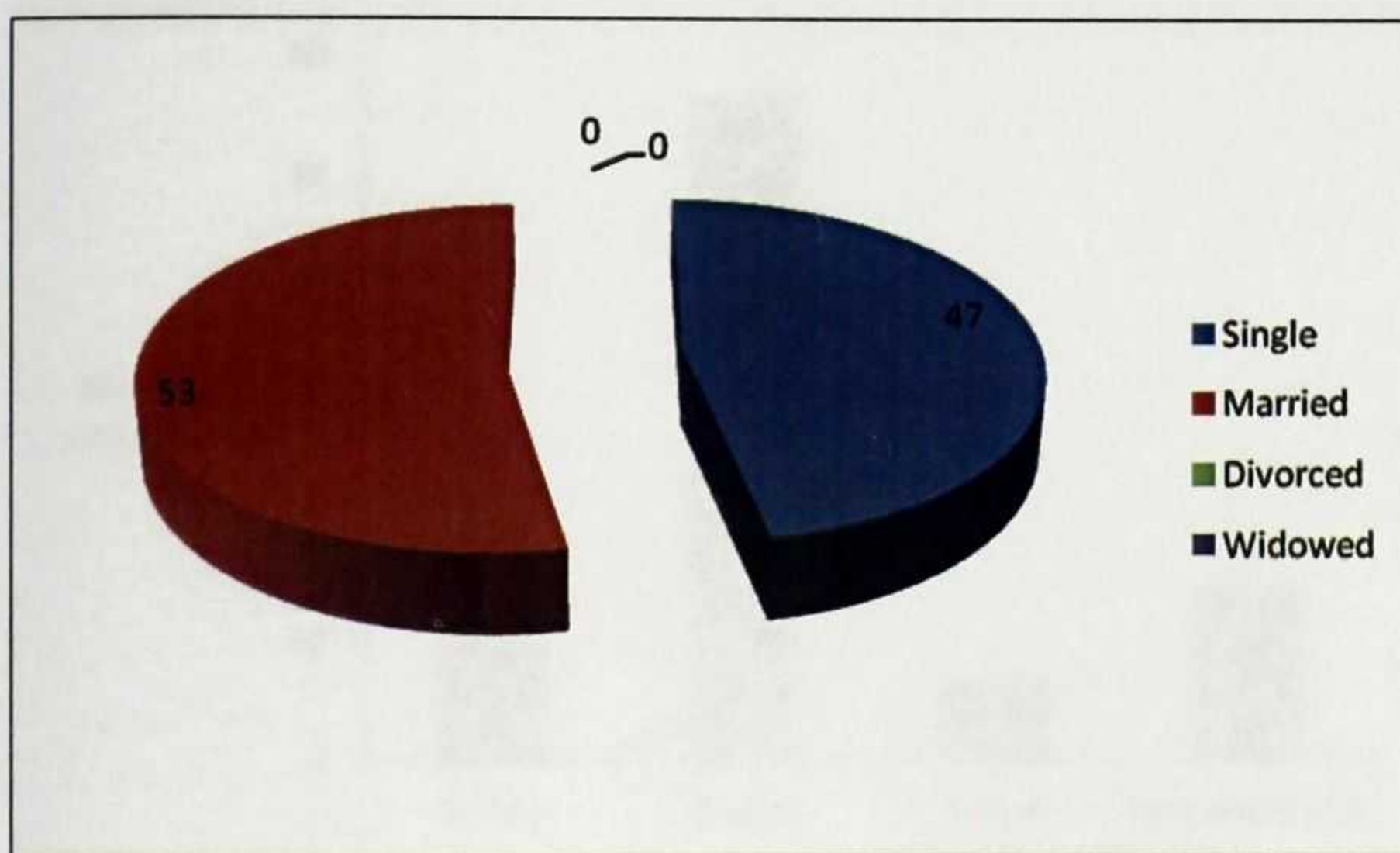
Figure 4: Marital Status of Respondents

Source: Field data, 2013

The analysis revealed that 53% of the respondents were married and the remaining 47% of the respondents were single. This finding makes it clear that none of the respondents were widow or divorced. It is not surprising to have as much as 47% of the respondents being single as 76% of the respondents were less than 34 years indicating that most people who fall within the age bracket are not married, thus the youthful nature of majority of the respondents normally will suggest that only a small number of the respondents are married.
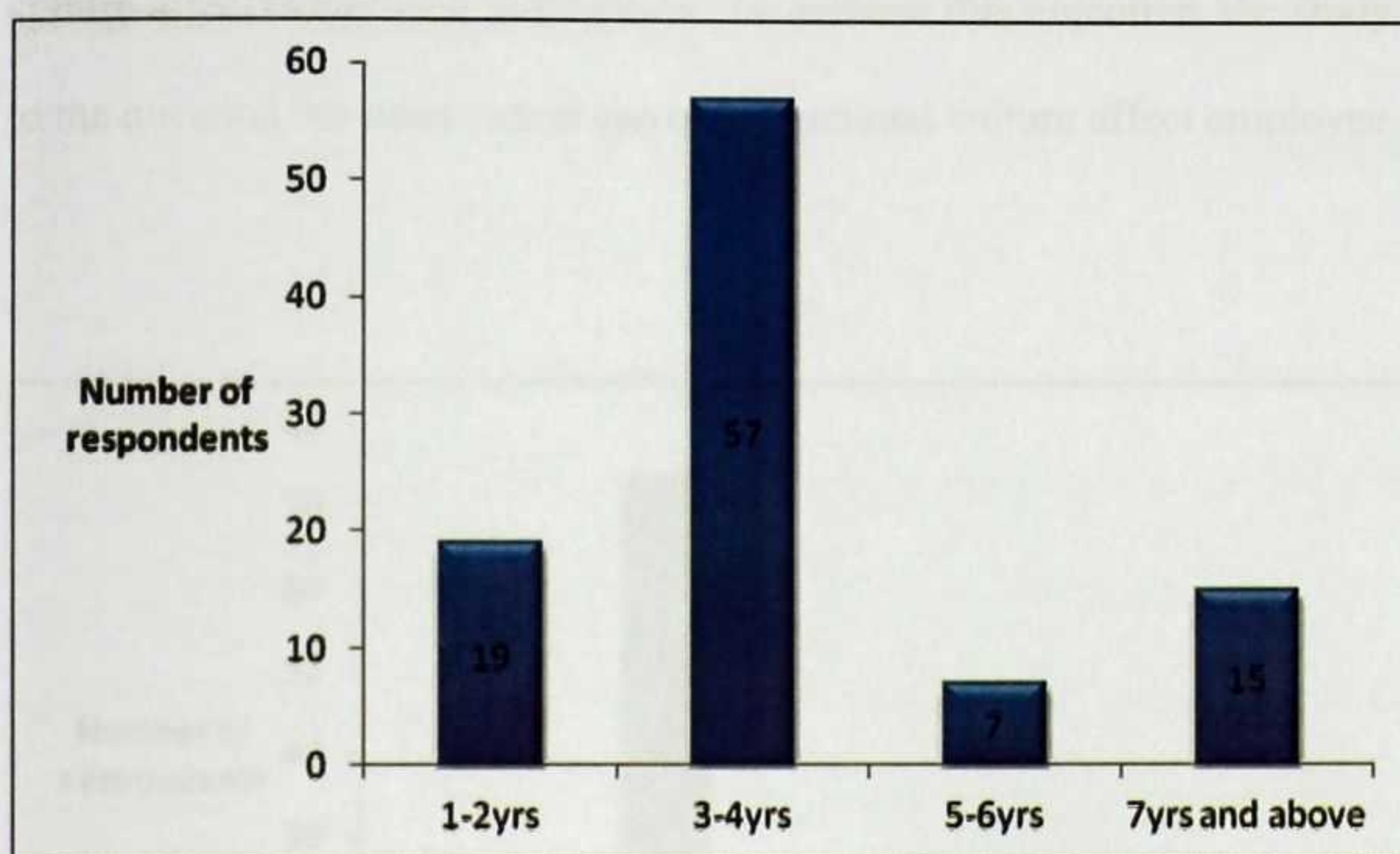
Figure 5: Respondents' Work Experience

Source: Field data, 2013

From the analysis of the data it was found that 19% of the respondents had worked with Ghana

Standard Authority (GSA) for between one (1) and two (2) years. 57% of the respondents were

found to have worked with GSA for between three and four years and 7% of the respondents had

worked with the organisation for between five and six years and 15% of the respondents had

worked with the organisation for seven years and above. From the analysis it was found that

most of the respondents had worked with the GSA for between three and four years.

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Among the objectives which guided the current study is the assessment of how organisational culture affects employee satisfaction. To achieve this objective, the study sought to find answers to the question "to what extent can organisational culture affect employee satisfaction?"
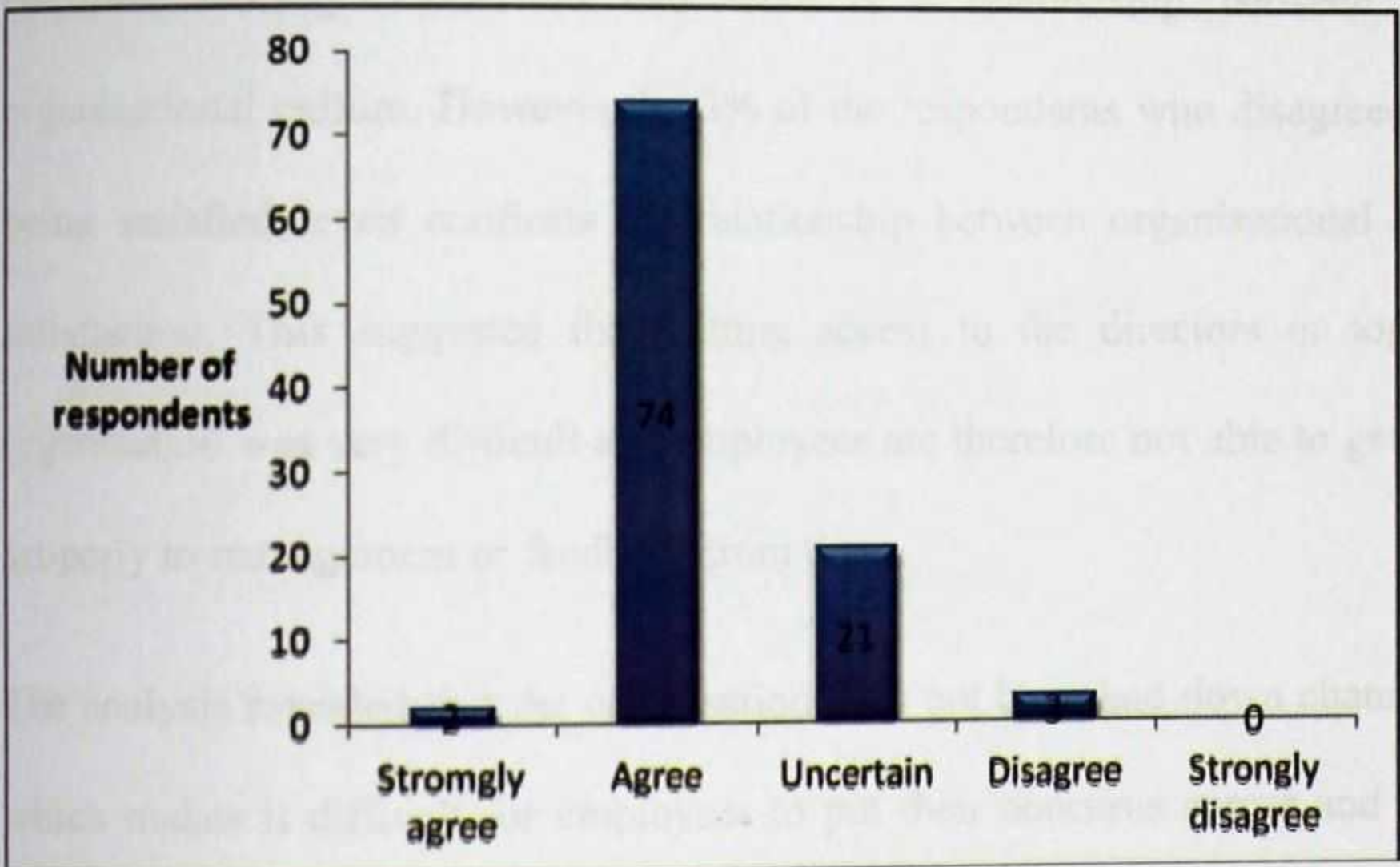
Figure 6: Employee Satisfaction with Channel of Communication

Source: Field data, 2013

The analysis of the data revealed that only 2% of the respondents strongly agree with the assertion that they were satisfied with the channels of communication in the organisation (G.S.A). Seventy-four percent of the respondents were found to agree with the assertion that respondents are satisfied with the channels of communication in the organisation whilst 21% of the respondents were uncertain of their level of satisfaction.

Three percent (3%) of the respondents disagreed and none of the respondents strongly disagreed that they were being satisfied with regards to channels of communication in the organization.

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Kerego and Muthupha (1997) explain that working conditions and channels of communications highly affect job satisfaction.

The analysis also revealed that as much as 76% of the respondents either agreed or strongly agreed that they were satisfied with channels of communication in the organization. This confirms Murphy's assertion that there is a relationship between job satisfaction and organisational culture. However the 3% of the respondents who disagreed with the assertion of being satisfied, even confirms the relationship between organisational culture and employee satisfaction. This suggested that getting access to the directors or top management of the organisation was very difficult and employees are therefore not able to get their messages across properly to management or feedback from them.

The analysis revealed that the organisation does not have laid down channels of communication which makes it difficult for employees to put their concerns across and as a result it makes it difficult for employees to distinguish between authentic information and mere rumors as the only means of communication is the grape vine. It is therefore interesting to notice that this seemingly situation to some extent affected grievances handling procedures. Furthermore, the non-existence of effective communication channel enhanced the occurance of grievances with its associated challenge of demotivating employees.
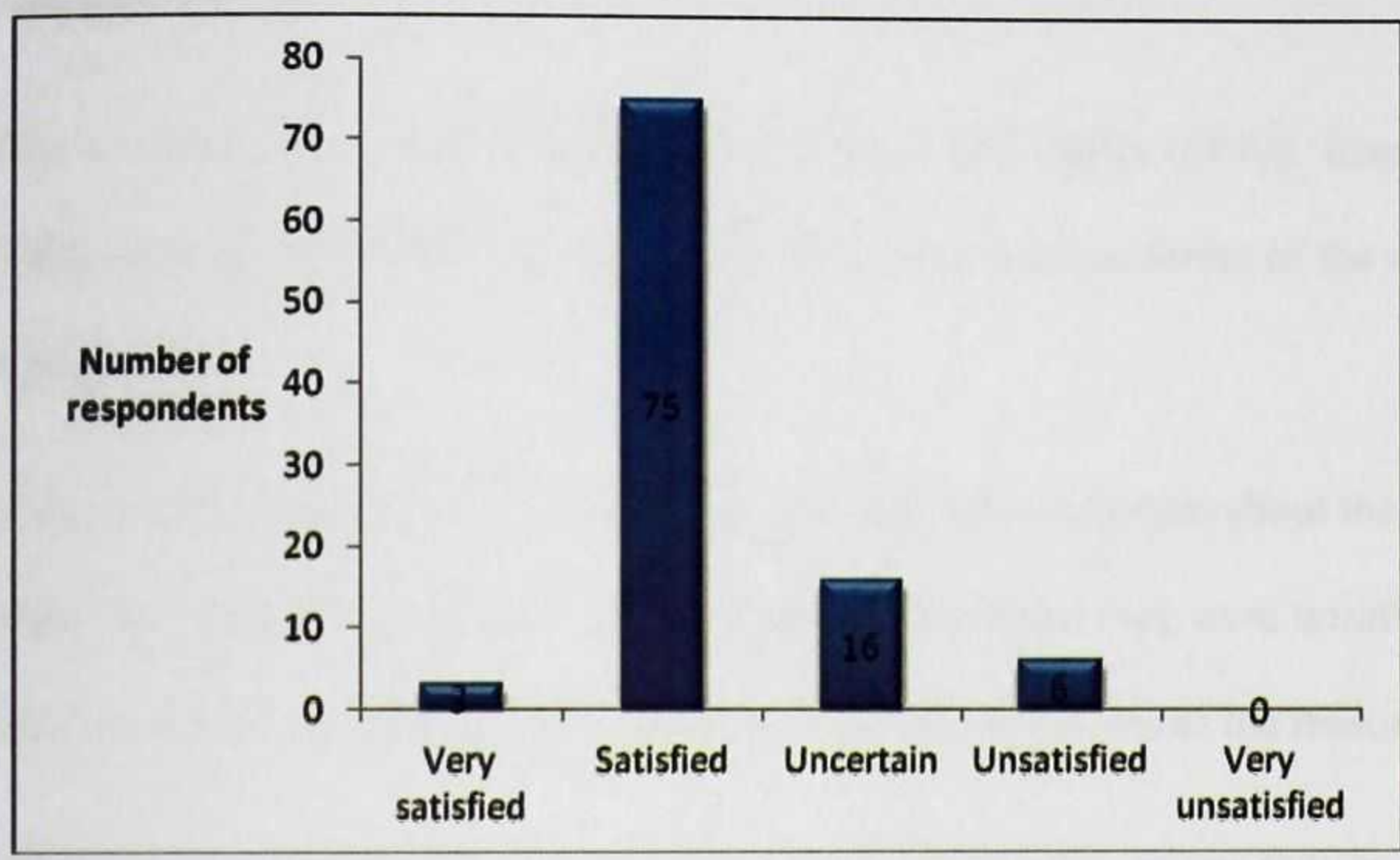
Figure 7: Employee Satisfaction with Organisation

Source: Field data, 2013

Notwithstanding the 3% of the respondents who disagreed with the assertion that they are

satisfied with the communication channels of the organisation as presented in figure 6, the study

found that majority of the respondents were satisfied working with the organisation.

Figure 7 revealed from the analysis of respondent's responses that three (3%) of the respondents

were very satisfied with working with the organisation whilst seventy-five (75%) of the

respondents were satisfied working in the organisation. 16% of the respondents were uncertain of

being satisfied or not and six (6%) of the respondents were unsatisfied with the organisation.

If most of the respondents were satisfied with the communication channel as shown in figures 5

and 6, then the respondents have generally suggested that they are satisfied with the work culture

of their organization, then by extension communication channel partly explains the high satisfaction level.

This confirms the works of authors like Robbert and Reilly (1979), Kram (1985), Greenhaus (1990) and Gorris (2006) who found that there were various forms of the communication in the organisation.

However there were some of the respondents who were uncertain about their satisfaction of their work. The small percentage of the respondents who stated they were unsatisfied with their work cited poor communication between management and employee as the reason.

The analysis therefore supports McHugh et al (1993), who argues that bad and poor culture of the organization will lower the level of job satisfaction of employees.
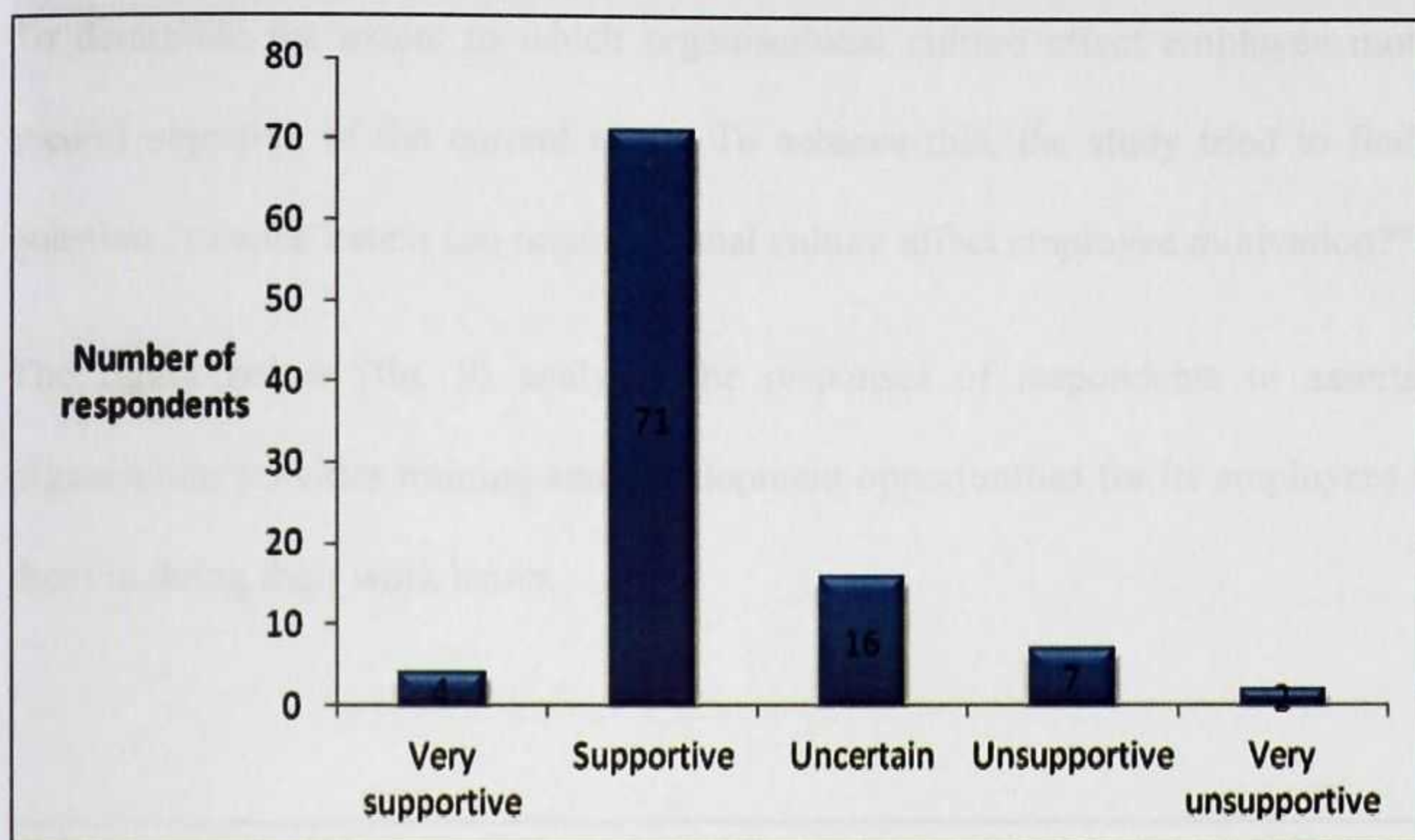
Figure 8: Organisational Support and Employee Motivation

Source: Field data, 2013

Analysis of the data revealed that 4% of the respondents were of the view that the organisation was very supportive in improving the welfare of the employees and 71% stated the organisation is supportive. Jiang and Klein (2000) argue that supportive culture of the organization increases the satisfaction level of the employees. Since majority of the respondents, 75% stated the organisation is supportive or very supportive the analysis can therefore conclude that generally the supportive nature of the organisation enhances the employee satisfaction level. However16% of the respondents were uncertain whilst 7% indicated that the organisation was not supportive in improving their welfare. A small fraction of 2% of the respondents were of the view that the organisation was very or extremely unsupportive of their welfare. The survey therefore reveals the workers of the Ghana Standard Authority (G.S.A) are generally motivated by a supportive organisation.

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To determine the extent to which organisational culture affect employee motivation was the second objective of the current study. To achieve this, the study tried to find answers to the question "to what extent can organisational culture affect employee motivation?"

The figure below (fig. 9) analyses the responses of respondents to assertain whether the organisation provides training and development opportunities for its employees to help motivate them in doing their work better.
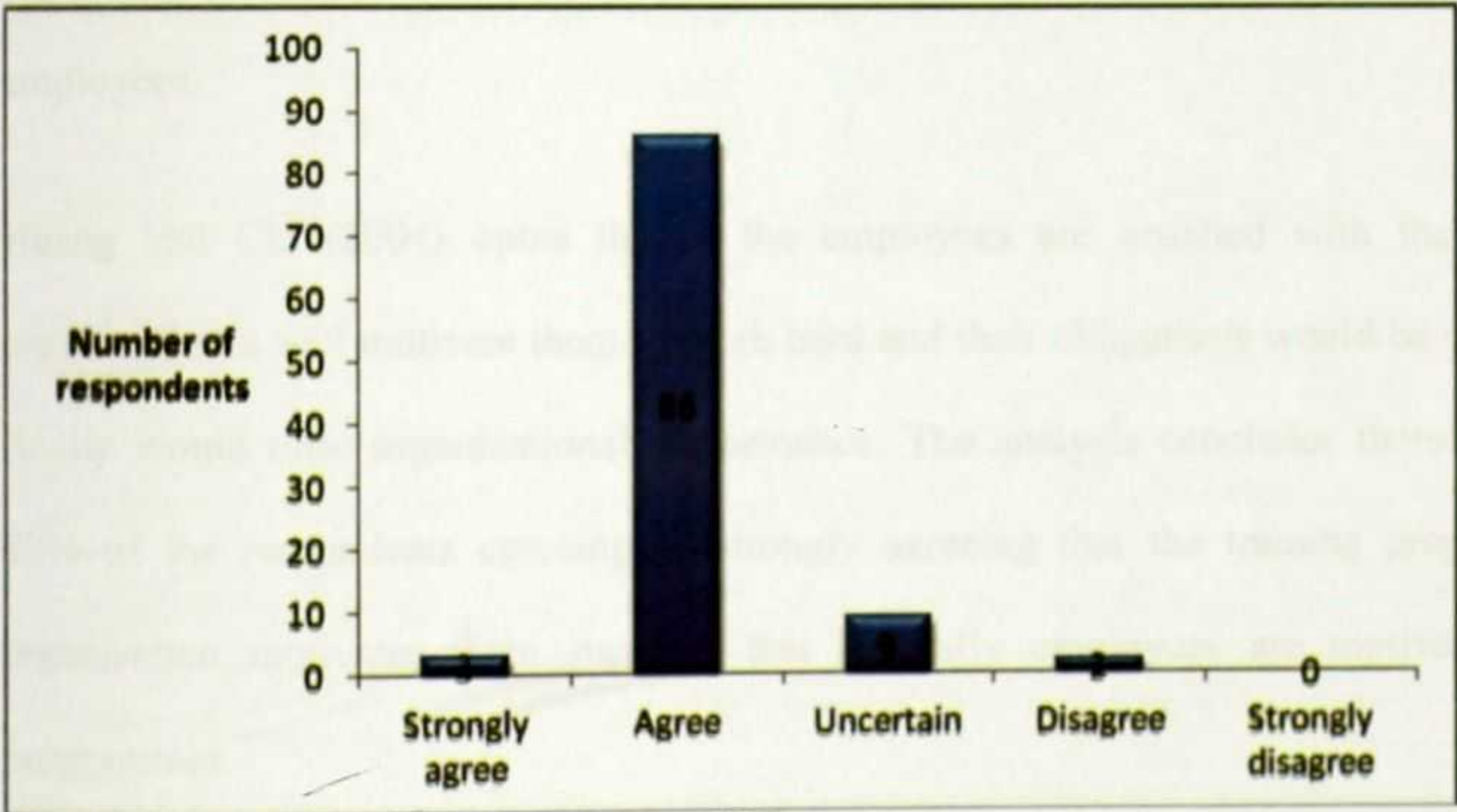
Figure 9: Organisational training and employee motivation

Source: Field data, 2013

As shown in the figure above, the analysis revealed that 3% of the respondents strongly agreed with the assertion that the organisation provides training for its employee whilst eighty-six percent (86%) of the employees agreed. Nine percent (9%) of the respondents were uncertain and two percent (2%) disagreed with the assertion of the organisation providing training

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programmes to improve upon motivation of the workers. None of the respondents however strongly disagreed with the assertion. The analysis found as much as 89% of the respondents either agreeing or strongly agreeing with the assertion that the organisation provide training for its employee.

This is in agreement with Bonstingl, (2001) who suggested that training is essential to increasing employee productivity and explained that the purpose is to yield a group-based suggestion system for solving problems and improving the quality of the system. The training in the organisation is expected to serve as platform to explain the culture of the organisation to the employees.

Huang and Chi (2004) opine that if the employees are satisfied with the culture of the organization it will motivate them to work hard and their obligations would be consistent which finally would raise organizational performance. The analysis concludes therefore that having 89% of the respondents agreeing or strongly agreeing that the training programmes of the organisation motivates them suggests that generally employees are motivated by training programmes.
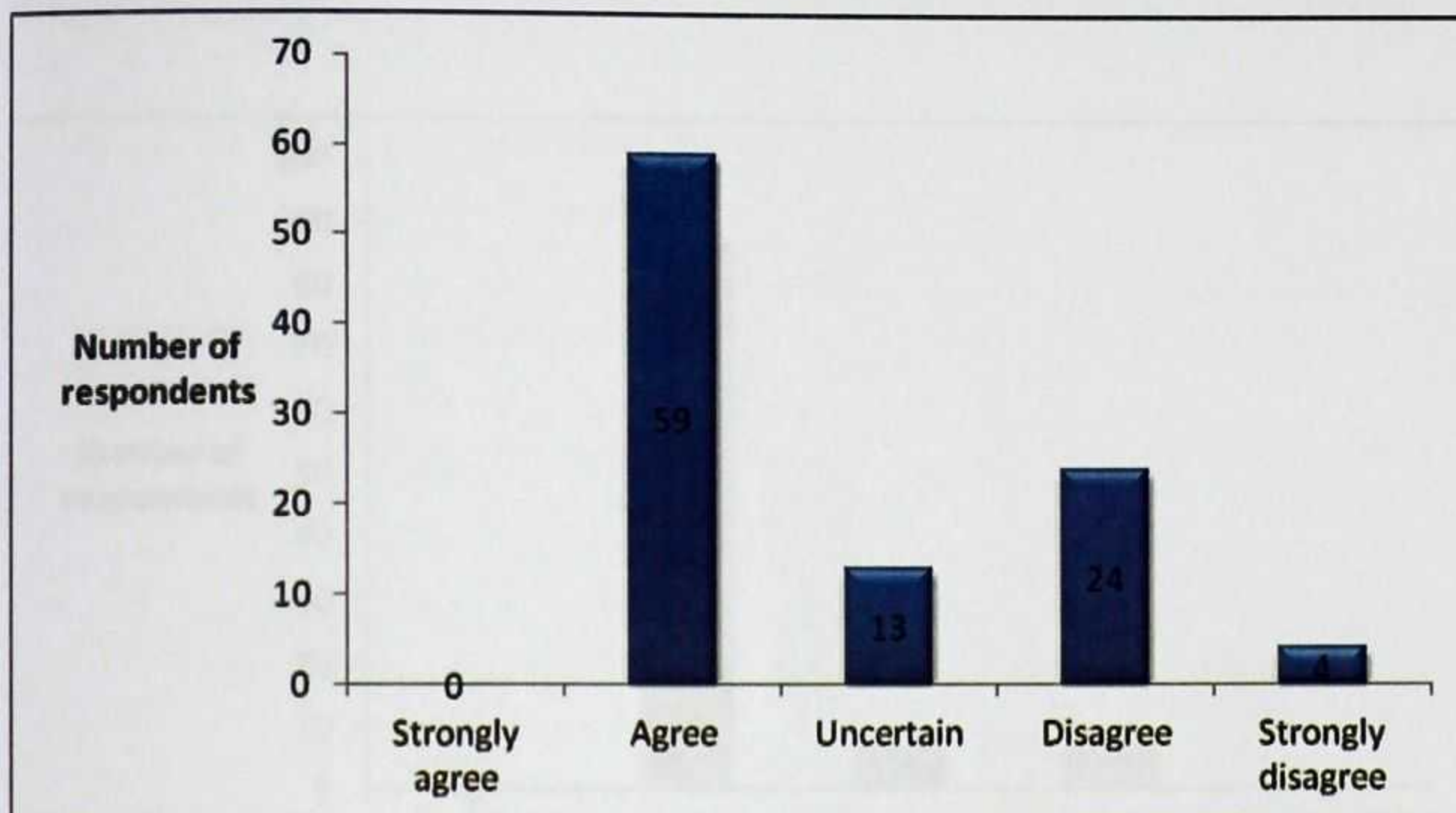
Figure 10: Extra benefits and employee motivation

Source: Field data, 2013

From the analysis of the data, as shown in figure 10, it was found that none of the respondents strongly agreed with the assertion that the organisation rewards employees for extra work. Fifty-nine percent (59%) of the respondents agreed with the assertion that the culture of the organisation allows for high performing employees to be given extra benefit. Thirteen percent (13%) of the respondents were uncertain whereas 24% of the respondents disagreed with the assertion. Four percent (4%) strongly disagreed with the assertion that the culture of the organisation allows employees to be given extra benefit for high performance. The findings of the analysis revealed that to a large extent employees are given extra benefit for high performance. This findings is consistent with Ouchi (1993) who suggested that an organisation needs to remember and reward employees who go extra mile to achieve a higer organisational output.

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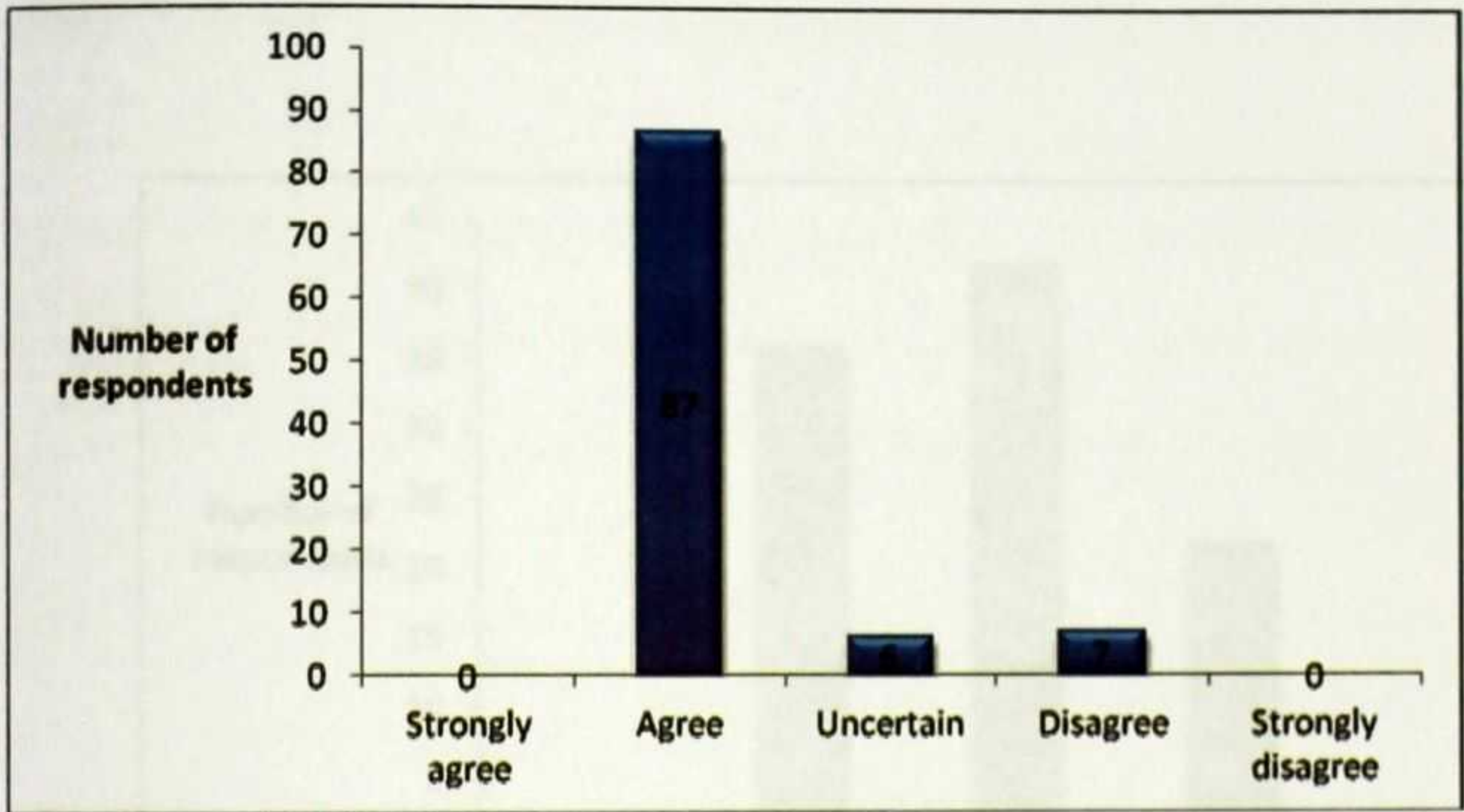
Figure 11: Extra benefit and extra duty

Source: Field data, 2013

Analysing the data revealed that none of the respondents strongly agreed with the assertion that the organisation gives the extra benefit for extra duty. Six percent (6%) of the respondents were uncertain, as shown in figure 11, 7% disagreed with the assertion and none of the respondents strongly disagreed. The study revealed that majority of the respondents were of the view that workers get extra reward for extra duties. Wokers/employees will expect their hard work or extra input to be recognised and rewarded equitably to movitate them to do more and better for the organisation. An organisation which rewards its employees for doing extra work for the organisation is likely to experience high levels of output since its worker/employees are well motivated to do more.

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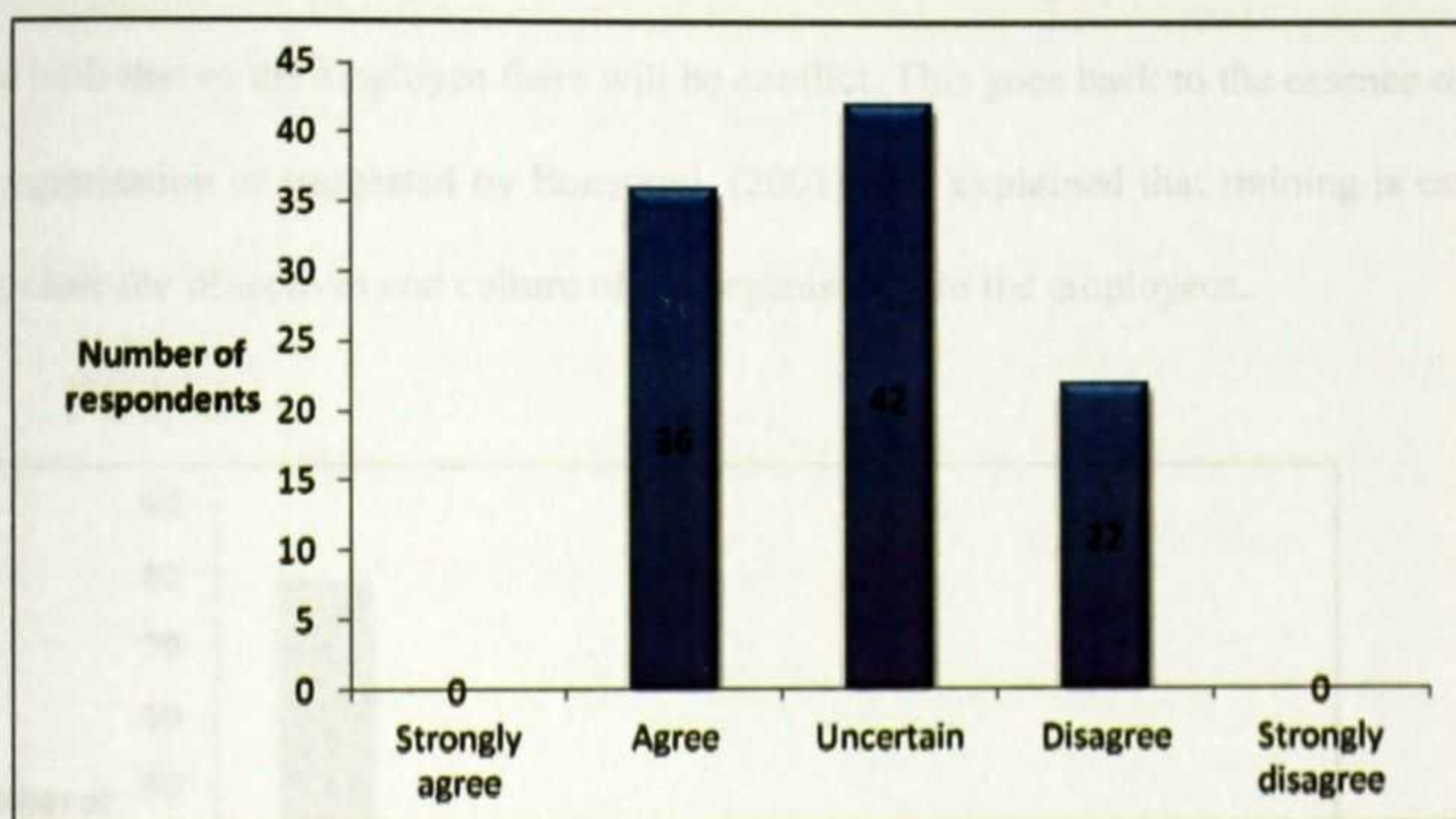
Figure 12: Organisation culture and pursuit of employee interest

Source: Field data, 2013

Ouchi (1982) contends that there is only one way to motivate, that is, to allow employees the

space to pursue their personal interest. From the evidence as shown in figure 12, none of the

respondents strongly agreed with the assertion that the organisation allows employees to pursue

their personal interest. However 36% of the respondents agreed with the assertion and 42% were

uncertain. Twenty-two percent (22%) of the respondents disagreed and none strongly disagreed

with the assertion. The analysis revealed that a sizeable number of respondents agree, implying

that such respondents are well motivated by the culture of the organisation whereas those who

disagreed are not motivated. The probable reason may be that in an attempt to get employees to

conform to the culture of the organisation, some employees feel the pursuit of their personal

interest is being sacrificed such are those who stated the organisation does not allow for the pursuit of personal interest. Some other employees may be comfortable with the culture and will have no difficulty complying. This suggests that when the organisational culture is in sharp contrast with that of the employee there will be conflict. This goes back to the essence of training in the organisation as suggested by Bonstingl, (2001) who explained that training is essential in making clear the objectives and culture of the organisation to the employees.
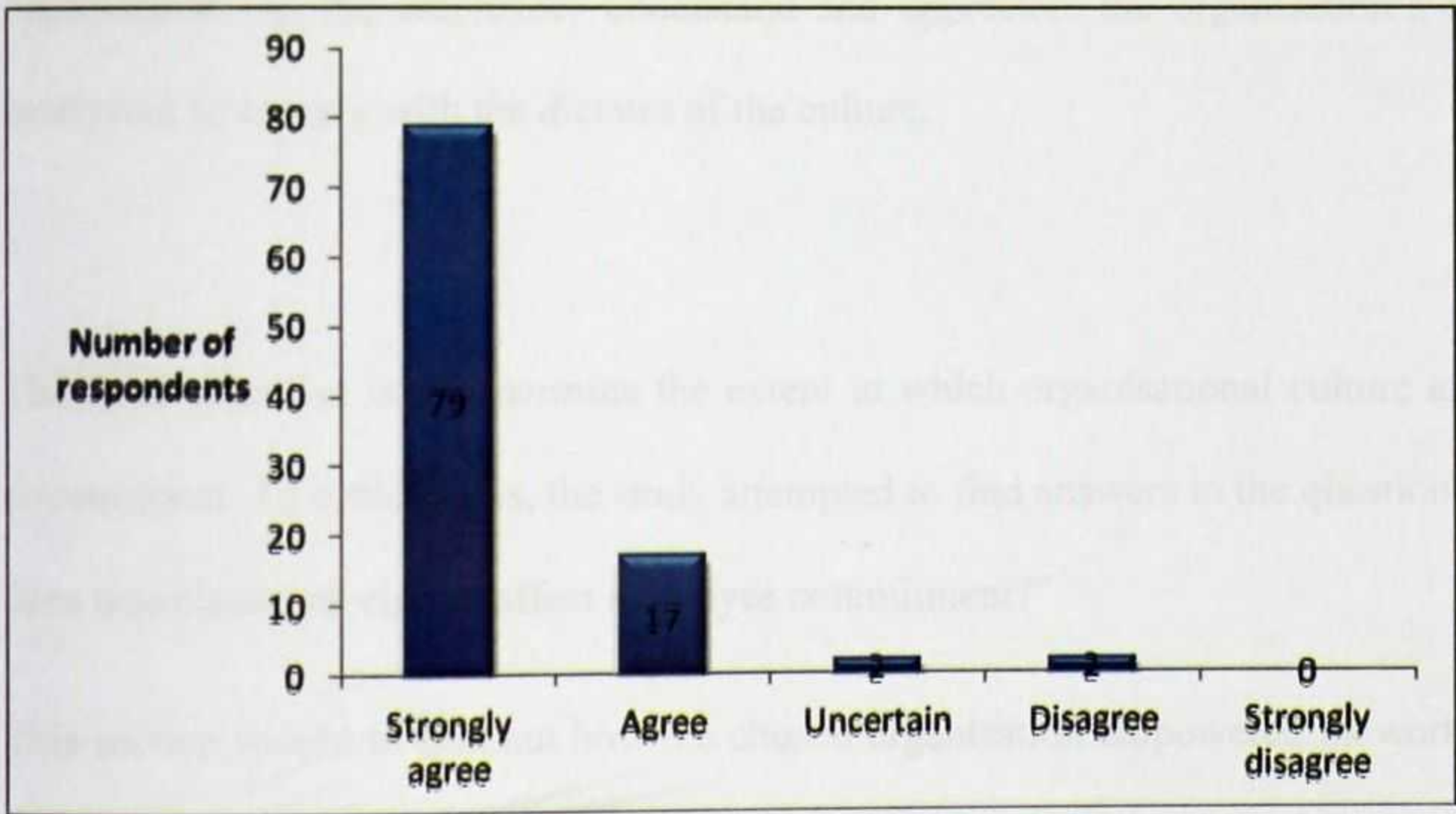
Figure 13: Skill training and employee motivation

Source: Field data, 2013

Training is expected to improve the skill of the employee to be able to perform better on the job. As suggested by Bonstingl (2001) training is directed toward getting to know the organisation, its objectives, problems, and overall resources. Figure 13 suggests that ninety-eight percent (98%) of the respondents benefit from organizational training as a way to increase their capacity

to work and to motivate them. In consonance with Lawler (1996), the analysis found out that the organisation trains and develops the capacity of its employees at all levels.

William Ouchi (1982) in the application of theory Z suggested that training entails so many aspects and these aspects are important for the organisation.

The analysis of the data revealed that the training programmes organised for the employees entail organisational planning and processes which is core to understanding the culture of the organisation. As the employees understand and appreciate the organisation's culture they are motivated to comply with the dictates of the culture.

The third objective is to determine the extent to which organisational culture affects employee commitment. To achieve this, the study attempted to find answers to the question "to what extent does organisational culture affect employee commitment?"

This section sought to find out how the chosen organisation empowered its workers, through its developed or already existing structure, to improve upon productivity and even upon the personal lives of its workers. It also sought to find out how involved workers of the organisation were in decision making at various levels.
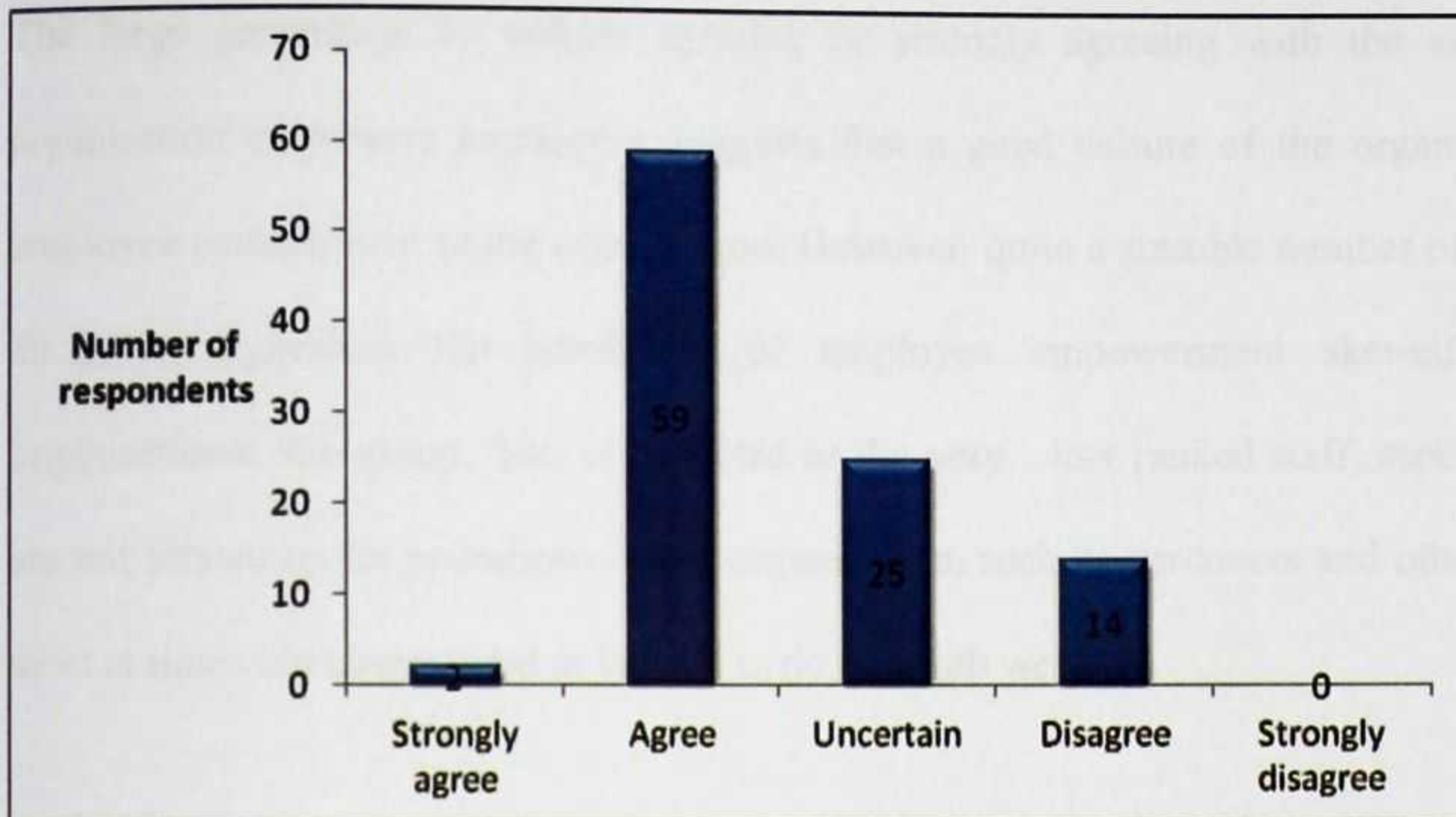
Figure 14: Organisational culture and empowerment

Source: Field data, 2013

The analysis of the data, as shown in the figure above, revealed that 2% of the respondents strongly agreed with the assertion that the organisation empowers employees and build the organisation around them. Majority of the respondents, which was fifty-nine percent (59%), agreed with the assertion whilst 25% of the respondents were uncertain. Fourteen percent (14%) of the respondents disagreed with none of the respondents strongly disagreeing.

As suggested by Lawler (1996), the culture of an organization dictates how to empower employees and build an organisation around them. He further suggested that building the organisation around the employees make the employees feel they own part of the organisation and therefore get more committed to the organisation.

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The large percentage or wokers agreeing or strongly agreeing with the assertion that the organisation empowers employees suggests that a good culture of the organisation enhances employee commitment to the organisation. However, quite a sizeable number of the respondents disagree, suggesting the possibility of employee empowerment skewed to favour an organisational sub group. This is expected as the very low ranked staff, especially those who are not related to the operations of the organization, such as gardeners and other unskilled staff most at times not empowered to be able to do their job well.
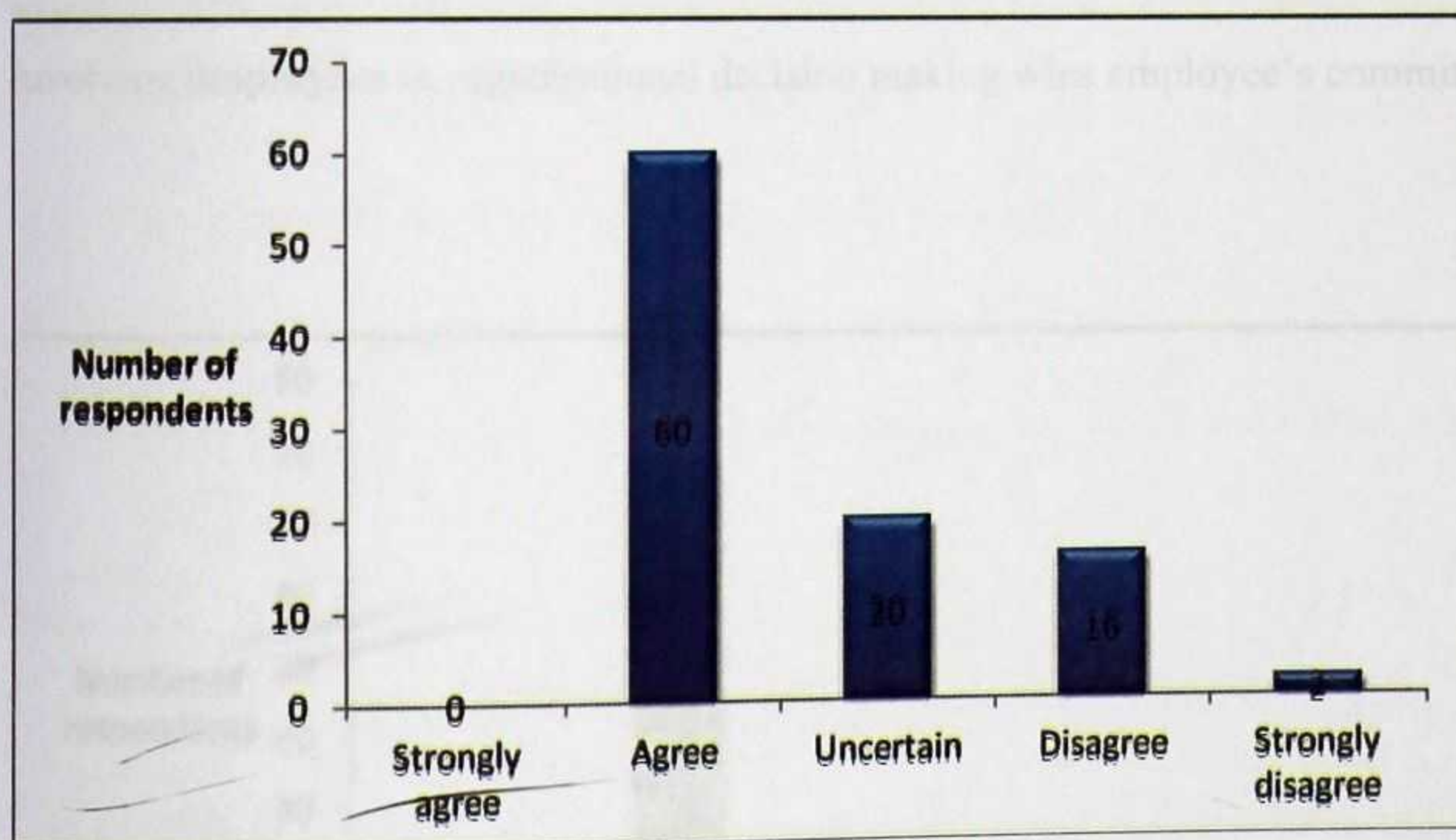
Figure 15: Organisational culture and decision making

Source: Field data, 2013

Analysing the data on the responses to the question of decision making in the organisation revealed that ninety-eight (98) out of the hundred (100) respondents answered the question and

none of the respondents strongly agreed with the assertion that the employees are involved in decision making in the organisation. Sixty percent of the respondents agreed with the assertion which is not surprising, shown in figure 15, it clearly indicates that the employees are empowered. This suggests that the employees are involved in every aspect of the organisation. Such workers will certainly be committed to the organisation as they see themselves as partners in the organisation. Twenty percent of the respondents were uncertain and 16% disagreed whilst 2% strongly disagreed. Generally 18% of the respondents were of the view that the employees were not involved in the decision making process. This group may represent those who feel their capabilities cannot be part of the decision making process. The analysis therefore shows that involving employees in organisational decision making wins employee's commitment.
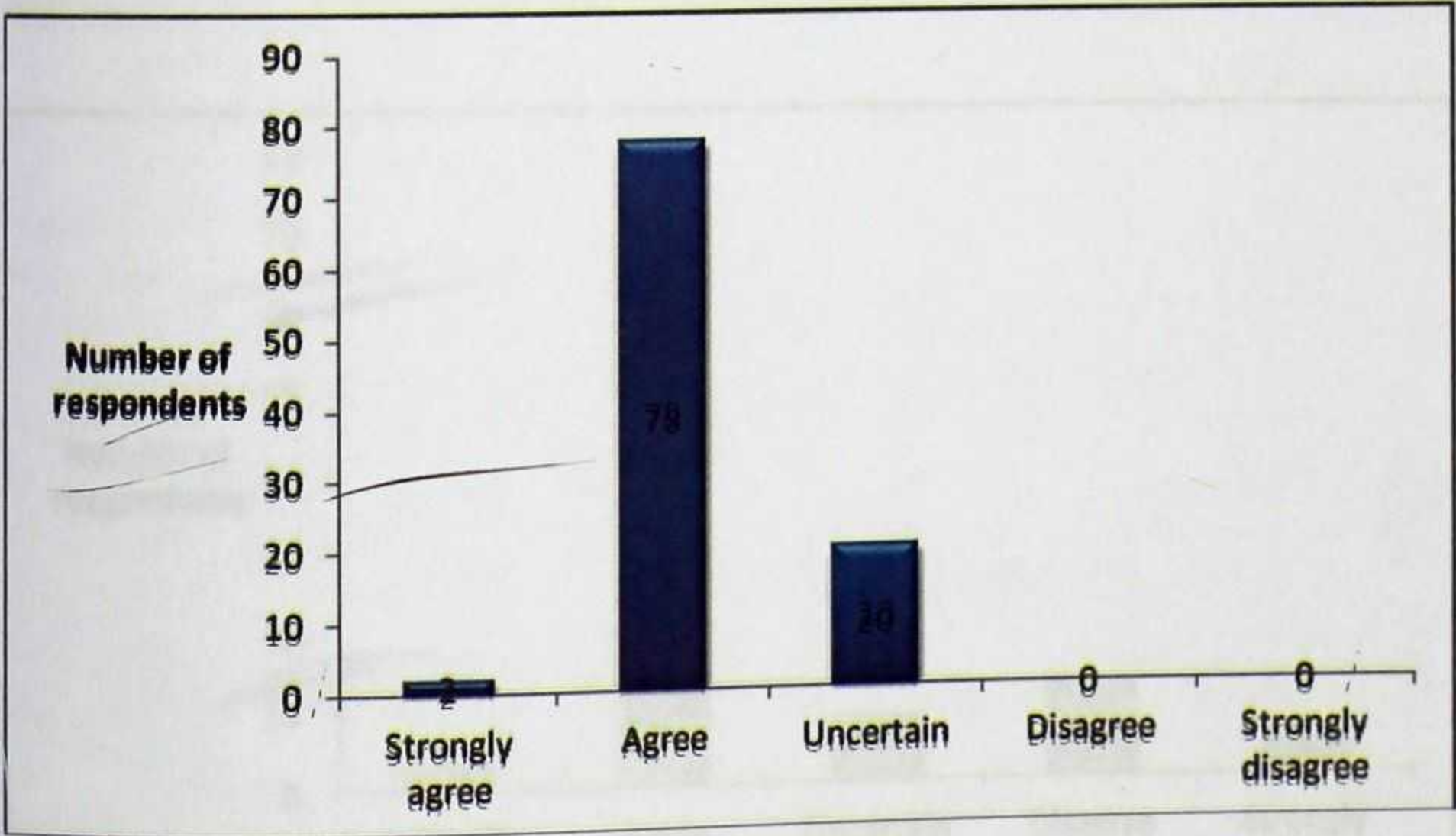
Figure 16: Organisation culture and leadership style

Source: Field data, 2013

Figure 16 shows how workers of the organisation (G.S.A) assess or view the leadership style being exhibited by their superiors and management in general.

The analysis of the responses on the leadership style of the organisation revealed that two percent (2%) of the respondents strongly agree with the assertion that they are comfortable with the leadership style of the organisation and 78% of the respondents agreed whilst the remaining 20% were uncertain. None of the respondents however disagreed nor strongly disagreed. Sergiovanni and Cobally (1984), found leadership style to be related to commitment and determined by the organisational culture. The findings of the analysis therefore shows that as much as 89% of the respodents are comfortable with the leadership style in the organisation and this gives an indication of their approval of the organisational culture and also gives an indication of a high commitment of the worker to the organisation.
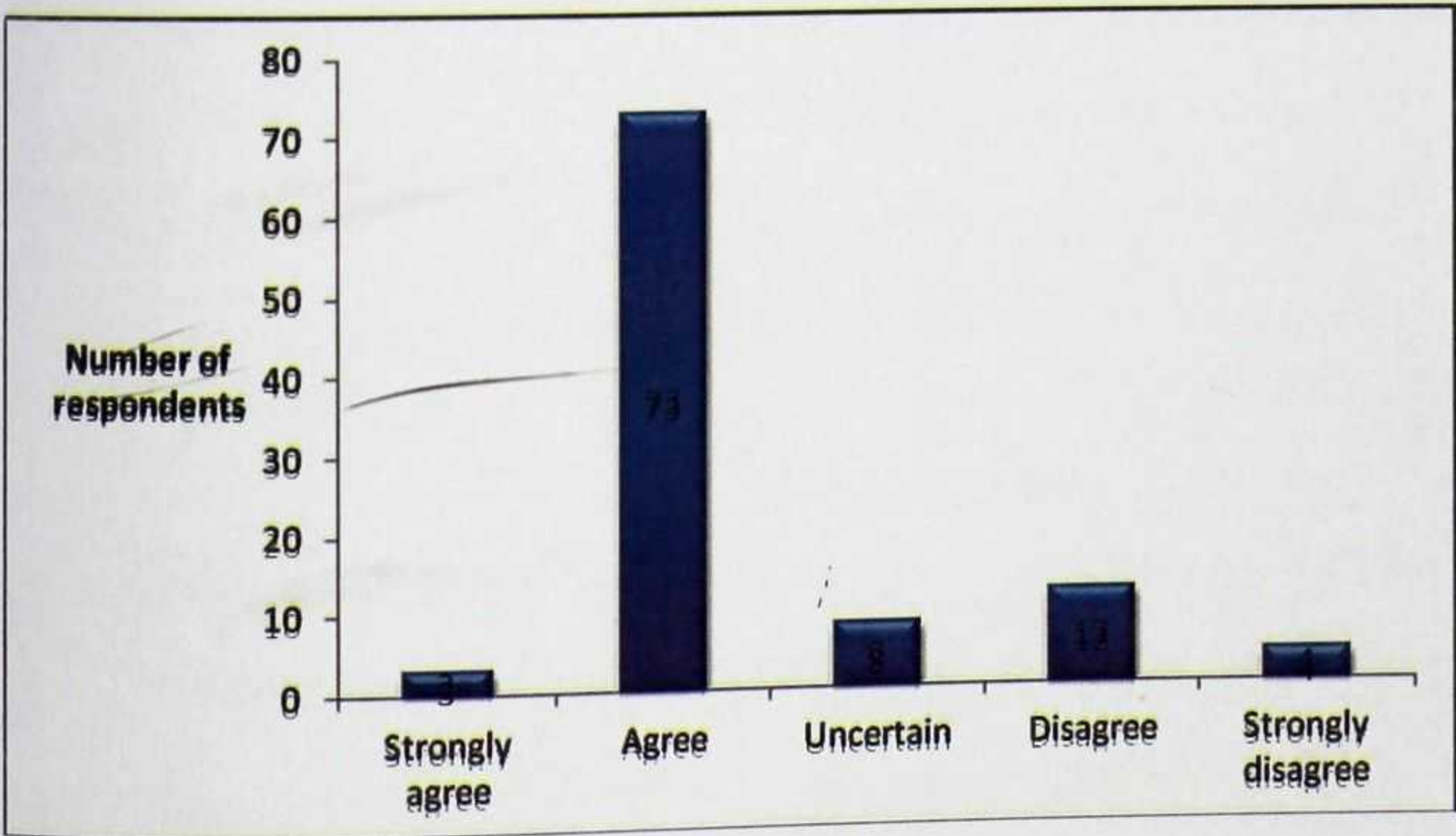
Figure 17 Organisational culture and work environment

Source: Field data, 2013

Figure 17 gives an analysis of how suitable the organization has structured the working environment to enable workers perform their duties in comfort and safety.

The analysis of the data revealed that 3% of the respondents strongly agree with the assertion that the working environment is conducive. 73% of the respondents agreed with the assertion and 8% were uncertain. 12% of the respondents disagreed and 4% strongly disagreed. Brewer (1993) has suggested that the working environment created by the culture of the organisation is very important in determining the employee commitment level. From figure 17 seventy-six per cent of the respondents were of the opinion that the working environment is conducive, it will suggest a conformity with Brewer that the employee working environment positively influences the employee commitment level.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

In this Chapter, the main findings of the research are presented based on data collected during

the research and available literature. Further, recommendations and conclusions are drawn based

on the findings and the objectives of the research.

5.1 Summary

As stated in chapter one of this studies, the aim of the study was to determine the effect

organisational culture has on the performance of the organisation. The study was aimed at

answering the following questions:

1. To what extent can organisational culture affect employee satisfaction?

2. To what extent can organisational culture affect employee motivation?

3. To what extent can organisational culture affect employee commitment?

Based on the analysis of the responses to the questionnaire that was handed to the respondents

who were employees of Ghana Standard Authority, the findings of the study were as follows:

The analysis revealed that the organisation does not have laid down channels of communication

which makes it difficult for employees (at lower levels) to put their concerns across. As a result

of this, it becomes difficult for employees to distinguish between authentic information and mere

rumors as the only means of communication is the grape vine. The lack of communication

channels was found to be exploited by heads of departments to sensor information from their departments to management to their advantage and at the peril of their subordinates. Generally the culture of the organisation was found to promote a supportive working environment for enhancing employee satisfaction.

The study found that one of the cardinal principles of the organisational culture is to promote training of its employees. Emphasis of the training was on understanding the objectives of the organisation, its values and norms. The culture of the organisation was also found to encourage skill training to boost the capacity of its employees. These were found to motivate the employee to work harder. As part of the motivation package, the study found the culture of the organisation to reward employees who go the extra mile to create value for the organisation. This was found to serve as a motivation to workers of the organisation to put in their best. The culture of the organisation was found to run contrary to some sub group culture which de-motivated such group to the extent that personal interest of such employees could not be realised. However, those who could conform with the culture found it to be motivating to them to realise their personal interest.

The organisational culture was found to promote employee capacity building. The objective of this was to find out what strategy the organization to build the organisation around its employees. This was found to have earned the commitment of the employees. However the study also found that capacity building in the organisation was not across board as a relatively small number in the organization were not enjoying this. Employees were found to be involved in decision making which made employees core members of the organisation. This explains why the culture promotes empowering employees. The study also found that the organisational culture promotes

leadership style that wins the commitment of employees and also creates the environment that improves the commitment of employees.

5.2 Conclusions

In conclusion, the study shows that culture of an organisation affects performance of the the employees and the overall performance of the organisation. The study, however, indicates that the direction of the effect is dependent on how organisational culture influences employee satisfaction, employee motivation and employee commitment.

The findings reveal that an organisation with a culture which supports the welfare of its employees also improves the job satisfaction of employees. Also a culture that promotes training of employees, rewarding high performing staff and allows the pursuant of employee interest motivates employees. Organisational culture positively influence employee commitment if the culture empowers employees, involves employees in decision making and generally provides a leadership style that provides a conducive working environment.

5.3 Recommendations

It is recommended that Ghana Standard Authority put in place mechanisms to streamline the communication channels of the organisation to allow employees put their concerns across to management. For instance, a forum can be organized once or twice a year to allow workers to put their concerns across to the top management of the organisaton. And also to allow

management the opportunity to give out information to workers. This per the findings of the studies is expected to increase the job satisfaction of employees.

It is also being recommended that the organsation puts in some effort in helping more workers realise their personal interest. This can be done by sending out a questionnaire every quarter to enable workers bring out the areas of interest which they would like to develop.

The study also recommends that more efforts be made to strengthen the culture of the organisation and direct it at improving job satisfaction, improve motivation and enhance employee commitment.

To deal with subgroup culture, the study recommends continuous training to enlighten employees on the values of the organization. This is expected to allow employees to embrace the culture of its people, by this it will become easier for the employees to appreciate the culture of the organization.

It is suggested that future studies on the effect of organisational culture concentrate on one of the variables considered in the study. Thus future studies for example can look at the effect of organisational culture on employee satisfaction, employee commitment or employee motivation. This is expected to help organisations to know which of the behavioural variable is best influenced by the culture of the organisation.

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APPENDIX

Instructions: Please select the appropriate box

<div align="center">

SECTION ONE (1)

DEMOGRAPHICS

</div>

1. Gender:

a. Male ☐   b. Female ☐

2. Age:

a. 18 – 25yrs ☐   b. 26 – 33yrs ☐   c. 34 – 39yrs ☐   d. 40 – 47yrs ☐

e. 48 and above ☐

3. Educational Qualification

a. SSSCE ☐   b. University degree ☐   c. HND ☐   d. Diploma ☐

e. if others, please specify..

4. Marital Status:

a. Single ☐   b. Married ☐   c. Divorced ☐   d. Widowed ☐

5. Work Experience:

a. 1 – 2yrs ☐   b. 3 – 4 yrs ☐   c. 5- 6yrs ☐   d. 7 and above ☐

Organizational Culture and Job Satisfaction

6. I am very satisfied with the channels of communication.

Strongly Agree [ ]   Agree [ ]   Uncertain [ ]   Disagree [ ]   Strongly Disagree [ ]

7. If you selected Disagree or Strongly Disagree, state what you do not like about the channel of communication in the organization.

....

....

....

What is your satisfaction?

9. How satisfied are you with the working in your organization.

Very satisfied [ ]   Satisfied [ ]   Uncertain [ ]   Unsatisfied [ ]   Very unsatisfied [ ]

10. If you selected unsatisfied or very unsatisfied, state the aspect of working condition you do not like ....

....

....

11. How supportive is the organization in improving your welfare?

Very supportive [ ]   Supportive [ ]   Uncertain [ ]   Unsupportive [ ]   Very unsupportive [ ]

SECTION THREE (3)

Organizational Culture and Employee Motivation

12. The organization provides training opportunities for its employees.

Strongly Agree [ ]   Agree [ ]   Uncertain [ ]   Disagree [ ]   Strongly Disagree [ ]

13. The culture of the organization allows for high performing staff to receive extra benefits.

Strongly Agree [ ]   Agree [ ]   Uncertain [ ]   Disagree [ ]   Strongly Disagree [ ]

14. The organization gives me extra benefits for extra duty.

Strongly Agree [ ]   Agree [ ]   Uncertain [ ]   Disagree [ ]   Strongly Disagree [ ]

15. The organization allows you to pursue your interest.

Strongly Agree [ ]   Agree [ ]   Uncertain [ ]   Disagree [ ]   Strongly Disagree [ ]

16. The organization organizes skill training for employees to upgrade skills of employee
Strongly Agree [ ]   Agree [ ]   Uncertain [ ]   Disagree [ ]   Strongly Disagree [ ]

17. If you selected agree or strongly agree, please what does the training entail?

Select all that apply

Organizational process [ ]

Planning process   [ ]

Others, please specify...
....
....

SECTION FOUR (4)

Organization Culture and Employee Commitment

18. The organization empowers employees and builds the organization around them.

Strongly Agree [ ]   Agree [ ]   Uncertain [ ]   Disagree [ ]   Strongly Disagree [ ]

19. The organization involves employees in decision making.

Strongly Agree [ ]   Agree [ ]   Uncertain [ ]   Disagree [ ]   Strongly Disagree [ ]

20. I am comfortable with the leadership style of the organization.

Strongly Agree [ ]   Agree [ ]   Uncertain [ ]   Disagree [ ]   Strongly Disagree [ ]

21. The work environment is conducive for me.

Strongly Agree [ ]   Agree [ ]   Uncertain [ ]   Disagree [ ]   Strongly Disagree [ ]