

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**COLLEGE OF HUMANITIES AND SOCIAL SCIENCES**

**KNUST SCHOOL OF BUSINESS**

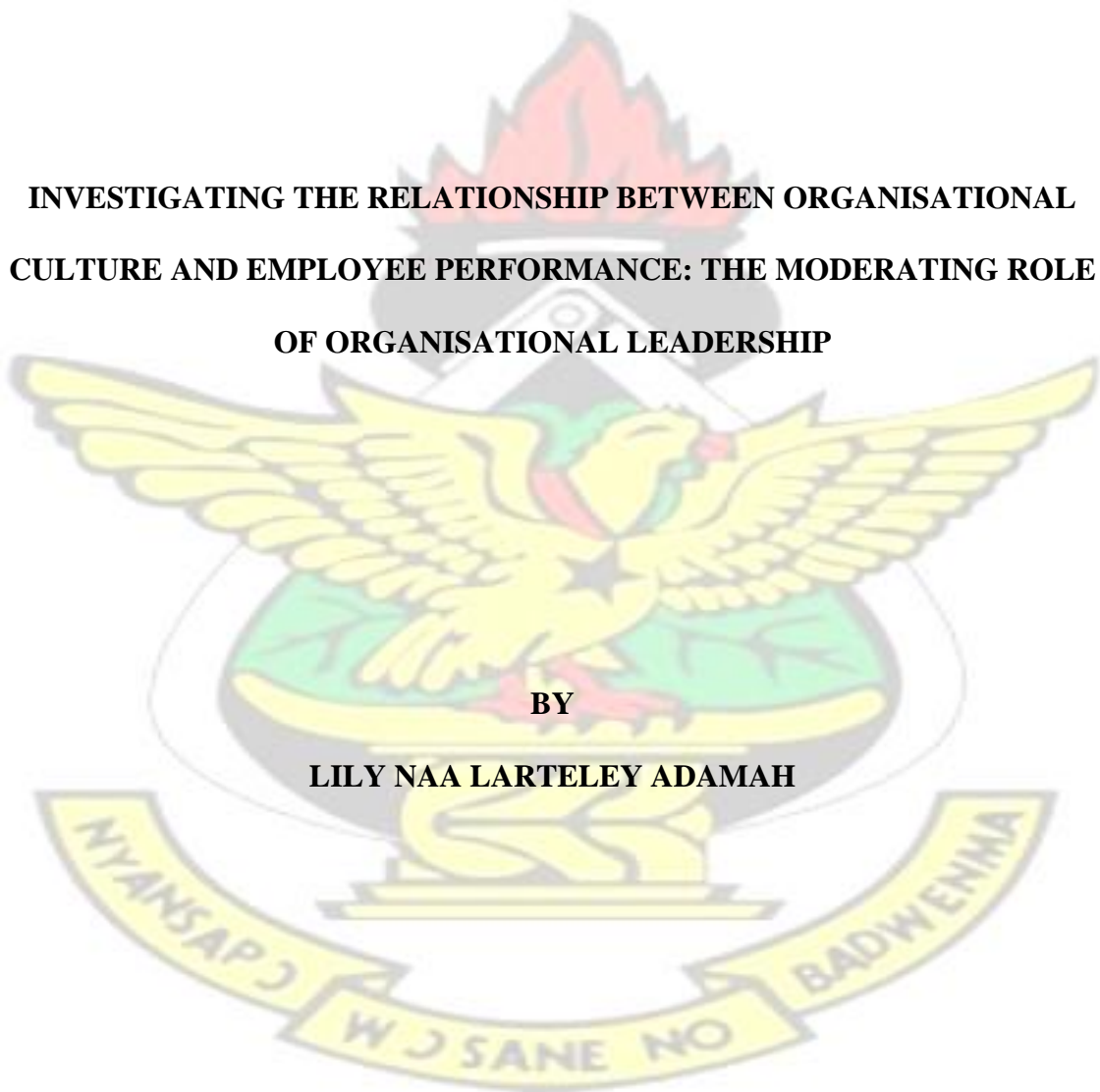
**DEPARTMENT OF MARKETING AND CORPORATE STRATEGY**

**KNUST**

**INVESTIGATING THE RELATIONSHIP BETWEEN ORGANISATIONAL  
CULTURE AND EMPLOYEE PERFORMANCE: THE MODERATING ROLE  
OF ORGANISATIONAL LEADERSHIP**

**BY**

**LILY NAA LARTELEY ADAMAH**



**NOVEMBER 2023**

## DECLARATION

'I hereby declare that this submission is my own work towards the "MBA STRATEGIC MANAGEMENT AND CONSULTING" degree and that, to the best of my knowledge and belief, 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 the text.'

Lily Naa Larteley Adamah .....

(PG3956520)

Signature

Date

Certified by:

Dr. Joseph Owusu .....

(Supervisor)

Signature

Date

Certified by:

Prof. Ahmed Agyapong .....

(Head of Department)

Signature

Date

## ACKNOWLEDGEMENT

I am grateful to the Almighty God for his grace and mercy throughout the conduct of this thesis. I appreciate my supervisor, Dr Joseph Owusu for his patience, guidance and motivation throughout the study. I also say a big thank you to my family and friends for their prayers and support, both financially and morally. I thank all beloved ones who encouraged and supported me, I am grateful for their well-wishes.



## ABSTRACT

The purpose of this study was to investigate the relationship between organizational culture and employee performance, with a focus on the moderating role of organizational leadership. The sample size of the study consisted of 200 staff members from CSIR-FORIG, out of a population size of 350. A structured close-ended questionnaire was used to collect data from the participants. The data was analyzed using SPSS version 21.0 and presented in tables showing the means and standard deviation. The study revealed that organizational beliefs, norms, and values significantly impact employee performance. Specifically, the study found that strong belief systems, religious activities, and morale support programs positively impact employee performance. Outcome orientation, promoting trust among employees, and providing a stabilized culture were identified as significant norms that enhance employee performance. Additionally, innovation, valuing human resources, and fostering unity among employees were found to be important organizational values that positively affect employee performance. The study also found that organizational leadership has a significantly positive effect on employee performance and that it moderates the relationship between organizational culture and employee performance. The study recommends that management establish morale support programs, promote trust among employees, and provide a stabilized culture to enhance employee performance.

## DEDICATION

This thesis is dedicated to the Almighty God for giving me the knowledge and understanding to undertake such insightful research. Also, I dedicate this book to my parents and my lovely siblings.

# KNUST



## TABLE OF CONTENT

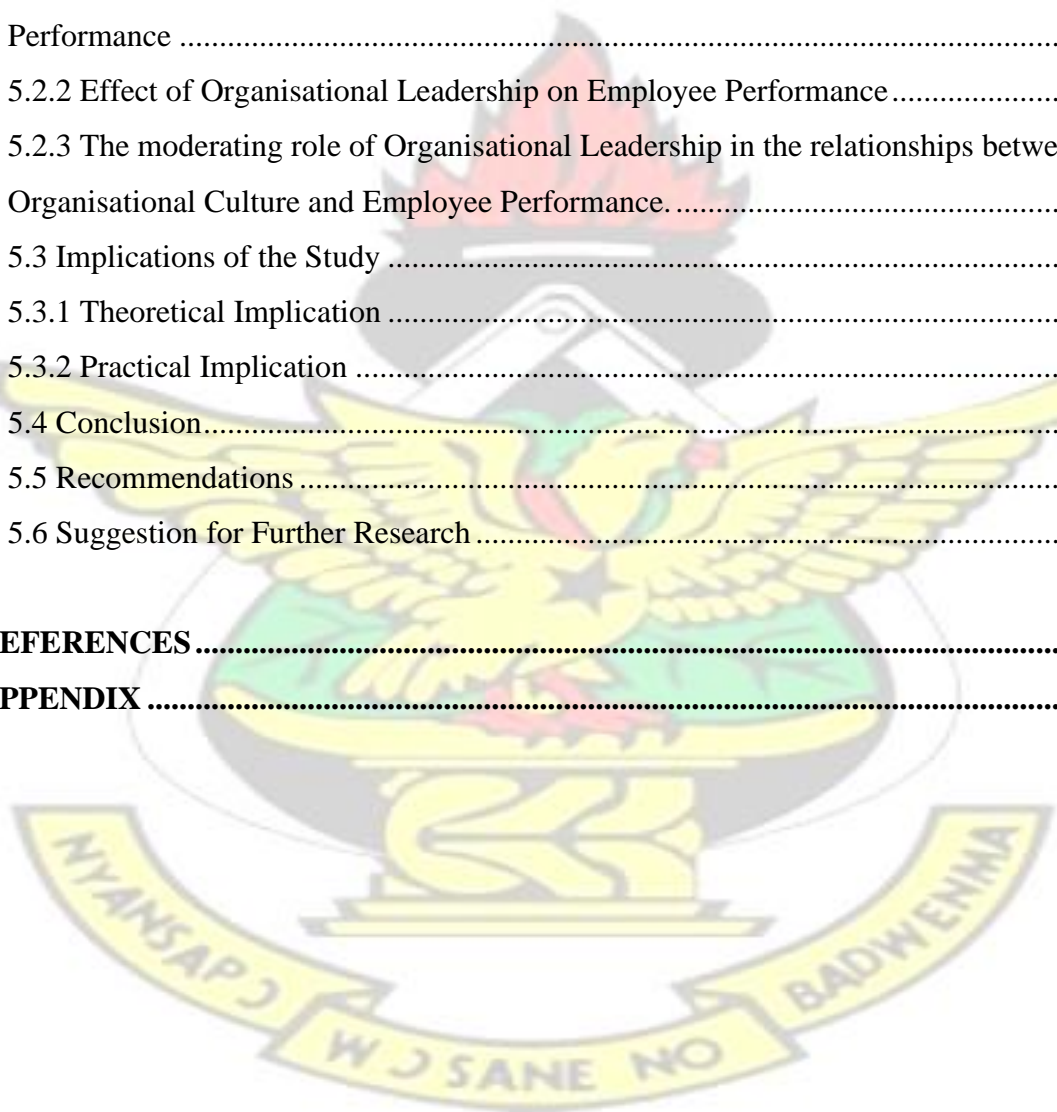
<b>DECLARATION</b> .....	<b>ii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iii</b>
<b>ABSTRACT</b> .....	<b>iv</b>
<b>DEDICATION</b> .....	<b>v</b>
<b>TABLE OF CONTENT</b> .....	<b>vi</b>
<b>LIST OF TABLES</b> .....	<b>x</b>
<b>LIST OF FIGURES</b> .....	<b>xi</b>
<b>LIST OF ACRONYMS</b> .....	<b>xii</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background to the Study .....	1
1.2 Problem Statement .....	4
1.3 Research Objectives .....	5
1.3.1 General Objectives .....	5
1.3.2 Specific Objectives.....	6
1.4 Research Questions .....	6
1.5 Justification of the Study.....	6
1.6 Summary of Research Methodology.....	7
1.7 Scope of the Study.....	8
1.8 Limitations of the Study .....	8
1.9 Organisation of the Study.....	9
<b>CHAPTER TWO</b> .....	<b>10</b>
<b>LITERATURE REVIEW</b> .....	<b>10</b>
2.0 Introduction .....	10
2.1 Conceptual Review .....	10
2.1.1 Employee Performance .....	10
2.1.1.1 Dimensions of Employee Performance .....	11
2.1.1.2 Importance of Employee Performance.....	15
2.1.1.2.1 Employee Performance Enables Organisations to achieve their Goals .....	15
2.1.1.2.2 Employee Performance Creates a Positive Work Environment.....	15

2.1.1.2.3 Employee Performance Measures Employee Growth.....	16
2.1.1.2.4 Employee Performance Establishes Team Trends .....	16
2.1.1.3 Determinants of Employee Performance .....	16
2.1.1.3.1 Management Styles .....	17
2.1.1.3.2 The Corporate Culture.....	17
2.1.1.3.3 The Digital Work Environment.....	18
2.1.1.3.4 The Physical Work Environment .....	18
2.1.1.3.5 Day-to-Day Job Duties and Workflows .....	18
2.1.1.4 Measurement of Employee Performance .....	19
2.1.1.4.1 360-Degree Feedback.....	19
2.1.1.4.2 Measure employee performance with behavioural competencies.....	20
2.1.1.4.3 Goals and Targets in measuring employee performance .....	20
2.1.1.4.4 Measure the employee's quality of work.....	21
2.1.1.4.5 Work Efficiency and Productivity.....	21
2.1.2 Concept of Organisational Culture.....	22
2.1.3 Measurement of Organisational Culture .....	23
2.1.3.1 Bureaucratic Culture .....	23
2.1.3.2 Innovative Culture.....	25
2.1.3.3 Supportive culture .....	26
2.1.4 Importance of Organisational Culture.....	27
2.1.4.1 Decreased Turnover .....	27
2.1.4.2 Enhanced Employee Engagement.....	27
2.1.4.3 Increased Productivity .....	28
2.1.4.4 Stronger Brand Identity .....	28
2.1.5 Challenges of Organisational Culture .....	29
2.1.6 Organisational Leadership.....	30
2.2 Theoretical Review .....	33
2.2.1 Hofstede's Cultural Dimensions Theory .....	33
2.2.2 Johnson's Cultural Web Theory .....	34
2.3 Empirical Review on Organisation Culture .....	35
2.4 Hypothesis Development .....	37
2.4.1 Relationship between Organisational Culture and Employees' Performance ...	37
2.4.2 The Relationship between Organisational Leadership and Employees Performance .....	39

2.4.3 Organisational Leadership, Organisational Culture, and Employee Performance .....	40
2.5 Conceptual Framework .....	43
<b>CHAPTER THREE .....</b>	<b>44</b>
<b>RESEARCH METHODOLOGY AND ORGANISATIONAL PROFILE.....</b>	<b>44</b>
3.1 Introduction .....	44
3.2 Research Design .....	44
3.2.1 Research purpose.....	45
3.3 Research Population .....	46
3.4 Sampling Techniques .....	46
3.5 Sample Size .....	47
3.6 Data sources .....	48
3.6.1 Primary data .....	48
3.7 Data collection process.....	48
3.7.1 Data collection instrument .....	49
3.7 Data Analysis Techniques .....	49
3.8 Validity.....	49
3.8.1 Reliability of the Study .....	50
3.9 Ethical Consideration .....	50
3.10 Organisational Profile .....	51
3.10.1 Case Selection .....	51
3.11 Conclusion.....	52
<b>CHAPTER FOUR.....</b>	<b>53</b>
<b>PRESENTATION OF DATA, ANALYSIS AND DISCUSSION .....</b>	<b>53</b>
4.1 Introduction .....	53
4.2 Respondents' Demographics.....	53
4.3 Exploratory Factor Analysis.....	55
4.3.1 Exploratory Factor Analysis.....	55
4.3.2 Reliability Test .....	56
4.4 Descriptive Results.....	57
4.4.1 Organisational Culture .....	57
4.4.2 Employee Performance .....	59

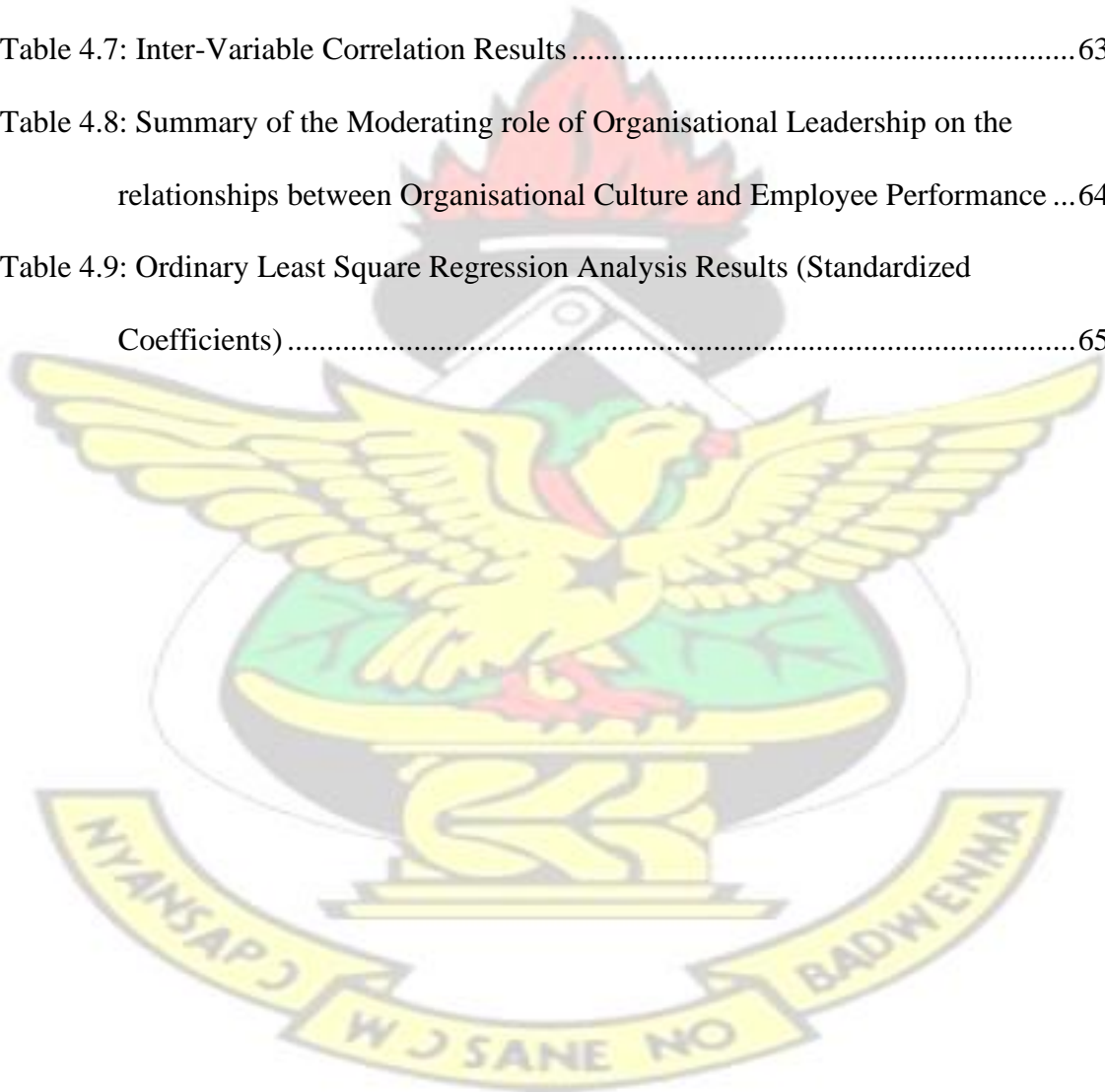


4.4.3 Organisational Leadership.....	61
4.5 Regression Analysis .....	65
4.6 Conclusion.....	66
<b>CHAPTER FIVE.....</b>	<b>67</b>
<b>SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS..</b>	<b>67</b>
5.1 Introduction .....	67
5.2 Summary of Findings .....	67
5.2.1 The Effect of Organisational Beliefs, Norms, and Values on Employee Performance .....	67
5.2.2 Effect of Organisational Leadership on Employee Performance.....	68
5.2.3 The moderating role of Organisational Leadership in the relationships between Organisational Culture and Employee Performance.....	68
5.3 Implications of the Study .....	68
5.3.1 Theoretical Implication .....	69
5.3.2 Practical Implication .....	69
5.4 Conclusion.....	70
5.5 Recommendations .....	71
5.6 Suggestion for Further Research.....	72
<b>REFERENCES .....</b>	<b>73</b>
<b>APPENDIX .....</b>	<b>81</b>



## LIST OF TABLES

Table 4.1: Demographic Background .....	53
Table 4.2: Exploratory Factor Analysis Results.....	55
Table 4.3: Reliability Test Result.....	56
Table 4.4: Organisational Culture .....	57
Table 4.5: Employee Performance .....	59
Table 4.6: Organisational Leadership .....	61
Table 4.7: Inter-Variable Correlation Results .....	63
Table 4.8: Summary of the Moderating role of Organisational Leadership on the relationships between Organisational Culture and Employee Performance ...	64
Table 4.9: Ordinary Least Square Regression Analysis Results (Standardized Coefficients) .....	65



## LIST OF FIGURES

Figure 1: Conceptual Framework.....43

# KNUST



## LIST OF ACRONYMS

OC	Organisational Culture
EP	Employee Performance
OL	Organisational Leadership
CSIR	Council for Scientific and Industrial Research
FORIG	Forestry Research Institute of Ghana



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Corporate theories have long considered corporate culture necessary (De Veiga et al., 2019). An organisation's culture, also known as its corporate culture, is its set of principles, beliefs, and procedures. Isensee et al. (2020) also talked about the pattern of values, norms, beliefs, attitudes, and assumptions that might not have been said out loud but still affected how people behaved and did their work. Decision-making and power levels are significantly impacted by organisational culture (Orobia et al., 2021). Its significance stems from creating the framework for various corporate aspects, including performance standards, attitudes, and behavioural norms (Byrne et al., 2022). The collective attitudes and behaviours of the company as a whole, rather than just the behaviour of each employee, give an institution its value (Sarhan et al., 2020). Additionally, corporate culture is frequently cited as a crucial component of the implementation of strategies because it influences both the effectiveness and efficiency of those strategies (Martinez-Caro et al., 2020). It directs, controls, and molds employee attitudes and behaviour toward organisational tasks (Grofelnik et al., 2020). Additionally, an organisational culture provides employees with a feeling of self and guidelines for socially acceptable behaviour (Hairunnessa & TA, 2020).

Research from Oboreh (2020) shows that how much an employee cares about their company and its goals has a big effect on how well they do their job. (Ukshini & Ziberi, 2020) A worker knows the business setting and works with coworkers to improve performance on the job for the company. Energy, absorption, involvement, efficacy, vigor, dedication, enthusiasm, and a happy mood, which are referred to as

catalysts for employee performance, are characteristics that set Performance apart, according to Kwarteng & Ayeh (2018).

Sone's (2020) recent study shows that workers do their best work when they are in a good mood and are in a state of mind at work that is marked by vigor, determination, and concentration. This makes the workers feel more at home at work and makes it less likely that they will mess up or make mistakes. According to Oh & Han (2020), there is a pressing need to research employee performance because it helps determine how effective and efficient employees are within a company. Many African nations, including Ghana, have organisations that display poor work ethics as a result of the low standards and values they have established for themselves. Employee performance is a knowledge area that is crucial to the success of corporate entities because it greatly raises productivity levels. (Kebede, 2020).

Organisations have recognized that in order to maximize employee performance, a culture that meets their needs must be implemented. Approximately 80% of organisations failed as a consequence of subpar Performance brought on by subpar leadership and cultural practices. In addition, 79.8% of companies are still operating despite having poor cultural practices. Realizing that effective organisational practices are necessary for workers to perform at a high level. Since a positive company culture makes sure that workers are aware of what is expected of them (Caliskan & Zhu, 2020). To get the result they want, managers must build a mindset that fits with the way things are done at work. So, culture studies will keep getting better. Even though research on culture is always going on, most of these studies have focused on the private sector, and especially in Ghana, very few have been done in the state sector (Adekiya & Bernardes, 2020). There may have been no demands on public institutions to increase their

effectiveness and productivity in the past. But today, it's getting harder and harder for public sector organizations to adapt to big changes in the world around them. The private and public sectors are in a strong competition right now to see which is better. Like most developing countries, Ghana's financial system is still mostly driven by the government. (Pallathadka, 2020). Because the federal government is the most important part of the economy and a lot of people work in the public sector, there is a sense of social duty and a fair division of wealth. (Pallathadka, 2020). Because of this, there is pressure on people who work in the public sector to be more efficient and for the government to act more like a private business. These things, along with the increased devaluing of public workers, have made it more important for these organizations to make basic changes. This is likely to lead to changes in the attitudes of public sector organizations. So, it would be important to look into how organizational culture and the success of workers affect the public sector. (Reid et al., 2021). Researchers have written a lot about culture, but they still haven't come up with a single theory about what culture is and the manner in which it should be studied (Yun et al., 2020; Reid et al., 2021; Schulman, 2020). Culture ideas are hard to make because there is not much study on creative, helpful, and formal cultures, especially in the outside sector (Christensen et al., 2020). Very few cultural studies that took into account these factors were performed in the context of Ghanaian private organisations. (Jirek, 2020).

According to a review of the literature in the area of culture and leadership, success has been independently and frequently linked to both leadership and culture. (Smith & Bone, 2021). Despite the claims made in some research, organisational culture does have an impact on Performance. (Da Veiga et al., 2020). Others discovered that corporate culture affects workers' Performance both directly and indirectly. (Byrne et al., 2022). Martinez et al. (2020) made a similar argument in a study that leadership

significantly impacts company culture and tangentially influences employee performance. Due to the diversity of cultures represented among the organisation's members, it is challenging to define the role of the leader and link it directly to Performance in research on the relationship between organisational culture, leadership style, and Performance. (Grofelnik et al., 2020; Orobia et al., 2021). A key component to maximizing employee success is leadership. (Isensee et al., 2020). Since the success of employee performance is dependent on the organisational system that leaders establish, which may have a positive or negative impact on the employees' work performance (Isensee et al., 2020), to effectively use a leader's status to influence an employee's Performance, the leader must first fit into the culture of the organisation and adapt his or her leading style to the circumstances and culture of that organisation. (Hairunneesa & TA, 2020).

## **1.2 Problem Statement**

Corporate theories have long considered organisational culture to be important (Da Veiga et al., 2020). The pattern of ethical standards, convictions, views, and ideas that may not have been stated directly but still affected how people acted and did their work has also been defined (Isensee et al., 2020). The definition is rarely and clearly justified, making its appropriateness an unquestionable assumption. Employees' Performance has also continued to be a common occurrence in organisation and management studies. According to Adekiya and Bernardes (2020), Performance is affected by skills, abilities, and personal traits, as well as work satisfaction and rewards. Researchers have suggested using this variable to do a study to learn more about organizational culture, leadership, and staff success in the public sector and prove that these ideas are true. (Yun et al., 2020). As a result, this study confirmed that a culture



of bureaucracy, encouragement, and innovation is an important part of the public sector. Leadership has an influence on the culture of an organization either directly or indirectly. (Jirek, 2020). Even though Smith & Bone et al. (2021) advocated for additional scientific study on leadership in an educational setting, not much research has been done to figure out how the two ideas are related and what effect that might have on employee performance. This is despite the fact that organizational culture and leadership are implicitly and explicitly linked in many parts of organization theory, management, business, and marketing. So, Adekiya, Bernades, and Pallathadka (2020) and Pallathadka (2020) advised doing a study to find out how leadership factors affect public sector culture and worker success. Aside from the aforementioned, organisational research is notoriously difficult to perform, which contributes to the near absence of leadership studies in Africa. (Christensen et al., 2020). It is crucial to note that in Ghanaian groups, the potential for leadership is severely constrained. (Smith & Bone, 2021). This is not to say that leadership is absent in Ghanaian organisations; rather, it is exercised outside of the contemporary organisational structures that have emerged quickly there and display behaviour that appears to be at odds with modern interpretations. (Schulman, 2020). Hence, it has left a literature gap for the current study to investigate the moderating role of leadership in the relationship between organisational culture and employee performance in CSIR-FORIG, Fumesua.

### **1.3 Research Objectives**

#### **1.3.1 General Objectives**

The general aim of the study is to investigate the relationship between organisational culture and employee performance and the moderating role of organisational leadership.

### **1.3.2 Specific Objectives**

The specific objectives of the study are to;

1. To examine the effect of organisational beliefs, norms, and values on employee performance.
2. To determine the effect of organisational leadership on employee performance
3. To examine the moderating effect of organisational leadership in the relationship between organisational culture and employee performance.

### **1.4 Research Questions**

The study aims to answer the following research questions;

1. What is the effect of organisational beliefs, norms, and values on employee performance?
2. What is the effect of organisational leadership on employee performance?
3. What is the moderating effect of organisational leadership on the relationship between organisational culture and employee performance?

### **1.5 Justification of the Study**

This study is of relevance to theory, practice, and policy formulation in both the corporate world and the academic world.

Firstly, the study will enable researchers who aspire to gain further knowledge in the field of organisational culture, employee performance, and leadership to acquire resourceful literature that will effectively guide their study. Also, the gaps in the study will be identified and tracked by other researchers to broaden the knowledge horizon of the subject matter.

Secondly, the study will be significant to CSIR-FORIG and other public agencies by providing them with maximum findings about how leadership moderates the relationship between organisational culture and employee performance. This will go a long way to enable the organisations to improve upon their leadership and cultural style to embrace a more flexible one that is capable of enhancing employee performance.

Thirdly, the study will be beneficial to policymakers of organisations and corporate bodies such as the management board and the shareholders to be able to critically analyze the strengths, weaknesses, opportunities, and threats of the decisions they make pertaining to leadership and organisational culture, which in the long run will positively or negatively impact on employee performance. This study will assist the management of institutes in setting policies that are realistic, attainable and will enable them to meet their organisational set standards.

### **1.6 Summary of Research Methodology**

The study will adopt the quantitative method in the collection of the data by using the structured questionnaire, which is both an open and closed-ended questionnaire. Both descriptive and explanatory research designs will be used in this study. The study's participants will be CSIR-FORIG workers in Fumesua, which will number around 300 people. Out of the 300 population, a sample size of 150 respondents will be chosen using random sampling approaches. The SPSS version.21 software and an Excel application will be used to analyze the data. The data will be presented using descriptive statistics such as frequencies, percentages, mean, and standard deviation. A regression analysis will be used to determine the effect of organisational culture on employee performance, a moderating role of leadership.

### **1.7 Scope of the Study**

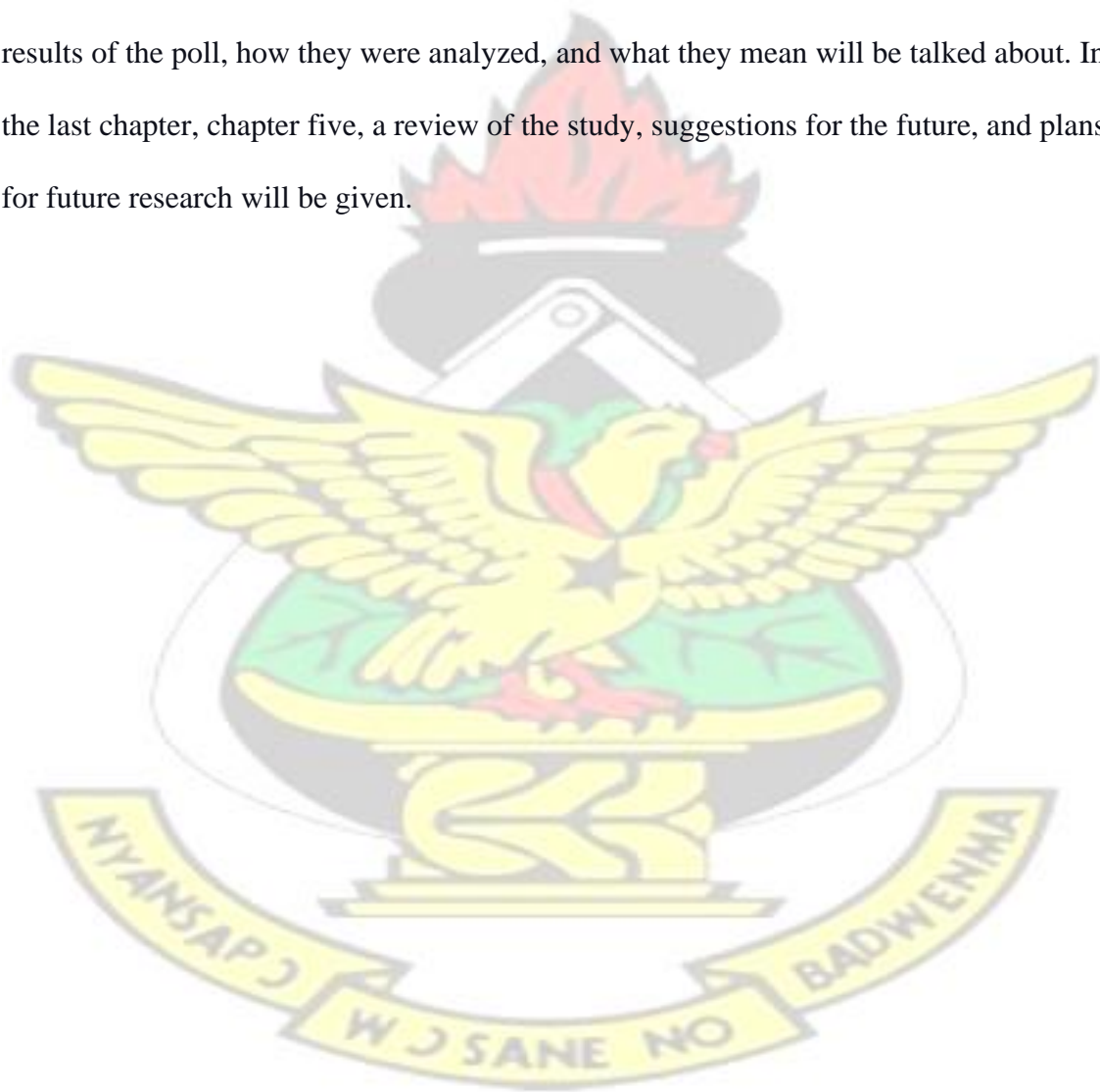
The conceptual scope of the study covers the effect of organisational culture on employees and the moderating role of leadership. In the organisational context of the study, the study will be limited to the employees at CSIR-FORIG in Fumesua. CSIR-FORIG is one of the thirteen institutes of the Council for Scientific and Industrial Research Institute (CSIR). The Forestry Research Institute of Ghana (FORIG) is responsible for developing technologies for the sustainable management of natural forests and biodiversity conservation. This institute can be located in the Ashanti Region, Ghana. The time frame for the study will be in about eight months.

### **1.8 Limitations of the Study**

Even though the research yields noteworthy findings in relation to the study context, it is not without limitations. It's crucial to remember that research of this kind has some restrictions as well. It will be challenging to generalize the study's results due to the study's small sample size of employees. Therefore, caution should be used when applying this research's results. The common source measurement, which restricts data collection to employee perspectives, will be a second restriction. Even though the current study takes this viewpoint into account, it would be interesting for cultural researchers to look at other types of public domain-appropriate culture in other developing countries with a bigger sample because other developing countries also experience the same cultural issues.

## 1.9 Organisation of the Study

The study has five parts that go with the steps that were taken to do the study. The history of the study, the nature of the research problem, the purpose of the research, the goals of the investigation, the importance of the study, the limits of the study, and how the study will be set up are all covered in chapter one. In Chapter 2, a review of the research on organizational culture, leadership, and employee success will be given. In Chapter 3, the research methods for the study will be talked about. In Chapter 4, the results of the poll, how they were analyzed, and what they mean will be talked about. In the last chapter, chapter five, a review of the study, suggestions for the future, and plans for future research will be given.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The literature and theories relevant to the concepts under inquiry were reviewed in this chapter. The following topics were discussed: a survey of theoretical literature, a theoretical and conceptual framework, and a case study.

#### **2.1 Conceptual Review**

##### **2.1.1 Employee Performance**

The definition is rarely and clearly justified, making its appropriateness an unquestionable assumption. Organization and management studies have always looked at how well employees do their jobs. To understand staff performance, you need to think carefully about Performance. Sihombing, Astuti, Al Musadieq, Hamied, and Rahardjo (2018) say that performance is the result that workers get from their work based on the factors used for that job. Izhari et al. (2020) say that performance is affected by skills, abilities, and personal traits. They also say that performance is tied to work happiness and benefits. That is, Performance is determined by aptitude, desire, and environment. Ross et al. (2020) made a similar argument, saying that Performance and output are two different concepts. Performance is a measure of efficiency, consistency, and quality of work, whereas productivity is the ratio that depicts the amount of work completed within the allotted time. Given the foregoing, current research defines employee performance as the actions that are officially recognized as part of the job and that support the objectives of the company. (Maamari, & Saheb, 2018). Employee performance, according to Anitha (2014), is the financial or non-financial result of the employee that is directly related to the effectiveness and

Performance of the company. In other words, an organisation's ability to accomplish its goals depends in large part on the Performance of its employees (Pawirosumarto, Setyadi, & Khumaedi, 2017). If there is alignment between job and ability, an employee's desire to do and know the work will be greater, which will lead to better Performance. (Sihombing, et al., 2018).

An employee must have a certain degree of readiness and ability to accomplish this. (Fuert et al., 2020). Pawirosumarto et al., (2017) found that both talent and drive affect performance. So, employees could be pushed to do a good job even if there aren't any advanced HRM tactics like pay for success (Isa, Ugheoke, & Noor, 2016). Given what has been said, it is very important to understand the link between organizational culture and individual success.

#### **2.1.1.1 Dimensions of Employee Performance**

Performance is a complex idea, but at its most basic level, it can be broken down into two parts: the process, the actions taken, and the intended result (Bayo-Moriones et al., 2020). Here, "behavior" means what people do to finish a job, and "outcome" means what happens as a result of what people do at work (Pattanaya et al., 2020). Yong et al., (2020) says that the expected result and behavior involvement at work seem to be linked, but there is not yet a full overlap between the two categories. This is because things like desire and thinking skills have a bigger effect on the projected result than the behavior. Performance is how well a job is done. It is made up of clear job behaviors, such as those listed in the advertisement for the position.

The main things that encourage task performance are knowledge of the task (the technical expertise or principles needed to do a job well and be able to handle multiple assignments), task skill (the ability to use technical information to do a job well without a great deal of supervision), and task habits. Bayo-Moriones et al. (2020) say that more brain power is needed to finish jobs. So, the ability to do the job and past knowledge are the best measures of how well it was done. In the workplace, job performance is the understanding between a boss and an employee to finish a task that has been given to them. There are two kinds of performance on tasks that have been given to you: performance on leadership tasks and performance on technical-administrative tasks. Technical-administrative task performance is the expected level of work, which includes preparing, planning, and handling daily tasks using technical knowledge, business sense, and other skills.

(Yong et al., 2020) give some examples of how leadership task performance is tested. These include setting strategic goals, keeping the needed performance standards, and motivating and leading followers to finish the task through praise, recognition, and helpful criticism. Job performance in 2021, according to Campedelli et al., is "the efficiency with which job holders do their assigned tasks in a way that achieves the organization's mission and rewards both employees and employers in a fair way." Frick et al. (2020) studied the earlier ideas about task performance to support their claim that "task performance is the demonstrated skill and behavior that affects the direct manufacture of products or services, or any kind of activities that provide indirect support to a company's core technical processes." (Cimini et al., 2020) say that adaptive performance has become a person's ability to adapt to a changing work setting and give the help needed to do the job. Research from the past shows that once workers get good



at their jobs to a certain level, they try to change their attitudes and behaviors to fit the different needs of their jobs (Huang et al., 2014).

Baard, Rensch, and Kozlowski (2014) say that for employees to perform adaptively, they must be able to deal well with unanticipated circumstances at work, such as alterations to technology, changes to their main job task, reorganization of the company, and so on. Because technical progress has led to the creation of many new jobs, workers must be willing to learn new skills and be able to deal with change (Campedelli et al., 2021). Employees will also need to alter how they act with each other in order to work well with a wide range of friends and coworkers in these new situations. Frick et al. (2020) say that when it comes to good work performance, knowing how to do a job well may help with task performance, but being able to change to a job situation and be proactive are much more important. To make the workplace better, people have tried to figure out how important things other than task and flexibility are to performance. (Pattanayak et al, 2020).

These things that have nothing to do with the job are called "organizational citizenship behavior" (OCB) or "contextual achievement," and they involve workers doing things on their own that help their companies. (Cimini et al., 2020). People often act in a way that helps others at work. This is called "contextual performance." Even though this kind of behavior is expected of an employee, it is not written in the job description. Prosocial behavior and extra-role behavior are terms for these kinds of unspoken rules. Brief and Wei (2020) say that it is behavior (i) that is done by a member of an organization, (ii) that is aimed at a person, group, or organization that the member collaborates with as part of his or her role in the organization, and (iii) that is done with the goal of helping the person, group, or organization that it is aimed at get better.

Many well-known studies in this field have pushed the idea that expected job success is made up of two important parts: the work that is needed by the company for the post and the work behavior that is up to the employee (Nor et al., 2020).

Later, psychologists came up with the term "contextual performance," which means helping others adjust to the different tasks on the job. They did this to emphasize the importance of "non-task performance" or "voluntary work behavior." (Kramer & Kramer, 2020). Nor et al. (2020) say that the "sub-dimensions" of environmental success should include things like teamwork, loyalty, and persistence. People think that an involved employee works with a lot of energy, which shows up not only in high performance but also in out-of-role actions (Al-Qudah et al., 2020).

The "body spirit" or "esprit-de-corps" of the situation is based on "how the employee feels and what they think about their coworkers." (esprit de corps). Team attitude makes workers feel more like they are a part of the same group. This makes it easier for them to talk to each other about problems and issues within the company (Jerman et al., 2020). esprit-de-corps is a great way for an organization to be successful, and studies in this area have shown that improving team spirit in an organization leads to better staff performance and a happier place to work (Mays and Pope, 2020). Contextual Performance is a style of behavior that includes going further than the call of responsibility without getting paid, helping coworkers with hard tasks, staying positive at work, working with fellow employees when they need help, sharing important resources and information for the growth of the organization, following regulations and standards, and supporting organizational decisions to make things better (Schock, 2020).

Through the promotion of a stimulating corporate culture and environment, this type of behaviour helps to achieve both individual productivity and organisational efficacy. Introduce efficiency tests (ability and experience tests) to evaluate job performance, along with group discussions and personality tests to evaluate a candidate's contextual performance skills. This will help organisations choose and onboard the right personnel.

### **2.1.1.2 Importance of Employee Performance**

Employee performance is very important to the organisation. The growth of the organisation depends on the Performance of the workers in the organisation. The importance of employee performance is highlighted below;

#### **2.1.1.2.1 Employee Performance Enables Organisations to achieve their Goals**

The achievement of goals is important for employee success. Successful employees meet deadlines, create income, and improve the business through positive client interactions. When employees are not working well, customers get the impression that a business doesn't care about what they need and will seek help elsewhere. Tasks are properly completed by effective employees the first time.

#### **2.1.1.2.2 Employee Performance Creates a Positive Work Environment**

When people do their jobs well, they feel better about themselves and the work environment as a whole. When employees lack the desire to do their jobs, they can mess up an entire area. It's important to make the office a happy and effective place to work. Encourage a good work environment by giving rewards to top workers and

recognizing them in meetings. High-performing offices also hire the best people because they make people feel energized and like their are contributing to development.

#### **2.1.1.2.3 Employee Performance Measures Employee Growth**

When reviews are done regularly, employees can see how they are getting better, and that makes themselves feel optimistic about their long-term progress. It also helps you set goals, which makes you more productive. Employees who do a good job are often motivated to work harder in comparison to what they did the last time they were recognized. It's one thing to have skilled workers who do a good job, but it's better to build on those strengths so they spread and help the whole business or area. As employees get older, it becomes clear whether they have the skills to lead and move up.

#### **2.1.1.2.4 Employee Performance Establishes Team Trends**

Poor employee performance has an adverse effect on output and, ultimately, the bottom line. Organisations can gauge their success rate thanks to employee achievement. Smart managers assess the shortcomings to determine whether they are related to management and growth or talent. Future hiring plans and team training programs may be impacted by this. In the end, productive workers foster excellent working conditions and raise total productivity. Through evaluations, you can identify areas where you can support workers' growth and help them perform even better.

#### **2.1.1.3 Determinants of Employee Performance**

Employee awareness of organisational goals, workplace relationships, leadership, organisational level, pay and salaries, opportunities for promotion, task division, responsibilities, individual skills, feelings of acceptance in groups, environmental

dynamics, and personality are just a few of the many variables that affect whether an employee performs well or poorly. The determinants of employee performance are elaborated on below;

#### **2.1.1.3.1 Management Styles**

Management that works well can boost motivation, involvement, and achievement. The opposite happens when management isn't good: productivity, effectiveness, and happiness all go down. Several studies back up this claim, showing how leadership has a big effect on how successful an employee is. For example, studies from Gallup and Udey show that bad management leads to poor performance. So, one way to improve performance is to figure out and fix management problems. Employee polls can quickly show how a company is managed, point out potential flaws, and suggest ways to fix them.

#### **2.1.1.3.2 The Corporate Culture**

The ideas and presumptions that make up an organisation's culture help to shape employee behaviour. On the other hand, some traits and behaviours have a negative effect on employee success. For instance, the following qualities can boost productivity in the workplace: A culture that values lifelong learning and development, an understanding of the importance of digital literacy and dexterity, and a willingness to try new things. Employee behaviour cannot be changed overnight by a single quality or concept; cultural changes are challenging and require time. The proper values, on the other hand, can change how employees feel about their jobs and, more importantly, how they perform.

### **2.1.1.3.3 The Digital Work Environment**

The digital workplace is made up of the tools that workers use along with the way they use them, as well as digital processes, digital instruction and improvement, and a work environment that can either be smooth, flawless, and easy to use, or broken up and hard to understand. The more talented and efficient a company's workers will be, the greater the amount of money it is going to invest on its digital part.

### **2.1.1.3.4 The Physical Work Environment**

The actual office also affects important employee measures like involvement, happiness, and achievement. When making an enjoyable working atmosphere, the needs of the employees and the norms of the place of work have to be put into mind. For example, creative, quick-thinking startups often make offices that mirror their identity, beliefs, and purpose. Many have fun things to do, places to play, and other perks. But the same work setting would not work for a company in a different industry with a different mindset. But the actual surroundings has an effect on performance, no matter what business or society it is. When the place of work is better prepared, from the desks to the decorations, most employees will be happier with their jobs.

### **2.1.1.3.5 Day-to-Day Job Duties and Workflows**

The tasks of the job also have an effect on how well a person does their job. After all, people are more inclined to work long hours if they find their job to be fascinating, significant, and fun. But when workers are bored or not interested in their work, their performance can easily go down. In some situations, it may be doable to make changes that will make people more motivated, more engaged, and help them understand the job better.

#### **2.1.1.4 Measurement of Employee Performance**

It can be hard to measure how well employees do their jobs, but there are many ways to make performance administration easy and fair for both employees and managers. We have given some thoroughly cases below.

##### **2.1.1.4.1 360-Degree Feedback**

Performance evaluation is often based on the views of the person and their boss. However, this can be widened to encompass the views of others at work, clients, and peers who have had firsthand contact with the person's performance. This method is known as "360-degree input." 360-degree input is helpful because it gives the person a full picture of how their work is going. A normal 360-degree process includes directions for the plan, tools to do assessments, and papers that ask people to rate different aspects of performance on a scale that has already been set. Most of the time, these performance reviews are based on a person's behavior rather than the technical needs of a job. These reviews often involve up to 10 people and require a lot of time, but they are occasionally very helpful. People can use the feedback to figure out how successful they are and how that affects their connections with coworkers and other people at work. The problem with these methods is that the person may feel like they are open to criticism, especially if the payment depends on how well they do. If they think they were treated poorly, it could hurt relationships throughout the company. However, if the situation is handled correctly, this ought not to happen and often leads to a full, fair, and unbiased review of somebody's Performance.

#### **2.1.1.4.2 Measure employee performance with behavioural competencies**

Proficiency is a skill or behavior that someone needs to have in order to do their job well. Credentials are often used in a wide range of situations, such as handling performance, training and development, pay reviews, hiring and selection, and pay reviews. Competence are organized by the parts that people are expected to play in the organization and the behaviors and attitudes that they are expected to show in those roles. Most of the time, these skills make up that which is called a competency system. Once the framework for competency has been made and put into place, people can be reviewed during performance management to see how well they meet the competencies and where they need to improve in the future. Competency is a skill or behavior that someone needs to have in order to do their job well. Competencies are often used in a wide range of situations, such as performance management, instruction and growth, pay reviews, hiring and selection, and pay reviews. Competencies are organized by the parts which individuals are expected to play in the organization and the behaviors and attitudes that they are expected to show in those roles. Most of the time, these skills make up what is called a competency system. Once a structure for competency has been made and accepted, people can be reviewed during performance management to see how well they meet the competencies and where they need to make adjustments in the future.

#### **2.1.1.4.3 Goals and Targets in measuring employee performance**

Managers often give their employees weekly, monthly, or daily goals to reach. Usually, these goals are in line with what is written in the position's description. To do a good job, the worker is expected to meet or beat their goals. When setting objectives or aims, it's important that they are attainable. If they aren't, they won't motivate the person to



reach them. When using the above approach to measure employee performance, there is less room for confusion because each worker has a clear target goal to work toward. People should be aware of what they want to accomplish, and if they are not able to reach their final days, they should talk about why that might be and what might be getting in the way.

KNUST

#### **2.1.1.4.4 Measure the employee's quality of work**

The grade of the work can also be used to measure how successful an employee is. This is very important because it doesn't matter how fast someone works if the caliber of their output is not good enough. In some fields, like engineering, if a piece of workmanship isn't up to par, it's easy to see. This can lead to additional expenditures and loss for the company, so it's important to find these problems as soon as possible. If a staff member's work is consistently not up to the standard that is required, this would be part of a formal management of performance method. The employee would be talked to about the problems with their work, given the right learning, and given a certain amount of time to improve before more consequences are given.

#### **2.1.1.4.5 Work Efficiency and Productivity**

On the other hand, it can be just as hard for a business to handle a worker who regularly does exceptional work but does it slowly. Work productivity is often looked at in places like storage areas, where workers have to pick up a certain number of things in a certain amount of time. When workers finish their work on time, this is a good objective measure for judging their success.

### 2.1.2 Concept of Organisational Culture

Corporate theories have long considered corporate culture to be important. (Chu, Wang, & Lai, 2019). An organisation's culture, also known as its corporate culture, is its set of principles, beliefs, and procedures. The pattern of principles, standards, convictions, views, and ideas that might never have been stated directly but still affected how people acted and did their work have additionally been defined (Mousa & Othman, 2020). Decision-making and power levels are significantly impacted by organisational culture. (Childe et al., 2016). Its significance stems from the fact that it creates the framework for various corporate elements, including performance standards, attitudes, and behavioural norms. (Maamari, & Saheb, 2018). The collective attitudes and behaviours of the company as a whole, rather than just the behaviour of each individual employee, are what give an institution its value. (Aksoy, Apak, Eren & Korkmaz, 2014). Additionally, corporate culture is frequently cited as a crucial component of the implementation of strategies because it influences both the effectiveness and efficiency of those strategies. (Chu, Wang, & Lai, 2019). It controls, directs, and shapes employees' attitudes and behaviour toward organisational tasks. (Pawirosumarto, et al., 2017). Additionally, an organisational culture provides employees with a feeling of self and guidelines for socially acceptable behaviour. (Ibrahim, Boerhannoeddin, & Kayode, 2017).

In past study, there was a lot of discussion about how business culture could be studied whether it should be similar, homogeneous, or different. Individualism and collectivism, for illustration, as well as the ability to take risks, patience, a focus on results, formal collectivism, and a good work environment (Gu, Hoffman, Cao, and Schniederjans, 2014). Different cultures work better in different workplaces and company beliefs, which is shown by the fact that there is no one right way to look at

organizational culture and that no one kind of character is better than another (Adeoti et al., 2020). Akkermans et al. (2020) say that this is why there are different ideas about what culture is and how to study it. The focus of this study is on the Wallach culture factor of creative, helpful, and bureaucratic culture. This is because other cultural dimensions are not always constant. Few studies on culture have looked at this aspect, and earlier studies (Liou et al., 2014) suggested using it to conduct research in the public sector. Because of this, the current study focuses on formal, helpful, and creative cultures as a group of key cultural elements that fit the public sector (Schock, 2020). To learn more about business culture in the broader public sector, you need to grasp the Wallach cultural model.

### **2.1.3 Measurement of Organisational Culture**

#### **2.1.3.1 Bureaucratic Culture**

Sociologists' responses to Max Weber's theory of management can be seen as the start of bureaucratic culture. Weber showed that bureaucrat needs planned, divided offices with well-defined standards for labor, set areas, a clear chain of instructions, and rules of professional behavior (Adeoti et al., 2020). This is to make sure the rules are applied consistently and fairly to the ruled. It is organized, routine, hierarchically planned, and highly coordinated (Mays & Pope, 2020). One of its fundamental cultural precepts holds that hierarchical systems of ordered power and accountability are the best means of intervention in the world (Przewozniczek et al., 2020). As a result of the structure and procedures of the administration's own organisation, it shares similar cultures (Akkermans et al., 2020). Through standardized institutional structures, impeccable processes are followed (Sullivan et al., 2008). All procedures in public administration,

including organisational structures and behaviour, are based on it (Alrawadieh et al., 2020).

When responsibilities are explained by how they help achieve group goals, this is called managerial authority. Governmental power is the ability to make sure that units in the framework of joint organization do what they are supposed to do (Barr, 2020). Bureaucracy is a basic method to improve the Performance of public employees because it fosters a culture with a strong tendency toward organisational excellence (Alrawadieh et al., 2020). Barr (2020) demonstrated that leaders who prefer the use of control over flexible behaviours define bureaucratic culture. According to Bryman and Bell (2015), there is no connection between bureaucratic culture and success. Suggesting that different types of cultures generate different results and that an organisation's overall success depends on how widely its values are shared (Butler & Hammer, 2020). As a result, administrators from the public and scholars can identify and enhance the factors that result in higher levels of Performance both across and within organisations with the aid of a deeper knowledge of bureaucratic culture. The fundamental tenet is that situational and contingency views can affect bureaucratic culture.

Despite the fact that the public sector has standardized procedures for both internal and external performance reviews, there is still a lot of leeways for the material to be reinterpreted such that all standards appear to have been completed. In Butler and Hammer's view, bureaucratic cultures are those that rely on strict regulations, adhering to the letter of the law, excessive formalization, limited innovation, and relative change to achieve their objectives. According to Frye et al. (2020), there are two key methods to increase the effectiveness of public organisations: bureaucracy and culture with a

strong tendency toward organisational excellence. As a result, we anticipate that the bureaucratic atmosphere will improve employee performance. Because all operational policies and work processes in public organisations are based on a bureaucratic culture (Gusenbauer & Haddaway, 2020), second, it creates a flow of ideas, and ideas typically run from the top down in information. (Guvenen et al., 2020).

### **2.1.3.2 Innovative Culture**

The kinds of innovative behaviours that can support organisations and encourage organisational renewal depend on an innovative culture. (Hogan and Coote, 2014). Literature has increasingly linked innovation to success, and numerous studies have demonstrated that innovative companies are essential to success. (Frye et al., 2020). An organisation with an innovative culture is more interested in managing market data, including fresh business concepts, cutting-edge technological advancements, and making bold, competitive moves. (Gusenbauer & Haddaway, 2020). An innovative culture cultivates internal abilities to adopt new concepts, procedures, goods, and brands and is adaptable and externally focused. Organisations with strong innovative cultures are aware that creating a successful performance may not always depend on the interpretation of customer and competitor feedback but rather upon their capacity to creatively develop novel methods of providing customers with superior value. (Haryono et al., 2020). A creative culture enhances an organisation's capacity for innovation and market-driven behaviour to produce noteworthy results. (Irwin, 2020). Innovative cultures in organisations promote market-driving behaviours and market intelligence (Jat et al., 2020). Innovation culture is the primary driver of brand performance, organisational effectiveness, and responsiveness because it increases customer value and boosts company performance (Jian et al., 2020). (Johnston, 2020).

### 2.1.3.3 Supportive culture

Organisations are keen to provide a variety of workplace-supportive cultures as a result of the dynamic changes in the workplace, which is gradually attracting more attention to culture study. People began to feel supported by their employers, saw fewer negative job consequences, and noticed fewer time demands as a result, which led to the emergence of a supportive culture. (Johnston, 2020). It is based on shared assumptions, values, and beliefs that are defined by "the degree to which an organisation supports and values the integration of employees' work and family lives" (Judge et al., 2020). Supportive culture is crucial for the future of higher organisations (Judge et al., 2020). A supportive culture improves attitudes among staff members, corporate attachment, and Performance, according to Jiang et al. (2020). It also influences the adoption of associated company procedures. Employees have a stronger sense of attachment to businesses that foster a family-like environment and use appropriate practices with minimal bad consequences. (Lee, 2020). When employees experience fewer negative effects and adopt similar organisational behaviours that signal support, their organisational attachment will increase. (Lee, 2020). Compared to other types of cultures, a supportive culture exhibits a higher degree of influence on Performance. (Li et al., 2016). As a result, supportive cultures have a substantial impact on a variety of crucial outcomes, including organisational commitment (Liou, 2020), job satisfaction (Massoudi et al., 2020), job attitudes, and Performance. (Wayne & Casper, 2016). According to objective performance measures and research (Niles et al., 2020), organisations with inclusive, supportive cultures outperform their competitors in terms of workplace innovation. (Rhodes et al., 2020).

A supportive society, according to Liou et al. (2014), does not directly affect Performance. The need to assist employees in completely identifying with the organisation's goals, actively participating in organisational activities, and being willing to remain and face the challenges with the entire organisation is stressed in order for any organisation to achieve better results with less effort. (Liou et al., 2014). Organisations need to do more than just foster a positive organisational atmosphere if they want to increase employee job satisfaction (Liou et al., 2014).

## **2.1.4 Importance of Organisational Culture**

### **2.1.4.1 Decreased Turnover**

In today's tough business environment, it can be hard for many companies to keep their employees. A solid corporate culture can help reduce employee loss by creating a setting that is open to everyone and gives people a sense of belonging. Since 60% of staff members have left or would leave a job because of bad leadership and 38% of people say they are considering leaving their present positions because of bad company cultural backgrounds, it is important to take the necessary steps to set up good cultural values that go along with your company's goals. If a company wants to keep getting the advantages of high engagement among workers, it needs to have a culture that continues to evolve and growing.

### **2.1.4.2 Enhanced Employee Engagement**

The word "employee engagement" refers to how committed, linked, and excited someone is about what they do at a certain company. It has benefits that last for a long time, and it's the way individuals build real relationships with a business. When an organization creates an engaging environment, employee involvement goes through the

roof. How this engagement happens will depend on the type of culture that is supported and encouraged, but a strong organizational culture encounters a lot of potential to encourage active involvement. For example, companies with strong cultures have up to 72% more engaged employees than those with cultural weaknesses.

#### **2.1.4.3 Increased Productivity**

When people are happy and satisfied with their employment, they work harder. Over time, personnel may notice the organization's culture less and less, but it still affects everything they do every day. By creating a solid business atmosphere whose values are in line with the organization's goals, one can improve employee productivity and, in turn, the amount of work done. Most workers believe that the organization's culture has a big effect on how well they can do their jobs. In fact, a 2019 study found that 76% of Ghanaian workers thought that culture had a good effect on their output and culture, which made them want to do their very best.

#### **2.1.4.4 Stronger Brand Identity**

Organisational culture and marketing initiatives both depend on how brands are communicated by businesses. The way the public sees the company is reflected in its brand. The problem is how the company is seen. Most of your brand's image originates from the way you run your company and how people connect with your workers and leaders. However, there are some things that can be changed from outside the company. The more potent your company's idea is, the better the company's character is. It's possible that the employees will spread the word about the organization on their own, without being asked.



### **2.1.5 Challenges of Organisational Culture**

Common company culture problems include ambiguity, poor communication, and lack of stability. These things can make the workplace more toxic and nasty, which may make people less committed to their jobs and possibly make concerns like intimidation, harassment, and high absenteeism worse. If a business is worried about its structure and organization, it might want to use employee polls to get feedback from its workers and hire outside experts to conduct a fresh look at its culture. These tools can help companies find and fix problems with their company culture. Ambiguity is a common problem. Employees might think that stated principles don't match up with how things are done or that they don't know what's expected of them. For example, company rules might say that leadership wants employees to have a good mix between work and life, but the company might only promote single people who are willing to work a lot of vacation without whining. Though it is said that the business is good for families, this is not true.

Consistency is another factor that can cause problems with a company's culture. Employees may think that policies aren't being adhered to regularly and fairly. For example, managers may not be held responsible for actions which staff members would think would get them in trouble. Also, companies may not be consistent across their different departments, which can make people angry. For example, the people in human resources might be wondering why the IT department has nicer workplaces or always seems to be on leave.

Poor communication is another common problem with the culture of businesses of all kinds. Workers might not get along well with each other, and it might be hard for them to talk to bosses about ideas, suggestions, or problems if they lack knowledge about

them well. Companies may not tell workers what their goals and standards are from the highest position down, which can leave them confused about what they need to do. One problem with business culture can be the way people set their priorities. Workers might think that their boss puts too much stress on making money and pushes them to work for extended periods without extra pay or breaks. Some companies have a culture of sorrow that makes workers work harder than they need to in order to get their jobs done. This could lead to a reaction from angry employees who take out their anger on other employees or customers.

Poor leadership could be another cause of concern. It might be hard for employees to follow bosses. Managers who appear not to be familiar with what they are performing aren't respected or obeyed. Leadership that is weak, inconsistent, or dishonest can make issues related to a company's culture worse. Organizations with problems with their organizational culture can figure out exactly what the problems are by making lists of specific examples. Now that they know this, they can start to deal with the problem. For example, if a company doesn't know what its goals are, its leaders can talk about what the company wants to accomplish and how it plans to get there. The data might be shared with the staff of the business to make them feel further at ease.

#### **2.1.6 Organisational Leadership**

A leader is someone who motivates others to take action in order to accomplish specific goals. Literature has also described leadership as the capacity to cooperate with others to accomplish an objective. (Northouse, 2015). According to studies, both individual and organisational success is impacted by leadership style. (Richter et al., 2020). In today's business world, where values are changing quickly because of the process of globalization leadership is a key part of helping the company change to this novel

manner of doing things. Because leadership establishes the standards for how workers interact with supervisors and one another. In terms of team members' dedication and loyalty to their teammates, respective teams, and leaders, its results are valuable to the company. (Maamari, & Saheb, 2018). Different leadership styles encourage various communication philosophies, which are key elements of internal communication networks. (Whitworth & Chiu, 2015). A definition that will cover all parts of leadership is difficult to come up with, though, due to the multifaceted nature of leadership styles. In light of this, two primary leadership styles—transformational leadership and transactional leadership—have been identified by leadership theories. (Ritcher et al., 2020). Both leadership philosophies have gained acceptance as complementary rather than antagonistic (Robson & McCartan, 2016), but there is a distinct difference between them in that the transactional style focuses on satisfying extrinsic or lower-order needs, whereas the transformational style tends to satisfy intrinsic or more complex requirements (Dartey-Baah, Dartey-Baah, Ampofo, & Ampofo, 2016).

Even though it might lead to complete obedience, there is a chance that followers won't use their own ingenuity to complete duties when undertaking something fresh due to fear of failing and punishment (Dartey-Baah et al., 2016). Transactional leadership is frequently in opposition to transformational leadership (Alonderiene & Majauskaite, 2016). A charismatic leader inspires followers and appeals to their beliefs and moral principles by articulating and displaying a motivating vision of the future (Saab & Botelho, 2020). Genuinely cares about its employees' well-being (Stone et al., 2020) and gives its adherents a feeling of self-belief so they can build a better future for the organisations (Jha, 2014). The key is not to determine which leadership style should be used more effectively than others but rather to determine whether the way a leader interacts with or manages their team has an impact on how well they perform at work,

taking into account each team member's preferred leadership style. This study focuses on transformational leadership styles because they assist managers in achieving goals through positive reinforcement and don't regularly threaten sanctions for inferior Performance, which boosts employee work satisfaction and Performance (Shaw & Newton, 2014; Yang, 2014). The goal of higher Performance is to inspire followers to work beyond their financial and physical capacity boundaries. (Bashir & Awan, 2016). Additionally, transformational leadership has a profound impact on followers, cultivates vision and a work culture of optimism, and creates an environment where followers view each task as a challenge and give their all-out effort and mental capacity to achieve it. (Bashir & Awan, 2016).

Maamari and Saheb (2018) also said that using a certain style for leadership does not always lead to good performance, that numerous forms of leadership are encouraged, and finally that every manager must be competent to know when and with whom to use a certain style. Siegrist et al.'s (2020) study supported the idea that there is no one best way to lead in all situations. A leader may have the understanding and ability to act well in one scenario but not in another over time. Therefore, according to the viewpoints of the workforce, transformational leadership is part of an innovative culture that fosters the ideal conditions for innovation and improves Performance (Kim & Yoon, 2015). Employees who experience trust, admiration, loyalty, and respect toward the leader are said to be following transformational leadership, which defines the leader's impact on followers (Liden, Wayne, Liao, & Meuser, 2014).

## **2.2 Theoretical Review**

### **2.2.1 Hofstede's Cultural Dimensions Theory**

Geert Hofstede made the cultural factors theory so that people from different cultures could talk to each other. It uses a framework originating from factor analysis to show how the culture of a society affects the ideals of its citizens and how those ideals affect how they act. Hofstede was able to make his first model by using the technique of factor analysis to look at the results of an IBM survey of employee values around the world from 1967 to 1973. Since then, it has been made better. The initial notion suggested that cultural values could be looked at along four dimensions: independence vs. unity, doubt avoidance, power gap (how strong the social order is), and masculinity vs. gender (focus on people vs. focus on tasks). The Hofstede Cultural Dimensions factor evaluation was based on a large study that Gert Jan Hofstede and his research teams did on how people in different cultures like to do things. Hofstede focused his study on country cultural preferences instead of using his own cultural interests (Sab & Botelho, 2020).

Professor Hofstede included the power separate index (PDI), its independence vs. collectivism (IDV), masculinity vs. feminine characteristics (MAS), the uncertainty-avoidance index (UAI), a long-term orientation vs. short-term normative focus (LTO), and indulgence vs. restraint as the six most important national culture country comparison scales. (IVR). The PDI shows how much respect and obedience to authority there is. The IDV measures whether people look out for each other as a community or just for themselves. (Siegrist & Harman, 2020). MAS stands for certain values that a group of people cares passionately about. The UAI shows how much different countries try to avoid what is not known. LTO shows how societies deal with current events and the future by either putting a lot of value on customs or trying to

become more modern. The IVR index measures how much a country wants to be able to enjoy life at the moment without any limits to how much it wants to put off instant gratification in favor of long-term rewards.

Hofstede added a fifth factor, long-term instructions, based on a separate study he did in Hong Kong. This was done to cover parts of values that the original model did not cover. Hofstede added the sixth factor of indulgence vs. self-control in 2010. Hofstede's work has also been used as a source of ideas by researchers and experts in many fields related to foreign business and communication. This is because Hofstede's work started a major research legacy in the area of cross-cultural psychology. Cross-cultural psychology, foreign supervisors, and cross-cultural communication, in particular, have used the theory a lot as a framework for their research. It is still an important tool for communicating across cultures (Stone et al., 2020).

### **2.2.2 Johnson's Cultural Web Theory**

Johnson's Cultural Web is a unique framework from a theory point of view that looks at how distinct cultural variables affect the culture of an organization (Yukongdi & Shrestha, 2020). This model identifies six cultural elements that have a significant role in shaping organisational culture and employee behaviour while capturing the experience of all businesses. Power structures, organisational structures, management techniques, narratives, customs and practices, and symbols are some of these elements. The model's clarity in conveying a clear picture of the cultural elements is its main benefit (Cooper et al., 2018). The framework also makes an effort to interpret culture in terms of organisational elements like structure and control mechanisms (Porkka, 2016). It will be interesting to see how these parts of the model work with the remainder of the parts (Porkka, 2016).

Cooper et al. (2018), on page 49, say that one of the primary challenges with the Cultural Web paradigm and the six elements that it finds is that they might not be enough to fully understand and measure organizational culture. This is because culture is not tangible, which makes it hard to tell how a company runs its units and day-to-day business (Cooper et al., 2018, p. 49; Sun, 2008, p. 139). Even so, researchers use the model often because its criteria are good to use when taking notes and can be used as separate analysis units. (Porkka, 2016, p.910). Johnson's Global Web can be used by an organization any time it wants to change its current organizational structure. Because different parts of the Web depend on each other, these modifications efforts would have to be all-encompassing and centered around a clear strategy goal. (Levovnik and Gerbec, 2018, p.119). This makes it harder for learners as well as businesses to use Johnson's Cultural Web to solve real-world problems. Izhari et al. (2020), on the other hand, rated organizations by considering how much feedback they got and how dangerous they were. The researchers put countries into four groups: "Tough Guy Macho," "Work Harder/Play Hard," "Process," and "Bet-Your-Company." (Cacciattolo, 2014, p.6).

### **2.3 Empirical Review on Organisation Culture**

O'Reilly et al. (2014) say that company culture is a very important factor in how well a business does. Setting up an excellent work environment helps the organization run more smoothly (Izhari et al., 2020). Ross et al. (2020) say that there is a strong link between the mentality of an organization and its financial success. Fuertes et al. (2020), on the other hand, said that the achievement or failure does depend on its culture. Laforet (2016) says that a culture of business ownership (one that is focused on the outside, fluid, aggressive, and long-term) improves the creative process in comparison

to a founder-type mentality or an authoritarian culture. Park et al. (2016) found that observed organizational performance (also called internal effectiveness) is linked to both a culture of innovation and management that involves everyone. But how employees see the connection between these two things and how well the organization is doing is a big factor. In terms of internal efficiency (innovation potential and interpersonal ties), Polychroniou and Trivellas (2018) found a link between strong corporate cultures and successful business outcomes. (Assets related to profitability, expansion, and goodwill). On the other hand, a company's Performance suffers when there is a culture imbalance. A company's innovation culture can either support or hinder its sustainability mindset, according to Jin et al. (2019). Unger et al. (2014) say that there is a link between the culture of an organization and how well it does financially.

(Bayo et al., 2020) say that 46% of a company's profits depend on how well its business culture works. Pattanayak et al. (2020) say that the change shows how civilization has an effect on financial performance over a long length of time. They also said that the overall atmosphere of the organization might have an effect on Performance. Sengottuvel and Aktharsha (2016) found that strategic planning was the single most important driver of organizational Performance, but that all organizational culture factors described a large amount of difference in Performance. According to Nikpour (2017), organisational culture has an indirect effect on organisational success beyond its direct influence, thanks to employees' commitment to the organisation. According to Cura (2018), organisational cultural characteristics influence 25% of Performance, so improving the culture will increase Performance by 25%.



There are many more real-world examples that show how company culture affects performance. Quantitative study shows that there is a link between the mentality of an organization and its economic performance. (Yong et al., 2020). Case studies' results also back up the contention that a strong organizational culture is a key factor in success. (Pinho et al., 2014; Simoneaux & Stroud, 2014). (Gorondutse & Hilman, 2019) Most study has found that there is a link between organizational culture and performance. But some new research data (Leithy, 2017; Rashid, & Shah, 2016) showed that there is no link between organizational culture and performance. Rashid and Shah (2016) found little evidence to support the idea that there is a link between company organizational culture and performance. In addition, Leithy (2017) claimed that organisational success could be seen as related to both work-related attitudes and work behaviour, and the structural equation model appears to have eliminated this relationship.

Cimini et al. (2020) made a method with five parts to measure how organizational culture affects a company's success: employee freedom, focus on the outside, teamwork between departments, organizational direction, along with the tendency to optimize performance. Unger et al. (2014) say that Berg and Wilderom's five factors are a better way to measure the real effect of organizational culture on an organization's business success.

## **2.4 Hypothesis Development**

### **2.4.1 Relationship between Organisational Culture and Employees' Performance**

Studying the link between organizational culture and worker success has been a big area of study for a long time. This is because organizational culture has a big effect on ethics, behaviors, and organizational ideals in working environments (Hur & Kim,

2017). Since attitude affects both employee performance and company culture, it improves the relationship between these two factors. (Maamari, & Saheb, 2018). Therefore, the corporate culture connects the belief to the Performance of the employees. (Debusscher, Hofmans, and DeFruyt, 2017; Dubey, Gunasekaran, Helo, Papadopoulos, Childe, and Sahay, 2017). A strong organisational culture encourages employees to work toward a common purpose and objective, which supports employees' adaptation and improves the organisation's employee performance since an organisation's culture encourages familiarity with and understanding of its history and current operating procedures among its workers (Wei, 2020).

As a result, organisational culture significantly enhances efficiency. (Nor et al., 2020). Therefore, the key objective of both operational and functional strategies should be to shape and direct employees' behaviour in that specific way. (Kramer & Kramer, 2020). A supportive culture has a substantial positive impact on employees' Performance, according to a study by Isa et al. (2016). A company that has maintained a "strong" culture is more likely to benefit from both introvert and extrovert Performance, such as higher levels of organisational fit, dedication, innovation, and competitive advantage. According to Dubey et al. (2017), corporate culture has a big impact on motivating employees and raising productivity. According to research by Pawirosumarto et al. (2017) and Sihombing et al. (2018), corporate culture significantly affects employees' Performance. In light of the aforementioned, Harpaz and Hofstetter (2015) argued that organisations should exert substantial effort to persuade their members of their desired vision and norms.

**H1a: Beliefs positively affect Employees' Performance**

**H1b: Norms positively affect Employees' Performance**

**H1c: Values Positively Affect Employee's Performance**

## **2.4.2 The Relationship between Organisational Leadership and Employees**

### **Performance**

Employee success may be affected by organisational leadership (Asan, 2015). Leadership has a significant impact on employee performance and attitude toward achieving organisational objectives, according to Jabeen and Isakovic (2018), Tarabishy, Solomon, Fernald, and Sashkin (2018), Jabeen and Isakovic (2018), and Moyo (2019). (2005). According to numerous studies, transformational leadership is positively correlated with both firm and individual results (Avolio, 1999). In a similar way, many related studies (Waldman, Ramirez, House, and Puranam, 2001) have found that transformational management behaviors are more positively linked to the success of subordinates than transformational behaviors are.

Transformational leadership has an effect on how motivated workers are because it makes them more aware of the results of their tasks and helps them develop a sense of self-interest in achieving the goals of the company. Zhu et al. (2005) found in their study of the connection between innovative leadership style and organizational performance in 170 Singaporean firms that there is a good link between the two. Also, they showed that the link between performance and leadership is mediated by better dedication, more drive, and academic motivation. Hancott (2005) says that associations must be successful and meet the different demands of their partners in a clear and fair way. According to studies on the link between leadership style and Organizational Performance, it is crucial for leaders to have changing behaviors because the life of the organizations may rest on it.

Interpersonal and interpersonal connections are where leadership has the most powerful effects. In other words, their capacity of management to carry out "collaborative efforts" depends on leadership skills (Saasongu, 2015; Lee & Chuang, 2009). They explain that a great leader not only encourages staff members to work more efficiently, but also meets their needs while achieving the organization's goals. There are many things that could explain the link between the manner of leadership and Organisational Performance, such as competition based on new ideas, price/performance rivalry, decreasing earnings, and the inventive erosion of established skills. (Santora et al.,1999; Venkataraman,1997) And studies have shown that strong management can be helpful in these kinds of situations. (McGrath and McMillan, 2000; Teece, Pisano, and Shuen, 1997). Some specialists think that leadership is one of the most important ways to improve a company's performance, so it's important to know how leadership affects performance. Effective leadership is seen as a strong source of organizational growth and a long-term competitive edge that can help an organization do better (Avolio, 1999; Lado, Boyd, & Wright, 1992; Rowe, 2001).

## **H2: Organisational leadership positively affects employee Performance**

### **2.4.3 Organisational Leadership, Organisational Culture, and Employee Performance**

According to a review of the literature in the area of culture and leadership, success has been independently and frequently linked to both leadership and culture. (Wei, 2020). Despite the claims made in some research, organisational culture does have an impact on Performance. (Kramer & Kramer, 2020). Others discovered that corporate culture affects workers' Performance both directly and indirectly. (Valmohammadi & Roschanzamir, 2015). Sihombing et al. (2018) made a similar argument in a study that

leadership has a significant impact on company culture and tangentially influences employee performance. In studies on the relationship between organisational culture, leadership style, and Performance, it is difficult to define the function of the leader and link it directly to Performance because of the diversity of cultures represented among the organisation's members (Cimi et al., 2020). Leadership is a crucial factor in maximizing employee success (Kramer & Kramer, 2020). Since the effectiveness of employee performance depends on the organisational system that leaders construct, this impact can be either beneficial or bad (Ibrahim et al., 2017). The leader must first blend into the culture of the organisation and modify his or her leadership style to the circumstances and culture of that organisation in order to use their position to affect an employee's Performance (Maamari & Saheb, 2018). According to Boehm et al. (2015), a leader who enjoys working with a team is the ideal combination for any company to foster high employee effectiveness. The significance of having a more active knowledge about the role of organisational leaders and culture on present and future Performance was highlighted by the impact of leadership style on organisational culture and the difficulties in adapting to any new culture (Nor et al., 2020). According to Liden et al. (2014), employee performance improves as human assistant leadership levels rise.

Additionally, the transformational leadership style has a substantial relationship with improved work performance and employee attitudes, according to Al-Qudah et al. and Jerman et al. in 2020. By articulating clear organisational future goals, values, and high-performance expectations for employees, a transformational leader empowers employees to have a positive view of the organisation's reputation, both directly and indirectly (Tang, 2020). (Mays & Pope, 2020). The leader establishes an organisation that represents their values and beliefs during the organisational formation process

(Schock, 2020). In this way, a transformational leader develops and molds the organisational culture (Mousa & Othman, 2020). However, as the company grows, the leader's culture has an impact on him or her and shapes their behaviour and leadership style. The leader shapes the corporate culture through this dynamic, ongoing process, which shapes the leader in turn (Przewozniczek et al., 2020). By arguing that the relationship between the two concepts reflects an ongoing interaction in which the leader affects the culture and is, in turn, influenced by the resulting culture, Adeoti et al. (2020) mirror the argument of Akkermans et al. (2020). Adeoti et al. (2020) also made the case that leadership style is the root of corporate culture. During significant organisational changes, a corporate culture that embodies transformational leadership competencies can be advantageous. (Akkermans et al., 2020). In order to enhance job performance and the implementation of particular government reforms, a transformational leader, therefore, played a significant role in fostering an appropriate organisational culture. (Alrawadieh et al., 2020). Consequently, a moderator's leadership style is crucial for enhancing employees' efficiency and finding creative solutions to problems. (Bashir & Awan, 2016).

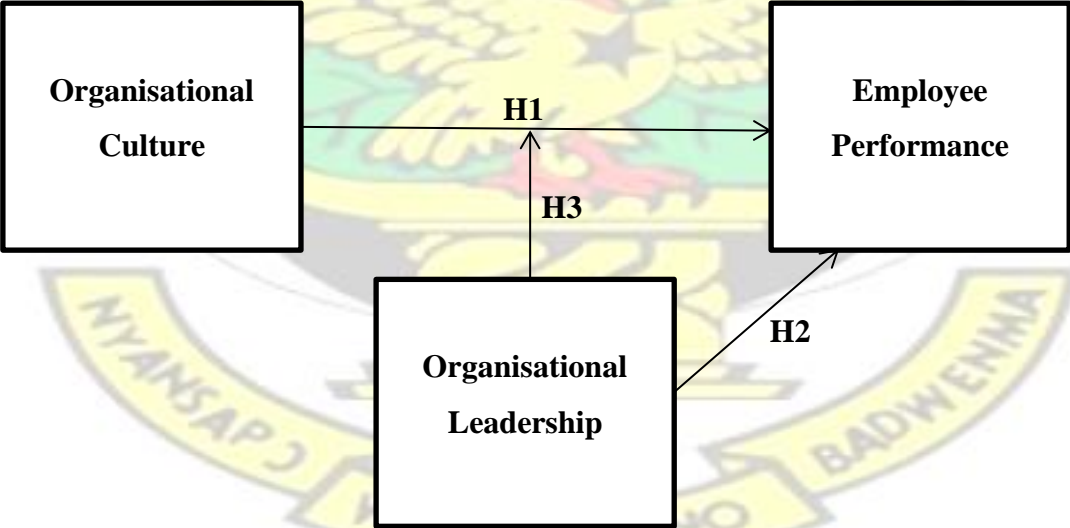
Based on the discussion of the reviewed studies stated above, a gap in the body of knowledge is identified where there can be a direct and indirect connection between corporate culture and employee performance (as moderated by leadership style). Since the majority of the reviewed literature only found a single connection between leadership style or organisational culture and employee success. To identify and clarify the nature and pattern of the connection between corporate culture, leadership style, and employee performance, more research is required. The current research simultaneously analyzes both relationships as direct and moderated by transformational leadership style. It's interesting how few empirical studies have simultaneously examined this

connection. As a result, transformational leadership would cultivate employees' positive values toward the company, spark their interest in worthwhile causes, and encourage them to voice their high expectations for Performance. (Bar, 2020).

**H3: Organisational Leadership Moderates the Relationship between Organisational Culture and Employee Performance**

**2.5 Conceptual Framework**

The concept model can be thought of as a group of ideas and principles from different fields that are important to the study and framework of a show to come. A conceptual structure shows the link between the separate factors and the variable in question that is being studied. Variables used in measuring organisational culture are; values, beliefs, and norms. Employee performance constitutes the dependent variable, while organisational leadership constitutes the moderating variable.



**Figure 1: Conceptual Framework**  
**Author's Own Construct (2023)**

## CHAPTER THREE

### RESEARCH METHODOLOGY AND ORGANISATIONAL PROFILE

#### 3.1 Introduction

The research technique component of the project is crucial, and it is this section that aided in the attainment of the study's goals. It discusses the many methods through which data was acquired and the skills that were employed to obtain the information. As the primary source of data, a questionnaire was employed as the main technique. The research design, data sources, population, sample, sampling methodologies, reliability and validity, data collection instruments, data analysis techniques, and organisational profile were all discussed in this chapter.

#### 3.2 Research Design

A research design is a tactical strategy that aims to provide a framework for collecting, estimating, and analyzing data for a study (Shona, 2021). There are five different types of research methods (Shona, 2021). They are descriptive research, research that is experimental, correlational research, examination research, and explanation research. The researcher used a quantitative research design for this investigation. A researcher who uses a descriptive design is simply interested in explaining the situation or subject under consideration. Data collection, interpretation, and presentation are all part of this theory-based design process (Anil & Satish, 2019). This permits a researcher to describe how and why they perform their study. Others can better comprehend the research's requirements due to the use of descriptive design. If the problem statement is ambiguous, one can undertake exploratory research (Anil & Satish, 2019). The purpose of research, which uses the experimental approach, is to establish a link between the cause and effect of a condition (Anil & Satish, 2019). Asrar-ul-Haq et al. (2017) call it



a causal design because it looks at how the factor that is independent affects the dependent variable. For instance, one could keep track of how a free variable, like price, affects an associated variable, like customer happiness or loyalty to the business. It is a very useful way to do study because it gets to the answer to a situation. Changes must be made to the independent factors in order to track their influence on the dependent variable. In the social sciences, it is often used to assess and study how two distinct sets of people act (Lauren et al., 2021). Researchers may ask people to change their behaviours and monitor how those around them react to gain a better understanding of social psychology (Bashir, 2021). Correlational research is a non-experimental approach to determining a correlation between two closely related variables (Bashir, 2021). According to Bashir (2021), this type of research necessitates the involvement of two independent parties. No assumptions are made when calculating the relationship between two variables using statistical analytic procedures (Lauren, 2021). "A correlation coefficient, which ranges from -1 to +1, is used to determine how closely two variables are related. The correlation value of +1 indicates a positive relationship between the variables, whereas the correlation coefficient of -1 indicates a negative relationship. Diagnostic research aims to find the source of a problem or incident. This approach allows you to obtain a deeper knowledge of the factors that contribute to troublesome situations" (Lauren, 2021).

### **3.2.1 Research purpose**

Conducting research is done for three main reasons. The three categories of research are explanatory, exploratory, and descriptive (Matthew, 2020). "To find solutions to a collection of questions, exploratory research is conducted. The analyses and responses may or may not result in a solution to the challenge. It is done to look at fresh

problematic areas that have not yet been looked into before. This exploratory technique establishes the framework for more in-depth data collection and analysis in the future. The purpose of descriptive research is to gather information in order to have a better understanding of contemporary challenges. Descriptive research is being used to define the behaviour of a group. To conduct the investigation, only one parameter is required. The three main purposes of descriptive research are to describe, explain, and validate the results. For example, research was undertaken to see if top-level management leaders of the twenty-first century have a moral claim to a significant portion of the company's profits. Explanatory research is carried out to determine the impact of certain alterations to established standard practices. Conducting experiments is the most popular way. Consider a study to see how rebranding affects customer loyalty" (Tegan, 2021).

### **3.3 Research Population**

The population of the study refers to the number of items or entities that the researcher desires to study (Naseri, 2021). Factors including the research topic, chronology, geographic location, and element availability all influence it. Three hundred and fifty (350) CSIR-FORIG employees in Fumesua participated in the research. This is justified based on the total staff strength of the organisation in 2022.

### **3.4 Sampling Techniques**

According to Seema (2018), sampling techniques are extremely valuable in research. It is one of the most important factors in assessing the accuracy of your research/survey findings. "If your sample has a flaw, it will show up in the final result. We may utilize a variety of techniques to collect samples, depending on the necessity and situation. The

phrase "population" refers to a collection of objects with similar characteristics. The number of elements in a population determines its size. A "sample" is a subset of a population. The method of selecting a sample is called sampling. The number of elements in the sample is the sample size. The two types of sampling processes are probability sampling and non-probability sampling. The probability sampling technique employs randomization to ensure that every member of the population has an equal chance of being selected for the sample. The researcher's capacity to select sample elements is more important in this procedure. Because sampling might be skewed, it is difficult to ensure that all segments of the population are equally represented in the sample" (Seema, 2018). "Another name for this type of sample is non-random sampling. A basic random sampling technique that falls within the area of probability sampling was used to sample the data. This is because the basic random sampling portion of the population has the same chance of being included in the selected sample" (Seema, 2018).

### 3.5 Sample Size

The sample size describes the part of the population taken for the study. To get the right representation for the sample size, it was hence calculated using Cao et al., (2019) model given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where; n = sample size, N = sample frame, e = percentage error margin (not more than 5%)

$$n = \frac{350}{1 + 350(0.05)^2}$$

$$n = 200$$

The study focused on 350 employees in CSIR-FORIG at Fumesua. Therefore, an average of 200 of these employees were selected for the study. Two hundred questionnaires were sent out for the respondents to answer.

### **The Summary of the Sample Size or Distribution of Respondents**

<b>Level of employees</b>	<b>Sample size, n</b>
Management staff	80
Technical staff	50
Supportive staff	70
<b>TOTAL</b>	<b>200</b>

### **3.6 Data sources**

#### **3.6.1 Primary data**

Primary data is information that has been collected specifically for a certain reason (Shawn. 2021). It denotes that the data was taken directly from the source. The data for the study was gathered from primary sources. Closed structured questionnaires were given to the selected staff to collect primary data.

#### **3.7 Data collection process**

Questionnaires were distributed using the drop-and-pick approach. Prior formal requests were made via courtesy calls and telephone calls to boost the questionnaires' acceptance. The data was gathered by the researcher personally. The researcher had to maintain paying regular visits to the employees to guarantee that the study had the greatest number of participants.

### **3.7.1 Data collection instrument**

The data for the study was obtained using closed-ended questionnaires. According to Chan (2018), research questionnaires are easy and less costly to administer. The questionnaire was constructed using the "5-point Likert scale". The 5-point Likert scale questionnaire ranges from strongly agree, agree, neutral, disagree, and strongly disagree. The questions were sourced from Carroll (2016). For example, "sample questions" related to Organisational Culture, Employee performance, and Organisational Leadership.

### **3.7 Data Analysis Techniques**

The information gathered throughout the study was edited, coded, and entered into statistical software (SPSS v.22). This entailed changing numerical codes from numerical data (nominal and ordinal). To sum up the data, descriptive figures like rates, percentages, medians, and standard deviations were used. Both multiple linear regression and Pearson correlation analysis were used in the study to find out how the factors of interest were related. Using multiple linear regression, the link between both dependent and independent factors was found. The dependent variable in this study was organisational citizenship behaviour, and the moderating variable was employee engagement, whereas workplace spirituality was the independent variable or explanatory variable.

### **3.8 Validity**

The degree to which a research instrument measures what it is supposed to measure is defined by (Chan, 2018). Measuring the validity of a questionnaire is based on asking the right kind of questions in an unambiguous way, as well; the researcher must check

if the questions asked will fit the purpose for it being asked (Do et al., 2020). The pilot test was conducted using 20 of the respondents from the staff at CSIR-FORIG. This aided the questionnaire to be tested to ensure no errors.

### **3.8.1 Reliability of the Study**

The degree to which a research instrument consistently measures what it is meant to measure (Donate et al., 2019). From Durdu et al. (2016), reliability is a term related to "consistency and dependability." The term consistency comes when comparing two or more repeated questions of the questionnaire instruments. Dependability also plays a role if the results of one scenario can be compared to the results of another scenario. The Cronbach's alpha value of 0.845 was realized. This implied that the test item was reliable.

### **3.9 Ethical Consideration**

Ethical issues arise frequently in studies that use humans as units of analysis, and they must be addressed. According to Kent (2005), researchers must seek informed consent from study participants. This is accomplished by first providing background information on the study. This allows responders to decide whether or not they want to participate. It's also crucial to ensure that the subjects are aware of how the information will be utilized and that their participation is voluntary.

The nature and objective of the study were explained to the participants. As a result, in order to protect the identity of the respondents who took part in the study, the researcher ensured that all survey and interview participants were anonymous. Before the survey began, the researcher introduced himself and explained what the data would

be used for. Each participant received a personal verbal explanation of the study's purpose.

### **3.10 Organisational Profile**

One of the 13 agencies of the Council for Scientific and Industrial Research is the Forestry Research Institute of Ghana. (CSIR). It is situated in Ghana's Ashanti Region at Fumesua, close to Kumasi. In 1962, it was established as a study division within the Forestry Department. In 1964, the Ghana Academy of Sciences officially created the Forest Products Research Institute (FPRI), which was later transferred to the Council for Scientific and Industrial Research (CSIR) in 1968. (CSIR).

In 1980, the Institute was moved from the CSIR to the Forestry Commission by an Act of Parliament (Act 405). The Institute's name was changed to Forestry Research Institute of Ghana in 1991 to better represent the growing scope of its research endeavors. Another Act of Parliament (Act 453) in 1993 changed the Institute's name back to the CSIR. To ensure the sustainable administration and utilization of Ghana's forest resources, FORIG's mandate is to research forests and forest products. It also entails engaging in the commercialization of research outputs and services. FORIG's goal is to become a center of expertise for the forest industry.

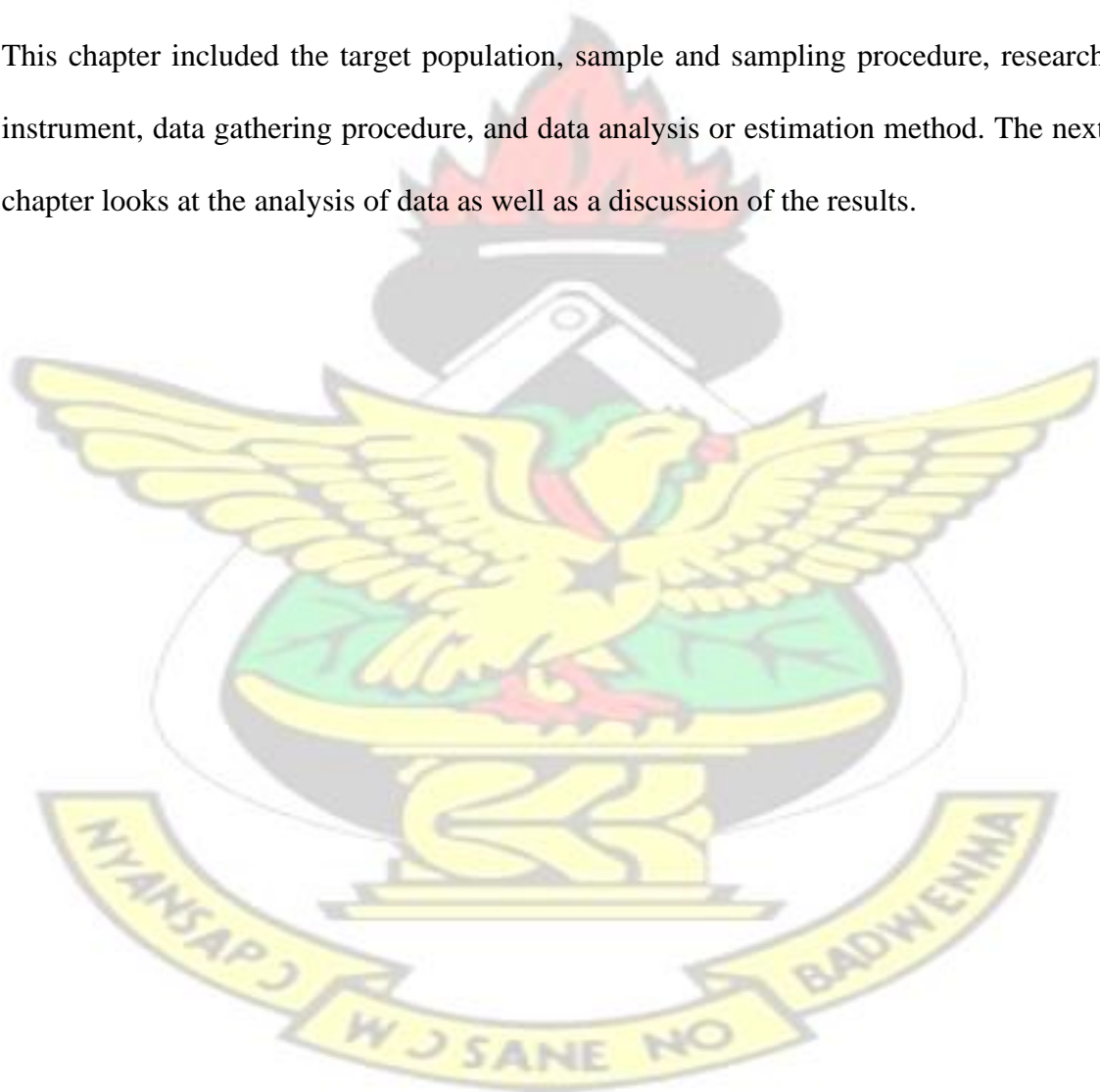
#### **3.10.1 Case Selection**

The National Science Technology and Innovation Policy acknowledge that a strong environment for science-based, technology-based, and innovation (STI) is necessary for Ghana to achieve middle-income status. This recognition is founded on the lessons learned from the development of industrialized nations. One organisation established to address scientific and technological advancement problems is the Council for Scientific

and Industrial Research (CSIR), to which the CSIR-Forestry Research Institute of Ghana (CSIR-FORIG) belongs. "Using the transforming power of S&T for wealth creation" is CSIR's stated mission. In order to achieve this vision, CSIR-FORIG's mission is to research forests, forest products, and related topics, as well as to disseminate and commercialize research outputs and services.

### **3.11 Conclusion**

This chapter included the target population, sample and sampling procedure, research instrument, data gathering procedure, and data analysis or estimation method. The next chapter looks at the analysis of data as well as a discussion of the results.





## CHAPTER FOUR

### PRESENTATION OF DATA, ANALYSIS AND DISCUSSION

#### 4.1 Introduction

This chapter depicts the results of the data collected. This study investigated the relationship between organisational culture and employee performance, the moderating role of organisational leadership. The targeted population was 350 Staff in CSIR-FORIG. Thus, the targeted sample size was 200 respondents. This chapter aims to test the validity and reliability of the variables in the questionnaire and show a descriptive analysis of the variables in the questionnaire.

#### 4.2 Respondents' Demographics

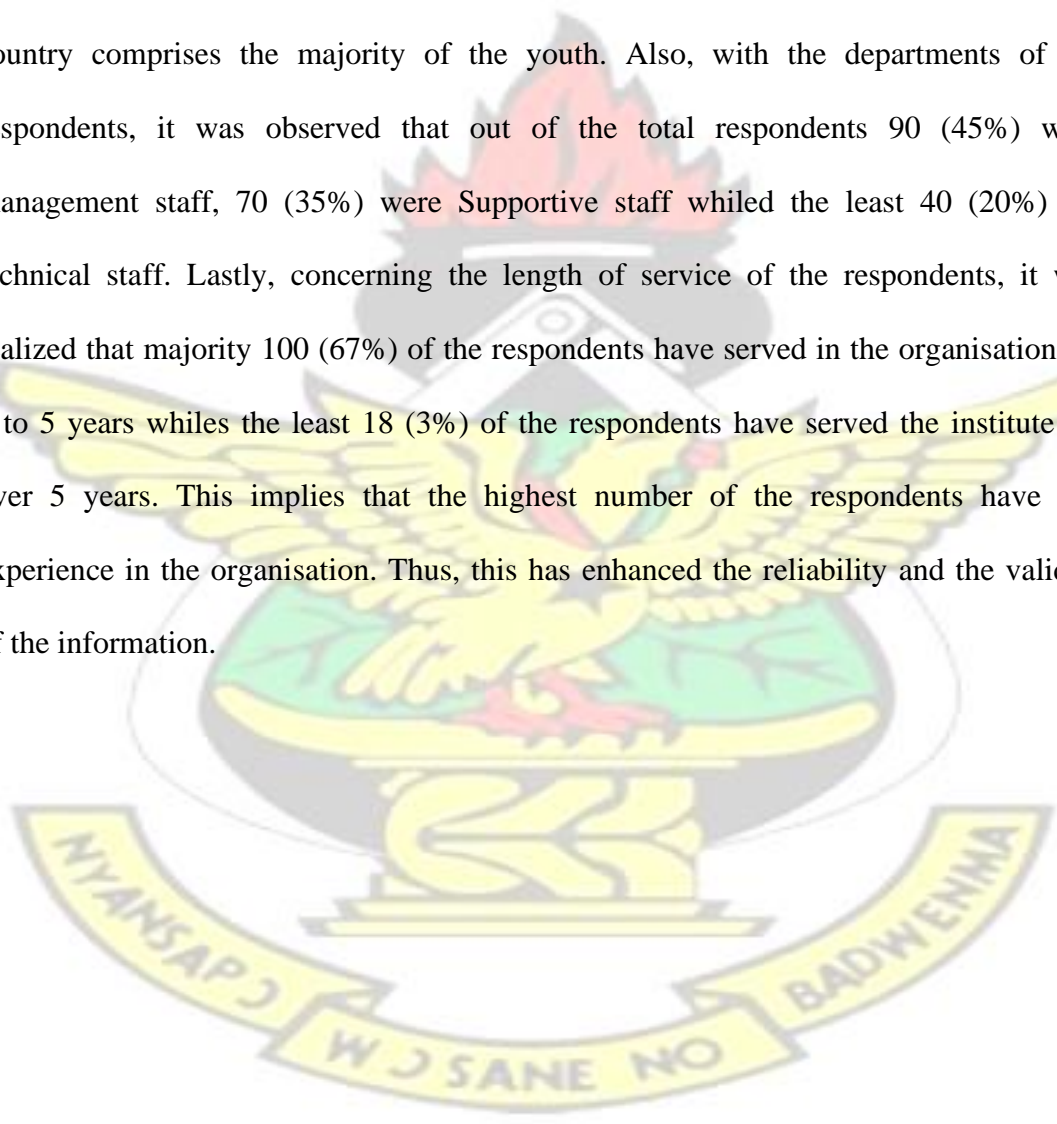
The respondents demographic background consist of the gender of the respondents, the age ranges of the respondents, the length of service of the respondents and the department of the respondents.

**Table 4.1: Demographic Background**

		<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Female	150	75%
	Male	50	25%
<b>Age</b>	18-30years	120	60%
	31-49years	60	30%
	41-50years	15	7%
	51-60years	5	3%
<b>Department</b>	Management Staff	90	45%
	Technical Staff	40	20%
	Supportive Staff	70	35%
<b>Length of Service</b>	0-3 years	30	20%
	4-5 years	100	67%
	Over 5 years	18	3%

*Source: Fieldwork Survey (2021)*

From the table 4.1 above showing the gender of the respondents, (150) 75% representing the highest number of the respondents were females while the least 50 (25%) were males. This shows that the research is a female dominated one. Also, concerning the ages of the respondents, it was observed that majority 120 (60%) of the respondents had ages ranging from 18 to 30 years while the least 5 (3%) had the ages ranging from 51 to 60 years. This shows that majority of the respondents were in their youthful age. Thus, the research applies to most of the organisations in Ghana since the country comprises the majority of the youth. Also, with the departments of the respondents, it was observed that out of the total respondents 90 (45%) were management staff, 70 (35%) were Supportive staff while the least 40 (20%) are technical staff. Lastly, concerning the length of service of the respondents, it was realized that majority 100 (67%) of the respondents have served in the organisation for 4 to 5 years while the least 18 (3%) of the respondents have served the institute for over 5 years. This implies that the highest number of the respondents have fair experience in the organisation. Thus, this has enhanced the reliability and the validity of the information.



### 4.3 Exploratory Factor Analysis

The following section deals with the “exploratory factor analysis” and “regression analysis” of the data.

#### 4.3.1 Exploratory Factor Analysis

**Table 4.2: Exploratory Factor Analysis Results**

<b>Construct/ measures</b>	<b>Communalities (R<sup>2</sup>)</b>	<b>Total Variance Explained</b>
<b><i>Organisational Culture [KMO= .685, X<sup>2</sup>(df)= 2113.576 (946), p &lt; 0.0012</i></b>		
OC1	Lost or stolen mobile devices	.640
OC2	The organisation has a strong belief system	.641
OC3	The organisation supports religious activities	.673
OC4	The organisation has morale support programs	.674
OC5	The organisation have a belief in team work	.691
OC6	The organisation values innovation	.782
OC7	The organisational values it's people as the fundamental resource	.629
OC8	The organisational values unity among employees	.705
OC9	The organisational is outcome oriented	.740
OC10	The organisational promotes trust among the employees	.662
<b><i>Employee Performance [KMO= .857, X<sup>2</sup>(df)= 1210.232 (190), p &lt; 0.001</i></b>		
EP1	I dedicate myself to the work	.640
EP2	I am confident about providing results	.641
EP3	My services are very reliable	.673
EP4	I am able to team up with my colleagues	.674
EP5	I have leadership qualities that support the performance of the organisation	.691
EP6	I communicate effectively among employees	.782
EP7	I cooperation well with my colleagues	.629
EP8	I am able to meet the standards set by the organisation	.705
EP9	I am able to easily adapt to changes in the organisation	.740
EP10	I am punctual at work and deliver high quality performance	.662
<b><i>Organisational Leadership [KMO= .685, X<sup>2</sup>(df)= 2113.576 (946), p &lt; 0.0012</i></b>		
OL1	I am able to motivate staff	.674
OL2	I have the desire to continuously improve	.691
OL3	I have vision for the institute	.782
OL4	I have good interpersonal relations with the staff	.629
OL5	I strategically and critically think about the effect of my actions on my colleagues	.705
OL6	I possess the interpersonal communication skills	.740
OL7	I am open-minded and creative	.662
OL8	I exhibit flexibility	.675
OL9	I exhibit a sense responsibility and dependability	.668
OL10	I exhibit patience and tenacity	.705

**Note:**

\*= Reverse coded

Extraction method: Principal component analysis

Rotation method: Oblimin with Kaiser Normalization

Extraction based on Eigenvalue greater than 1

Coefficients display suppressed below 0.5

**Source: Fieldwork Survey (2023)**

In Table 4.2, all questionnaire items had p-value <0.001. The p-value less than 0.001 indicates a significant correlation between the questionnaire items organisational culture, employee performance and organisational leadership had 'KMO' greater than 0.5. This shows that the sample size from the 'KMO' test is adequately representative since it is greater than 0.5.

**4.3.2 Reliability Test**

The reliability test was performed using Cronbach alpha. The following are the reliability values of the test items related to organisational culture, employee performance and organisational leadership.

**Table 4.3: Reliability Test Result**

<b>Constructs</b>	<b>No. of items</b>	<b>Cronbach alpha</b>
Organisational culture	12	0.712
Employee performance	10	0.902
Organisational leadership	10	0.839

**Source: Fieldwork Survey (2023)**

According to Goforth (2021) Cronbach's alpha coefficient between 0.65 and 0.8 is considered good. The Cronbach's alpha value of 0.712 for organisational culture proposed that the test item was good. In addition, the Cronbach's alpha value of 0.902 for employee performance proposed that the test item was also good and finally, the

Cronbach's alpha value of 0.839 for organisational leadership proposed that the test item was good.

#### 4.4 Descriptive Results

This following section provides information about the mean, standard deviation and number of respondents of each questionnaire item used for the study.

##### 4.4.1 Organisational Culture

**Table 4.4: Organisational Culture**

Code	Items	N	Min	Max	Mean	SD
OC1	The organisation has a strong belief system	200	1	5	2.51	1.259
OC2	The organisation supports religious activities	200	1	5	1.79	0.970
OC3	The organisation has morale support programs	200	1	5	4.18	1.136
OC4	The organisation have a belief in team work	200	1	5	1.73	1.040
OC5	The organisation values innovation	200	1	5	4.23	0.852
OC6	The organisational values it's people as the fundamental resource	200	1	5	3.03	1.342
OC7	The organisational values unity among employees	200	1	5	4.46	1.344
OC8	The organisational is outcome oriented	200	1	5	1.79	0.918
OC9	The organisational promotes trust among the employees	200	1	5	3.70	1.073
OC10	The organisation provides a stabilized culture	200	1	5	3.89	1.059
<b>OVERALL MEAN SCORE</b>		<b>200</b>	<b>2.83</b>	<b>4.14</b>	<b>3.5893</b>	<b>0.26769</b>

Note: SD= Standard deviation.

Source: Fieldwork Survey (2023)

In Table 4.4, the "five-point Likert scale" is an interval scale. The mean values from 1 to 1.8 mean strongly disagree from 1.81 to 2.6 means disagree, from 2.61 to 3.4 means neutral, from 3.41 to 4.20 means agree, and from 4.21 to 5 means strongly agree.

The mean scores of the first items showing "The organisation has a strong belief system" and "The organisation supports religious activities" were 2.51 and 1.79, respectively. This implies that the majority of the respondents are neutral that the organisation has a strong belief system and also disagree that the organisation supports religious activities. Also, with regards to the issue "The organisation has morale support programs" and "The organisation have a belief in teamwork," the means values were 4.18 and 1.73, respectively, showing that the majority of the staff strongly agreed that the organisation has morale support programs but strongly disagreed that the organisation has a belief in teamwork.

Also, on the issue of "The organisation values innovation" and "The organisational values its people as the fundamental resource," the mean values were 4.23 and 3.03, respectively. This implies that the majority of the respondents strongly agreed that the organisation values innovation and also agreed that the organisation values its people as the fundamental resource. Again, based on the issue that "The organisational values unity among employees" and "The organisational is outcome-oriented," the mean scores were 4.46 and 1.79, respectively. This means that most of the respondents strongly agreed that the organisation values unity among employees but also disagreed that the organisation is outcome-oriented.

With regards to the matter "The organisational promotes trust among the employees" and "The organisation provides a stabilized culture," the means scores of 3.70 and 3.89, respectively, indicates that most of the respondents agreed that the organisation promotes trust among the employees and also the organisation provides a stabilized culture. The overall mean of 3.5893 shows that most of the staff strongly agreed with the organisational culture of the organisation. In addition, Schein (2020) asserted that a

culture's functional effectiveness relies not only on how it interacts with its environment but also on whether it is "good" or "bad" or "functionally effective" or not. According to Hofstede (2021), culture can refer to a country as well as other social groups like families, professions, and organisations. He pointed out that as soon as an organisation develops a history, this history constrains its behaviour.

#### 4.4.2 Employee Performance

**Table 4.5: Employee Performance**

Code	Items	N	Min	Max	Mean	SD
EP1	I dedicate myself to the work	200	1	5	4.51	1.259
EP2	I am confident about providing results	200	1	5	4.79	0.970
EP3	My services are very reliable	200	1	5	4.18	1.136
EP4	I am able to team up with my colleagues	200	1	5	4.73	1.040
EP5	I have leadership qualities that support the performance of the organisation	200	1	5	4.23	0.852
EP6	I communicate effectively among employees	200	1	5	3.03	1.342
EP7	I cooperate well with my colleagues	200	1	5	4.46	1.344
EP8	I am able to meet the standards set by the organisation	200	1	5	4.79	0.918
EP9	I am able to easily adapt to changes in the organisation	200	1	5	3.70	1.073
EP10	I am punctual at work and deliver high quality performance	200	1	5	3.89	1.059
<b>OVERALL MEAN SCORE</b>		<b>200</b>	<b>2.83</b>	<b>4.14</b>	<b>3.69</b>	<b>0.26769</b>

Note: SD= Standard deviation.

**Source: Fieldwork Survey (2023)**

In Table 4.5, the “five-point Likert scale” is an interval scale. The mean values from 1 to 1.8 means strongly disagree from 1.81 to 2.6 means disagree, from 2.61 to 3.4 means neutral; from 3.41 to 4.20 means agree and from 4.21 to 5 means strongly agree.

On the first items showing "I dedicate myself to work" and "I am confident about providing results," the mean scores were 4.51 and 4.79, respectively. This implies that the majority of the respondents strongly agreed that they dedicate themselves to work and also strongly agreed that they are confident about providing results. Also, with regards to the issue of "My services are very reliable" and "I am able to team up with my colleagues," the means values were 4.18 and 4.73, respectively, showing that the majority of the staff strongly agreed that their services are very reliable and also strongly agreed that they are able to team up with my colleagues.

Also, on the issue of "I have leadership qualities that support the performance of the organisation" and "I communicate effectively among employees," the mean values were 4.23 and 3.03, respectively. This implies that the majority of the respondents strongly agreed that I have leadership qualities that support the performance of the organisation, while most of them agreed that they communicate effectively among employees. Again, based on the issue that "I co-operate well with my colleagues" and "I am able to meet the standards set by the organisation," the mean scores were 4.46 and 4.79, respectively. This means that most of the respondents strongly agreed that they co-operate well with their colleagues but also strongly agreed that they are able to meet the standards set by the organisation".

With regards to the matter "I am able to easily adapt to changes in the organisation" and "I am punctual at work and deliver high-quality performance," the means scores of 3.70 and 3.89, respectively, indicates that most of the respondents agreed that they are able to easily adapt to changes in the organisation and are also punctual at work and deliver high-quality performance. The overall mean of 3.69 shows that most of the staff strongly agreed with the employee performance. According to Mahdiah (2015),



communication within the organisation improves employee performance and, among other things, gives employees knowledge about their responsibilities and the organisation's goals, as well as the ability to carry out their tasks effectively. They argue that the existence of communication within the organisation leads to effective decision-making.

KNUST

#### 4.4.3 Organisational Leadership

**Table 4.6: Organisational Leadership**

Code	Items	N	Min	Max	Mean	SD
OL1	I am able to motivate staff	200	1	5	3.79	1.049
OL2	I have the desire to continuously improve	200	1	5	3.81	0.934
OL3	I have vision for the institute	200	1	5	4.05	1.050
OL4	I have good interpersonal relations with the staff	200	1	5	3.95	0.972
OL5	I strategically and critically think about the effect of my actions on my colleagues	200	1	5	4.05	0.999
OL6	I possess the interpersonal communication skills	200	1	5	3.96	0.936
OL7	I am open-minded and creative	200	1	5	3.55	1.028
OL8	I exhibit flexibility	200	1	5	4.07	0.908
OL9	I exhibit a sense responsibility and dependability	200	1	5	3.91	0.324
OL10	I exhibit patience and tenacity	200	1	5	3.83	0.321
<b>OVERAL MEAN</b>		<b>200</b>	<b>1.80</b>	<b>4.85</b>	<b>3.8110</b>	<b>0.56662</b>

Note: SD= Standard deviation

**Source: Fieldwork Survey (2023)**

Table 4.6 shows employee engagement; the "five-point Likert scale" is an interval scale. The mean values from 1 to 1.8 mean strongly disagree from 1.81 to 2.6 means disagree, from 2.61 to 3.4 means neutral, from 3.41 to 4.20 means agree, and from 4.21 to 5 means strongly agree.

Firstly, with regards to the matter "I am able to motivate staff" and "I have the desire to continuously improve," the mean values were 3.79 and 3.81, respectively. This implies that most of the respondents agreed that they are able to motivate staff and also further agreed that they have the desire to continuously improve.

Also, based on the concern "I have a vision for the institute" and "I have good interpersonal relations with the staff," the mean scores were 4.05 and 3.95, respectively, showing that the majority of the respondents strongly agreed that they have a vision for the institute and also have good interpersonal relations with the staff.

Prior to the issue "I strategically and critically think about the effect of my actions on my colleagues" and "I possess interpersonal communication skills," the mean scores were 4.05 and 3.96, respectively, demonstrating that the majority of the respondents strongly agreed that they strategically and critically think about the effect of the actions on my colleagues and most of them agreed that they possess the interpersonal communication skills. Also, the mean values 3.55 and 4.07 show that most of the staff agreed that they are open-minded and creative, and the majority also strongly agreed that they exhibit flexibility.

In conclusion, the mean value of 3.91 and 3.83 shows that most of the respondents strongly agreed that they exhibit a sense of responsibility and dependability and also strongly agreed that they exhibit patience and tenacity.

The overall mean score of 3.8 shows that the majority of the staff strongly agreed with the organisational leadership of the organisation. In simple terms, a leader is anyone assigned to pilot the affairs of a team. Leadership style is a crucial factor in the field of organisational behaviour when trying to accomplish an organisation's goals. The leadership process includes the use of non-coercive influence to shape group or

organisational goals, inspire behaviour toward achieving the firm's goals, and establish the culture of the group. (Ukaidi, 2016). According to Ukaidi (2016), leadership is the process of influencing people and providing an enabling environment for them to achieve team or organisational goals and objectives.

**Table 4.7: Inter-Variable Correlation Results**

Variables	1	2	3	4	5	6	7	8
<b>Gender</b>								
<b>Age</b>	.126							
<b>Marital Status</b>	-.085	.195*						
<b>Department</b>	.195*	.76**	.134					
<b>Length of Service</b>	-.19*	.007	.150	-.003				
<b>Level of management</b>	-.121	.029	-.057	.055	.321**			
<b>Organisational Culture</b>	.020	.124	.098	.107	.271**	.021*		
<b>Employee performance</b>	-.005	-.015	.037	-.021	.336**	.059	.028**	
<b>Organisational leadership</b>	-.010	.090	.197*	-.023	.310**	.030	.0314*	.027*
<b>Mean</b>				<b>3.43</b>	<b>4.23</b>	<b>4.26</b>	<b>2.31</b>	<b>3.72</b>
<b>Standard deviation</b>				<b>.629</b>	<b>.516</b>	<b>.525</b>	<b>.579</b>	<b>.459</b>

**Note:**

\*Correlation is significant at the 0.05 level (2-tailed)

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

**Source: Fieldwork Survey (2023)**

In Table 4.7, organisational culture had a correlation of 0.314 with employee performance. This shows a significant correlation between organisational culture and employee performance. Organisational culture therefore enhances employee performance and which is in line with the researcher's conclusion that organisational culture influence employee performance. This also asserts that there is a positive relationship between organisational culture and employee performance.

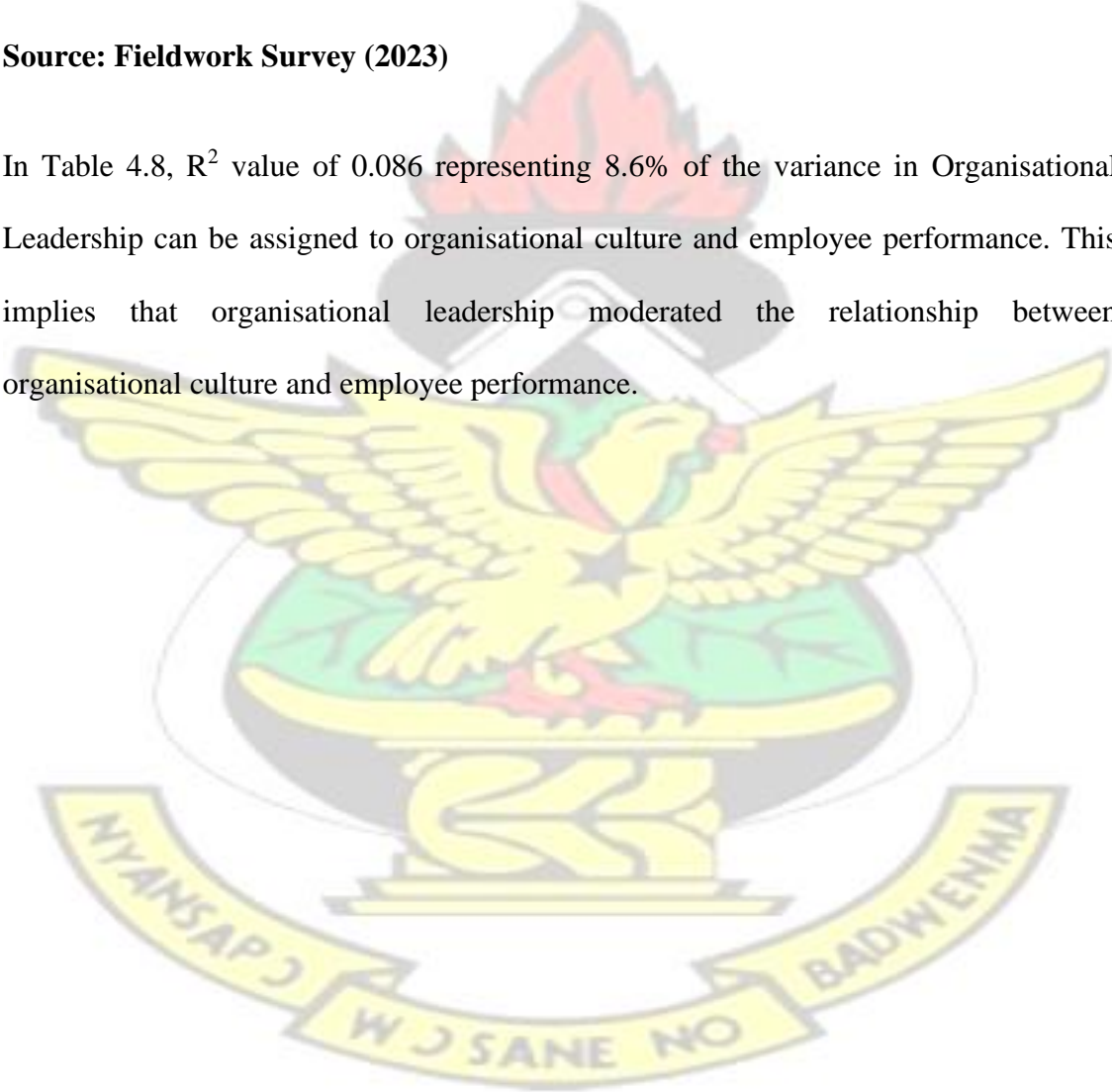
**Table 4.8: Summary of the Moderating role of Organisational Leadership on the relationships between Organisational Culture and Employee Performance**

IV	DV	Interaction effect (moderator)	R <sup>2</sup>	Δ R <sup>2</sup>
Organisational Culture (OC)	Employee Performance (EP)	OC* Organisational Leadership (OL)	.075	-
Organisational Culture (OC)	Employee Performance (EP)		.086	.010

Note: IV= Independent variable, DV = Dependent variable

**Source: Fieldwork Survey (2023)**

In Table 4.8, R<sup>2</sup> value of 0.086 representing 8.6% of the variance in Organisational Leadership can be assigned to organisational culture and employee performance. This implies that organisational leadership moderated the relationship between organisational culture and employee performance.



#### 4.5 Regression Analysis

**Table 4.9: Ordinary Least Square Regression Analysis Results (Standardized Coefficients)**

Variable	Employee Performance		
	Model 1	Model 2	Model 3
<b>Control paths</b>			
Gender	-0.23 (-2.260)	-0.149 (-1.785)	-0.148 (-1.729)
Age	0.072 (0.523)	0.001 (0.006)	-0.003 (-0.027)
Marital Status	0.139 (1.545)	0.104 (1.252)	0.103 (1.182)
Department	-0.009 (-0.067)	0.002 (0.015)	-0.005 (-0.038)
Length of Service	0.051 (0.321)	0.103 (1.152)	0.121 (1.219)
<b>Hypothesized paths</b>			
<i>Main effect</i>			
“Organisational culture”		0.054 (0.606)	0.058 (0.628)
<i>Interaction terms</i>			
OC*EP			0.145 (1.545)
<b>Fit indices</b>			
R <sup>2</sup>	0.071	0.293	0.312
ΔR <sup>2</sup>	0.071	0.221	0.020
Adjusted R <sup>2</sup>	0.041	0.231	0.218
F statistics	2.322	4.759	3.330
DF	121	115	110
Sig	0.061	0.000	0.000

**Note:** t-values are in the parenthesis

Coefficient significant at the 0.05 level (1 tailed)

Hypothesized paths estimated at 5% significance level

**Source: Fieldwork Survey (2021)**

In Table 4.9, Model 1 has a significant value of 0.061, indicating no strong relationship between the control variables and the dependent variable (Organisational Citizenship Behaviour). However, the R<sup>2</sup> value of 0.071 in model 1 also indicates that 7.1% of the variation in the dependent variable can be explained by the control variables (gender, age, marital status, department, and length of service). Models 2 and 3 have significant values of 0.000, indicating a strong relationship between organisational culture, the moderator variable (organisational leadership), and employee performance. However, the change in R<sup>2</sup> value representing 0.221 in model 2 explains that 22.1% of the variation in the dependent variable can be explained by organisational culture, while the change in R<sup>2</sup> value representing 0.020 in model 3 explains that 2% of the variance in the “dependent variable” can be assigned to the moderator variable (organisational leadership). This agrees with studies done by Saks (2020) that organisational culture and organisational leadership affect employee performance.

#### **4.6 Conclusion**

This chapter focused on identifying the relationship between organisational culture and employee performance and the moderating role of organisational leadership. The following section outlays a summary of the findings, conclusions, and recommendations.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.1 Introduction**

A summary of the findings is presented here, where conclusions and recommendations related to the study are included.

#### **5.2 Summary of Findings**

Studies support the assertion that organisational culture affects employee performance. This study as well draws on the same assertion concerning the relationship between organisational culture and employee performance. This study further explored the investigating relationship between organisational culture and employee performance, the moderating role of organisational leadership. The following section gives details of the relationship between the variables of the study.

##### **5.2.1 The Effect of Organisational Beliefs, Norms, and Values on Employee Performance**

It was observed that the organisational belief, which implies the strong belief system, the religious activities, and the morale support programs, all impact the employee performance of the organisation. Also, the norms of the organisation, such as the ability of the organisation to be outcome-oriented, promote trust among the employees and also provide a stabilized culture, all have a significant impact on employee performance. Lastly, it was further gathered that the values of the organisation, which involve innovation, the value of the human resource in the organisation, and the unity among employees, are also very key to employee performance.

### **5.2.2 Effect of Organisational Leadership on Employee Performance**

The study found that organisational leadership in the organisation has a significantly positive effect on employee performance. This implies that the ability of the management of the staff to motivate staff, continuously improve them, have good interpersonal relations with them and strategically and critically think about them will help enhance the performance of the staff. Also, it was further observed that when the leadership has open-minded and creative in terms of their thoughts and flexible in their behaviour, it will enhance the performance of the employees significantly.

### **5.2.3 The moderating role of Organisational Leadership in the relationships between Organisational Culture and Employee Performance.**

The moderation analysis conducted revealed that organisational leadership moderated the relationship between organisational culture and employee performance. It can be said that organisational leadership is a key variable that manipulates and ensures the uniformity between organisational culture and employee performance. This is because leadership serves as a key driving force that dictates the organisational culture of the organisation, and that will also go in a long way to affect employee performance. A favourable leadership style results in an organisational culture that enables employees to feel comfortable and work effectively and efficiently to meet the expected target.

### **5.3 Implications of the Study**

The study examined the relationship between organisational culture and employee performance and the moderating role of organisational leadership. The findings of the study will provide insight into knowing that organisational culture is a key variable that impacts either negatively or positively on employee performance in an organisation.



Furthermore, this will provide a base for business owners and managers to appreciate the organisational culture that is likely to enhance employee performance.

### **5.3.1 Theoretical Implication**

The research has provided another level of insight to support research related to the effect of “organisational culture’ on “employee performance.” The research has also provided strong evidence that validates some of the theories related to organisational culture. For example, the findings from the research showed clear evidence of the important role that organisational culture plays in employee performance. The study will also add to existing literature to serve as a reference point for other researchers who want to conduct similar studies. The study will also contribute to a knowledge body to support academic institutions in expanding their understanding of organisational culture and its related theories. The study will finally fill the gap that other researchers have left to be filled.

### **5.3.2 Practical Implication**

The study has contributed to the formation of the tactical, operational, and strategic plan. The tactical level of planning deals with how an organisation can implement its strategies. Under this level, organisational leaders or managers will ensure that policies set by top-level management, like values, beliefs, and norms, are implemented by designing actionable plans to enhance the organisational culture and improve employee performance.

The operational level also deals with implementing the actionable plans designed. Under this level, the actionable plans are implemented by allocating and providing the needed time, material, financial and human resources. This research will guide

organisations in relation to their organisational culture policies by allocating and providing the training needed for organisational success.

The strategic levels deal with the long-term planning of the organisation. The contribution of the research at this level is that long-term policies are related to establishing the values, norms, and beliefs of the leadership to enhance employee performance.

#### **5.4 Conclusion**

The study aimed to investigate the relationship between organisational culture and employee performance and the moderating role of organisational leadership. The sample size of the study was 200 staff from CSIR-FORIG out of the 350-population size. The study adopted the structured close-ended questionnaire to collect the data from the respondents. The study used SPSS version 21.0 to analyse the data and presented tables showing the means and standard deviation. The study revealed that the organisational beliefs, which imply the strong belief system, the religious activities, and the morale support programs, all impact the employee performance of the organisation. Also, the norms of the organisation, such as the ability of the organisation to be outcome-oriented, promote trust among the employees and also provide a stabilized culture, all have a significant impact on employee performance. Lastly, it was further gathered that the values of the organisation, which involve innovation, the value of the human resource in the organisation, and the unity among employees, are also very key to employee performance. The study found that organisational leadership in the organisation has a significantly positive effect on employee performance. The moderation analysis revealed that organisational leadership moderated the relationship between organisational culture and employee performance.

## 5.5 Recommendations

The study offers the following recommendations;

Firstly, management should establish a morale support program. Morale support programs are programs that are established periodically to boost and encourage staff to develop a good attitude towards each other in order to enhance their teamwork and performance. Top-level management should put strategic measures in place to develop systematic programs that will improve the culture of the organisation and enhance employee performance.

Secondly, management should promote trust among employees in the organisation. Trust is very key in building an environment that will enable each staff to exhibit their best. An organisation that is filled with trust always provides the employees with an enabling environment to exhibit their skills and potential to help the organisation attain its objectives.

Thirdly, management should provide a stable culture. Stability in culture is very critical to the growth of organisations. Every organisation which is experiencing dynamics lacks consistency in its system leads the staff to be clear with the system of the organisation. As a result, it is recommended that management should create an organisational structure that is stable and also support the operations of the employees to enable them to flow in their operations.

Furthermore, management should provide fundamental resources to support the human resource of the organisation. The leadership of the organisation should consistently provide the various tools and logistics that are needed to support the activities of the employees. Also, financial resources should be provided often to support individuals in their daily duties to motivate them to perform effectively and efficiently.

Lastly, management should train the staff to possess interpersonal communication skills. Interpersonal communication skills allow employees to transfer information easier and faster among themselves. Interpersonal communication skills also enhance the social asset of the organisation and enable them to relate well with each other. Leadership is also fundamental in the interpersonal communication skills of the organisation. The leadership should promote teamwork and a simple organisational structure that ensures the flow of activities to enhance employee performance.

### **5.6 Suggestion for Further Research**

The focus of the current study was on the relationship between organisational culture and employee performance and the moderating role of organisational leadership. The study adopted the quantitative method to collect and analyse the data using an explanatory approach. Therefore, future studies can adopt the use of qualitative methods to collect data through an interview approach to explore the knowledge and perception of staff on the impact of belief system organisational culture. Other studies can also use a larger sample size to conduct the study to strengthen the generalizability of the findings of the study.

## REFERENCES

- Adekiya, A., & Bernardes, O. T. F. (2020). Effect of organisational culture on ICT project success in public higher learning institutions in Nigeria. *International Journal of Critical Infrastructures*, 16(3), 187-210.
- Adeoti, M. O., Shamsudin, F. M., & Mohammad, A. M. (2020). Opportunity, job pressure and deviant workplace behaviour: does neutralisation mediate the relationship? A study of faculty members in public universities in Nigeria. *European Journal of Management and Business Economics*.
- Akkermans, J., Richardson, J., & Kraimer, M. L. (2020). The Covid-19 crisis as a career shock: Implications for careers and vocational behaviour. *Journal of vocational behaviour*, 119, 103434.
- Al-Qudah, S., Obeidat, A. M., & Shrouf, H. (2020). The impact of strategic human resources planning on the organisational performance of public shareholding companies in Jordan. *Problems and Perspectives in Management*, 18(1), 219.
- Alrawadieh, Z., Cetin, G., Dincer, M. Z., & Istanbulu Dincer, F. (2020). The impact of emotional dissonance on quality of work life and life satisfaction of tour guides. *The Service Industries Journal*, 40(1-2), 50-64.
- Anil, A. P., & Satish, K. P. (2019). Enhancing customer satisfaction through total quality management practices—an empirical examination. *Total Quality Management & Business Excellence*, 30(13-14), 1528-1548.
- Asrar-ul-Haq, M., Kuchinke, K. P., & Iqbal, A. (2017). The relationship between corporate social responsibility, job satisfaction, and organisational commitment: Case of Pakistani higher education. *Journal of Cleaner Production*, 142, 2352-2363.
- Barr, N. (2020). *Economics of the welfare state*. Oxford University Press, USA.
- Bashir, Z. (2021). Corporate governance and capital structure as driving force for financial performance: Evidence from non-financial listed companies in Pakistan. *Bashir, Z., Bhatti, GA, & Javed, A.(2020). Corporate governance and capital structure as driving force for financial performance: Evidence from non-financial listed companies in Pakistan. IBA Business Review*, 15(1), 108-133.
- Bayo-Moriones, A., Galdon-Sanchez, J. E., & Martinez-de-Morentin, S. (2020). Performance appraisal: dimensions and determinants. *The International Journal of Human Resource Management*, 31(15), 1984-2015.

- Bergh, L. I. V., Hinna, S., Leka, S., & Jain, A. (2014). Developing a performance indicator for psychosocial risk in the oil and gas industry. *Safety science*, 62, 98-106.
- Bouranta, N., Psomas, E., Suárez-Barraza, M. F., & Jaca, C. (2019). The key factors of total quality management in the service sector: a cross-cultural study. *Benchmarking: An International Journal*.
- Bryman and Bell. (2015). Qualitative data analysis. *International Journal of Sales, Retailing & Marketing*, 4(9), 5-14.
- Butler, P., & Hammer, A. (2020). Pay progression in routinised service sector work: navigating the internal labour market in a fast food multinational company. *Industrial Relations Journal*, 51(4), 351-371.
- Byrne, Z. S., Cave, K. A., & Raymer, S. D. (2022). Using a generalizable photo-coding methodology for assessing organisational culture artifacts. *Journal of Business and Psychology*, 37(4), 797-811.
- Caliskan, A., & Zhu, C. (2020). Organisational culture and educational innovations in Turkish higher education: Perceptions and reactions of students. *Educational Sciences: Theory & Practice*, 20(1), 20-39.
- Campebell, G. M., Aziani, A., & Favarin, S. (2021). Exploring the immediate effects of COVID-19 containment policies on crime: an empirical analysis of the short-term aftermath in Los Angeles. *American Journal of Criminal Justice*, 46(5), 704-727.
- Cao, J., Liang, H., & Zhan, X. (2019). Peer effects of corporate social responsibility. *Management Science*, 65(12), 5487-5503.
- Carroll, A. B. (2016). Carroll's pyramid of CSR: taking another look. *International journal of corporate social responsibility*, 1(1), 1-8.
- Chan, C. W. (2018). Leading today's kindergartens: Practices of strategic leadership in Hong Kong's early childhood education. *Educational Management Administration & Leadership*, 46(4), 679-691.
- Christensen, T., Lægveid, P., & Røvik, K. A. (2020). Organisation theory and the public sector: Instrument, culture and myth. Routledge.
- Cimini, C., Boffelli, A., Lagorio, A., Kalchschmidt, M., & Pinto, R. (2020). How do industry 4.0 technologies influence organisational change? An empirical analysis of Italian SMEs. *Journal of Manufacturing Technology Management*.

- Da Veiga, A., Astakhova, L. V., Botha, A., & Herselman, M. (2020). Defining organisational information security culture—Perspectives from academia and industry. *Computers & Security*, 92, 101713.
- DO, T. H., LE, H. M., LUONG, D. T. T., & TRAN, Q. T. (2020). Relationship between the management accounting information usage, market orientation and performance: Evidence from Vietnamese tourism firms. *The Journal of Asian Finance, Economics, and Business*, 7(10), 707-716.
- Donate, M. J., Ruiz-Monterrubio, E., de Pablo, J. D. S., & Peña, I. (2019). Total quality management and high-performance work systems for social capital development: effects on company innovation capabilities. *Journal of Intellectual Capital*.
- Durdu, B., Hakyemez, I. N., Bolukcu, S., Okay, G., Gultepe, B., & Aslan, T. (2016). Mortality markers in nosocomial *Klebsiella pneumoniae* bloodstream infection. *Springerplus*, 5(1), 1-9.
- Frick, W. F., Kingston, T., & Flanders, J. (2020). A review of the major threats and challenges to global bat conservation. *Annals of the New York Academy of Sciences*, 1469(1), 5-25.
- Frye, W. D., Kang, S., Huh, C., & Lee, M. J. M. (2020). What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach. *International Journal of Hospitality Management*, 85, 102352.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020). Conceptual framework for the strategic management: a literature review—descriptive. *Journal of Engineering*, 2020.
- Grofelnik, I., Sternad, M., & Ojsteršek, T. C. (2020). Corporate Culture In Relation To A Sustainable Logistics Organisation. *Business Logistics in Modern Management*.
- Gusenbauer, M., & Haddaway, N. R. (2020). Which academic search systems are suitable for systematic reviews or meta-analyses? Evaluating retrieval qualities of Google Scholar, PubMed, and 26 other resources. *Research synthesis methods*, 11(2), 181-217.
- Guvenen, F., Kuruscu, B., Tanaka, S., & Wiczer, D. (2020). Multidimensional skill mismatch. *American Economic Journal: Macroeconomics*, 12(1), 210-44.

- Hairunneessa, T. M., & TA, A. A. (2020). Organisational Culture and Its Relevance to the University Libraries in Kerala. *Library of Progress-Library Science, Information Technology & Computer*, 40(1).
- Haryono, S., Supardi, S., & Udin, U. (2020). The effect of training and job promotion on work motivation and its implications on job performance: Evidence from Indonesia. *Management Science Letters*, 10(9), 2107-2112.
- Irwin, D. A. (2020). *Against the tide*. In *Against the Tide*. Princeton University Press.
- Isensee, C., Teuteberg, F., Griese, K. M., & Topi, C. (2020). The relationship between organisational culture, sustainability, and digitalization in SMEs: A systematic review. *Journal of Cleaner Production*, 275, 122944.
- Izhari, F. M. R., Saedudin, R. R., & Izzati, B. M. (2020). Enterprise rchitecture Design In Yogya Group Staffing Function Using Togaf Adm. *eProceedings of Engineering*, 7(2).
- Jat, H. S., Choudhary, K. M., Nandal, D. P., Yadav, A. K., Poonia, T., Singh, Y., ... & Jat, M. L. (2020). Conservation agriculture-based sustainable intensification of cereal systems leads to energy conservation, higher productivity and farm profitability. *Environmental management*, 65(6), 774-786.
- Jerman, A., Pejić Bach, M., & Aleksić, A. (2020). Transformation towards smart factory system: Examining new job profiles and competencies. *Systems Research and Behavioural Science*, 37(2), 388-402.
- Jiang, Z., Di Milia, L., Jiang, Y., & Jiang, X. (2020). Thriving at work: A mentoring-moderated process linking task identity and autonomy to job satisfaction. *Journal of Vocational Behaviour*, 118, 103373.
- Jirek, S. L. (2020). Ineffective organisational responses to workers' secondary traumatic stress: A case study of the effects of an unhealthy organisational culture. *Human Service Organisations: Management, Leadership & Governance*, 44(3), 210-228.
- Johnston, A. C. (2020). Teacher preferences, working conditions, and compensation structure.
- Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. *Essentials of job attitudes and other workplace psychological constructs*, 207-241.
- Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. *Essentials of job attitudes and other workplace psychological constructs*, 207-241.

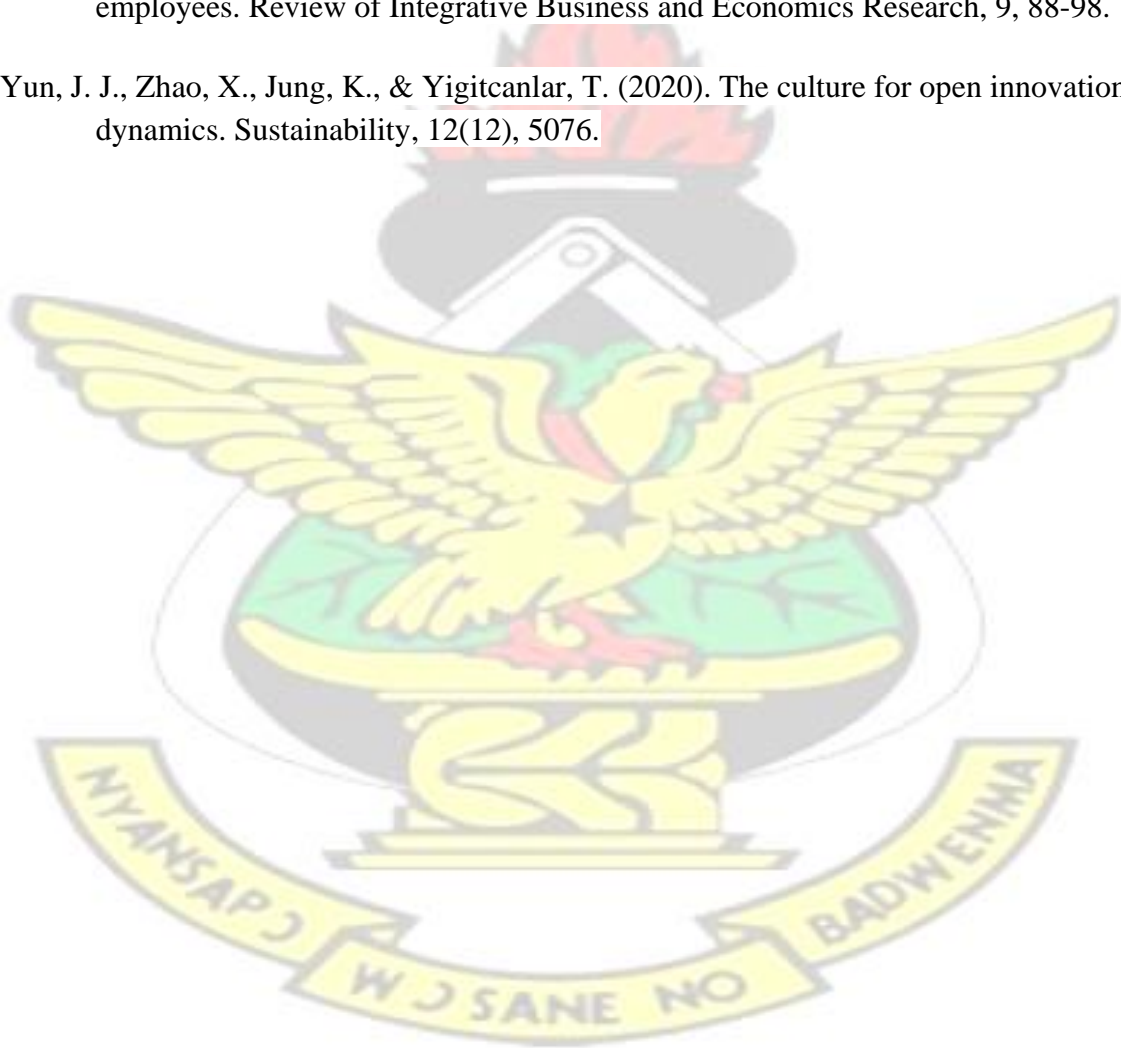


- KEBEDE, G. (2020). ASSESSMENT OF ORGANISATIONAL CULTURE IN THE CASE OF OROMIA INTERNATIONAL BANK SC (Doctoral dissertation, ST. MARY'S UNIVERSITY).
- Kramer, A., & Kramer, K. Z. (2020). The potential impact of the Covid-19 pandemic on occupational status, work from home, and occupational mobility. *Journal of Vocational Behaviour*, 119, 103442.
- Kwarteng, A., & Aveh, F. (2018). Empirical examination of organisational culture on accounting information system and corporate performance: Evidence from a developing country perspective. *Meditari Accountancy Research*.
- Labrague, L. J., Nwafor, C. E., & Tsaras, K. (2020). Influence of toxic and transformational leadership practices on nurses' job satisfaction, job stress, absenteeism and turnover intention: A cross-sectional study. *Journal of Nursing Management*, 28(5), 1104-1113.
- Lee, H. W. (2020). A career stage analysis of the US federal employees' job satisfaction and turnover intention: A comprehensive overview. *Review of Public Personnel Administration*, 40(4), 717-742.
- Lee, H. W., Robertson, P. J., & Kim, K. (2020). Determinants of job satisfaction among US federal employees: An investigation of racial and gender differences. *Public Personnel Management*, 49(3), 336-366.
- Li, W. D., Stanek, K. C., Zhang, Z., Ones, D. S., & McGue, M. (2016). Are genetic and environmental influences on job satisfaction stable over time? A three-wave longitudinal twin study. *Journal of Applied Psychology*, 101(11), 1598.
- Liou, S. (2020, December). Constructing Legacy and Self-Fulfillment in Aging Process: A Chinese insight. In 2020 8th International Conference on Orange Technology (ICOT) (pp. 1-4). IEEE.
- Martínez-Caro, E., Cegarra-Navarro, J. G., & Alfonso-Ruiz, F. J. (2020). Digital technologies and firm performance: The role of digital organisational culture. *Technological Forecasting and Social Change*, 154, 119962.
- Massoudi, A. H., Jameel, A. S., & Ahmad, A. R. (2020). Stimulating organisational citizenship behaviour by applying organisational commitment and satisfaction. *International Journal of Social Sciences and Economic Review*, 2(2), 20-27.
- Mays, N., & Pope, C. (2020). Quality in qualitative research. *Qualitative research in health care*, 211-233.

- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, 243, 118595.
- Niles, M. T., Schimanski, L. A., McKiernan, E. C., & Alperin, J. P. (2020). Why we publish where we do: Faculty publishing values and their relationship to review, promotion and tenure expectations. *Plos one*, 15(3), e0228914.
- Nor, N. M., Khairi, S. M. M., Rosnan, H., Maskun, R., & Johar, E. R. (2020). Establishing a knowledge-based organisation: Lesson learnt and KM challenges in Malaysian organisation. *Innovation & Management Review*.
- Oboreh, L. E. (2020). *Organisational Culture And Firm Performance In Selected Multinational Companies In South-South Nigeria*.
- Oh, S. Y., & Han, H. S. (2020). *Facilitating organisational learning activities: Types of organisational culture and their influence on organisational learning and performance*. *Knowledge Management Research & Practice*, 18(1), 1-15.
- Orobia, L., Nturaninshaba, R., Bananuka, J., & Dakung, K. R. (2021). *The association between accountant's competences, organisational culture and integrated reporting practices*. *Journal of Financial Reporting and Accounting*.
- Pallathadka, (2020) H. *Influence Of Organisational Culture On Employee Behaviour*. *European Journal of Molecular & Clinical Medicine*, 7(10), 2020.
- Pattanayak, S. K., Wunder, S., & Ferraro, P. J. (2020). *Show me the money: do payments supply environmental services in developing countries?*.
- Przewozniczek, M. W., Frej, B., & Komarnicki, M. M. (2020). *On measuring and improving the quality of linkage learning in modern evolutionary algorithms applied to solve partially additively separable problems*. In *Proceedings of the 2020 Genetic and Evolutionary Computation Conference* (pp. 742-750).
- Reid, M. D., Bekbalaeva, J., Bedford, D., Garcia-Perez, A., & Jones, D. (2021). *Learning Cultures*. In *Learning Organisations*. Emerald Publishing Limited.
- Rhodes, R. E., Guerrero, M. D., Vanderloo, L. M., Barbeau, K., Birken, C. S., Chaput, J. P., ... & Tremblay, M. S. (2020). Development of a consensus statement on the role of the family in the physical activity, sedentary, and sleep behaviours of children and youth. *International Journal of Behavioural Nutrition and Physical Activity*, 17(1), 1-31.

- Richter, K. P., Clark, L., Wick, J. A., Cruvinel, E., Durham, D., Shaw, P., ... & Simari, R. D. (2020). Women physicians and promotion in academic medicine. *New England Journal of Medicine*, 383(22), 2148-2157.
- Robson, C., & McCartan, K. (2016). *Real world research: a resource for users of social research methods in applied settings*. Wiley.
- Ross, C., Nichol, L., Elliott, C., Sambrook, S., & Stewart, J. (2020). The role of HRD in bridging the research-practice gap: the case of learning and development. *Human Resource Development International*, 23(2), 108-124.
- Saab, A. B., & Botelho, D. (2020). Are organisational buyers rational? Using price heuristics in functional risk judgment. *Industrial marketing management*, 85, 141-151.
- Sarhan, N., Harb, A., Shrafat, F., & Alhusban, M. (2020). The effect of organisational culture on the organisational commitment: Evidence from hotel industry. *Management Science Letters*, 10(1), 183-196.
- Schoch, K. (2020). Case study research. *Research Design and Methods: An Applied Guide for the Scholar-practitioner*, 245-58.
- Schulman, P. R. (2020). Organisational structure and safety culture: Conceptual and practical challenges. *Safety science*, 126, 104669.
- Siegrist, M., & Hartmann, C. (2020). Consumer acceptance of novel food technologies. *Nature Food*, 1(6), 343-350.
- Smith, L., & Bone, K. (2021). Improving the Wellbeing of Frequent Business Travellers: An Organisational Culture Approach. *New Zealand Journal of Human Resources Management*, 21(2).
- Sone, R. (2020). ORGANISATIONAL COMMUNICATION CLIMATE IN THE ORGANISATIONAL CULTURE OF PUBLIC SERVICES (THE DEPARTMENT OF INVESTMENT AND INTEGRATED SERVICES OF ONE DOOR PRINGSEWU REGENCY, LAMPUNG). *Terbuka Journal of Economics and Business*, 1(2), 45-59.
- Stone, R. J., Cox, A., & Gavin, M. (2020). *Human resource management*. John Wiley & Sons.
- Tang, J. J. (2020). Psychological capital and entrepreneurship sustainability. *Frontiers in Psychology*, 11, 866.

- Ukshini, K., & Ziberi, B. (2020). Organisational Culture in Academic Institutions Hofstede's Five Dimensions. *Journal of Danubian Studies and Research*, 9(2).
- Wei, C. (2020). Can job rotation eliminate the Ratchet effect: Experimental evidence. *Journal of Economic Behaviour & Organisation*, 180, 66-84.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organisations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, 29(1), 212-228.
- Yukongdi, V., & Shrestha, P. (2020). The influence of affective commitment, job satisfaction and job stress on turnover intention: A study of Nepalese bank employees. *Review of Integrative Business and Economics Research*, 9, 88-98.
- Yun, J. J., Zhao, X., Jung, K., & Yigitcanlar, T. (2020). The culture for open innovation dynamics. *Sustainability*, 12(12), 5076.





## SECTION B: Organisational Culture at CSIR-FORIG

Please complete this part by ticking (√) the appropriate response to each statement. The following five-point Likert-scale is used:

(1) Strongly disagree ; 2) Disagree ; 3) Neutral; 4) Agree; 5) Strongly agree

			1	2	3	4	5
1	Beliefs	The organisation has a strong belief system					
2		The organisation supports religious activities					
3		The organisation has morale support programs					
4		The organisation have a belief in team work					
5	Value	The organisation values innovation					
6		The organisational values it's people as the fundamental resource					
7		The organisational values unity among employees					
8	Norms	The organisational is outcome oriented					
9		The organisational promotes trust among the employees					
10		The organisation provides a stabilized culture					

## SECTION C: Employee Performance at CSIR-FORIG

7. Please complete this part by ticking (√) the appropriate response to each statement. The following five-point Likert-scale is used:

(1) Strongly disagree ; 2) Disagree ; 3) Neutral; 4) Agree; 5) Strongly agree

	Statement	1	2	3	4	5
1	I dedicate myself to the work					
2	I am confident about providing results					
3	My services are very reliable					
4	I am able to team up with my colleagues					
5	I have leadership qualities that support the performance of the organisation					
6	I communicate effectively among employees					
7	I cooperation well with my colleagues					
8	I am able to meet the standards set by the organisation					
9	I am able to easily adapt to changes in the organisation					
10	I am punctual at work and deliver high quality performance					

### SECTION D: Organisational Leadership at CSIR-FORIG

Please complete this part by ticking (√) the appropriate response to each statement. The following five-point Likert-scale is used:

(1) Strongly disagree ; 2) Disagree ; 3) Neutral; 4) Agree; 5) Strongly agree

		1	2	3	4	5
1	I am able to motivate staff					
2	I have the desire to continuously improve					
3	I have vision for the institute					
4	I have good interpersonal relations with the staff					
5	I strategically and critically think about the effect of my actions on my colleagues					
6	I possess the interpersonal communication skills					
7	I am open-minded and creative					
8	I exhibit flexibility					
9	I exhibit a sense responsibility and dependability					
10	I exhibit patience and tenacity					

**THANK YOU SO MUCH FOR YOUR TIME**

