



Research Paper

# Research on the Impact of Organisational Culture on Employees Performance, a Study on Afigya Kwabre South District Assembly in Kumasi, Ghana

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**ABSTRACT:** The impact of organizational culture has on both corporate and academic researches has received a lot of attention in recent times not forgetting its impact on these sectors. The study was to examine the impact of organizational culture on employees' performance and productivity at Afigya Kwabre South District Assembly in Ghana. The key factors formulated in the conceptualized framework with their hypothesis were; organizational structures, hierarchy and processes, organizational policies, strategies, goals and standards, organizational beliefs, perceptions, thoughts and invisible values, and organizational culture and employees' performance. Moreover, the study also examined the impact of culture on employees' productivity. The study used a descriptive design of both quantitative and qualitative methods which targeted only the employees of Afigya Kwabre South District Assembly in Ghana. A total of one hundred and eight (108) respondents participated in the research through a simple probability sampling technique. A questionnaire was the main data collection tool, administered online through a google platform. Four (4) hypotheses were formulated and tested with the help of the statistical software called Statistical Product for Service Solution (SPSS) through regression (Factor analysis). The data was further pulled through the Google Form platform and the Microsoft Office Excel output. The results were presented in frequency distribution tables, percentages, and other statistical charts.

The findings of the study revealed that performance of workers is greatly influenced by the practicing culture that exists in the organizational. This means that when employees have the same norms and values that binds them together, the tendency for higher performance is high and as a result, output is increased.

The study concludes that organizational culture helps improve employee performance also as a source of motivation to workers because motivation does not only mean monetary value. Besides, it was affirmed that there exists a positive correlation between organizational culture and job performance.

Keywords: impact, organization culture, organization performance, employee's commitment, organizational goals.

Received 23 Feb., 2024; Revised 02 Mar., 2024; Accepted 04 Mar., 2024 © The author(s) 2024.

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## I. INTRODUCTION

A lot of research has been on organizational culture, its effects on the performance of organizations and its relevance to strategic issues as well as corporate success. Despite the role of organizational culture on performance in terms of influencing organizational behaviour, it can have a direct effect positively or negatively on employee performance and corporate management. Thus, the culture that existed in every organization has an extreme influence on employees' performance and their behaviour. It is like a glue that binds everyone together and serves as a form of motivation for group cooperation and can make or unmake an organization. It is like standards that predict people's behaviour in the working environment (Martins & Martins, 2003). Therefore, organizational culture is the underlying values, belief's principles and practices that make up an organization's

management system. For the fact that competitive advantage, mainly on employees, what they believe and how they behave have an impact on the organization's success. Organizations have a social construe that makes them been part of or a part of something that is socially recognizable. (Owoyemi and Ekwoaba, 2012). It is therefore, necessary that, managers or employees do well to comprehend the culture in their organization to achieve optimal performance. Companies with excellent good internal corporate image enhance their reputation, making them more attractive to customers, investors, and suppliers. Usually, the better-culture companies will have better organizational productivity.

Culture is: "common basic traditions than any group of people hold together and accept because it has worked for them, therefore, they hold it as true and then transcended it to the new members an accepted way to do things in solving those issues." Matko (2017). The term 'shared basic assumption' means that there exist high levels of agreement, which is usually mutual among members of the organization of a set of values existing within that organization. A direct emphasis on the idea of shared values suggests the idea of cultural strength, which reflects that employees have a similar set of values which they all uphold together. On the other hand, Kostova (1999, p. 309) defined culture as an ideal way playing organizational roles that came up as a result of the company's history, the people in it, their belief's actions and inactions and that have become institutionalized in the organization. Here, organizational practices are believed to reflect the 'collective wisdom within an organization about how things can best be done' (Wilderom and Van den Berg 2005, p. 6).

Though this particular research is a broad area and that the fact that it is very rich, previous researcher such as Saffold, 1988; Denison, 1990; Johns and Saks, 2005; Dasanayake and Mahakalanda, 2008) all concluded categorically that, there existed a relationship between organizational culture and organizational performance. Which meant that, they concluded that their existence between organizational culture and organizational performance is just speculated and there existed no relationships. The various results from researchers conducted from various researchers on the impact of organizational culture on performance have all brought about mixed results, which are contradictory and doubtful and because of these mixed findings, the question to whether organizational culture increases performance or slows it in the corporate sector is still of value for further studies.

## **HISTORY OF AFIGYA KWABRE DISTRICT ASSEMBLY**

Afigya- Kwabre District Assembly is among the twenty-seven (27) district assemblies existing in the Ashanti region of Ghana. Located at the Central part of the region of about 342.4km being 1.44% of the land area of the Region. It was enacted by Legislative Instrument (L.I. 1885) of 1st November 2007. It was separated out of the former Kwabre and Afigya-Sekyere District Assemblies, and its capital being Kodie. The assembly has eight subcommittees namely:

- Justice and security
- Development planning
- Finance and Administration
- Environmental
- Social Services
- Agricultural
- Public Relations and Complaints
- Works

The District is headed by both districts co-coordinating director and district chief executive that plays the administrative and political head respectively. There are decentralized departments (36) that work up to the DCE through the DCD and there is the Executive Committee headed by the DCE that all the other committees work up to.

### **Organization**

Organizations are often related to every living organism, which features a life cycle. The anthropological views organizations as citizenry with distinct character and therefore, the sociology concept considers a corporation as a society. Organizations are established to figure with an ideology which defines their mandate within the society.

Though, Hofstede et al. (1991) held the view that, organization's nature differs from nation to nation. It would be concluded that, the difference might be within the governance of nations as against organizations. Moreover, the context of their study informed the outline of a corporation. Consistent with McAuley et al. (2007), organizations exist as a stepping stone to assist people combine their resources and most at times it arises as a result of a necessity because it creates the avenue for team work. A corporation is made when there's an integration of human and other resources with the aim of achieving a group mission (Abiola-Falemu et al., 2010). Organizational studies are focused on the holistic activities which are executed within the organization.

Organizational Culture emanates from National Culture and notwithstanding that, discovered problem solving techniques contribute to the belief of the Culture of a corporation. Conversely, Abu-Jarad et al. (2010)

opined that, the individual beliefs of the workers during a corporation defined the Organizational Culture. Rameezdeen and Gunarathna (2003) asserted that, Organizational Culture is synonymous with the important self of a personal, which underpins the rationale why culture defers from one organization to the opposite because every individual is exclusive. O'Donnell and Boyle, (2008) recommended that, the success story achieved by the organization in solving its problems and what the organization is capable should be used to define the culture of the organization. Campbell et al. (2002) concluded that, the next factors contribute to the determinants of culture in organizations:

- The philosophy of the organizational founder
- The business activities undertaken by the organization
- The relationships established within the work environment
- The management and control systems utilized within the organization.
- The influence of National culture

### **Employee Performance**

Employee performance refers to the observable behavior and actions which explain how a particular task is executed, and the expected results are realized (Alder, 2001). Performance is the extent to which an individual is carrying out his required tasks. This means that the rate at which an individual accomplishes his or her tasks shows his or her job (Ojo, 2009). This shows the employee the kind of job that is good and worthy (Alder, 2001). This means that employees need to know what needs to be done for a particular task to be completed (Ojo, 2009). Performance of employees is suffering from numerous factors in the workplace. One of these important factors is organizational culture.

Human resource in every organization is very important is mainly the stronghold of every company because the success and failures of organizations depended on the employees in that organization. Every organization intends to take over its competitor and run them off the business. These make organisations to enact values, beliefs, behavior, norms and strategies targeted appealing and attracting and retaining their employees and at the long run, gives the company a competitive edge over its competitors. As a result, the unavailability of these norms and beliefs which makes up the culture of an organization can result in unwanted consequences such as low labour turnover, non-attendance, discontent, low level of commitment to work.

One of the most important managerial consequences of organizational culture is the way of recruitments. Employing people whose values are different with that of the organization is likely to mislead to employees who lack motivation and commitment and who are dissatisfied with their jobs. Also, we should not overlook the influence of socialization has on an employee's performance. This of the view that in most organization's top management tend to find themselves more important than their subordinates. For this reason, they do not socialize with them, and even if they talked to them, they do it unpleasantly. Some management staff even does not praise workers if they do well in their area of post.

Ghana since independence has struggled to establish a workable system of local-level administration by going through several efforts to decentralize political and administrative authority from the centre to the local level (Ofei - Aboagye, 2000). After over 30 years, the 1992 Constitution and the Local Government Act 462 of 1993 appeared to provide a suitable basis to end Ghana's struggle for the establishment of an appropriate framework for managing the national development agenda (Wool, 2003; Local Government Act, Act 462, 1993). The District Assemblies are the very best political and administrative authority within the District.

There are decentralized departments (36) that work up to the DCE through the DCD and there is the Executive Committee headed by the DCE that all the other committees work up to.

Nevertheless, the concept of District assembly was to provide governance at the grass root level and promote economic development, and this can only be achieved if the Assembly provides a conducive culture that ensures employees are enabled to achieve the result for which the assembly was established. Though, district assemblies are largely doing their best by providing certain measures like advice and micro-credit to some small-scale businesses, the impacts are not well felt. Therefore, community members within the districts are always complaining about little or no impact of economic growth by the District assembly. Owusu-Aduomi (2011)

Having looked at what Afigya Kwabre South District Assembly stands for as a work environment conducive for all, I feel the combination of various cultures from the different background to work together is a key factor for its success in the past years considering background differences in terms of employees, therefore, researching into Afigya Kwabre South District Assembly is importance to understand the culture that is held in the organization. Though there have been many studies conducted on organizational culture in the past years, there has not been a commonly accepted connecting relationship between organizational culture and employee's performance and this leaves room for this research. As a result of these opposing results, the idea of organizational culture having positive or negative relationship employees and performance is of value worthy of research and this research is one of it.

This study, therefore, sets to discover practically whether there is any relationship between organizational culture and employee performance and to assess the claims of a positive correlation between employee creativity and job performance, using Afigya Kwabre South District Assembly as a case study. Is there any relationship between organizational culture and employee performance? Is there a positive relationship between organizational culture and performance? These are questions, which need further exploration. And thus, this study sought to provide empirical answers to such questions.

The main idea behind this research topic is to add to the existing research community thereby adding to the knowledge and gathering new knowledge within organisations. Furthermore, the study seeks to address this topic from Ghanaian viewpoint, specifically Afigya Kwabre South District Assembly. Besides, the study will benefit to several people, including academics who are interested in furthering their knowledge of organizational culture and corporate performance as the results obtained are capable of adding new insights to the present state of knowledge in the field and may therefore be found useful for teaching and improving the overall body of the management model. This research will also be important to the managers at Afigya Kwabre South District Assembly and managers from various organisations in managing and strengthening the performance of their companies by understanding the role of culture. It is hoped that practical managers as well as owners of institutions would find this research useful in terms of being a source of data for management to acquaint them on the need for cultivating a uniform culture with their employees.

For policy enactors, the outcome of this study can be used as a reference point in formulating policies on organizational culture in various district assemblies in Ghana. For the workers of Afigya Kwabre District Assembly, the study may point out the areas within the management needed much attention and those areas that needs to be improved so as to ensure that higher performance is realized and the well-being of the employees sustained. The study may give a chance to the workers of Afigya Kwabre District Assembly to suggest ways that can enhance their performance.

As an academic pursuit, it would be used by students as a source of reference material for further research into this vital area. It would also be beneficial to policy makers for analysis and hence decision making where managers can use it.

In light of these, the goals of this Research are in three-fold, first. It offers a theoretical framework that described how organizational culture and performance work. Secondly, using this framework, the study will bring out the empirical relationship between organizational culture and individual or employee performance. Third, based on this review and integration, some directions are suggested for future research and practice for understanding and developing a culture and employees' performance in organizations. The researcher chose Afigya Kwabre South District Assembly because as an organization that has been operating over the years in Ghana, there should be a culture held by employees from the different background in the organization that has helped in its successes over the years.

The primary objective of this study was to assess the impact on organizational culture on employee performance in Afigya Kwabre South District Assembly. In line with this principal objective; the secondary objectives were as follows:

1. To ascertain whether the organizational culture of Afigya Kwabre South District Assembly is supportive employee performance.
2. To ascertain empirically whether there is any relationship between the organizational culture of Afigya Kwabre South District Assembly and employee performance.

## **RESEARCH HYPOTHESIS**

The following hypothesis were formulated for this research,

**H<sub>1</sub>:** Organizational structures, hierarchy and processes do not have a significant positive impact on employees' performance.

**H<sub>2</sub>:** Organizational policies, strategies, goal and standards (philosophy) do not have a significant positive impact on employee' performance.

**H<sub>3</sub>:** Organizational beliefs, perceptions, thoughts and invisible or unconscious values do not have a significant impact on employee performance.

**H<sub>4</sub>:** Organizational culture has no significant impact on employee productivity.

## **II. LITERATURE REVIEW**

### **1.1.1 Domestic Literature Review**

Yu. O, Wang 2018, defined organizational culture by proposing that, it is like an energy that gets encompasses the values, processes, and goals held by people directly involved in the success within the organization. He added that, organizational culture was seen through language, symbols, rituals, values, beliefs



and behavior. Culture plays an important role in the organization's performance. A supportive organization culture motivates employees to perform more productively (Ritchie, 2000).

Yu. O, Wang 2018, conducted a research analysing the relationship between organizational culture and performance in China University concluded that, organizational culture does not have a significant impact on contextual performance. What this means is that, the claim by other researchers that organizational culture has a strong effect on employees' performance is not true, and their findings contradicted the results with previous studies done by Zhang (2016) and Roijen et al., (2017). Drawing their research on the three hypothesis which are;

H1: Organizational culture has a significant influence on commitment.

H2: Organizational culture has a significant influence on contextual performance.

H3: Employee commitment has a mediating influence between organization culture and contextual performance.

Their findings in Hypothesis 1 showed that organizational culture has a positive impact on employee commitment. This attests to an earlier work conducted by Ying and Ahmad (2009), Hazarika and Shannawaz (2004). This means that, commitment is a key indicator for employee performance because how committed employees affects the performance and the culture that exists within the organization influenced their commitment.

Hypothesis 2 shows that employee commitment features a positive impact on contextual performance. This finding based on the second hypothesis supported the findings of Zefeti and Mohamad (2017) that organizational commitment has a significant impact on contextual performance. This assertion is true to some degree because, the performance of every task from employees can only be based on how the individual perceives the job and what satisfaction he or she gets from it, therefore, commitment here again has a positive influence on performance.

Though the hypotheses developed by Wang, to some extent, had been realized not forgetting the fact that, the third hypothesis, that proposed that organizational culture had a significant impact on performance, opposing the results of earlier studies conducted by Zhang (2016) and Roijen et al., (2017). In my opinion, on Wang's research, so far as commitment influence performance which even agrees with his first and second hypotheses, then culture in one way or the other has a direct influence on performance. In Wang's opinion, the findings of the third hypothesis may be as a result of the bureaucratic nature of the university as the culture of the university is determined by the top leadership of the university. Which means that, management in way or the other may influence the culture slowing performance thus, I will, to some extent, agree with the reason why the hypothesis was not supported from his findings. The research of Wang focused on only Guanxi province, limiting the generalization of results. Therefore, there is a need for a larger reach. This means that culture, in one way or another, affects performance, and this also brings the idea that, previous works done by Zhang (2016 and Roijen et al (2019) has been disapproved, which guarantees the need for further studies to be conducted to support it.

To identify the extent of organizational culture on employee's performance in the technology industry, specifically the software industry in Pakistan, Gulzar, Shahza and Iqbal (2013), gathered data by means of questionnaires and both formal and informal interviews. In identifying the variables in their research, risk-taking, communication, employee's participation, innovation, reward systems and customer service were all identified. Their findings also agreed that organizational culture has a significant positive impact on employees' performance. The study stressed the need for positive culture for the success of businesses.

### **1.1.2 Oversees Literature Review.**

Twumasi, 2012 defined culture by saying that 'it's a dynamic phenomenon by which a group of people cooperatively form and recreate the society where they live.' With Twumasi research, he added three important questions anyone should be asked when determining the culture of the organization. These are;

1. What are the common reference that makes organizations possible?
2. Where do they come from?
3. How are they created, communicated, and sustained?

Twumasi (2012) gives a clear idea of what organizational culture contains of. It points to the role of people, the importance of communication and values or traditions that underpin the organization as important ingredients in developing and sustaining organizational culture. This means that, in every organization, there are things that an individual can see in terms of the building setting, the location of offices, which are cultural symbolic and behaviours as to how people communicate with each other in terms of their interactions, and their general conduct in the business setting. One of the most important aspects is the norms; values and assumption people make. However, one key element of the culture that exists in organisations is the power structures, hierarchical structure and the control system of the organization.

In my opinion, the research by Twumasi has pointed out to the fact that culture has a direct impact on performance, but I must say that this research has not taken the shift that, the culture of an organization can either be positive or negative, and this negative culture can impact performance negatively.

Studies showed that organisations that had good and strong cultures mostly are successful, nevertheless, under certain conditions. For instance, research conducted by Footprint Africa 2020 suggested that, three main reasons investing in employees will increase financial performance and capacity to be a force for good, which are.

- 1) Engaged employees cost less, not more.
- 2) Your reputation is only as good as your least happy employee.
- 3) Changing how business is completed may be a revenue opportunity.

The effect of organizational culture dependent partially on the partly in its power or strength. Organizational culture strength, therefore, is the ability by which organizational members hold unto the company's refers to how widely and deeply employees hold the company's foremost values and beliefs. Where the culture within an organization is strong, it is most likely that employees from all aspects of the organization hold strong to the aspect of that culture that is more dominated and carries the values thereof. In most cases, the values that exist in these organisations are also part of the organisation's beliefs which makes it very difficult for change to be affected. For such strong cultures to exist, it is mostly dependent on the founders of the company that is earlier founders.

## **1.2 THE CONCEPT OF ORGANIZATIONAL CULTURE**

Culture has been called "the way of life for an entire society." The culture that mostly exists in a group thus can be explained as: "designed and established shared basic assumptions that the organization learns through its problem-solving cases daily. This means that, these shared values most likely will be part of the organization and are accepted by all without questioning. New employees are also made to learn this desired way, which is considered to be correct means of thinking, feeling, perceiving when problems of such nature arise" (Schein, 1990).

What this means is that, culture is taught for individuals in that same community to first learn to relate with members in the immediate community and is a tool for survival outside the community. Therefore, groups always face challenges with internal and external environments and for one to survive in both areas, there is a need to learn the culture of the group. Therefore, it makes culture a shared value and as new members join, they are taught the correct and acceptable way of thinking, feeling and perceiving in relations to challenges they face.

On the other hand, the definition given by Schein (1990) may not be a clear definition of culture because it lacks completeness. After all, groups may find it difficult to solve an issue which is a major problem and therefore, culture may result from this in terms of internal and external integration. However, organizational culture may also be wrong values, which will not bring benefits to the group and therefore, will be considered as ineffective to be taught to new members and therefore, may be a wrong way of thinking, feeling and perceiving, which may be learned by members automatically.

Organizational culture primarily means beliefs, values and the system based on semantic interpretations, which are used by the members of the organization in helping to more likely grasps how the organization operates and its desired means of performance. (Matko 2017). The organizational culture is the system of assumptions, values and beliefs accepted and collectively interpreted by the members of the organization the members of the organization accept this as valid and hand over to the new members also as a desirable way of thinking and behavior. These assumptions essentially operate in the depths of consciousness.

There are aspects of the organisations' culture that are visible to everyone to see and touch. These cultural symbols such as the location of the office, whether big or small, artifacts and behavior such as the manner and way in which people relate with each other, their general behavior with each other and their professional manner towards work. Another aspect which is also very necessary to the organization but cannot be seen is the culture that exists as norms, values and beliefs that people in the organization make themselves.

Every organizational culture mostly is supported by both social and psychological aspects, for example, the rituals, the symbol's ad stories which are the soft side and the aspect that hard includes structures in terms of power and hierarchies, which includes control systems such as, financial, assessment and reward systems (Ankrah 2012).

### **1.2.1 Evolution of Organizational and Concept of Culture**

The idea of organizational culture since the early 1980s and 1990s has received considerably a lot of attentions. This was as a result of the fact that both managers and academic scholars were trying to discover the reason behind the failures of many American companies in terms of their competitions with their corresponding counterparts in Japan. (Olu 2016). Most people thought of whether the national cultures were enough to help explain the situation, but it was impossible. This led to the development of a model which allowed for distinguishing between organisation's culture. (Schein, 1990). This brought about the concept of organizational

culture. This led to the development of books in the early 1980s which became very influential books. These books argue that, organizational culture is necessary for to organizational performance and that organizational culture improves a company's competitive advantage over others.

Organizational culture lost its value as a result of the introduction of organizational science which had become progressively quantitative. This resulted in organizational culture been quantitatively measured (Denison, 1990).

### **1.2.2 Dimensions of Organizational Culture**

With data gathered from employees from more than 50 countries Hofstede (1981) separated organizational culture into four (4) ways;

- ❖ Masculinity: this aspect explains the rate at which explains greatness as an ambition. These things are observed and are seen as major focus rather than caring and promoting people.
- ❖ Individualism: this is the level at which people hold their own interests and aspirations, which are different from the organisation's aspirations or goals. These people differentiate between their interests and that of the organisations.
- ❖ Power: this is the distance that exists between employees, subordinates and managers. Relationships are separated from the business.
- ❖ Uncertainty: this is also a way through which people desire to solve unforeseen circumstances with little doubtfulness.

Hofstede later in 1998 in addition to these four dimensions, added another one making it the 5th one which was the long- and short-term orientations. This 5th one he added was as a result of a separate research he conducted among students from about 23 countries though using questionnaires. Most of the scholars at that time had various criticisms about Hofstede's research (Sondergaard, 1994). Later another scholar Schwarts (1995) later developed a cultural value identifying the interrelationship among beliefs and peoples' behavior in an organization. He built on Hofstede's model. He made similar approach similar to that of Hofstede thereby collecting responses from thirty-eight (38) countries. He identifies two (2) different scopes of culture; affective and intellectual and self-enhancement verses self-transcendence and made cultural norms existing in the societies into predetermined culture and relationship culture grounded on life and work.

### **1.2.3 Characteristics of Organizational Culture**

Hodgetts and Luthans (2003) suggested six (6) important characteristics were related to an organization's culture. These include;

- ❖ Standards: this is often mirrored by speed of labour that's alleged to be accomplish and therefore, the level of mutual affection between the corporate owners and their employees.
- ❖ Guidelines: this state what the workers need to do and what they ought not to do in terms of job executions, their relationships with one another and customer service.
- ❖ Attitudes: this is often the way of life of members otherwise known as their philosophy. These are the beliefs on the way both employees and customers ought to be handled.
- ❖ Central values: these are values that have been held by company and, which is predicted to be abided by everyone example includes avoiding absenteeism and provides high-performance rate.
- ❖ Behavioural uniformities: these are the accepted and unified ways that existed in the organization. This may include known language, jargons and known culture.
- ❖ Organizational environment: this is the interaction that exists in the organization. This includes the relationships that existed between members of the organization. Their interactions with customers should also reflect their environment, they operate.

Placing high values on employees in terms of their services to the organization no matter how small it is an important asset of every organisation. It is like an intellectual asset, and much attention should be given to it by managements. There should be cooperation and people should be allowed to express and share ideas that will help achieve the success of companies. (Mahakalanda, 2008).

### **1.2.4 Importance of Organizational Culture**

Organizational culture has a tremendous impact on an organisation's success in recent times. As a result of this, company that has no tangible culture may find it stressful and difficult to thrive and in order to maximize the optimal outputs of their employees. Without organizational culture, employees may find it difficult in accepting cultures, which are values the organization holds thereby hindering both environmental and company happenings. Schein (1989) in his definition of organizational culture described it as "an outline of shared basic assumptions which group learns often while resolving their problems, which may include both internal integration and external adaptations, and, which are considered to be valid and works best and can be passed down to new employees as a desired way to do things".

Organizational culture, therefore, supports compliance and efficiency efforts in each case. It provides identity and continuity and acts as a guidance for workers no matter the positions they hold in the organization. With this, both employees and management are all on the same level in terms of behavior and patterns in the organization. Through the organizational culture, there are better harmonization and cooperation in the organization. "Organizational culture is said to be unique way of organizing, strategic, using the required Manpower ideas and concepts" Peters (2013). Bokor (2000) proposed that, the opinion of employees, their values and beliefs, symbols and ritual not forgetting objects had an important role in the culture organizations have. According to Seth (2015) organizational culture, is a behavior pattern accepted by all as the way of life. The case of analysis of organizational culture can be observed a contact circuit between the content, interpretations and expressions of culture.

### **1.2.5 Individual factors in the culture-performance relationship**

Numerous researchers consider the importance of individual aspects, which connects both organizational culture and performance respectively (Schermerhorn, 2004). It requires further investigation for better understanding and prediction of the relation between organizational culture and employee performance. According to Agwu (2014), organizational culture mostly forms an integral part which connects the company's employees and its operational. The core integration is the relationship between new employees and the existing employees making group identity possible. This kind of structure forms a strong communication and exclusive mutual understanding existing in the organization. Nevertheless, if when the culture in the organization fails to fulfil these functions at a satisfactory level, the culture may impact negatively on the efficiency of employees.

A culture that is extremely strong always is adaptive to and addresses the productivity and creating a good environment for both employees and management. Employees, therefore, see it as shared beliefs and goals and by so doing, help them in developing attitudes and norms in lines with the prescribed, and an accepted way that the organization recognizes. (Daft, 2010).

According to Hofstede (1991), organizational culture is the mind-set of the people that distinguishes each one from the other. These beliefs, behavior and values are always different from other organizations making it unique. According to Stewart (2012), the values and beliefs that exist in organizations are highly held and accepted with those who have a closed or slightly close relationship with the organization. The norms can usually be seen, and they directly have an impact on employees and the organization's profits. In addition to it, he proposed that, norms and values were the key most identifiable things to look out for in every organization. In business today, it is confirmed by the studies that organizations that focus more on areas such as managerial, stakeholders, their employees, customers and its leaderships perform greatly than those who do no.

### **1.2.6 Relationship between Organizational Culture and Performance**

Azhar (2003) further emphasizes that the phenomenon which often differentiates good organizations from bad ones could be termed as "corporate culture." He added to it that the well- managed organizations have distinctive cultures that are, in some way, responsible for their ability to successfully implement strategies. He further observes that every organization has those cultures and subcultures that have a culture (which often includes several sub-cultures) that has a powerful impact on the conducts and behaviors of both employees and the managers. Organizational Culture is therefore, a very important way of enhancing organizational performance.

Pearce and Robinson (2004), argue that, culture has both strength and weakness. For the strength, it can promote communication, decision making and control, and create cooperation and commitment. On the part of its weakness, it occurs when there are little values and behavioral norms, and traditions are mostly rare resulting in the lack of commitment and sense of identity. It may be a hindrance to implementation of strategies and thereby being a resistance to change within the organization.

- How well they are doing,
- If they are meeting their goals,
- If employees and customers are satisfied,
- If processes are in statistical control,
- If and where improvements are necessary.

Organizational culture helps in sense-making process and drawing conclusions. What this means is that, it better helps employees and managers in comprehension of organizational events and happenings thereby sharing these ideologies and beliefs efficiently and effectively, reaching higher levels of cooperation with each other because they share common mental models of realities (McShane and Glinow, 2005).

Analogy can be deducted opinions from all the explanation of organizational culture that firms with superior financial performance typically have robust values and beliefs, which truly define how they conduct their daily business activities. These robust values which comprised how the employees are treated, their



customers and suppliers and every stakeholder who brings profitability to the firm. When all of these have a direct and mutual relationship with how the organization is managed, productivity is high and there is optimal performance.

According to Deal and Kennedy (2000), a strong culture is a key factor in superior organizational performance and lasting competitive advantage. This view was supported by (Kipsang et al., 2015; Polychroniou and Trivellas, 2017) as their researches confirmed that a strong and balanced culture has a positive relationship with performance variables such as fiscal growth, market position and innovative performance. In contrast to this, (Matthew, 2019)'s findings challenge the notion that strong cultures are directly linked to organizational effectiveness, due to differentiation and fragmentation of cultural values in some Indian software companies. However, a major limitation to this study is that the results cannot be generalized for other sectors or regions. Furthermore, the author maintained that the culture and performance link is an indirect one and fails to be an all-sufficient ingredient for financial performance. Nevertheless, it was accepted that organizational culture is a dynamic capability that promotes learning and knowledge-sharing (Teece, 2007), which helps to attract and maintain the right talent and skills that facilitate organizational effectiveness (Matthew, 2019). Relatively, other scholars (e.g. (Uddin and Hossain, 2012; Boyce et al., 2015; Nikpour, 2017) have also argued that the relationship between corporate culture and performance is an indirect phenomenon as the link is mediated by organization variables such as employee commitment and employee productivity. Saffold (1988) concluded that, culture can shape organizational processes, but processes also act to create and modify culture. That culture's contribution to performance is a consequence of this ever-evolving interaction. He again added that culture's link to performance is considerably less straightforward than many studies imply.

### **1.3 ORGANIZATIONAL CULTURE THEORY**

The theoretical review will cover the below theories related to performance and organization culture. This study was grounded on Schein's theory of organizational culture. This theory generally comprises of three main aspects which includes; artefacts, basic underlying assumptions and espoused values. On generally view, artefacts can easily be identified but the only problem is the difficulty in its interpretation.

According to Edgar Schein, culture isn't a one-day adoption thing, but it's rather ongoing processes for an employee as they drive through numerous changes and adapt to the external environment similarly as they solve problems. Hatch (1993) also emphasized that employees navigate into culture through their past experiences and begin practicing it daily hence forming the culture of the workplace. It's practical and good to possess discussions with employees so as to learn the underlying assumptions and aspects of the organizational culture. The new employees also strive hard to adopt into the new culture also they enjoy a stress-free life. However, Porter (2012), assumed that successful and efficient approaches must reflect market opportunities or unique internal resources of a corporation also as its values, which allows for competitive advantages.

Schein (2004) differentiates between observable and unobservable elements of organizational culture. Observable behavior influences and is influenced by unobservable assumptions through rules, ethical, standards, beliefs and prohibitions. In accordance to the current model, organizational culture is defined into three layers that are artifacts and symbols, espoused values and thus the essential underlying assumptions. It is often called the onion model because it's different layers as onion (Schein.,2004). Artefacts are those elements visible to the surface of the organization. They're the visible elements within the organization as an example symbols, structural design, procedures and clothing. In other terms, artefacts are a small amount just like the tip of the iceberg visible to the planet. They are not only visible to the workers but also visible to people outside the organization (Williams et al 1993).

The second element is believed as because the espoused values. These elements might be referred as standards, values and rules of conduct (ethics) as an example. The way how an organization defines its strategies, objectives and values and thus the ways are they publicize them. Recently, most organizations have called these elements because the core values of the organization. They supply direction on how managers and employees should conduct business, how they must set their own goals to achieve the ultimate organizational goals.

The core a part of the onion or the third element is named to basic underlying assumptions. These are the grounded roots or the center on which culture is made. They're difficult to define, are intangible and are mostly really understood by those who became aware of the way the organization operates.

### **1.4 ORGANIZATIONAL STRUCTURES, HIERARCHY AND PROCESS**

Artefacts also include, for purposes of cultural analysis, the organizational means through which behaviors are put in place. Some elements in the organizations such as the organization's agreements and their formal means of operations can all be seen and easily identify, but the main problem and concern are its interpretations. This means that, every outsider can give meanings to these things based on how they feel and

see these things but is difficult to give meanings to it in a group setting alone in a given group, or whether they even reflect important underlying assumptions. On the other hand, one school of thought argues that one's response to physical artefacts such as buildings and office layouts can lead to the identification of major images and root metaphors that reflect the deepest level of the culture (Gagliardi, 2012). This kind of immediate insight would be especially relevant if the organization one is experiencing is in the same larger culture as the researcher. Artefacts have lots of meanings, and problems arise when one decides to interpret them without an experience and based on assumptions. This is therefore based on feelings and projections of the individual's ideas. Eddison (2018)

### **1.5 ORGANISATIONAL POLICIES, STRATEGIES, GOALS AND STANDARDS(PHILOSOPHY)**

All group culture is as a result of a belief of an individual who first sees the need and determines how things ought to be or ought not to be. The ability to deal with problems and crisis that a group faces and solving them sharpens their beliefs and by so doing those who could approach these problems easily will later be identified as leaders or founders, but the group does not yet have any shared knowledge as a group because it has not yet taken a common action about whatever ought to be done. Schein, E.H. (2004).

The derived norms, moral and ethics are part of every organization and cannot do away with because they serve as a normal way of putting employees on their toes and how they ought to behave. It serves as a form of guidance and means through which problems and crisis can be dealt with. Values and beliefs that serve as a guidance for management and employees in dealing with issues, therefore, can be accepted by all as part and parcel of the organization. (Packard, 2017). Beliefs and values at this conscious level will predict much of the behavior that can be observed at the artefacts level. However, if those beliefs are not accepted by all beforehand and learned by all, then it corresponds to what Argyris and Schon (2014) termed "espoused theories," which is the prediction of what people will say in different situations but, which may be out of line with what they will do in situations in which those beliefs and values should be operating. If the espoused beliefs and values are corresponding with the fundamental assumptions, then the delivery of these values into a viewpoint of operating can help bring the group together, serve as a source of identity and core mission.

### **1.6 ORGANIZATIONAL BELIEFS, PERCEPTIONS, THOUGHTS AND INVISIBLE OR UNCONSCIOUS VALUES**

Basic Assumptions and premises are strongly accepted way of life that serves as a guidance to behaviors in the organization and how employees think and relate with one another. Schein in his research made it categorically that, beliefs, perceptions, thoughts and unconscious values are key most important ingredients in every culture. These things are very dear to the organization in such a way that, a violation of it leads to a bridge of organizational trust and beliefs. Therefore, members hold them in such a high esteem. Assumptions are most at times unconscious, which meant that, employees themselves may not be aware of it. Therefore, it can be very difficult to enact changes to these things. For a reason been that, these things solve the organization's daily problems repeatedly, it is often overlooked. (Kluckhohn and Strodtbeck, 2013).

Organizational beliefs, perceptions, thoughts and invisible or unconscious values in so many circumstances have been overlooked in most organizations. This is as a result of the successes it has brought to organizations and as a result, its influence in the organization, whether positively or negatively has been ignored. Schon, 2014).

#### **1.6.1 Corporate Governance**

Corporate governance can be defined as the combination of the institutionalized, legal and sets of cultural settings in an organization that depicts their operations and how the day to day activities of the business are run. It is also structuring that have been put in place that organizations follow, and these structures serve the purpose of regulating the activities of the business. Every organization exists for long-term sustainability. Therefore, these things serve as the organizational framework to which work is executed. Minow (2004). Similarly, the Cadbury Committee of the Financial Aspect of Corporate Governance also in their definition corporate governance is the means through which organizations are directed and defined it as 'the system by which companies are directed and structured.' (Cadbury Committee). These diverse definitions reflect the perspective of what corporate governance is likely to deal with and the areas it should overcome. Based on these definitions, corporate governance is not only focused on the organization's internal structures or systems, but also it focuses on the external structures, for example, governmental regulations, capital and labor markets. While narrow definitions place corporate governance only as a matter of firms' businesses, including the internal structure and processes of running the companies.

As companies develop, the pattern that mostly follows is the increasingly burdensome load faced by owners to run the firm efficiently and effectively. Further, single owners are incapable of fulfilling the resources

needed by the firm in a competitive environment. The solution most often preferred is hiring capable people to run the company daily, and inviting many people to invest and therefore, share the ownership of the firm.

Under owners-managers ownership, there is an absence of need to control firms since the interests of owners are also the objectives of managers. However, once the owners decide to hire professional managers to run their companies the problem of control or agency conflict automatically emerges. Berle and Means argued concisely:

It can be seen that agency theory assumes that the agent is individualistic and has self-serving behavior. To limit the divergences from their interests, principals employ several means, such as managerial incentive arrangements and direct monitoring by owners through boards of directors. According to Walsh and Seward (1990), shareholders as principals can choose either internal or external governance mechanisms to ensure that the managers' interests are in line with theirs. The internal governance mechanisms include a well-performing board and executive compensation, the latter of which brings interests of managers and shareholders into congruence. They also focus on ownership, which has led to active monitoring. The market for corporate control provides an external mechanism when the above internal mechanisms fail to operate.

Comparing the two types of mechanisms; however, Walsh and Seward argued that external control is less preferable to shareholders since acquisition, divestitures, and ownership amendments are more expensive for owners to bear.

### **1.7 CONCEPTUAL FRAMEWORK AND HYPOTHESIS**

Based on the above discussion, four (4) hypotheses from H1 to H2 were formulated as shown in the figure below:

**H<sub>0</sub>:** Organizational structures, hierarchy and processes do not have a significant positive impact on employees' performance.

**H<sub>1</sub>:** Organizational structures, hierarchy and processes have a significant positive impact on employees' performance.

**H<sub>0</sub>:** Organizational policies, strategies, goal and standards (philosophy) do not have a significant positive impact on employee' performance.

**H<sub>2</sub>:** Organizational policies, strategies, goal and standards (philosophy) have a significant positive impact on employee' performance.

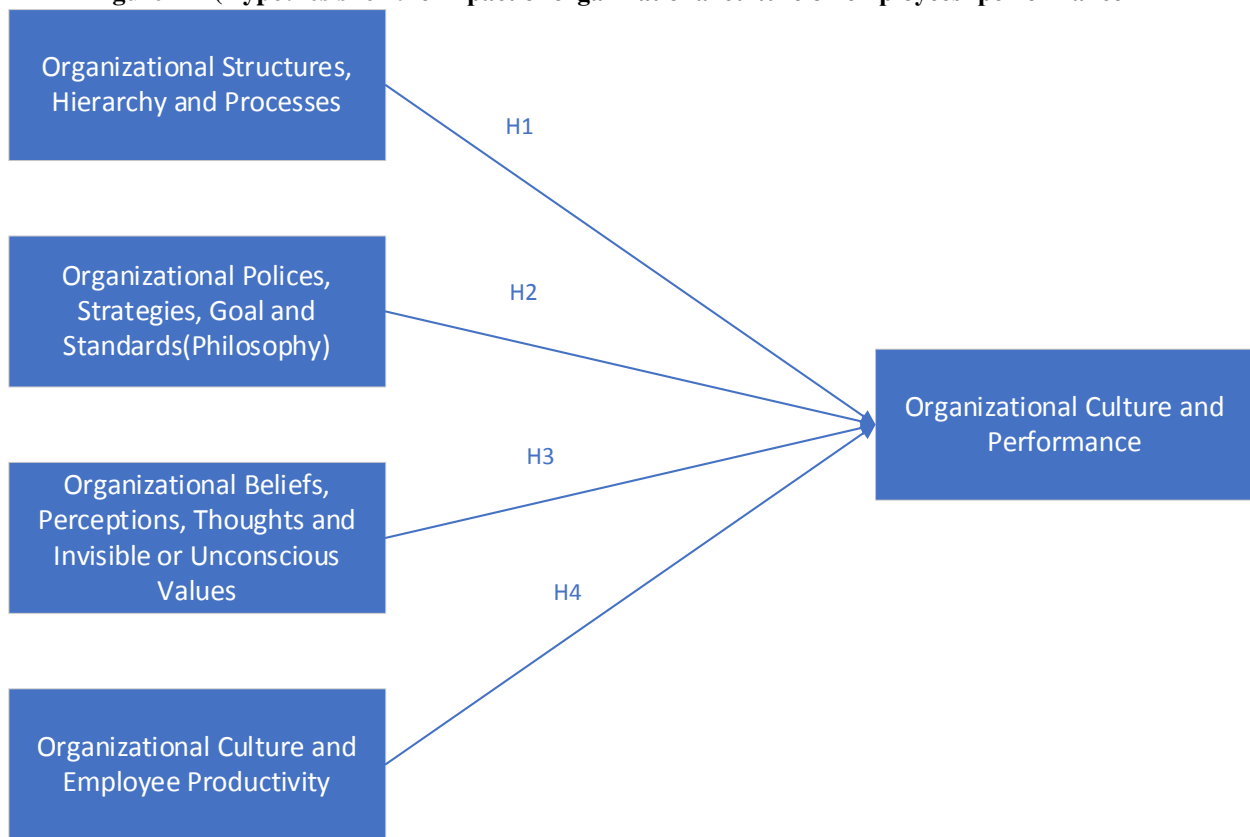
**H<sub>0</sub>:** Organizational beliefs, perceptions, thoughts and invisible or unconscious values do not have a significant impact on employee performance.

**H<sub>3</sub>:** Organizational beliefs, perceptions, thoughts and invisible or unconscious values have a significant impact on employee performance.

**H<sub>0</sub>:** Organizational culture has no significant impact on employee productivity.

**H<sub>4</sub>:** Organizational culture has a significant impact on employee productivity.

**Figure 2-1 (Hypothesis for the impact of organizational culture on employees' performance)**



**Table 2-1 (Hypothesis for the impact of organizational culture on employees' performance)**

### III. RESEARCH METHODOLOGY

#### RESEARCH DESIGN

A research design involves the selection and use of a variety of methods and procedures that can be proven and verified. “The purpose of every research design is to the influence of the researcher to an absolute minimum while establishing the highest possible degree of objectivity and quantifiable of the phenomena. It is a systematic inquiry that permits the researcher to report the findings scientifically. Churchill (2002). A distinction is usually made between types of research, namely pure research and applied research. (Gummarson & Norberg, 2002). The research design may constitute a wide range of methodological considerations, including the time-dimension, uses of research, deductive-inductive approach, quantitative and qualitative approaches, among others (Creswell, 2009; Marshall and Rossman, 1999; Saunders et al., 2012. A research design as defined by Blaikie (2000) is a framework for conducting marketing research. A well-structured research design will ensure that the information collected will be consistent and relevant to the purpose of the study and that the procedures regarding data collection are accurate and efficient. Pure research is primarily concerned with contributing to a particular area of intellectual inquiry. Applied research is concerned with finding a remedy a solution to an explicit issue though it also has potential contribution to an academic inquiry is secondary.

Based on the statement of the problem being investigated in this project, the present study can be described as being applied research and the design are a survey. A survey is a form of data collection in which the interviewer interacts with the respondents to obtain facts, opinions, and attitudes (McDaniel & Gates, 2000:30). It can be conducted by a researcher when he or she visits a respondent's office, arranges for a personal interview, telephones a respondent, mails a questionnaire, or even uses emails. In this study, questionnaires were used.

Questionnaire help gathers a large number of data and when standardized brings about uniformity in questions ensuring consistency and accuracy. It is intended to contribute positively and meaningfully to the social works industry and in particular, the field of human-resource development and achieving organizational goals by attempting to develop a framework for motivation on work performance of employees. The survey is a good source used in describing the characteristics of a large population and is also flexible, a good tool for measurement in general. On the other hand, the survey is weak in the validity of data because the information provided by the respondent may not be correct.



### Qualitative Research

This type refers to the meaning, concepts, definition, characters, metaphors, symbols, and description of things. This research-based on qualitative research; the use of qualitative methods in management research has increased in response to the failure of quantitative techniques to address new theory development. Qualitative data come in a vast array of forms: photos, maps, open-ended interviews, observations, documents, and so forth. We can simplify such data into two.

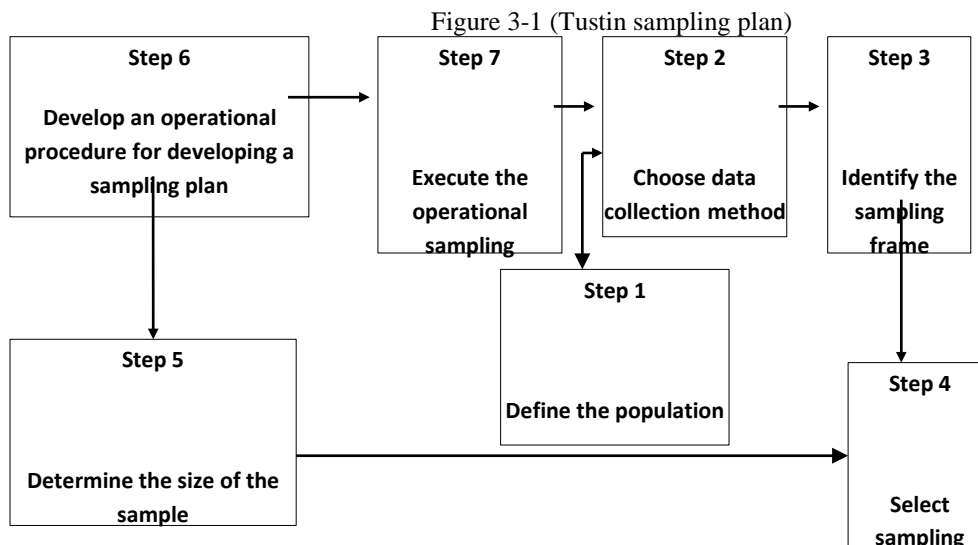
Major categories: field research (including ethnography, participant observation, and depth interviewing) and historical-comparative research. (Newman N.L, 2014).

### Quantitative Research

Quantitative research is a type of research experimental and practical issues through the use of numbers, specifically what is known as statistics. Quantitative research is often accustomed with number of, computations, hypothesis and models. It is usually presented in percentages, statistics and other numerical values. Unlike the qualitative research, in quantitative research, the researcher statistics to analyze his or her data. This is for the avoidance of personal feelings or one's own thought in data analysis. Questionnaires are one of the tools the researcher uses in his or her data collection. This means that, data is made or collected directly from the respondents without passing through any means.

### The Sampling Plans

The research process applied in this investigation followed the procedure proposed by Tustin, et al, (2005) and that appears in the diagram above. These steps are common to all research processes.



Source: Tustin et al, 2003:339

### Population and Sampling Design

As defined by Sekaran (2003), the population of any particular investigation represented a census of the entire set of participants eligible to participate in any particular investigation. Even though the findings of the investigation may be applicable to the managements and staffs of Afigya Kwabre South District Assembly, it is important to mention that the study focuses on workers at Afigya Kwabre South District Assembly in Accra. The present study, therefore, adopts a sample size of 100 participants (n=108). One hundred (108) selected workers from the catchment area of the Assembly constituted the target population for this study. This includes core management staff and some Heads of decentralized departments.

In order to ensure the effects of individual characteristics on the study results, the participants in the study will be selected such that they worked for at least six (6) months for the company. Accordingly, the sampling employed to select the respondents for the study was goal-directed. The goal-directed sampling technique was also used.

### **Sampling Unit**

Researchers took a relating to the sampling unit as this is very important even before a research sample can be chosen. The sampling unit should be specific and easily identifiable. The sampling unit of this study will be the employees of Afigya Kwabre District Assembly. This means data; particularly primary data was collected from them.

### **SOURCES OF DATA**

Data is a set of data as a set of values of qualitative or quantitative variables. This means that data can only be made available before conclusion can be drawn from it. Data involves gathering and the researcher needs to take his or her time in gathering the need facts and figures. Data gathering is one of the most important aspect of a researcher's life because the whole research is dependent on the information that is collected. Every data is termed as raw unless it is analyzing for the needed information to be gathered. Data is facts or figures from which conclusions can be drawn. The researcher been the first contact of the data needs to take his or time to gather the data through the primary or secondary sources. When the data from these sources are made available to the researcher, it becomes the first-hand information to the researcher. (Mesly, 2015).

### **RESEARCH APPROACH**

In a similar dimension as the deductive and inductive approach to research argued by Saunders et al., (2012), others, including Hair et al., (2003) and Creswell (2009) had argued that investigations may either adopt a qualitative or quantitative approach research. On the other hand, the aim of quantitative research is to determine the extent or quantity of some phenomenon in the form of numbers (Denzin and Lincoln 2000; Kerlinger and Lee 2000). Quantitative research can be experimental, in which intervention is allowed, or it can be correlation or survey based, in which case no intervention is permitted. In essence, quantitative approaches are associated with a higher level of authoritativeness when used in research than qualitative approaches (Saunders et al., 2012). Ultimately, it permits a larger number of respondent selection and helped conduct investigations in a well-structured and systematic manner. These assertions together with the adoption with the research objectives, point in the direction that the investigation adopts a quantitative research approach to achieving set objectives.

#### **1.7.1 Governance of Afigya-Kwabre District Assembly**

1. Justice and security
2. Development planning
3. Finance and Administration
4. Environmental
5. Social Services
6. Agricultural
7. Public Relations and Complaints
8. Works

The District is headed by a District Chief Executive (DCE) who is the political head and a District Coordinating Director (DCD) who is the administrative head. There are decentralized departments (36) that work up to the DCE through the DCD and there is the Executive Committee headed by the DCE that all the other committees work up to.

### **DATA COLLECTION PROCEDURE**

Quantitative techniques will be used in the investigation to obtain the elusive information and comprehend the complex problem, so it will be relatively easy to manage and control the information in a systematic way without including ambiguous, cause and effect between a single variable. More specifically, because the research is conducted by a case study approach (Churchill & Lacobucci, 2002:105), questionnaires to maximize the richness of the discussions and data collection. According to Creswell (2013), for a good data collection method to be chosen for a study, the researcher should be able to determine the kind of information required for the study and the corresponding respondents depending on the field of study. Data collection is the method of gathering, measuring, and evaluating data for a study through formulated research hypothesis based on the data collected. It is the most important step in the research, regardless of the field of study. This study used a structured questionnaire as the data collection instrument. Questionnaire as a data collection instrument is made-up sets of questions, which also consist of multiple answers, which required the respondent to select his or her response from. It normally appears in two different formats; the opened-ended format and the closed-ended format. This research administered only the closed-ended format. A questionnaire was chosen because it presents uniformity in the response, and it is inexpensive, regardless of the number of respondents, as many respondents could be reached at the same time. However, there could be inaccurate and incomplete information

as it may appear that not all respondents could interpret and understand the questions. Furthermore, the rate of some respondents not answering the questions is very high. The questionnaire was administered through an online platform called "Google form," and the link to the platform was distributed through email and social media platform (WhatsApp) to reach out to the employee respondents at Afigya Kwabre District Assembly in Ghana. One hundred and Eight respondents were reached been the total number of employees, and all total filled the questionnaire. Each questionnaire filled can be seen in the Google form platform and results collated. The questionnaire was structured in three different sections with the first section taking the demographic variables of respondents like age, sex, position and their departmental units. The second section required respondents to respond to the organizational culture at AKDA in terms of work environment, attitudes of bosses, their openness to each other and the kind of respect given to employees. The third and last section of the questionnaire contained questions on the relationship between organizational culture existing at AKDA, and its influence or impact on performance exhibited by employees.

A message of consent was sent with a corresponding reply received from the management of the Afigya Kwabre district assembly to seek their permission in order to allow the respondent employees to respond to the questionnaire. The various stakeholders, (management and the respondents) were briefed on the purpose of the study, hence encouraged to make themselves available for their candid information on the questions. My contact was also provided both email and telephone number and WhatsApp in case the respondents had a question or clarity about the questionnaire. Respondents were also reminded of the fact that, the research was intended solely for academic purposes, and their information or data will not be used for anything else neither disclosed to their employees; therefore, there was a willingness from parties. A period of about two weeks was used for this particular exercise.

The responses to the questionnaire served as the primary source of data and information to the study. Other secondary sources of data included articles, online journals and publications, books, and other reading materials from the Internet. All these data and information from different sources and platforms added to give concrete and valid findings for the study.

### **Questionnaire Based Interview**

Questionnaires are collection instruments that have as many questions that a respondent selects from with the sole purpose of helping the researcher in gathering a specific information or an idea. Questionnaire as a data collection instrument was first introduced by Sir Francis Galton. Questionnaires are usually structured in the specific way the researcher wants it; that is the specific information he or she wants from the respondents. Therefore, the information must be true and valid to avoid biases. Conclusions are important in every research. Therefore, the questionnaire must also be tow in line with the specific objective of the researcher. Questionnaires can be based on the subjectiveness or objectiveness of the responses from the respondents so as to achieve a significant result, especially when resources are limited. It is a good tool for the protection of the privacy of the participants.

The primary data also consisted of information gathered from a number of items in structured like a questionnaire with scale; (1=—strongly disagree, 1 to 5 =—strongly agree!) which were administered to the respondents. Some of the questions also required "Yes" or "No" response. The questionnaire data offered an opportunity for coding the participants 'responses such as that statistical procedures could be used for quantitative data analysis in order to deduce the meaningful data from the result.

### **Sampling Procedure**

In order to avoid bias, the sample technique that was used in selecting the respondents for the study purposive sampling since the selected groups are mainly in the same working environment. A purposive sampling technique was used at each selected target group. Purposive sampling (a non-probability sampling method) has been used in the collection of primary data. The choice of purposive sampling based on the feasibility of collecting the data to answer the questionnaire.

### **DATA ANALYSIS**

Data analysis is the process of drawing conclusions and explanations from the findings of the study (Creswell, 2003). Ultimately, a purely quantitative investigation would lead to quantitative data collection and quantitative data analysis (Creswell 2009; Potter, 1996). The approach, whether qualitative or quantitative, adopted for the investigation impact on both areas of data collection methods and data analysis (Creswell, 2003). The study used both quantitative and qualitative approaches to analyze the primary data gathered from the questionnaire distributed to the consumers at Afigya Kwabre District Assembly. In analyzing the data, the researcher had the choice of using descriptive statistics or inferential statistics. Descriptive statistics tend to describe the characteristics of the sample. Inferential statistics permitted the researcher draw conclusions about the population on reason such as the data gathered from the sample. In this study, descriptive statistics were

used. A descriptive statistical technique of data analysis was used by the help of the SPSS, Google form software platform and Microsoft Excel software. Firstly, as and when each respondent responds to the questionnaire through the shared link, the Google form software sorts out the responds into common codes and interprets the results in statistical tools, including graphs, pie charts, and tables of frequencies. Since the research is mainly descriptive purposes, the results were finally presented in logical inferences and interpretations in percentages and frequencies.

#### **IV. DATA ANALYSIS AND OBSERVATION**

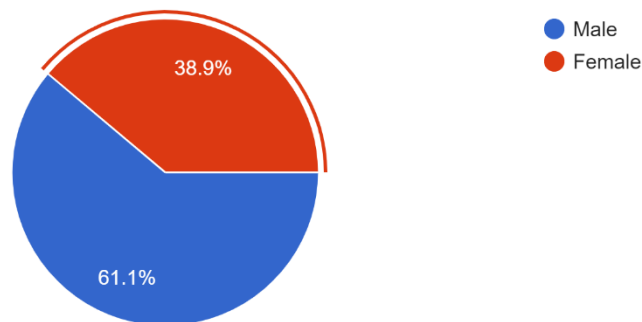
##### **Distribution of Employee Respondents by Gender**

The research specifically engaged with the employees of Afigya District Assembly. Researcher conducted the analysis by using questionnaire, mailing, and review of different documents. Questionnaires were first sent out to the employees, and the outcomes are presented in Table 4-1. Table 4.1 and figure 4-1 show that 66 of the employee respondents (61.1%) are men while 42 of them are women (38.9%). This means that a greater proportion of the employee respondents who had the time and information for the researcher was men. This reflects the case of Afigya Kwabre District Assembly’s unbalanced number of employees. The data show that, females’ participation was medium in the organization.

Therefore, immense efforts are expected from the organization to encourage females’ participation in the Assembly. The higher in male respondents also shows that, the majority of the respondents’ employees were males and played a major role in assisting the study. This is in line with the wide perception that most companies are mostly dominated by males compared to females and also male dominant career is mostly found.

**Table 4-1 Sex of the Employee Respondents of Afigya Kwabre District Assembly**

GENDER	NUMBER OF RESPONSES
Male	66
Female	42
<b>Total</b>	<b>108</b>



**Figure 4-1 Gender of Employee Respondents**

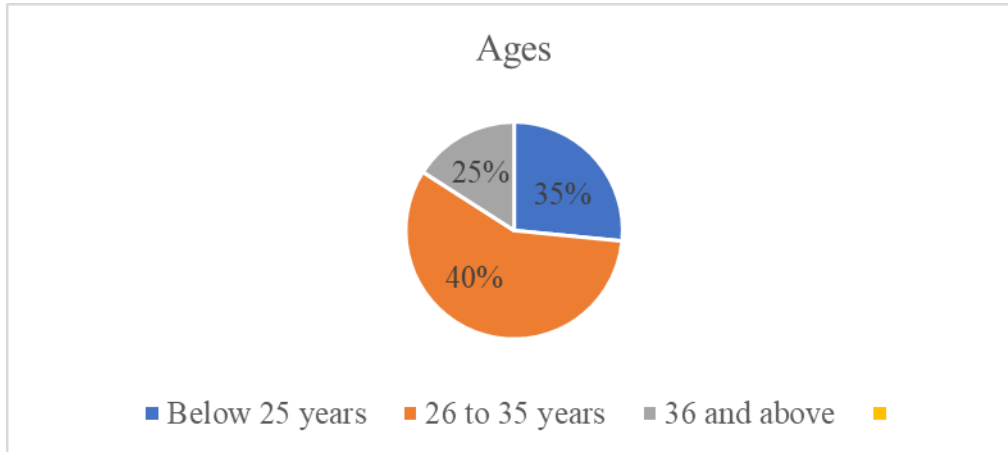
##### **Distribution of Respondents by Age**

Table 4-2 and figure 4-2 show the ages of the respondents employed at Afigya Kwabre District Assembly ranged below 25 to 40 years and above. The findings show that, 25% of the respondents were below 25years, 40% of the respondents were aged between 26 to 35years. Also 35% of the respondents were aged from 36 years and above. The result implies that majority of the respondents (40%) fall within 26-35years. It also implies that that majority of the respondents were mature enough to provide reliable data regarding organizational culture. This also suggests that most of the respondents could have a certain level of experience and therefore based on their experiences, have influence on the corporate culture of Afigya Kwabre District Assembly (AKDA) particularly the working force group of the age 25 and 35 who are the energetic person with high capability of performing work, they are much equipped with experience and responsibility. According to Basnayake and Gunaratne (2002), the age of a person usually is a factor that can explain the level of production and efficiency. Age influences experience, wealth and decision- making all of which has an effect on the working capabilities of an individual and therefore individual’s productivity. One important thing to notice about this age group is that, this age group does not have an age limit. In Ghana the age limit for an individual to go on pension is 60 years.



**Distribution of ages of the employee respondents of AKDA**

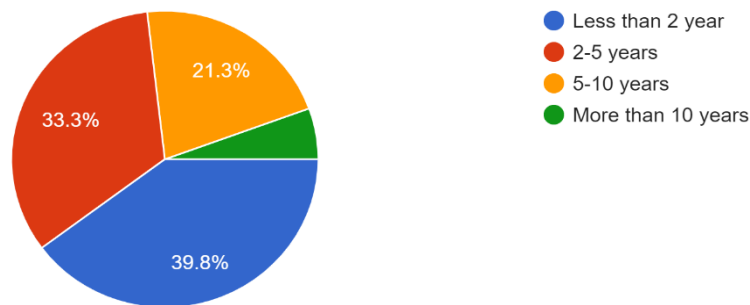
PARTICULARS	NUMBER OF RESPONDENTS
Below 25 years	30
26-35	65
36 and above	18
<b>Total</b>	<b>108</b>



**Figure 4-2 Ages of Employee Respondents**

**Length of Service**

The figure below shows the duration of service of the respondents employed at Afigya Kwabre District Assembly. The findings show that 39.8% of the respondents had been with the company less than 2 years. 33.3% of them had been with the company within 2-5 years. 21.3% had been with the company within 5-10 years and 5.6% had been with the company more than 10 years. Since the majority of work force has the highest experience, they know their culture well and they contribute more for the study.



**Figure 4-3 Length of service of Respondents**

**1.7.2 Job position**

The figure below shows the current job positions held by the respondents employed at Afigya Kwabre District Assembly. The findings show that a large percentage of the current workforce is the junior and senior staff (59.3%) and 34.3% of employees are management staff (middle level and top-level manager). This shows the majority of respondents are senior staff which is very important for the study because those senior staffs know the AKDA well and they can evaluate the organizational culture of the company in a good manner.

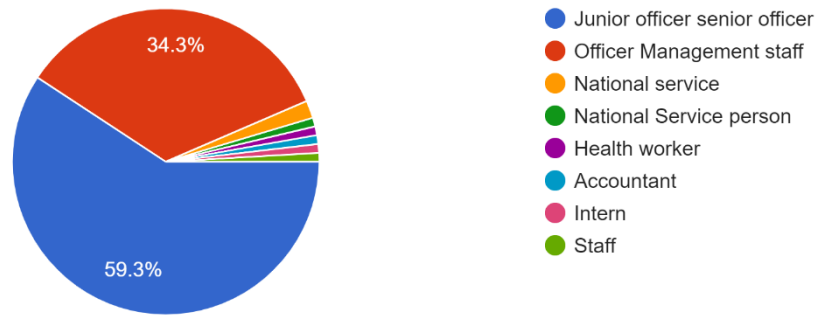


Figure 4-4 Job Position of Respondents

**Highest Qualification**

Figure 4-3 show the educational background of respondents at AKDA which have direct influence on the extent of access and use of business skills that increase business performance. The level of understanding things striving to ascertain that, all parts of the company functions together and every department relies on each other for effective day to day running of the company. With a good educational background, respondents will be able to understand the corporate nature of the organization thereby understanding the role each and everyone plays to support AKDA. The figure shows the level of education of the respondents with their involvement in the impact of organizational culture on employees’ performance.

The figure shows that, 79.6% of the respondents are university graduates with bachelor’s degrees representing majority of the respondents. This also suggests that most of the respondents possess the skills needed and are qualified for their respective positions. This implies that the respondents were adequately qualified to provide reliable data in regard to the study variables. These results reveal that, in the study area business men and women are of high class of education as the percentage of respondents are higher from bachelor degree level up to post-graduate degree level while degree the higher national diploma level education is on the low. On other hand, this was presumably the standard educational level, and they are not many in the industry. This is followed by 13% of the respondents who have secondary school certificate. The highest educational level is PHD representing 0.9% and this is very good for a company like AKDA. Overall, these results also show that, AKDA understands the importance of education for their employees in order to understand the vision and mission of the company. 1.9% of the respondents of AKDA had no formal education and this is to indicate that, there were jobs at the company that needs the service of people without qualifications which might include cleaning, filing and errands and this makes the company even and fair.

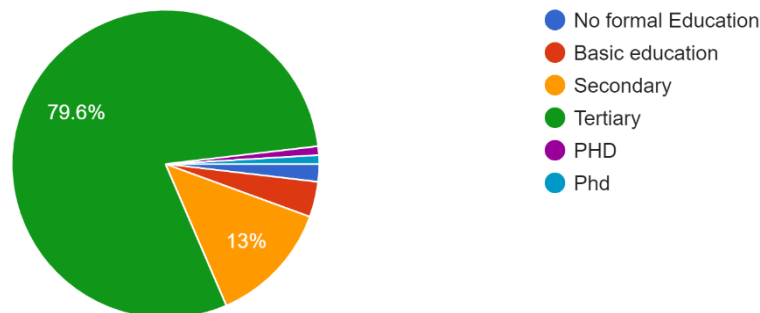


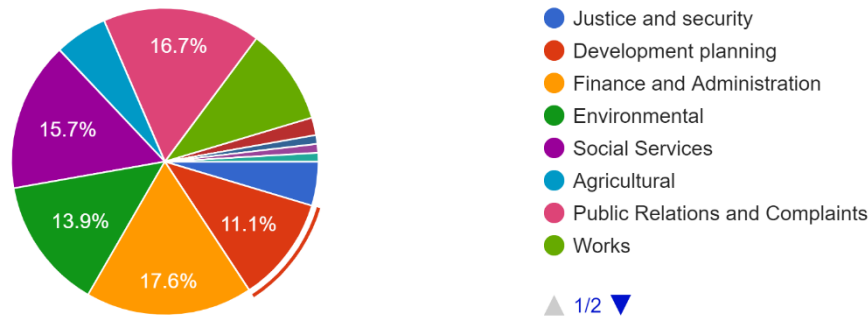
Figure 4-5 Educational Background of Respondents

Table 4-5 Educational Qualification of the study

Educational Qualification	Frequency	Percentage
Secondary	14	13%
First degree	86	79.6%
Post graduate or above	2	1.8%
Basic Education	4	3.7%
No formal Education	2	1.9%
<b>Total</b>	<b>108</b>	<b>100%</b>

**Distribution by Line of Work**

Majority of the employee respondents were from the finance and administration department representing 17.6% followed by 16.7% from public relations and complaints department. 15.7% were from the social service department followed by 13.9% of respondents from the environmental department. 11.1% were from the development and planning department. The questionnaire had a box where they could specify other line of work and according to the respondents; works, agriculture, revenue, health.



**Figure 4-6 Line of Work for Employee Respondents**

**Descriptive statistics**

The researcher used descriptive statistics to analyse the data in order to observe the relationship between the independent variables and the dependent variable. The descriptive statistics used for the observations were the mean, standard deviation, minimum and maximum values.

**Descriptive Statistics for Organisational Structures, Hierarchy and Processes on Employees’ Performance**

the study identified four different independent variables under organizational structures, hierarchy and processes in order to examine their relationship with the dependent variables (Employees’ Performance). The independent variables were; Creativity in HR Department in New Ways to Attract Talents, Innovation and Approachable from Top Executives, Cooperation Between Departments and Exchange of Useful Information between Departments.

Table 4-7 Shows that, Exchange of Useful Information Between Departments has the highest mean and standard deviation of 3.28 and 1.36 respectively. Also, from the same table, Cooperation Between Departments has the least scores of mean and standard deviations, 3.13 and 1.22 respectively.

These results could be interpreted that, averagely, there exist a stronger relationship between Exchange of Useful Information Between Departments and Employees Performance whereas, there exist a less strong or weaker relationship between Cooperation Between Department and Employees’ Performance. However, even though there exist a stronger relationship Exchange of Useful Information Between Departments and Employees Performance, this relationship cannot be predicted with a greater probability because of the high value in standard deviation. On the other hand, the relationship between Cooperation Between Departments and Employees Performance can be predicted with a greater probability because of the less in value of standard deviation.

**Table 4-7 Descriptive Statistics for Organizational Structure, Hierarchy and Processes Variables**

VARIABLES	N	Minimum	Maximum	Mean	Std. Deviation
Creativity in HR. Dept.	108	1.00	5.00	3.17	1.33
Innovation and Approachable	108	1.00	5.00	3.28	1.23
Cooperation between Dept.	108	1.00	5.00	3.13	1.22
Exchange of Useful Infor.	108	1.00	5.00	3.28	1.36
Valid N (listwise)	108				

**Descriptive Statistics for Organisational Polices, Strategies, Goals and Standards (Philosophy) on Employees’ Performance**

Here, the researcher identified four independent variables namely; Rewards Suits Preference of Recipients, Company’s response to New Ideas, Employees’ Adaptation to Change and Relationships Between Individual Job and Organization Goals to examine their relationships with Employees’ Performance.

The results from table 4-8 shows that, Rewards suits Preference of Recipients scored the highest value for both the mean and standard deviation, 3.21 and 1.37 respectively. On the other hand, relationship between individual job and organizational goals scored the least value of 3.11 and 1.32 for both mean and the standard deviation.

The results could be interpreted that, on averagely, there exists a stronger relationship between Rewards suits Preference of Recipients and Employees Performance whereas there exists a less strong (weaker) relationship between relationship between Individual job and Organizational Goals. However, even though there exist a weaker relationship between relationship individual Job and Organizational Goals, this relationship can be predicted with a greater probability because of the less in figure of standard deviation.

**Table 4-8 Descriptive Statistics for Organizational Polices, Strategies, Goals and Standards (Philosophy) on Employees' Performance**

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Rewards suits Recipients	108	1.00	5.00	3.21	1.37
Company's response to ideas	108	1.00	5.00	3.18	1.35
Employees' adaptation	108	1.00	5.00	3.17	1.37
Individual jobs and goals	108	1.00	5.00	3.11	1.32
Valid N (listwise)	108				

**Descriptive Statistics for Organisational Beliefs, Perceptions, Thoughts and Invisible or Unconscious Values on Employees' Performance.**

Under this session, the study examined the relationship between the following independent variables and Employees' Performance. The independent variables were; Organizational change as a Challenge and Opportunity, Willingness to Fix Problems, Value of New Ideas and Implementation, Style of dressing Among Employees, Departments Another in Problem Resolution, Comfort with Working with Others from Different Departments and lastly, Openness to Suggestion from Staffs at all levels.

The results presented from table 4-9 indicates that, Organizational change as Challenge and Opportunity had the highest mean and standard deviation of 3.35 and 1.26 respectively. Also, Openness to Suggestions from Staffs at all Level scored the least value of 3.12 and 1.33 respectively for mean and standard deviation.

The results could be statistically interpreted that, averagely, there exist a much stronger relationship between Organizational Change as a Challenge and Opportunity and Employees' Performance than all the other independent variables. However, this relationship cannot be constantly relied upon for future predictions because of the highest score in standard deviation.

**Table 4-9 Descriptive Statistics for Organisational Beliefs, Perceptions, Thoughts and Invisible or Unconscious Values on Employees' Performance.**

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Orgnal. change as a challenge	108	1.00	8.00	3.35	1.26
Willingness to fix problems	108	1.00	5.00	3.21	1.19
Value ideas and implementation	108	1.00	5.00	3.27	1.26
Style of dressing among employees	108	1.00	5.00	3.16	1.32
Dept. supports another in problems	108	1.00	5.00	3.33	1.35
Comfort working with another	108	1.00	5.00	3.17	1.35
Openness to suggestions	108	1.00	5.00	3.12	1.33
Valid N (listwise)	108				

**Descriptive Statistics for organisational culture on employees' productivity**

The study examined four independent variables and their relationships with the dependent variable Employees' Productivity. The four variables were, Organizational Culture Brings Improved Performance in Agency, Organizational Culture Brings Production Efficiency, Organizational Culture Creates Positive Job Attitudes and Organizational Culture Brings Sense of Ownership.

The results from table 4-10 Indicated that, averagely, there exists a stronger relationship between Organizational Culture brings a Sense of Ownership and Employees' Productivity because of a greater value of 1.50 in mean. On the other hand, there exist a less strong relationship between Organizational Culture Brings Production efficiency and Employees' Productivity because of the value of 1.37 in mean. However, among these two relationships, the one which can be predicted with a high probability of occurrences is the relationship between Organizational Culture Brings Production Efficiency and Employees' Productivity because of the less value of standard deviation.



**Table 4-10 Descriptive Statistics for organisational culture on employees' productivity**

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Orgnal. culture brings Performance	108	1.00	2.00	1.44	0.49
Orgnal. brings production efficiency	108	1.00	2.00	1.37	0.48
Orgnal. Cult. creates positive attitudes	108	1.00	2.00	1.47	0.50
Orgnal. cult. brings sense of ownership	108	1.00	2.00	1.50	0.51
Valid N (listwise)	108				

**HYPOTHESIS TESTING**

Data collected is therefore analyze in context of the hypothesis formulated in the study and the interrelationship they sought to assess. The following hypothesis were formulated:

H<sub>01</sub>: Organizational structures, hierarchy and processes does not have a significant positive impact on employees' performance.

H<sub>02</sub>: Organizational policies, strategies, goals and standards (philosophy) does not have a significant positive impact on employees' performance.

H<sub>03</sub>: Organizational beliefs, perceptions, thoughts and invincible or unconscious values does not have a significant positive impact on employees' performance.

H<sub>04</sub>: Organizational culture does not have a positive significant impact on employees' productivity.

**The Impact of Organisational structures, hierarchy and processes on employees' performance**

For the first hypothesis (H<sub>01</sub>), the relationship between organizational structure, hierarchy and processes and employees' performance is tested as presented in table 4-6 below.

Considering the result presented in table 4-11 below, only two of the items identified under organizational structures, hierarchy and processes which are exchange of useful information between departments and creativity in HR department in new ways pf attracting talent show a statistically significant (<0.05) relationship with the dependent variable, employees' performance.

A further test with the help of a stepwise regression analysis revealed co-efficient presented in table 4-12 at adjusted R square of 0.781.

**Table 4-11 Relationship between organizational structure, hierarchy and processes and employees' performance**

	B	Std. Error	Std. Beta	t	Sig.
(Constant)	.244	.194		1.255	.212
Creativity in HR dept. in new ways to attract talent	.295	.071	.306	4.153	.000
Innovations and approachable from top executive	.059	.067	.057	.881	.381
Cooperation between departments	.011	.078	.010	.137	.892
Exchange useful information between depts.	.566	.083	.601	6.803	.000

a. Dependent Variable: Employees' Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 <sup>a</sup>	.789	.781	.60266

Source: Field data, from IBM SPSS 26

Considering the items of creativity in HR department in new ways to attract talent and exchange of useful information between departments which established a statistically significant relation on the dependent variable, the hypothesis that, organizational structure, hierarchy and processes has a significant positive impact on employees' performance may be accepted on the following grounds;

**Y = 0.328X<sub>1</sub> + 0.581X<sub>2</sub> + 0.318**

Where Y= dependent variable (Employees' performance)

X<sub>1</sub>= the creativity in HR department in new ways to attract talents

X<sub>2</sub>= Exchange of useful information between departments

**Table 4-12- Co-efficient for Regression Model (independent variables)**

	B	Std. Error	Std. Beta	t	Sig.
(Constant)	.318	.161		1.972	.051
Creativity in HR Dept. in new ways to attract talents	.328	.061	.339	5.410	.000
Exchange of useful information between department	.581	.059	.617	9.853	.000

Dependent Variables: Employees' Performance

Source: Field data, from IBM SPSS 26

**Impact of organisational polices, strategies, goals and standards (philosophy) on employees' performance**

The second hypothesis (H<sub>02</sub>), the relationship between organizational policies, strategies, goals and standards (philosophy) and employees' performance is tested as presented in the tables below;

From the table 4-13 results presented indicated that, three items under organizational policies, strategies and goals which are, relationship between individual jobs and organizational goals, employee's adaptation to change and rewards to suit preference of recipients indicated a statistically significant (<0.05) relationship with the dependent variable employees' performance.

A stepwise regression with the statically significant variables relies an adjusted R Square figure of 0.565 as shown in table 4-14

**Table 4-13 Relationship between organizational policies, strategies, goals and standards(philosophy) and employees' performance**

	B	Std. Error	Std. Beta	t	Sig.
(Constant)	.406	.265		1.534	.128
Rewards suits preference of recipient	.262	.097	.269	2.699	.008
Company's response to new ideas	.077	.077	.078	1.003	.318
Employees' adaptation to change	.381	.088	.391	4.335	.000
Relationship between individual job and org. goal	.164	.083	.162	1.974	.051

a. Dependent Variable: Employees' Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762	.581	.565	.88374

Considering the three independent variables (rewards suited preference of recipients, employees' adaptation to change and relationship between individual job and organizational goals) which established a statistically important impact on the dependent variable (employees' performance), the second hypothesis that organizational policies, strategies, goals and standard (philosophy) have a consequential impact on employees' performance could be accepted on the following grounds.

$$Y=0.288X1+0.400X2+0.166X3+0.499$$

Where, Y= Dependent variable (employees' performance)

X1= Rewards to suits the performance of recipients

X2= Employee's adaptation to change

X3=Relationship between individual jobs and organizational goals.

**Table 4-14 Co-efficient for regression model (independent variables)**

	B	Std. Error	Std. Beta	t	Sig.
(Constant)	.499	.248		2.012	.047
Rewards suits preference of recipients	.288	.093	.296	3.089	.003
Employees' adaptation to change	.400	.086	.410	4.655	.000
Relationship between individual job and org. goal	.166	.083	.165	2.002	.048

a. Dependent Variable: Employees' performance

**Impact of organisational beliefs, perceptions, thoughts and invisible or unconscious values on employees' performance.**

The third hypothesis (H<sub>03</sub>), the relationship between organizational beliefs, perceptions, thoughts and invisible or unconscious values on employees' performance is tested as shown in the table below;

Considering the results presented in the table 4-15 below, out of the many items identified under organizational beliefs, perceptions, thoughts and invisible or unconscious values, only three of the items which are values on new ideas and implementation, style of dressing among employees and department support one another in problem resolution indicated a statistically significant (<0.05) with the dependent variable, employees' performance.

A further stepwise regression with the independent variables which had a statistically significant relation with the dependent variable gives adjusted R Square values of 0.633 as presented in the table 4-16.

**Table 4-15 Relationship between organizational beliefs, perceptions, thoughts and invisible or unconscious values on employees' performance**

	B	Std. Error	Std. Beta	t	Sig.
(Constant)	.362	.260		1.392	.167
Organizational change as a challenge and opportunity	.024	.074	.023	.325	.746
Willingness to fix problems	.150	.114	.137	1.313	.192
Value of new ideas and implementation	.270	.097	.262	2.775	.007
Style of dressing among employees	.342	.093	.348	3.657	.000
Departments supports another in problem resolution	.190	.099	.197	1.926	.057
Comfort with working with working with others from different dept. co	.006	.083	-.006	-.070	.945
Openness to suggestions from staff at all levels	-.026	.084	-.027	-.312	.756

a. Dependent Variable: Employees' Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810 <sup>a</sup>	.657	.633	.79120

Source: Field data, from IBM SPSS 26

Considering the independent variables (willingness to fix problems, values of new ideas and implementation, style of dressing among employees) which had a statistically significant relation with the dependent variable, employees' performance, the hypothesis that, organizational beliefs, perceptions, thoughts and invisible values have a significant impact on employees' performance could be accepted on the following grounds;

$$Y = 0.242X_1 + 0.338X_2 + 0.341X_3 + 0.461$$

Where Y= dependent variable (employees' performance)

X1= Willingness to fix problems

X2= Values of new ideas and implementation

X3= Style of dressing among employees

**Table 4-16- Co-efficient for Regression Model (independent variables)**

	B	Std. Error	Std. Beta	t	Sig.
(Constant)	.461	.236		1.953	.054
Willingness to fix problems	.242	.102	.221	2.361	.020
Value of new ideas and implementation	.338	.087	.328	3.874	.000
Style of dressing among employees	.341	.091	.348	3.743	.000

Dependent Variables: Employees' Performance

Source: Field data, from IBM SPSS 26

**Impact of organisational culture on employees' productivity**

The fourth hypothesis(H<sub>04</sub>), the relationship between organizational culture and employees' productivity is tested and presented in table 4-16 below

Considering the results presented in table 4-17 below, two (2) of the items under organizational culture, namely organizational culture brings production efficiency, organizational culture creates positive job attitude, and organizational culture brings a sense of ownership to give a statistically significant (<0.05) relationship with the dependent variable employees' productivity.

A further stepwise regression with the statistically significant independent variables gives an adjusted R Square value of 0.512 as presented in the table 4-18

**Table 4-17 Relationship between organizational culture and employees' productivity**

	B	Std. Error	Std. Beta	t	Sig.
(Constant)	.176	.129		1.367	.175
Organizational culture brings improved performance in agency	.143	.089	.143	1.601	.113
Organizational culture brings production efficiency	.468	.095	.458	4.924	.000
Organizational culture creates positive job attitude	.212	.082	.213	2.599	.011
Organizational culture brings sense of ownership	.069	.085	.070	.818	.415

a. Dependent Variable: Employees' Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 <sup>a</sup>	.521	.512	.34881



Source: Field data, from IBM SPSS 26

Considering the items under organizational culture which shown a statistically significant relation with the dependent variable, the fourth hypothesis that organizational culture has a significant impact on employees' productivity could be accepted on the following grounds;

$$Y = 0.567X_1 + 0.266X_2 + 0.271$$

Where Y= Dependent variable (employees' productivity)

X<sub>1</sub>= Organizational culture bring production efficiency

X<sub>2</sub>= Organizational culture create positive job attitude

**Table 4-18- Co-efficient for Regression Model (independent variables)**

	B	Std. Error	Std. Beta	t	Sig.
(Constant)	.271	.118		2.296	.024
Organizational culture brings production efficiency	.567	.079	.553	2.296	.024
Organizational culture creates positive job attitude	.266	.077	.268	3.471	.001

Dependent Variables: Employees' Performance

Source: Field data, from IBM SPSS 26

## V. CONCLUSIONS AND RECOMMENDATIONS

The study was to examine the impact of organizational culture on employees' performance and productivity at Afigya Kwabre South District Assembly in Ghana. The key factors formulated in the conceptualized framework with their hypothesis were; organizational structures, hierarchy and processes, organizational policies, strategies, goals and standards, organizational beliefs, perceptions, thoughts and invisible values, and organizational culture and employees' performance. Moreover, the study also examined the impact of culture on employees' productivity. The study used a descriptive design of both quantitative and qualitative methods, which targeted only the employees of Afigya Kwabre South District Assembly in Ghana. A total of one hundred and eight (108) respondents participated in the research through a simple probability sampling technique. A questionnaire was the main data-collection tool, administered online through a google platform. Four (4) hypotheses were formulated and tested with the help of the statistical software called Statistical Product for Service Solution (SPSS) through regression (Factor analysis). The data was further pulled through the Google Form platform and the Microsoft Office Excel output. The results were presented in frequency distribution tables, percentages, and other statistical charts.

From the analysis, the following was the key findings of the study;

Out of a total number of one hundred and eight (108) respondents who participated in the study, 61.1% representing 66 of the respondents were males while 38.9% representing 42 of the respondents were females. Thus, the majority of the participants of the study were males.

The majority of the respondents, represented by a percentage of 40% were between the ages of 26-35. They fall within the adult age with most of them, (79.6%), having a tertiary education background.

Finally, on the background of the respondents, the duration of service of the respondents employed at Afigya Kwabre District Assembly showed that 39.8% of the respondents were with the company less than two years. 33.3% of them worked with the company within 2-5 years. 21.3% had been with the company within 5-10 years, and 5.6% had been with the company more than 10 years.

Results from Table 4-6 from the second hypothesis test indicate that organizational policies, strategies, goals, and standards (philosophy) show a statistically significant impact on employees' performance at Afigya Kwabre District Assembly. The relationship between individual jobs and organizational goals, employee's adaptation to change, and rewards to suit the preference of recipients indicated a statistically significant relationship with the dependent variable employees' performance.

To add to the above results from the third hypothesis test from table 4-8 indicated that, organizational beliefs, perceptions, thoughts, and invisible or unconscious values show a statistically significant impact on

employees' performance at Afigya Kwabre South District Assembly. Values on new ideas and implementation, style of dressing among employees, and department support one another in problem resolution indicated a statistically significant with the dependent variable, employees' performance at Afigya Kwabre District Assembly in Ghana.

## **VI. RECOMMENDATION**

Key recommendations are offered to two main groups of people in this present investigation. These two people include industry players in the corporate environment, most specifically the management of the Afigya Kwabre District Assembly. The other category of people to which the recommendations are made is individuals and groups in academic research and other related scholarly writings for future research and academic materials related to the current findings of this study.

### **Industry Players**

The following recommendations are made to the management of Afigya Kwabre District Assembly and other organizations that are interested in modifying their culture to improve their employees' and job performance:

Even though teamwork is good for organizational development, the management of the Afigya Kwabre District Assembly must strive to relieve members of staff of their team identities and help them embrace the organizational identity more. Positive association between culture and performance helps in improving the productivity of the organization. Efficient and effective management of workforce employees can be stronger by organization strong culture. Healthy organizational culture improves and runs a competitive environment. Employee commitment helps in improving performance-based organization sustainability. Commitment to employee's welfare helps a business it is visible and demonstrable action. Customers choose to stay with a company because they believe in what the brand stands for and offers. By so doing, employees become innovative in their job execution. Footprints Africa 2020

Also, one can identify that most companies are not able to achieve their mission and objectives because they do not make the culture of the organization effective at the extent of it being a motivating factor. Therefore, it is recommended that culture management would get staff committed to the culture to help them identify with it, own it, and make them give out their best because they see it as part of them. Management must do well to promote the best culture that is the best values, beliefs and communicate the goals, mission, and vision of Afigya Kwabre District Assembly since this study has brought to the fore a positive relationship between culture and employees' performance. Management should understand that organizational culture is one of the keys human-resource factors that also act as a source of motivation. Therefore, refresher orientation has to be done to rekindle the culture in old employees and also make orientation an intense process for new entrants.

The leadership style practice in every organization has a bearing on encouraging or inhibiting employee performance (Armstrong and Murlis 2004, Cronje 2001). Therefore, the management should carefully analyze the needs of its employees, and create a good relationship with employees. This study recommends that management should be mindful of the leadership characteristics they exhibit, as it has been proven that the culture of an organization is a reflection of the examples they set, which ultimately determines if the culture established would facilitate business productivity and profitability. Another recommendation is that management should re-evaluate their present culture to identify certain traits that are detrimental while seeking ways to eliminate them and to inculcate into their culture more positive elements that could help in creating the right environment for organizational success. In cases where there is a need for any aspect of culture to be changed, the employees who are the first ambassador to the organization should be duly informed and made aware of these changes as this will affect their performance as well as the general performance of the organization.

For the Afigya Kwabre District Assembly to move from a power culture to a preferred culture that is embraced by all employees, it is recommended that the organization ensures; -

- ❖ Demanding goals is set and rewards are given for individual achievement of the identified goals. This increases motivation and improves effective inputs from employees and in the long run increase's outputs.
- ❖ Management reduces the fear and anxiety that are endemic to power-orientated cultures. To do this, management needs to stop rewarding employees for compliance and not punish employees or withhold rewards from employees for non-compliance.
- ❖ Supervisors and management should establish the trust, integrity, and dedication of team members so that employees feel they can ask for assistance when they are unsure about the work they are completing.
- ❖ Work and decision-making should also be delegated to lower-level managers, supervisors or employees, for work to be completed quickly and also to decrease the workload of top management and build trust between the employees and management.

❖ there should be social time for teams to bond with each other and with managers especially where there are little interactions during working hours. When Afigya Kwabre district Assembly practice this, it helps build trust, teamwork and help managers to engage each employee according to what works for their unique personality

## VII. CONCLUSION

Whereas prior work has shown a positive relationship between culture and performance in an academic setting (Gilson 2008), this research has to an extent demonstrated this relationship within a corporate setting that is Afigya Kwabre District Assembly (AKDA). This study found a significant positive relationship between employees' performance and organizational culture but the results of Raka (2003), Ghani (2006), support that there was no contact of organizational culture to employee performance whereas the research results of Aluko (2003), Swanepoel (2009), Ebtesbam et al (2011), Ahmad (2012) affirmed that organizational culture gives the positive impact on employee performance.

Close to sixty (60) study that was made between 1990 and 2007, which were on centered on close to 7600 business units and companies to find out the cultural impact on the organizational performance (Gallagher, 2008). Findings from these large numbers of researchers showed that, there were a positive relationship culture and performance. These findings indicate that, one cannot achieve performance in an organization without. First of all, not looking at the cultural practices existing in the organization.

Based on this study, we can conclude that organizational culture has a positive impact on the employee's job performance. It has been identified that, almost every employee in an organization may have their own culture, and he or she first tries to adjust to the norms and values of the organization. The adoption of the culture of the organization is helpful for the employees to do their work efficiently and effectively. For an organization to achieve an optimal performance, everyone must be aware of how things are conducted in the organization and how each of their inputs affects the general performance of the organization. This is made possible by making sure everyone is on the same course with the general running of the business. Gallagher 2008

In this study, organizational culture is very helpful for the new employees to adopt the organizational culture and to get a competitive advantage under the particular conditions. On behalf of previous studies, it brings into since employee's commitment and group efficiency plays a very crucial role to adopt the value and beliefs of the organization and enhancing the performance of the organization.

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