



**Research Paper**

# **Impact of Leadership and Organisational Culture on Organisational Performance**

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## **I. INTRODUCTION**

Motivation is the impetus for work, in other words it is the enthusiasm to achieve the organisations goals alongside with one's individual needs (Haque, 2014: P.63; Bwire, 2014: p. 317). Therefore, the performance of the individual is governed by the job's ability to meet his/ her needs.

Motivation is the force that is intrinsic or extrinsic to an individual, which governs his/ her attitude towards work, as revealed in his behaviour, the extent of his interest in work, his passion and his sustained interest in the job (Haque, 2014: P.63; Bwire, 2014: p. 317). Hence, employee motivation for the job can arise from the job's immediate environment or external environment.

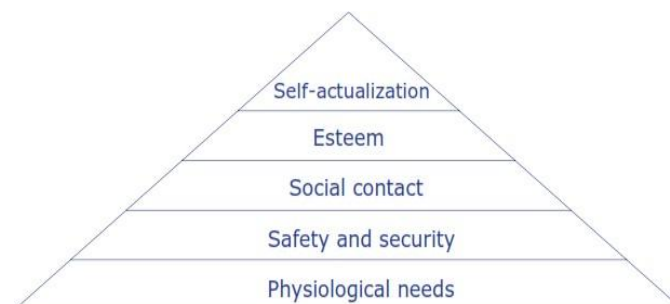
People are motivated by their needs, which can be psychological, physical or sociological. These needs are constantly changing, because human needs are unlimited, and upon satisfying a need, they simply move to the next. Just as people's needs are different, so is their motivations, therefore, it is important for managers to understand the individual employee's motivation for the job, to sustain the optimum performance of the individual (Mohamud, 2017: p.17010; Nnaeto, 2018; Cristini, 2011; Haque, 2014; Bwire, 2014; Bao, 2015; Alghazo, 2012: P.38).

The employee's motivation is observed in the employee's, creativity, persistence, commitment and passion for the job (Mohamud et-al, 2017: p.17010). Needs motivate people to work, therefore' their needs do influence their performance. The motivation theory lends light to howmotivation can influence performance.

## **II. LITERATURE REVIEW**

### **2.1 Maslow Motivation Theory**

Maslow postulated the hierarchy of needs (the five level of needs) (1954), and stated that upon satisfying a level of need, moves to the next higher level. Hence, the individual's motivation is driven by this new level of need. He suggested that humans are driven by their needs to work, they are motivated by their basic needs (their physiological needs) initially, and upon satisfying this need, they are no longer motivated by the need, hence, they become motivated by the need to satisfy the next level of need (Lægaard, 2006: P. 56; Haque, 2014: P.63; Carpenter et-al, 2012:P. 590; Shanks, 2007: P.25; Bao, 2015: P. 38-39).



Maslow's Hierarchy of Needs

**Figure 1**

Motivation alone is not responsible for performance, a lot of factors extrinsic to both the employees and the organisation impacts performance. However, the response of the organisation to these factors will determine its performance. Leadership and the culture of the organisation governs not just the motivation of the employees, but the response of the organisation to these external factors. Hence, leadership and the organisational culture are crucial to the overall performance of the organisation.

There are over a hundred definitions of leadership, it was defined as a process, skill, trait, ability and behaviour etc. Regardless, these definitions have one thing in common, which is “getting the job done through others”. These researches will focus on three leadership styles namely, authoritarian, democratic and laissez-faire.

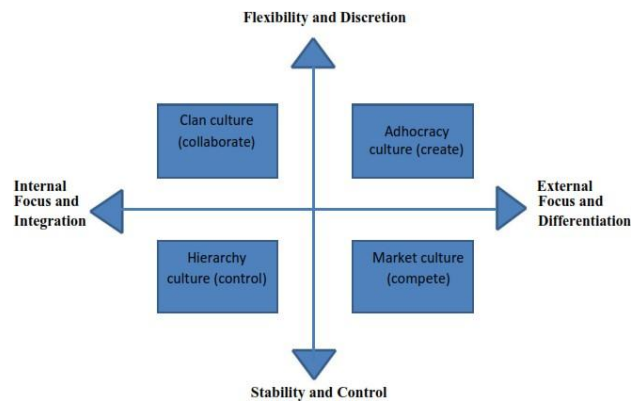
The authoritarian leadership style involves a dictator as described by McGregor’s theory X leaders, the leader relies strictly on his authority to influence others. They adhere strictly to Skinner’s motivation theory to motivate their followers, by simply rewarding the accepted behaviour and punish unwanted behaviour (Northouse, 2015: p 90-91).

The democratic leadership style, as described by McGregor’s theory Y involves the leader relying on his influence alone to get others willingly follow his/her lead. He assumes that people like work, people are self-motivated, and that people accept and seek responsibility (Northouse, 2015:p 91-92).

The laissez-faire leadership style unlike the authoritarian style offers no direction and control on the followers, and unlike the democratic leader offers no support or any form of interest on the followers (Northouse, 2015: p 92-93).

## 2.2 Organisational Culture

Organisational Culture is the shared and learned successful norms if a group that has been used to solve both its adaptation and integration problems, and can be taught to new members as the best way to perceive and react to those problems (Shein, 2004: p17). Cameron and Quinn’s (1999) typology of culture divided culture into four categories based on two continuums of flexibility- stability and internal-external focus. Their typology is focused on performance of the organisation, and it includes the hierarchical, clan, market and adhocracy culture.



**Figure 2**  
Cameron & Quinn’s Psychological Model of Organizational Culture

The hierarchical culture’s core value is control, which is characterized by an authoritarian leadership style. Whose role is to maintain the status quo. The role of this culture is ensuring the stability of the internal operations of the organisation. The clan culture’s core value is team work, it is characterized by a democratic leadership style. The cultures focus is on internal flexibility by encourage employee’s creativity and contribution in decision making. The market culture’s core value is competition, the focus is on ensuring increases productivity. The goal of these culture is to maintain its growth and market share, by motivating the employees to perform better through rewards, hence they inspire a high level of competition in their employees. While the adhocracy’s focus is on creativity by inspiring innovative spirit within the employees.

Cemal Zehir’s research on “the effects of leadership styles and organizational culture over firm performance” showed that organisational culture types and the corresponding leadership styles has a positive correlation with organisational performance (Zehir, 2011: p. 1471). His research is consistent with previous researches of Denison, Slater & Narver and Ezirim et al. which showed significant relationship between organisational culture and performance. His research also agrees Ogbonna & Harris’s research, which showed that leadership alone is not responsible for performance and that leadership ship style can show negative or positive correlation with performance within different culture types. Both researches agree with previous researches in the field that suggest that transactional leadership style does not always produce superior

performance, and that transformational leadership is the better form leadership style (Ogbonna & Harris, 2000: p.782; Zehir, 2011: p. 1471; Alghazo, 2016: p.43). Ogbonna & Harris empirical studies indicated that leadership does not influence organisational culture, rather organisational culture influence leadership. They stated that it is better to change leadership than the culture of the company.

Conversely, Nielsen's observed that leadership can change the response of their subordinates to problem, by helping them learn new routine or unlearn old routines, hence they are able to improve their performance (Nielsen, 2008: p.19). Unlike Ogbonna & Harris, Nielsen observed that leaders can influence their company's culture, hence, advised that leaders be more trained on transformational leadership because they play a crucial role in motivating the employees to perform better and can help improve on the work environment/companies' culture (Nielsen, 2008: p.28)

The performance of companies has been linked to their organisational culture, several researchers has shown that company success as indicated by their sales volume, income, and market share can be linked directly to the culture of such company (Kotter, 1992; Marcoulides, 1993 cited by Carpenter, 2012: P.374). Therefore, the performance of an organisation depends on the ability of leadership to influence the organisation's culture to effectively motivate employee to efficiently deliver on their tasks. Although the culture of an organisation is formed not just by the leaders of the organisation, regardless they have significant influence on it (Shein, 2004: p.15). Leadership can better influence employee behaviour as well as the organisation's culture as opposed to rules (Carpenter, 2012: P.374). Employee motivation can be likened to the fuel that drives the performance process, the Organisational culture can be likened to the medium while the leadership can be likened to the catalyst that drives the process. Therefore, this research unlike previous researches will show the combined influence culture and leadership on employee motivation and performance.

### **III. METHODOLOGY**

A total of 220 survey questionnaires were distributed amongst the sample organisations selected from some of the business industries within Lagos, and 127 was completed and returned. Five of the returned questionnaires were found to be invalid. The survey questionnaires.

#### **Research Question.**

Does organizational culture and leadership style affect employee performance. H1 Employee performance depends on motivation

H2: Leadership alone influences employee performance and motivation.

H3: Organisational culture alone influences employee performance and motivation H4: Both culture and leadership impacts employee performances.

#### **3.1 Research Statistics**

The survey questionnaire construct was measured using the 5-point Likert scale (from strongly disagree =1 to strongly agree =5) (Tsai, 2011). The questionnaire was divided into five sections, the first section was used to get the demographic information of the participants. Although this information will not be considered for this research. The second section was used to determine the dominant organisational culture base on Cameron and Quinn Competing Value Framework (CVF) (Cameron and Quinn, 2006 cited by Tianyuan, 2009). The third section was used to determine the existing dominant leadership style within the organisations. The fourth and fifth section was used to determine the employee motivation and performance respectively.

#### **3.2 Research measurements/ analysis**

The Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn was employed to measure the organizational culture (Cameron and Quinn, 1999 cited by Seyed, 2012). The OCAI has been applied in many studies (Tsai, 2011; Tianyuan, 2009; Seyed, 2012). The data collected was used to determine the leadership style and the level of employee motivation and performance. The SPSS statistical software was employed to perform the analysis for this research.

The Pearson correlation analysis was used to determine the existence of significant influence of leadership alone on performance and motivation; and also, the significance of the effect of culture alone on performance and motivation. (Nestor, 2015).

The Multiple Linear Regression was used to test the significance of the combined effect of leadership style and organisational culture on employee performance. For the statistics, the significant value ( $\rho$ ) was set to 0.05 hence, 95% value of confidence indicating that conclusion holds true for at least 95% of the population.

#### IV. ANALYSIS

The table below shows the number of survey questionnaires distributed to the respective industries and the number of valid questionnaires returned

Organisation/ Industry	Copies Sent	Received	Invalid	Valid
Education	50	44	3	41
Info. Tech	30	10		10
Manufacturing	40	17		17
Healthcare	30	11		11
Finance	35	18		18
Other	35	27	2	25
Total	220	127	5	122

**Table 1**

- The education industry is represented by participants/ employees from eight public high schools within the region.
- The Information Technology industry is made up of employees from three different privately-owned companies.
- The manufacturing industry consist of employees from two different beverage companies.
- The healthcare industry consists of a public hospital within the region
- The finance industry comprises of employees from two financial institutions within theregion.
- Others is made up of participants from a transport company, a law firm and a travel &tourism company

The first section of the questionnaire was used to collect the demographic information of the participants. The second section was used to determine the dominant culture existing within the organisation, the third part was used to determine the dominant leadership style within the industries, the fourth part was used to measure the employee motivation, while the final part measures employee performance. The data analysis was performed individually for each industryusing the SPSS statistical software.

#### Research Hypothesis

H1 Employee performance depends on motivation

H2: Leadership alone influences employee performance and motivation.

H3: Organisational culture alone influences employee performance and motivation H4: Both culture and leadership impacts employee performances.

#### 4.1 Performance Depends on Motivation.

Motivation is the impetus of an individual employee for work, therefore, the performance of an individual employee depends on his/ her drive to meet his/ her needs (Haque, 2014: P.63; Bwire, 2014: p. 317). According to Maslow's Hierarchy of needs, the employee is driven by various levelsof needs at different times.

In all researches regarding employee performance, motivation should always play a significantrole, motivation will be used as a control measure in this research to study the impact of organisational culture and leadership on performance.

The Pearson Correlation will be used to test the first hypothesis (H1), using the SPSS statisticalsoftware

H1 Employee performance depends on motivation

H0: employee performance does not depend on motivation (null hypothesis)

**Education**

		Motivation	Performance
Motivation	Pearson Correlation	1	.378*
	Sig. (2-tailed)		.015
	N	41	41
Performance	Pearson Correlation	.378*	1
	Sig. (2-tailed)	.015	
	N	41	41

Correlation is significant at the 0.05 level (2-tailed).  $\rho=0.015 < 0.05$ , Table 4.1.1 Reject null hypothesis. Therefore, employee performance depends on motivation, and there is a moderate relationship between motivation and performance ( $r=0.379$ )

<b>Information Technology</b>		Motivation	Performance
motivate	Pearson Correlation	1	.472
	Sig. (2-tailed)		.168
	N	10	10
perform	Pearson Correlation	.472	1
	Sig. (2-tailed)	.168	
	N	10	10

\*. Correlation is significant at the 0.05 level (2-tailed).  $\rho=0.168 > 0.05$ , Table 4.1.2 there is not enough significant proof to reject the null hypothesis. Therefore, employee performance does not depend on motivation. The null hypothesis holds.

<b>Manufacturing</b>		Motivation	Performance
Motivation	Pearson Correlation	1	.679**
	Sig. (2-tailed)		.003
	N	17	17
Performance	Pearson Correlation	.679**	1
	Sig. (2-tailed)	.003	
	N	17	17

Correlation is significant at the 0.01 level (2-tailed).  $\rho=0.003 < 0.05$ , Table 4.1.3 Reject null hypothesis. Therefore, employee performance depends on motivation, and there is a strong relationship between motivation and performance ( $r=0.679$ )

<b>Healthcare</b>		Motivation	Performance
Motivation	Pearson Correlation	1	.646*
	Sig. (2-tailed)		.032
	N	11	11
Performance	Pearson Correlation	.646*	1
	Sig. (2-tailed)	.032	
	N	11	11

\*. Correlation is significant at the 0.05 level (2-tailed).  $\rho < 0.05$  Table 4.1.4 Reject null hypothesis. Therefore,

employee performance depends on motivation, and there is a strong relationship between motivation and performance ( $r=0.646$ )

<b>Others</b>		Motivation	Performance
Motivation	Pearson Correlation	1	.504*
	Sig. (2-tailed)		.010
	N	25	25
Performance	Pearson Correlation	.504*	1
	Sig. (2-tailed)	.010	
	N	25	25

Correlation is significant at the 0.05 level (2-tailed). Table 4.1.5  
 $p=0.01 < 0.05$  Reject null hypothesis. Therefore, employee performance depends on motivation, and there is a strong relationship between motivation and performance ( $r=0.5$ )

<b>Finance</b>		Motivation	Performance
Motivation	Pearson Correlation	1	.263
	Sig. (2-tailed)		.292
	N	18	18
Performance	Pearson Correlation	.263	1
	Sig. (2-tailed)	.292	
	N	18	18

$\rho = 0.263$  ( $p > 0.05$ ) Table 4.1.6

There is not enough significant proof to reject the null hypothesis. Therefore, employee performance does not depend on motivation. The null hypothesis holds

<b>All</b>		Motivation	Performance
Motivation	Pearson Correlation	1	.477**
	Sig. (2-tailed)		.000
	N	122	122
Performance	Pearson Correlation	.477**	1
	Sig. (2-tailed)	.000	
	N	122	122

Correlation is significant at the 0.01 level (2-tailed). Table 4.1.7  
 Since  $p < 0.001 < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. Employee performance depends on motivation, and there is a moderate relationship between motivation and performance ( $r=0.477$ )

**Discussion**

The above table indicates a very high level of the strength of the relationship between employee motivation and performance, the correlation coefficient value  $r > 0.3$  shows a significantly strong relationship between employee motivation and performance. This relationship is notably strong for the manufacturing, healthcare and 'Others' industries (tables 4.1.3; 4.1.4; &4.1.5). While the education and the finance industries show a moderate and weak relationships respectively (tables &4.1.6). All the industries put together, the results indicate a fairly strong relationship (table 4.1.7). The table also shows a high level of significance for most of the industries, therefore, there is significant evidence to reject the Null hypothesis. Hence, we conclude that employee motivation impacts their performance. However, the table shows there is significant evidence to accept the Null Hypothesis for 29% and 17% of the populations within the finance and info-tech industries (tables 4.1.6&4.1.2) respectively since  $p > 0.05$ , therefore, we fail to reject the null hypothesis. Overall, the table indicate a very high level of significance between motivation and performance, Therefore, we conclude for the region in focus, that employee motivation is indicative of their performance. This is especially so for the health industry with the

least mean motivated employee corresponding to the least mean performance, and subsequent higher mean motivated employees show a corresponding (and linear) increase in performance respectively (table 4.2.1).

**The Impact of Leadership on performance and motivation**

Motivation alone is not responsible for performance; other factors also contributes to the performance of the employee.

Industry	Dominant Leadership Style	Dominant Culture	Motivation (mean x)	Performance (mean x)
Education	Transformational	Hierarchical	3.554471545	3.636585366
Info. Tech	Transformational	Market	3.483	3.63
Finance	Transformational	Market	3.788888889	3.720987654
Manufacturing	Transformational	Hierarchical	3.59	3.788235294
Healthcare	laissez-faire	Market	2.678787879	3.373737374
others	Transformational	Market	3.421333333	3.82

Table 4.2.1

The dominant leadership style within the region is the transformational leadership style, this is consistent with the trend that suggest that transformational leadership style is the better style of leadership, especially as compared with the transactional leadership style. The highest mean performance and motivation level of employees within the region is not more 76%, while the least Mean motivated employee is just above 50%. Employees within the healthcare industry are the least motivated.

The Pearson Correlation Analysis was employed to test the Second and third hypothesis (H2 & H3) for the industries within the region.

H2: Leadership alone influences employee performance and motivation.

H0: employee performance /motivation does not depend on leadership style (null hypothesis) Motivation and Performance was set as the dependent variable, while Leadership was set as the fixed factor.

**Education**

		Leadership Motivation	
Leadership	Pearson Correlation	1	.444**
	Sig. (2-tailed)		.004
	N	41	41
Motivation	Pearson Correlation	.444**	1
	Sig. (2-tailed)	.004	
	N	41	41

Correlation is significant at the 0.01 level (2-tailed). Table 4.2.2a

Since  $p < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. therefore, we conclude that leadership influences motivation, and there is a moderate relationship between leadership and motivation ( $r=0.444$ )

		Leadership Performance	
Leadership	Pearson Correlation	1	.173
	Sig. (2-tailed)		.280
	N	41	41
Performance	Pearson Correlation	.173	1
	Sig. (2-tailed)	.280	
	N	41	41

Since  $p > 0.05$ , Table 4.2.2b

therefore, there is enough evidence to support the null hypothesis, hence, we fail reject it. therefore, we conclude that leadership has no significant influence on performance.

**Information Technology**

		Leadership	Motivation
Leadership	Pearson Correlation	1	.716*
	Sig. (2-tailed)		.020
	N	10	10
Motivation	Pearson Correlation	.716*	1
	Sig. (2-tailed)	.020	
	N	10	10

\*. Correlation is significant at the 0.05 level (2-tailed). Table 4.2.3a

Since  $\rho < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. therefore, we conclude that leadership influences motivation, and there is a strong relationship between leadership and motivation ( $r=0.716$ )

		Leadership	Performance
Leadership	Pearson Correlation	1	.140
	Sig. (2-tailed)		.700
	N	10	10
Performance	Pearson Correlation	.140	1
	Sig. (2-tailed)	.700	
	N	10	10

Table 4.2.3b

Since  $\rho > 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that leadership does not influences performance.

**Manufacturing**

		Leadership	Motivation
Leadership	Pearson Correlation	1	.033
	Sig. (2-tailed)		.900
	N	17	17
Motivation	Pearson Correlation	.033	1
	Sig. (2-tailed)	.900	
	N	17	17

Table 4.2.4a

Since  $\rho > 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail reject it. therefore, we conclude that leadership does not influences performance.

		Leadership	Performance
Leadership	Pearson Correlation	1	.100
	Sig. (2-tailed)		.703
	N	17	17
Performance	Pearson Correlation	.100	1
	Sig. (2-tailed)	.703	



N	17	17
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Table 4.2.4b

Since  $p >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail reject it. therefore, we conclude that leadership does not influences performance

**Healthcare**

		Leadership	Motivation
Leadership	Pearson Correlation	1	.179
	Sig. (2-tailed)		.598
	N	11	11
Motivation	Pearson Correlation	.179	1
	Sig. (2-tailed)	.598	
	N	11	11

Table 4.2.5a

Since  $p >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we failreject it. therefore, we conclude that leadership does not influences motivation.

		Leadeship	Performance
Leadership	Pearson Correlation	1	.214
	Sig. (2-tailed)		.528
	N	11	11
Performance	Pearson Correlation	.214	1
	Sig. (2-tailed)	.528	
	N	11	11

Table 4.2.5b

Since  $p >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we failreject it. therefore, we conclude that leadership does not influence motivation.

**Others**

		Leadership	Motivation
Leadership	Pearson Correlation	1	.480*
	Sig. (2-tailed)		.015
	N	25	25
Motivation	Pearson Correlation	.480*	1
	Sig. (2-tailed)	.015	
	N	25	25

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

Table 4.2.6a.

Since  $p < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. therefore, we conclude that leadership influences motivation, and there is a moderaterelationship between leadership and motivation ( $r=0.480$ )

		Leadership Performance	
Leadership	Pearson Correlation	1	.620**
	Sig. (2-tailed)		.001
	N	25	25
Performance	Pearson Correlation	.620**	1
	Sig. (2-tailed)	.001	
	N	25	25

\*\* . Correlation is significant at the 0.01 level (2-tailed). Table 4.2.6b

Since  $\rho < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. therefore, we conclude that leadership influences Performance, and there is a strong relationship between leadership and performance ( $r=0.62$ )

**Finance**

		Leadership Motivation	
Leadership	Pearson Correlation	1	-.259
	Sig. (2-tailed)		.299
	N	18	18
Motivation	Pearson Correlation	-.259	1
	Sig. (2-tailed)	.299	
	N	18	18

Table 4.2.7a

Since  $\rho > 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that leadership does not influence motivation.

		Leadership	Performance
Leadership	Pearson Correlation	1	-.294
	Sig. (2-tailed)		.236
	N	18	18
Performance	Pearson Correlation	-.294	1
	Sig. (2-tailed)	.236	
	N	18	18

Table 4.2.7b

Since  $\rho > 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that leadership does not influence motivation

**All**

		Leadership	Motivation
Leadership	Pearson Correlation	1	.368**
	Sig. (2-tailed)		.000
	N	121	121
Motivation	Pearson Correlation	.368**	1
	Sig. (2-tailed)	.000	
	N	121	122

\*\* . Correlation is significant at the 0.01 level (2-tailed). Table 4.2.8a

Since  $\rho < 0.01 < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. therefore, we conclude that leadership influences motivation, and there is a moderate relationship between leadership and motivation ( $r=0.368$ )

		Leadership Performance	
Leadership	Pearson Correlation	1	.246**
	Sig. (2-tailed)		.006
	N	121	121
Performance	Pearson Correlation	.246**	1
	Sig. (2-tailed)	.006	
	N	121	122

\*\* . Correlation is significant at the 0.01 level (2-tailed). Table 4.2.8b Since  $\rho < 0.01 < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. therefore, we conclude that leadership influences Performance, and there is a weak relationship between leadership and performance ( $r=0.246$ )

## V. DISCUSSION

This research agrees with other researches that the transformational leadership style is the most preferred, which is indicative of the result showing that the transformational leadership style is the most dominant leadership style within all the industries (Ogbonna & Harris, 2000: p.782; Zehir, 2011: p. 1471; Alghazo, 2016: p.43), the exception being the healthcare industry that shows the dominant leadership style to be the laissez-faire leadership style (table 4.2.1). The correlation coefficient for both the education and info-tech industries indicates that there is a weak relationship between leadership style and performance ( $r < 0.2$ ), and that there is not enough evidence to suggest otherwise ( $\rho > 0.05$ ) (tables 4.2.2b & 4.2.3b). however, there is a moderate relationship between leadership style and employee motivation ( $r > 0.3$ ), and that there is significant evidence to reject the null hypothesis (tables 4.2.2a & 4.2.3a). Therefore, within the two industries, leadership alone is not responsible for performance, however, leadership significantly influence employee motivation. The ability of the leaders to motivate their employees is not indicative of the employee performances, although the transformational leadership style is the most dominant within these industries, however, there is a relatively significant appearance of transactional leadership style within all the industries, since the mean values of the transformational and transactional leadership style is very close. Therefore, the employee's performances are indicative of the transactional leadership style playing a more active role in driving the performance for these industries.

The correlation coefficient  $r=0.1$  for the manufacturing industry show a very weak relationship between the leadership style and employee performance (table 4.2.4b), while the correlation coefficient ( $r=0.033$ ) shows a much weaker relationship between the leadership and motivation (table 4.2.4a). Since  $\rho >> 0.05$ , then we conclude the null hypothesis, hence, for the manufacturing industry, leadership style alone does not influence motivation and performance individually.

Tables 4.2.5a, 4.2.5b, 4.2.7a & 4.2.7b indicates that we can make the same inference for both the healthcare and finance industry as observed for the manufacturing industry, although the relationships are not as weak as observed in the manufacturing industry.

The other industries there is a moderate correlation between leadership style and motivation,  $r=0.48$  (table 4.2.6a) while there is a strong correlation between leadership style and performances (table 4.2.6b), and a high level of significance ( $\rho >> 0.05$ ) between leadership style and motivation as well as leadership and performance. Therefore, we can conclude that within this industry, leadership style alone can significantly impact employee motivation and performance individually (Nielsen, 2008: p.28). The leadership style employed by managers/ leaders within this industry has a strong influence on both employee motivation and performance, therefore, leaders within this organisation are able to motivate their employee towards better performance. Generalising for the whole industries all together, there is a weak relationship between leadership style and employee performance and there is a moderate relationship between leadership style and motivation (tables 4.2.8a&b), hence, we can conclude that leadership style alone is not responsible for employee performance.

### 5.1 The Impact of Organisational Culture on performance and motivation

The research thus far has shown that leadership alone does not influence performance within organisation, except in very few cases. This section will focus on the influence of organisational culture alone on employee motivation and performance within the selected industries in the region.

H3: Organisational culture alone influences employee performance and motivation

H0: Organisational culture alone does not influence employee motivation and performance.

Motivation and Performance was set as the dependent variable, while Organisational culture was set as the fixed factor.

<b>Education</b>		Culture	Motivation
Culture	Pearson Correlation	1	.357*
	Sig. (2-tailed)		.022
	N	41	41
Motivation	Pearson Correlation	.357*	1
	Sig. (2-tailed)	.022	
	N	41	41

\*. Correlation is significant at the 0.05 level (2-tailed). Table 4.3.1a Since  $\rho < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. therefore, we conclude that culture influences motivation, and there is a moderate relationship between culture and motivation ( $r=0.357$ )

		Culture	Performance
Culture	Pearson Correlation	1	.184
	Sig. (2-tailed)		.250
	N	41	41
Performance	Pearson Correlation	.184	1
	Sig. (2-tailed)	.250	
	N	41	41

Table 4.3.1b

Since  $\rho >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that culture does not influence performance.

### Information Technology

		Culture	Motivation
Culture	Pearson Correlation	1	-.374
	Sig. (2-tailed)		.287
	N	10	10
motivate	Pearson Correlation	-.374	1
	Sig. (2-tailed)	.287	
	N	10	10

Table 4.3.2a

Since  $\rho >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that culture alone does not significantly influence motivation.

		Culture	Performance
Culture	Pearson Correlation	1	-.412
	Sig. (2-tailed)		.236
	N	10	10

*Impact of Leadership and Organisational Culture on Organisational Performance*

Perform	Pearson Correlation	-.412	1
	Sig. (2-tailed)	.236	
	N	10	10

Table 4.3.2b

Since  $p >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that culture alone does not significantly influences performance.

**Manufacturing**

		Culture Motivation	
Culture	Pearson Correlation	1	.392
	Sig. (2-tailed)		.119
	N	17	17
Motivation	Pearson Correlation	.392	1
	Sig. (2-tailed)	.119	
	N	17	17

Table 4.3.3a

Since  $p >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that culture alone does not significantly influences motivation.

		Culture	Performance
Culture	Pearson Correlation	1	.614**
	Sig. (2-tailed)		.009
	N	17	17
Performance	Pearson Correlation	.614**	1
	Sig. (2-tailed)	.009	
	N	17	17

\*\* . Correlation is significant at the 0.01 level (2-tailed). Table 4.3.3b Since  $p < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. therefore, we conclude that culture significantly influence performance, and there is a strong relationship between culture and performance( $r=0.614$ )

**Healthcare**

		Culture Motivation	
Culture	Pearson Correlation	1	.071
	Sig. (2-tailed)		.836
	N	11	11
Motivation	Pearson Correlation	.071	1
	Sig. (2-tailed)	.836	
	N	11	11

Table 4.3.4a

Since  $p >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that culture alone does not significantly influences motivation.

		Culture	Performance
Culture	Pearson Correlation	1	.083
	Sig. (2-tailed)		.808
	N	11	11
Performance	Pearson Correlation	.083	1
	Sig. (2-tailed)	.808	
	N	11	11

Table 4.3.4b

Since  $\rho >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that culture alone does not significantly influences performance

**Others**

		Culture	Motivation
Culture	Pearson Correlation	1	.366
	Sig. (2-tailed)		.072
	N	25	25
Motivation	Pearson Correlation	.366	1
	Sig. (2-tailed)	.072	
	N	25	25

Table 4.3.5a

Since  $\rho > 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that culture alone does not significantly influences motivation.

		Culture	Performance
Culture	Pearson Correlation	1	.506**
	Sig. (2-tailed)		.010
	N	25	25
Performance	Pearson Correlation	.506**	1
	Sig. (2-tailed)	.010	
	N	25	25

\*\*. Correlation is significant at the 0.01 level (2-tailed). Table 4.3.5b

Since  $\rho < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. therefore, we conclude that culture significantly influence performance, and there is a strong relationship between culture and performance ( $r=0.506$ )

**Finance**

		Culture	Motivation
Culture	Pearson Correlation	1	.033
	Sig. (2-tailed)		.898
	N	18	18
Motivation	Pearson Correlation	.033	1
	Sig. (2-tailed)	.898	

N	18	18
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Table 4.3.6a

Since  $\rho >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that culture alone does not significantly influences motivation.

		Culture Performance	
Culture	Pearson Correlation	1	-.074
	Sig. (2-tailed)		.770
	N	18	18
Performance	Pearson Correlation	-.074	1
	Sig. (2-tailed)	.770	
	N	18	18

Table 4.3.6b

Since  $\rho >> 0.05$ , therefore, there is enough proof to support the null hypothesis, hence, we fail to reject it. therefore, we conclude that culture alone does not significantly influences performance

**All**

		Culture	Motivation
Culture	Pearson Correlation	1	.326**
	Sig. (2-tailed)		.000
	N	122	122
Motivation	Pearson Correlation	.326**	1
	Sig. (2-tailed)	.000	
	N	122	122

\*\* . Correlation is significant at the 0.01 level (2-tailed). Table 4.3.7a Since  $\rho < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, wereject it. therefore, we conclude that culture influences motivation, and there is a moderate relationship between culture and motivation ( $r=0.357$ )

		Culture	Performance
Culture	Pearson Correlation	1	.273**
	Sig. (2-tailed)		.002
	N	122	122
Performance	Pearson Correlation	.273**	1
	Sig. (2-tailed)	.002	
	N	122	122

\*\* . Correlation is significant at the 0.01 level (2-tailed). Table 4.3.7b Since  $\rho < 0.05$ , therefore, there is not enough proof to support the null hypothesis, hence, we reject it. therefore, we conclude that culture significantly influence performance, and there is a weak relationship between culture and performance ( $r=0.273$ )

**Discussion**

Employee performance is also influenced by the type of the organisation’s culture, this research has shown that there are two dominant cultures within the region’s industries (table 4.2.1). The hierarchical culture is the dominant culture within the education and the manufacturing industries, while the market culture is the dominant culture within the remaining industries. As indicative of the result, there is no significant relationship between the dominant organisational culture and performance/ motivation for the education, healthcare and finance industries (table

5.1.1 a&b, 4.3.4a&b and 4.3.6a&b). Therefore, the culture alone cannot sustainably impact employee performance or motivation. For the purpose of this research, the questionnaire was designed focusing on the organisations' as the source of the employee's motivation, however the results have clearly shown that it does not suffice to suppose that the organisation alone is the source of the employee motivation to perform. Especially for the education, healthcare and finance industries where there are very weak correlations between culture and performance or between culture and motivation, therefore, these employee's performance is driven from also fulfilling needs that are not satisfied their organisations culture.

The manufacturing and other industries shows a strong relationship culture and performance (tables 4.3.3b & 4.3.5b) with  $r=0.6$ ,  $r=0.5$  respectively, and significant evidence to back the claim ( $p<0.05$ ), while the reverse is the case for the for the relationship between culture and motivation (tables 4.3.3a & 4.3.5a). we can conclude that within this industries, organisational culture alone can significantly influence performance but not motivation. Hence, a little improvement in the organisational culture of the companies within these industries alone will significantly increase the performances of the employees within these industries (Carpenter, 2012: P.374).

The result from combining all the industries (tables 4.3.7a&b) show that the evidence is weak to support the claim that organisational culture alone influences employee performance or motivation.

### 5.2 The combined influence of both culture and leadership on employee performance and motivation

This research so far has shown that it is inadequate to conclude that organisational culture alone does influences employee performance. This section will analyse the combined influence of organisational culture and leadership on employee performance, using the Multiple Linear Regression

H4: Both culture and leadership impacts employee performances.

H0: there is no combined effect of leadership style and organisational culture on employee performance  
Performance was set as the dependent variable, while Organisational Culture and Leadership style are set as the fixed factor.

#### Education Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.248 <sup>a</sup>	.062		.012,51294

a. Predictors: (Constant), Leadership, Culture Table 4.4.1a

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.657	2	.329	1.249	.298 <sup>b</sup>
	Residual	9.998	38	.263		
	Total	10.655	40			

a. Dependent Variable: Performance Table 4.4.1b

b. Predictors: (Constant), Leadership, Culture

$F= 1.249$ ,  $p>0.05$ , fail to reject the null hypothesis. There exists not enough evidence to conclude that at least one of the predictors is useful at predicting performance.

#### Coefficients<sup>a</sup>

Unstandardized Coefficients		Standardized Coefficients				
Model	B	Std. Error	Beta	t	Sig.	
1	(Constant)	2.346	.823		2.849	.007
	Culture	.177	.156	.178	1.135	.264
	Leadership	.157	.148	.167	1.062	.295

Dependent Variable: Performance Table 4.4.1c

a. H0: Culture is useful for predicting employee performance (assuming that leadership is included in the model),  $T=-1.135$ ,  $p=0.264>0.05$ , fail to reject the null hypothesis, therefore conclude that there is not enough



evidence to suggest that the slope of culture is not zero, and that culture (with leadership) is not useful in predicting employee performance.

b. H<sub>0</sub>: Leadership is useful for predicting employee performance (assuming that culture is included in the model), T=1.062,  $\rho=0.295 > 0.05$ , fail to reject the null hypothesis, therefore conclude that there is not enough evidence to suggest that the slope of leadership is not zero, and that leadership (with culture) is not useful in predicting employee performance

**Information Technology  
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.420 <sup>a</sup>	.176		.05942031

a. Predictors: (Constant), Leadership, Culture Table 4.4.2a

ANOVA <sup>a</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	.264	2	.132	.748	.508 <sup>b</sup>
	Residual	1.237	7	.177		
	Total	1.501	9			

a. Dependent Variable: Performance Table 4.4.2b

b. Predictors: (Constant), Leadership, Culture

F= 0.748,  $\rho > 0.05$ , fail to reject the null hypothesis. There exists not enough evidence to conclude that at least one of the predictors is useful at predicting performance.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	6.613	2.896		2.283	.056
	Culture	-.646	.560	-.458	-1.153	.287
	Leadership	-.053	.233	-.090	-.226	.827

Dependent Variable: Performance Table 4.4.2c

a. H<sub>0</sub>: Culture is useful for predicting employee performance (assuming that leadership is included in the model), T=-1.153,  $\rho=0.287 > 0.05$ , fail to reject the null hypothesis, therefore conclude that there is not enough evidence to suggest that the slope of culture is not zero, and that culture (with leadership) is not useful in predicting employee performance.

b. H<sub>0</sub>: Leadership is useful for predicting employee performance (assuming that culture is included in the model), T=-0.827,  $\rho=0.827 > 0.05$ , fail to reject the null hypothesis, therefore conclude that there is not enough evidence to suggest that the slope of leadership is not zero, and that leadership (with culture) is not useful in predicting employee performance

**Manufacturing  
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 <sup>a</sup>	.380		.29147991

Predictors: (Constant), Leadership, Culture Table 4.4.3a

The coefficient of multiple determination ( $R^2$ ) is 0.38, therefore, about 38% of the variation in employee performance can be explained by both leadership and culture. Since  $R^2$  is not close to 1, the regression equation

is weakly useful at making predictions

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.973	2	.987	4.284	.035 <sup>b</sup>
	Residual	3.224	14	.230		
	Total	5.198	16			

a. Dependent Variable: Performance Table 4.4.3b

a. Predictors: (Constant), Leadership, Culture

F= 4.254,  $\rho < 0.05$ , reject the null hypothesis. There exists enough evidence to conclude that at least one of the predictors is useful at predicting performance, therefore the model is useful.

		Coefficients <sup>a</sup>				
Unstandardized Coefficients				Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.835	1.160		.720	.483
	Culture	.785	.272	.627	2.889	.012
	Leadership	-.052	.208	-.055	-.253	.804

Dependent Variable: Performance Table 4.4.3c

a. H<sub>0</sub>: Culture is useful for predicting employee performance (*assuming that leadership is included in the model*), T=2.889,  $\rho = 0.012 < 0.05$ , reject the null hypothesis, therefore conclude that there is enough evidence to suggest that the slope of culture is not zero, and that culture (with leadership) is useful in predicting employee performance.

b. H<sub>0</sub>: Leadership is useful for predicting employee performance (*assuming that culture is included in the model*), T=3.931,  $\rho = 0.804 > 0.05$ , fail to reject the null hypothesis, therefore conclude that there is not enough evidence to suggest that the slope of leadership is not zero, and that leadership (with culture) is not useful in predicting employee performance

$$\text{Performance} = 0.835 + 0.785 \text{ Culture} - 0.052 \text{ Leadership}$$

## Healthcare

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.236 <sup>a</sup>	.056	-.181	.64370

a. Predictors: (Constant), Leadership, Culture Table 4.4.4a

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.195	2	.097	.235	.796 <sup>b</sup>
	Residual	3.315	8	.414		
	Total	3.510	10			

a. Dependent Variable: Performance Table 4.4.4b

b. Predictors: (Constant), Leadership, Culture

F= 0.235,  $\rho >> 0.05$ , fail to reject the null hypothesis. There exists not enough evidence to conclude that at least one of the predictors is useful at predicting performance.

**Coefficients<sup>a</sup>**

Unstandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	2.899	1.205	2.406	.043
	Culture	-.126	.438	-.141	.780
	Leadership	.279	.435	.315	.539

Dependent Variable: Performance Table 4.4.4c

a. H<sub>0</sub>: Culture is useful for predicting employee performance (assuming that leadership is included in the model), T=-2.88,  $\rho=0.78 > 0.05$ , fail to reject the null hypothesis, therefore conclude that there is not enough evidence to suggest that the slope of culture is not zero, and that culture (with leadership) is not useful in predicting employee performance.

b. H<sub>0</sub>: Leadership is useful for predicting employee performance (assuming that culture is included in the model), T=0.642,  $\rho=0.539 > 0.05$ , fail to reject the null hypothesis, therefore conclude that there is not enough evidence to suggest that the slope of leadership is not zero, and that leadership (with culture) is not useful in predicting employee performance

**Others**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 <sup>a</sup>	.563	.523	.38134

Predictors: (Constant), Leadership, Culture Table 4.4.5a

The coefficient of multiple determination ( $R^2$ ) is 0.563, therefore, about 53% of the variation in employee performance can be explained by both leadership and culture. Since  $R^2$  is fairly close to 1, the regression equation is fairly useful at making predictions

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.121	2	2.060	14.168	.000 <sup>b</sup>
	Residual	3.199	22	.145		
	Total	7.320	24			

Dependent Variable: Performance, Table 4.4.5b

Predictors: (Constant), Leadership, Culture

F= 14.168,  $\rho << 0.001 << 0.05$ , reject the null hypothesis. There exists enough evidence to conclude that at least one of the predictors is useful at predicting performance, therefore the model is useful.

**Coefficients<sup>a</sup>**

Unstandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	.971	.541	1.793	.087
	Culture	.292	.097	.427	.007
	Leadership	.485	.123	.560	.001

Dependent Variable: Performance Table 4.4.5c

a. H<sub>0</sub>: Culture is useful for predicting employee performance (assuming that leadership is included in the model), T=2.999,  $\rho=0.007 < 0.05$ , reject the null hypothesis, therefore conclude that there is enough evidence to suggest that the slope of culture is not zero, and that culture (with leadership) is useful in predicting employee performance.

b. H<sub>0</sub>: Leadership is useful for predicting employee performance (assuming that culture is included in the

model),  $T=3.931$ ,  $\rho=0.001 < 0.05$ , reject the null hypothesis, therefore conclude that there is enough evidence to suggest that the slope of leadership is not zero, and that leadership (with culture) is useful in predicting employee performance

$$\text{Performance} = 00.971 + 0.292 \text{ Culture} + 0.485 \text{ Leadership}$$

## Finance

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.313 <sup>a</sup>	.098		-.02232422

Predictors: (Constant), Leadership, Culture Table 4.4.6a

The coefficient of multiple determination ( $R^2$ ) is 0.098, therefore, about 10% of the variation in employee performance can be explained by both leadership and culture. Since  $R^2$  is not close to 1, the regression equation is weakly useful at making predictions

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.171	2	.086	0.815	.461 <sup>b</sup>
	Residual	1.577	15	.105		
	Total	1.748	17			

Dependent Variable: Performance Table 4.4.6b Predictors: (Constant), Leadership, Culture

$F= 0.815$ ,  $\rho > 0.05$ , fail to reject the null hypothesis. There exists not enough evidence to conclude that at least one of the predictors is useful at predicting performance.

Model		Unstandardized Coefficients	Standardized Coefficients		t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.381	.768		5.707	.000
	Culture	.086	.197	.128	.436	.669
	Leadership	-.265	.213	-.365	-1.240	.234

Dependent Variable: Performance Table 4.4.6c

a.  $H_0$ : Culture is useful for predicting employee performance (assuming that leadership is included in the model),  $T=-0.436$ ,  $\rho=0.669 > 0.05$ , fail to reject the null hypothesis, therefore conclude that there is not enough evidence to suggest that the slope of culture is not zero, and that culture (with leadership) is not useful in predicting employee performance.

b.  $H_0$ : Leadership is useful for predicting employee performance (assuming that culture is included in the model),  $T=-1.24$ ,  $\rho=0.234 > 0.05$ , fail to reject the null hypothesis, therefore conclude that there is not enough evidence to suggest that the slope of leadership is not zero, and that leadership (with culture) is not useful in predicting employee performance

## All

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.339 <sup>a</sup>	.115		.10048814

a. Predictors: (Constant), Leadership, Culture Table 4.4.7a

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.653	2	1.826	7.665	.001 <sup>b</sup>
	Residual	28.117	118	.238		
	Total	31.770	120			

Dependent Variable: Performance Table 4.4.7b

Predictors: (Constant), Leadership, Culture

F= 7.665,  $p < 0.05$ , reject the null hypothesis. There exists enough evidence to conclude that at least one of the predictors is useful at predicting performance, therefore the model is useful.

Coefficients <sup>a</sup>						
Unstandardized Coefficients			Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.210	.379		5.836	.000
	Culture	.207	.077	.237	2.692	.008
	Leadership	.179	.076	.206	2.340	.021

Dependent Variable: Performance Table 4.4.7c

a. H<sub>0</sub>: Culture is useful for predicting employee performance (*assuming that leadership is included in the model*), T=2.692,  $p=0.008 < 0.05$ , reject the null hypothesis, therefore conclude that there is enough evidence to suggest that the slope of culture is not zero, and that culture (with leadership) useful in predicting employee performance.

b. H<sub>0</sub>: Leadership is useful for predicting employee performance (*assuming that culture is included in the model*), T=2.34,  $p=0.021 < 0.05$ , reject the null hypothesis, therefore conclude that there is enough evidence to suggest that the slope of leadership is not zero, and that leadership (with culture) useful in predicting employee performance

$$\text{Performance} = 2.21 + 0.207 \text{ Culture} + 0.179 \text{ Leadership}$$

## Discussion

There exist a significant evidence to show that the organisational culture and the leadership style within the organisation has significant effect on the employee performance for the manufacturing, the other industries and all the industries put together (tables 4.4.3a,b&c; 4.4.5a,b&c; 4.4.7a,b&c). Hence, within these industries the organisational culture and the leadership style can be used to predict performance. The result for the remaining industries indicates that culture and leadership might not prove effective at driving employee performances, especially when they feel their wages and other pecuniary rewards are grossly inadequate as compared with their work input. This shows that an organisation could have a very good culture and the best leadership style, they may not influence its performance as long as they don't satisfy the following factors,

- Employees need for good working condition
- Employees self-esteem, their need to be appreciated especially for their exceptionalefforts
- And the employees need to receive adequate remunerations for their work input.

## VI. CONCLUSION

The goal of all organisations is to get optimum performance from their employees, hence, they are able to maximise the use of their limited resources. This research has further illuminated the importance of organisational culture and leadership style on employee performance/ motivation. From the research analysis, it was observed that both culture and leadership style fairly impact performance and motivation for all the industries within the region put together (table 4.4.7a, b&c). However, for the individual industries alone these impacts vary, which is indicative of no causality effect between culture or leadership on performance/ motivation.

The leadership/ management coupled with the organisational culture have significant impact on the performance and motivation within the manufacturing and the other industries. Regardless of the dominant hierarchical culture of the manufacturing industry, the transformational leaders were able to motivate their employees' performance just as the other industry.

For the remaining industries, the leadership style or culture or both showed no significant impact on motivation/ performance of the employees, most especially the healthcare industry. This implied that employee motivation to perform is least influenced by the leadership and culture of organisations within these industries. The employees' performance is driven by the lower level needs on the Maslow's hierarchy of needs, these organisations are inadequate at supporting their employees to fulfil some of the higher level of needs, hence, it is very difficult for the management to sustainably improve their employees' performance. Leadership can influence both the culture and employee motivation to improve on organisational performance (Shein, 2004: p.15; Carpenter, 2012: P.374), therefore, there is a need to invest more in leadership training within the region's industries.

Employees from the healthcare industry are dissatisfied with their wages and working conditions which is indicative of the two strike actions they embarked upon in the past decade protesting for better remuneration and working condition. The problems faced by this industry is peculiar the third world countries (Sub-Saharan Africa, the Middle East and South America). It is very crucial to further research on the topic within the troubled area of these regions to better understand how employees are able to sustain their performance. For instance, we need to get better understanding of how local doctors were able to sustain their success in the dealing with the Ebola crises in Liberia and Congo, long after the interventions from WHO (World Health Organisation). This study will not only help us appreciate the impacts of organisational culture and leadership on performance but also inform organisations when they embark on performing culture change or planning leadership training. Finally, more empirical study into organisational culture, leadership and performance should be conducted periodically within the region to better understand their impacts on each other as trends changes within the industries, since today's business environment is dynamic.

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