

UNIVERSITY OF CAPE COAST

ORGANISATIONAL CULTURE AND SENIOR STAFF PERFORMANCE IN
UNIVERSITY OF CAPE COAST



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2022

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UNIVERSITY OF CAPE COAST

BY
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Dissertation submitted to the Department of Human Resource Management of the
School of Business, College of Humanities and Legal Studies, University of Cape
Coast, in partial fulfilment of the requirements for the award of Master of
Business Administration degree in Human Resource Management

AUGUST 2022

DECLARATION

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's signature..... Date.....

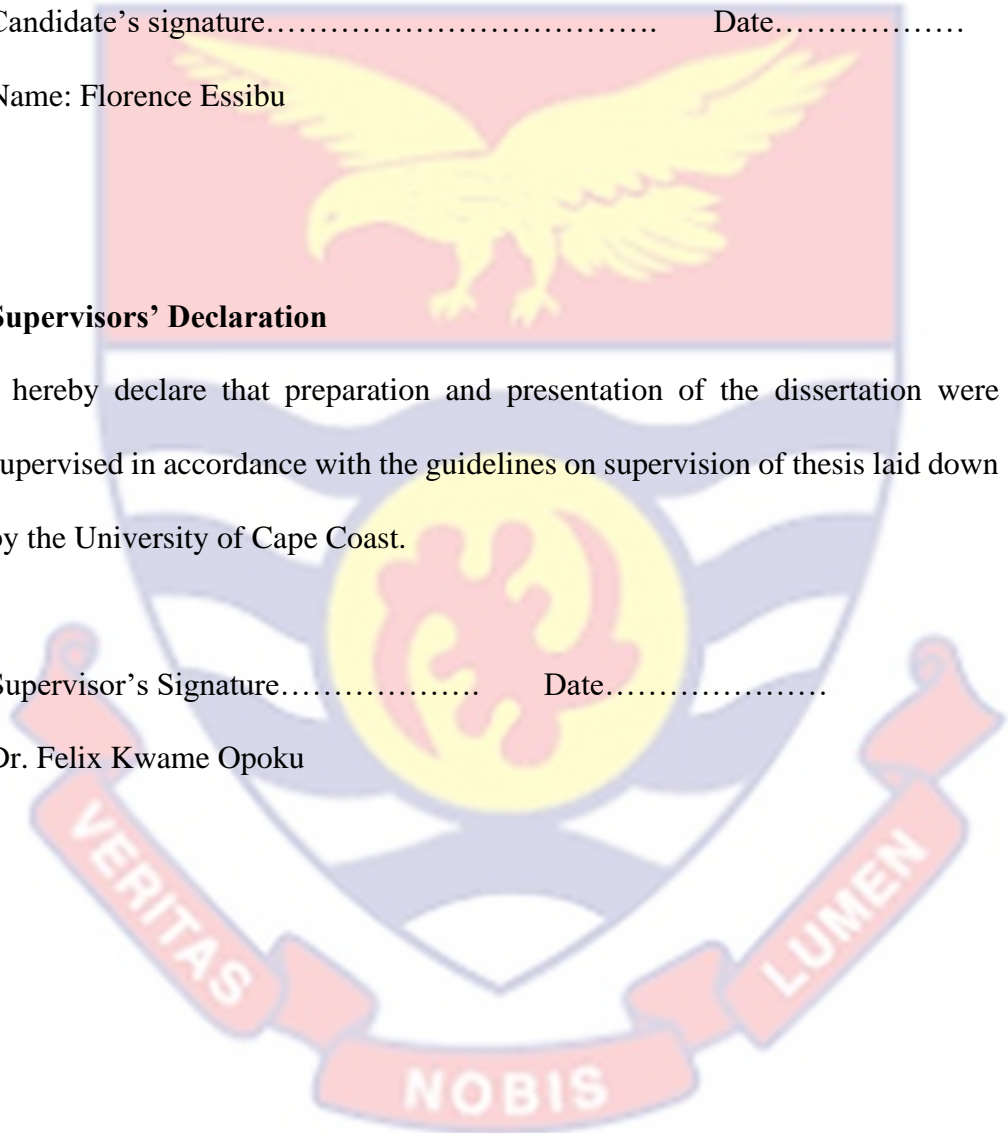
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Supervisors' Declaration

I hereby declare that preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Dr. Felix Kwame Opoku



ABSTRACT

The aim of this study was to assess the effect of organisational culture on the performance of senior staff at the University of Cape Coast. The study sought to draw evidence from 249 employees from the study area. It was a quantitative study with self-administered questionnaire as the main research instrument. The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS v26.0). The collected research data was analysed using descriptive and inferential statistics. The study found that with the right clan culture employed by the management of the institution significantly improves the performance of senior staff within the University of Cape Coast. The study also found that, the use of a conducive hierarchical culture environment in providing a positive influence on the performance of staff is supported by most staff at the University of Cape Coast. The findings revealed that the senior staff of the University of Cape Coast were guided by the organisations' overall strategic plan in carrying out their work and employees completed work assigned to them as per the desired standards. The study recommends that management must create a favorable condition for staff in relation to the right organisational culture type and as to which level of employee performance that would best address certain negative influences on employee performance and dissatisfaction.

KEYWORDS

Corporate Culture

Clan Culture

Hierarchical Culture

Adhocracy Culture

Market Culture

Employee Performance



ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to my supervisor, Dr. Felix Kwame Opoku of the Department of Human Resource Management, for his professional guidance, advice, encouragement and the goodwill with which he guided this work. I am very grateful.

I am also grateful to Mr. Samuel Opoku for his generous contribution to make this work better. Finally, I wish to thank my family and friends for their support.



DEDICATION

To my family



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CHAPTER ONE

INTRODUCTION

In today's global governance and culture, the introduction of staff in various institutions tend to respond in diverse means to the various dimensions of organisational culture. It is the goal of this research to determine the effect of organisational culture on the performance of senior staff.

Background to the Study

Organisational culture has recently become an interesting topic of discussion because it is believed to be a way of gaining and maintaining a competitive advantage within an organisation (Aldhuwaihi 2013). One of the main priorities and responsibilities of a company is to ensure that people work within the same accord with a mutual understanding amongst all members of the organisation. Mutual understanding can be achieved through the culture of the organisation. Corporate culture is defined by Arnold (2005, p. 625) as “the distinctive norms, beliefs, principles and ways of behaving that combine to give each organisation its distinct character”. It can be suggested that the culture in an organisation can be utilised to retain staff that is already in the organisation as well as attracts potential candidates that can contribute vastly to the organisation. Martins and Martins (2003, p. 380) indicated that “corporate cultures create high levels of commitment and performance”. In essence, it is argued that corporate culture can be a determinant factor for the success or failure of an organisation (Sawner 2000, as cited in Aldhuwaihi 2013). Corporate culture contributes to the levels of productivity within an organisation.

Thus, it can be suggested that the attitude of the employees towards their jobs is molded by the culture that exists within the organisation. However, culture does not appear on its own it depends on a myriad of factors which include among others employee commitment. The commitment of the employees is vital to the further development and success of the organisation. Cohen (2003) states, that the success of an organisation is determined by the commitment that the employees have to the organisation and their jobs. Hence there is a need to understand whether culture influences the commitment of the employees or their intention to exit the organisation.

Because of its consequences and possible influence on the success of organisations, corporate culture has gained a lot of attention in the last two decades (Rashid, et al., 2003). It has simultaneously drawn the interest and enthusiasm of both academics and practitioners (Deshpande & Parasuraman, 2001). Deal and Kennedy's (1982) groundbreaking work sparked the interest of researchers and consultants in the notion of corporate culture, and how these principles and ideology influence the actions of workers in the company towards greater success. Corporate culture has a long-term effect on the success of companies (Kotter & Heskett 1992). Martins and Martins (2003) added that global research suggests that high levels of engagement and success are generated by corporate culture.

Mahrokian, Chan, Mangkornkanok, and Lee (2010) noted that organisations that are capable of developing a powerful and optimistic organisational culture can distinguish themselves with great success from competitors. Corporate culture, according to Farmer (2008), distinguishes business winners from business losers. Meyer and Allen (1991) described

corporate culture as a backdrop to organisational involvement. Also, Cohen (2003) noted that organisational engagement studies are important because they provide a deeper understanding of the psychological mechanism by which individuals choose to interact with their surroundings. Three forms in which people interact with an organisation have been proposed by Meyer et al. (1991): affective, persistent, and normative. Any form of dedication defined by an employee has a correlating impact on the organisation. Employee engagement is an important tool for enhancing organisational efficiency (Khan, Ziauddin, Jam & Ramay, 2010).

Denison (1990) found that organisational culture could increase the efficiency of the organisation. Similarly, Werner (2007) postulated that organisational leaders must recognise the form of culture that will represent the vision and values of the organisation. Black (1999) clarified that organisational culture directly affects the work effort and engagement of the employees. Understanding corporate culture is also very critical because it is capable of shaping and affecting an organisation's perceptions, feelings, relationships, and results (Saeed & Hassan, 2000). Van der Post, Coning, and Smith, (1997) found essential connections between success and corporate culture. Their study indicated that corporate culture is an important component in the field of organisational behavior, particularly in trying to better understand the organisational background and people's management in the organisation.

Corporate culture is crucial for recognizing employee participation in organisations, according to Bergman (2006), which is important as it ensures the effective execution of organisational policies and plans. Due to the rapidly changing climate, Ghanaian organisations are facing challenges and

opportunities today. These shifts include globalization, technological growth, economic crisis, diversity of the workforce, and economic power shift (Padma & Nair, 2009). According to Adei (2003), it is important to consider how the cultures of public-sector organisations in Ghana influence their development, sustainability, and overall importance to the communities they are supposed to represent.

As a result, Adei (2003) argues that a positive transformative shift in culture is inevitable because public-sector organisations are saddled with conventional attitudes that battle against successful time management, competitiveness, minimal effort for maximum benefit, and a high tendency (now known as corruption) to cheat and steal. The impression held in Ghana, for example, is that public service (government work) should not be treated as personal property should be treated. Woode (1999) argues that, in public institutions, people have lost faith, leading to the cynical conclusion that what matters is not merit or hard work, but 'who you know.'

Woode further argued that a generation has emerged which believes that what works is nepotism in Ghanaian public service organisations and centers. In the same way, the general presumption of inefficiency in the public sector created a negative picture for the public sector (Adei, 2003). To fix certain public sector inefficiencies, the Government of Ghana introduced a restructuring of the civil service in 1987 as part of the country's economic reform programme. The goal was to improve public sector capacity. The programme did nothing, however, to boost the public sector's efficiency (Owusu, 2003). In 1994, with the development of the National Institutional Renewal Programme (NIRP), the government renewed its public-sector reform

efforts. The goal was to improve productivity across the public sector and to encourage the growth of a constructive and motivated public sector (Owusu, 2003).

Nonetheless, an independent review of public sector reforms commissioned by the Government of Ghana, the World Bank, and the Department of International Development (DoID) has stated that the Public Service Reform Programme (PSRP) has failed to adequately resolve many of the most basic public service problems and concerns, such as low pay, corruption, and inadequate public service delivery (Pricewaterhouse Cooper, 2003). To date, discussions have made it very interesting to research corporate culture and employee engagement in all public sectors, particularly at the University Cape Coast (UCC). In this context, one wonders how the UCC's corporate culture shows itself among the members of the University Community. It also indicates the need to know how the university's customers see its goods or graduates.

Statement of the Problem

The organisational culture of University of Cape Coast encompasses the need to understand how stakeholders of the University view its products or services. Ashraf & Kadir, (2010) posits that there has been academic interest in organisation culture and this is shown by the level of attention it has received. Much is not known about the nature and the types of culture that are unique and how it influences employee performance. It is therefore imperative to conduct a study that focuses on the culture of the organisation and the performance of employees at UCC. Students are now becoming conscious of what constitutes excellent tertiary education, they expect quality, not only in terms of relevant

knowledge and skills but also in terms of effectiveness and efficiency of the services that facilitates teaching and acquisition of knowledge rendered by UCC. It is however realized that employees are unwilling to discharge their services to these students and this contribute to the numerous challenges faced by management as most of these challenges emanates from the culture existing in the organisation and interfere with effort to increasing performance.

A study conducted by Ng'ang'a and Wesonga (2012), and Ojo (2008) showed that employees believe authorities do not provide adequate incentives to warrant their performance to the services they render. At the UCC, there have not been much study to evaluate the existing organisational culture and employee commitment among all categories of staff since most of the studies conducted in UCC focused on the teaching staff category. However, Item 7 of the corporate thrust of UCC seeks to "create an organisational culture that enhances efficiency, discipline and commitment" among all category of staff performance (UCC, 2019).

According to Mwangi and Waithaka (2018), and Ng'ang'a and Wesonga (2012), much attention is not paid to the workplace factors influencing the performance of employees at universities. Sokro (2012), and Brenyah and Tetteh (2016) have observed that a lot of needs of staff of Ghanaian universities have not been met adequately. According to Brenyah and Tetteh (2016), promotions, remunerations for extra duties, sharing of honorarium, employee development, personal recognition, and a conducive work environment as some of the concerns of non-teaching staff that is not fully addressed. Recently the management of the University had come up with a policy of doing away with all overtime allowances of non-teaching staff leading to many grievances

among these affected staff. Due to this the study will be based on how to relate to UCC more closely with the four typologies of culture (clan, adhocracy, hierarchy and market) to enhance employee performance.

Purpose of the Study

The purpose of the study was to assess the effect of organisational culture on the performance of senior staff at the University of Cape Coast. The organisational culture that was examined on the four dimensions, namely; adhocracy, clan, hierarchical and market cultures as well as its effect on the performance of the organisation.

Research Objectives

The following specific objectives proposed to guide the study are as follows:

1. To examine the relation between clan culture and employee performance of senior staff at the University of Cape Coast.
2. To analyse the hierarchical culture and its influence on the employee performance of senior staff at the University of Cape Coast.
3. To examine the adhocracy culture and its influence on the employee performance of senior staff at the University of Cape Coast.
4. To explore a market culture and performance among the senior staff at the University of Cape Coast.

Research Questions

The study sought to answer the following questions:

1. What is the relation between clan culture and employee performance of senior staff at the University of Cape Coast?
2. How does the hierarchical culture influence the employee performance of senior staff at the University of Cape Coast?

3. What are the adhocracy culture and its influence on the employee performance of senior staff at the University of Cape Coast?
4. What is the relation between the market culture and performance among the senior staff at the University of Cape Coast?

Significance of the Study

The study sought to assess the effect of organisational culture on the performance of senior staff at the University of Cape Coast. The results of this study will make an immense contribution to filling the enormous research void that remains, as well as improving our awareness and understanding of organisational culture and employee engagement within organisations.

Besides, the research will assist the University of Cape Coast management in achieving its objective of developing a corporate culture that increases productivity, discipline, and dedication. The research will also contribute significantly to scholarly literature in the field of management activities for employees of public institutions in Ghana. Besides, it will provide insight into future studies in the field of Human Resource Management on organisational actions in public institutions.

Delimitation of the Study

The study focused only on the employees of the University of Cape Coast. Due to a large number of potential participants in the study area, the population sampled for the study covered senior members and the senior staff category. Therefore, the study was limited in participation as a result; findings may not be generalizable beyond the specific population from which the sample was drawn. Within the specified domain or scope, it is expected that the study would be able to carry out an in-depth and objective study of the problem, void

of prejudices and/or biases. It is hoped that special emphasis on one University could portray a broader image of the entire situation among public higher educational institutions. Although the corporate thrust of the University of Cape Coast seeks for the creation of an organisational culture that enhances efficiency, discipline and commitment, nevertheless, the study was restricted to corporate culture and commitment of employees. The aspect of efficiency and discipline was excluded.

Organisation of the Study

The study was organised into five chapters. Chapter One dealt with the introduction and provided a preamble to the study. The chapter covered the background to the study, statement of the problem, objectives of the study, research questions, hypotheses, significance of the study, delimitation, and limitation of the study and a list of acronyms. These components of the chapter put the study into perspective. The second chapter reviewed relevant literature on corporate culture and the commitment of workers. It focused on themes such as concept corporate culture, corporate cultural levels, types of organisational culture, determinants of organisational culture, and importance of organisational culture. Literature was also reviewed on the concept of commitment, types of commitment; the importance of the committed workforce, organisational culture and its effects on employees performance and conceptual framework on organisational culture and performance of employees.

Chapter Three presented the methodology used to conduct the study. It included the study area, research design, target population and sample, instrument and data collection procedures as well as the methods used in analysing the data. Chapter Four presented the results of the study. It described

the data analysis, interpretation and discussion of the results concerning research questions which was supported with relevant literature cited from chapter two. Chapter Five presents the summary and findings of the study. In addition, presents conclusions of the study and recommendations for consideration by the Management of UCC and suggestions for some further research based on the findings for consideration by the various stakeholders.



CHAPTER TWO

LITERATURE REVIEW

Introduction

Chapter two delved into the theoretical, conceptual and empirical literature review with regards to the study on organisational culture and employee commitment. The concept of organisational culture, the levels of organisational culture, and the four typologies (Clan, Adhocracy, Market and Hierarchy) of organisational culture were covered. Determinants of organisational culture and the importance of organisational culture were also examined. The concept of employee performance and its relevance was looked into. Finally, this chapter reviewed previous studies carried out on the topic by researchers and came up with a conceptual framework to support the study.

Theoretical Review

Theoretical models are body of knowledge that seeks to observe, understand and explain concepts and in the context of this study there are basic theories which include; Adaptationist system, and the Social Exchange Theory. This framework was chosen because, it helped bring meaning and generalization to the concept of organisational culture. It also helped create the vision to which the research problem is focused.

Adaptationist system

It is a system of socially transmitted behaviour patterns that serve to relate human communities to their ecological settings. According to Keesing (1974), the adaptationist traditional scholars including Binford, Carneiro, Flannery, Harris, Leslie White, Longacre, Meggers, Price, Rappaport, Sahlins, Sanders, and Vayda, agree on some broad assumptions which include:

1. Cultural change is primarily a process of adaptation that human beings need to keep up with their surroundings to exist however when this adaptation process is disturbed by the technology, environment demographic and other social factors, there will be challenges (Meggers, 1975).
2. Culture is a system of socially transmitted behavior patterns that relate human communities to technology, economic, political organisation, social groupings, religious beliefs, practices and so on (Binford, 1968 and Harris, 1968).
3. The 'ideational' components of culture may have adaptive ramifications in contributing to human subsistence, sustaining the ecosystem, and controlling human beings, for example, Rappaport (1967, 1971) in his study has suggested that the cultural frame and ritual systems, play an important role in mediating cultural adaptation.
4. Subsistence economy, technology, and social organisations that directly link to production are adaptively central realms of culture (Vayda & Rappaport, 1968).

Social Exchange Theory

In organisational commitment, the social exchange theory posits that individuals attach themselves to their organisations in return for certain rewards from the organisations (March & Simon, 1958; Hrebiniak & Alutto, 1972; Steers, 1977; Mowday et al.1979; Farrell & Rusbult, 1981). In their view, employees enter organisations with clear-cut proficiencies and goals that they wish to accomplish and thus expect to find an environment where they can use this know-how, satisfy their wishes and achieve their goals. Perceptions of

favourable swap from the employees' viewpoint are expected to result in increased commitment to the organisation. Likewise, the more copious the perceived rewards with costs, the greater the organisational commitment.

On the other hand, failure by the organisation to provide ample rewards in exchange for the employees' efforts is likely to result in decreased organisational commitment. This viewpoint is consistent with Becker's (1960) thought of calculative commitment where individuals' commitment to the organisation is in part, a function of accumulated investments. From the point of view of the employee-employer relationship, social exchange theory suggests that employees act in response to perceived favourable working conditions by behaving in ways that benefit the organisation and/or other employees. Equally, employees hit back against dissatisfying conditions by engaging in negative work attitudes, such as absenteeism, lateness, tardiness or preparing to quit the organisation (Crede et al., 2007; Haar, 2006). It is therefore, expected that employees who perceive their working conditions to be negative and stressful, would reciprocate with negative work attitudes such as job dissatisfaction, low morale and reduced organisational commitment, while those who see the workplace conditions as positive and demanding would reciprocate with positive work attitudes, such as high commitment, job satisfaction and low turnover (Cropanzano et al., 2003; Crede, Chernyshenko, Stark, Dalal&Bashshur, 2007).

Another view of the social exchange theory is the norm of reciprocity which is based on two assumptions: "(a) people should help those who have helped them, and (b) people should not injure those who have helped them"(Gouldner, 1960, p. 171) Therefore, employees who perceive that the

organisation values and treats them fairly, will feel duty-bound to “pay back” or reciprocate these good deeds with positive work attitudes and behaviours (Aryee et al., 2002; Gould-Williams & Davies, 2005; Parzefall, 2008). Studies have suggested that the norm of reciprocity is taught as a moral obligation and then internalised by both parties (i.e. employees and employers) in an exchange relationship such that whoever receives a benefit feels obligated to pay back (Gouldner, 1960; Liden, Wayne, Kraimer & Sparrowe, 2003; Parzefall, 2008). This suggests that employees, who execute enriched jobs devoid of stress, receive attractive pay, job security and fair treatment from the organisation, are bound to express their appreciation for the support received by increasing their commitment to their organisation. In summary, therefore, the exchange theory posits that commitment develops as a result of an employee's contentment with the booty and inducements the organisation offers, rewards that must be sacrificed if the employee leaves the organisation.

Conceptual Review

Organisational Culture

Culture is a term that is used regularly in workplace discussions. It is taken for granted that we understand what it means. In their noted publication *In Search of Excellence*, Peters and Waterman (1982) drew a lot of attention to the importance of culture to achieving high levels of organisational effectiveness. This spawned many subsequent publications on how to manage organisational culture (Deal & Kennedy 1982; Ott 1989; Bate 1994). Like wider delineations such as national culture, an organisational culture may be generally described as a set of norms, beliefs, principles and ways of behaving that together give

each organisation a distinctive character (Brown 1995). Like national cultures, organisational cultures form and are transformed over time.

There is broad agreement amongst writers that around the time of its inception, an organisation responds to and reflects industry characteristics such as the competitive environment and customer requirements, together with the wider community values held by its employees, and also the values and behaviours of its founders or early leaders (eg. Schein 1985; Ott 1989; Gordon 1991). What may happen some years from the time of inception, however, is warmly debated, for at this point organisational culture writers and change agents divide into separate camps formed based on distinct paradigms and perspectives.

In this paradigm, organisational culture is both defined and circumscribed by group parameters (e.g. language, concepts, boundaries, ideology) and by normative criteria that provides the basis for allocating status, power, authority, rewards, punishment, friendship and respect (Schein 1991). Culture determines what a group pays attention to and monitors in the external environment and how it responds to this environment. Thus, as Bate (1994) notes, for those who take an anthropological stance, organisational culture and organisational strategy are inextricably linked and interdependent. Culture, in this paradigm, is not a separable facet of an organisation, it is not readily manipulated or changed, and it is not created or maintained primarily by leaders.

Over time, early leaders' beliefs and behaviours are likely to be translated into assumptions that subsequently guide the organisation. Because these assumptions operate often at a sub-conscious level and come to be shared by all organisation members, they are not easily displaced by new organisational

values and beliefs articulated by later leaders. Although the use of rewards or sanctions may prompt changes in an employee's behaviour to bring it into line with new stated values, it is usually a long time before these changes influence the deep assumptions held by members entrenched in the culture.

When researchers seek to investigate organisational culture using an anthropological paradigm, they tend to engage in 'cultural audits' which involve extensive observations of behaviour, interviews and examination of organisation documents and other artefacts. While the data collected is likely to provide a comprehensive overview of the distinct cultural features of a given organisation (albeit that these are usually derived by the researcher), the amount of material to be gathered and interpreted may render this method of organisational analysis time-consuming and unwieldy.

For the writers described by Bate (1994) as 'scientific rationalists', organisational culture is but one aspect of the parts of an organisation, a facet that can be measured, manipulated and changed as can organisational variables such as skills, strategy, structure, systems, style and staff (Peters & Waterman 1982). In this paradigm, organisational culture is primarily a set of values and beliefs articulated by leaders to guide the organisation, translated by managers and employees into appropriate behaviours and reinforced through rewards and sanctions. 'Scientific rationalist' writers thus tend to talk about culture as if it is a definable thing — the culture of the organisation; the organisation has a service culture — and their strategies for change focus on 'modular, design-and-build activity' often related to structures, procedures and rewards (Bate 1994, p. 11).

They usually discuss organisational culture from the perspective of managers, rather than workers, and often emphasize the leader's role in creating, maintaining or transforming culture: 'leaders help to shape the culture. The culture helps to shape its members ... culture, then, stands at the apex of the leader's responsibility hierarchy' (Hampden-Turner, 1990, pp. 7, 9). In this paradigm, 'organisational culture' is sometimes used interchangeably with 'corporate culture' which Linstead & Grafton Small (1992, p. 333) describe as the term used for a culture devised by management and transmitted, marketed, sold or imposed on the rest of the organisation ...; with both internal and external images ... yet also including action and belief — the rites, rituals, stories, and values which are offered to organisational members as part of the seductive process of achieving membership and gaining commitment.

When an investigation of deeper distinctive characteristics of a particular organisational culture is called for, researchers or consultants who subscribe to the scientific rationalist paradigm tend to use survey instruments (such as those used by Hofstede et al., 1990 & Hofstede, 1991). These instruments bring to the surface factors which purport to be features of particular cultures, but which are in actuality a quantitative summary of individuals' responses to questions about how they might behave in a limited set of situations which the researcher predicts will be useful for highlighting cultural differences. In other words, the researcher determines what scenarios or concepts should be used to describe the culture and then tests to see which of the scenarios or concepts are accepted by the majority of respondents as most relevant to a given culture.

Characteristics of organisational culture

According to Dasanayaka and Mahakalanda (2008), maximizing employees values are considered as rational assets that requires a culture to support their local participation both for individual and organisational learning, new knowledge formation and readiness to share with others. Schien (1992) tells that organisational culture and its characteristics is very important today as compared with the past.

Shared assumptions

Shared assumptions typically remain unquestioned, and are accepted as truth (Schein, 1992). Shared assumptions are widely held, inherent, unique, and deeply rooted views that individuals take for granted but are believed to be true, which guide their views, feelings and emotions about things and how those things function (Brown, 1995; Parker & Bradley, 2000; Hellriegel et al., 2004; Martin, 2005). Smith (2003) in his view argues that through experience, employees discover, intent or develop shared assumptions and these shared assumptions are seen by future employees as valid since they assume they have been successful in the past. Smith's argument supports Schein's (1992) definition on corporate culture. It can be observed from the discussions on shared assumptions that, corporate culture can come about either accidentally or deliberate. It develops as organisations in the course of its operations learn to deal with threats and opportunities and strengths and weaknesses in its internal and external environments respectively. This shows that the strength of a culture depends on the mechanisms by which learning is done and the degree to which members widely share in the basic assumptions.

Shared values

Deal and Kenndy (1982) in their research indicates that values form the very heart of the institutional culture. Sathe (1983) also added that shared values enhance identification and attachment to organisation. Hofstede (1999) argued further that cultural values are wide-ranging tendencies of individuals to prefer certain states of affairs over others, and that these cultural values are about what is clean and dirty, rational and irrational, moral and immoral and good and evil.

In addition, Hellriegel and Slocum (2007) argued further that cultural values differ from organisation to organisation. Some organisational cultures care deeply about technology, innovation, or employee wellbeing while others may care about money. A study by Tellis, Prabhu and Chandy, (2009) for example, listed Apple as the number one most admired company as it is known for its value-driven leadership. They noted that, late Steve Jobs, the then CEO of Apple, infused and reinforced values such as innovation and excellence by which the company operates. He led by example which was seen through the commitment of the company's employees.

Shared values guide organisational processes, consequently the traditional values upon which the University of Cape Coast is guided are: ethical, academic excellence, responsible behavior, engagement, and equality of access to all opportunities and services, and empowerment (UCC, 2012).

Shared socialization and norms

Hellriegel et. al. (2004) in a study defined socialization as the systematic process through which new members of an organisation are initiated into a culture. On the other hand, norms are common patterns of behaviours of group members and become a factor in the organisation's culture which is

shared throughout the organisation (Martin, 2005). Norms are therefore seen as standards, appropriate attitudes and behaviours within an organisation. At UCC for example, it is against the institutions norm for students to cheat in the examination room, or to have illegal assistance in examination. Staff and students are introduced to the institution's cultural norms through orientation and matriculation ceremonies and they are expected to follow them in order to be accepted.

Shared symbols, language, narratives and practices

According to Greenberg and Baron (2003) symbol is an object that can be used to represent an underlying meaning, beyond its intrinsic context. Thus, organisations often rely on symbols because they are the simplest and basic observable forms of expressing their culture. Symbols are therefore portrayed in the form of words, gestures that get their meaning from socializing (Hofstede, 1994). The Coat of Arms is one of the numerous symbols that represent the University of Cape Coast (UCC). The coat of arms of the UCC consists of a shield upon which is emblazoned in red, an Adinkra symbol signifying God's omnipotence. This symbol is superimposed in the lower half of the shield on the background of wavy blue and white lines signifying the sea, and in the upper half, a golden eagle with outstretched wings, signifying strength, determination and excellence. The motto is: "Veritas Nobis Lumen" meaning 'Truth, Our Guide' (www.ucc.edu.gh). This symbol also serves as a language that communicates the values of the University to the outside world.

Language, according to Hellriegel et al.(2004) is a shared system of vocal sounds, written signs, as well as gestures that are used to convey special meanings among employees. Also language refers to the institutions

communication channels which include the University Bulletin that is published monthly, university gazette that is published quarterly and the university calendar that is published annually and all these contain information deemed fit for notification to all members in and around the university. They also serve as official organs of communication where narratives, values among others are found (University Statutes, 2012).

Furthermore, narratives are drawn from the organisation's history, and focuses on a unified, single event. Individuals tell narratives because they assist in influencing the understanding of situations and events, as well as illustrating knowledge and insight into how the organisation works (Brown, 1995). Brown argued further that, narratives are also important indicators of cultural values and beliefs, formal and informal rules, and procedures, the consequences of deviance from, compliance with the rules, and social categories and status. Narratives at University of Cape Coast could be drawn from the conditions of service, university statutes, quality assurance policy, academic programmemes, policy and regulations for undergraduate studies, students' handbook and corporate strategy.

In addition, shared practices include taboos, rights and ceremonies. Taboos are behaviours within an organisation that are forbidden. Rites and ceremonies are elaborate and formal activities that have been designed to generate strong emotions from employees such as formal prize-giving functions for employees who have achieved high standards of service (Hellriegel et al., 2004). At University of Cape Coast, shared practices are rights and ceremonies such as matriculation, congregation, award of special honorary degrees, investiture, anniversary celebrations, send-off parties for retirees among others.

In summary the concept of organisational culture according to, Martins and Terblanche, (2003) posit that, organisational culture interacts with these elements to achieve organisational objectives, organisational image, management and leadership styles and inter-relationships in the organisation.

An empirical study by Van der Steen (2010) on the origin of shared beliefs and corporate culture found out that, organisations have an innate tendency to develop homogeneity, with regard to shared beliefs and shared values. The study explained further that, this homogeneity is developed through two mechanisms. Firstly, people prefer to work with others who have similar beliefs, as such others will make the right decisions. Secondly, people of the same organisation share experiences, which also lead to shared beliefs. The importance of these results derives to a large extent from the fact that shared beliefs and values are considered a core component of organisational culture.

In other words, the organisation's culture made up of values, assumptions, and external factors shapes the strategies, structures, and procedures essential for survival in a given industry (Mahrokian et al., 2010). This observation is in conformity with that of Martins and Teblance's (2003) views. In addition to articulating the elements of organisational culture, it is important to recognise the context in which an organisation's culture emerges.

Organisational climate

This is an overall feeling that is conveyed by the physical layout and the way organisation members interact with one another, and also with customers or outsiders (Taguri & Litwin, 1968). Although none of the above-mentioned characteristics by themselves represent the culture of an organisation, yet collectively they do reflect organisational culture. This observation is congruent

with Martins and Terblanche' (2003) viewpoint. In addition to articulating the elements of corporate culture, it is important to recognise the context in which a corporate culture emerges.

Climate versus culture

The widespread emergence of organisational culture in the 1980's has proliferated the debates over the theoretical confusion surrounding climate and culture studies in organisational context. Some researchers report that culture appears to be a little more than a synonym for climate (Moran & Volkwein, 1992; schneider, 1985). Whereas, some others argue that both the concepts are similar substantively, and the differences only methodological (Denison, 1984; Hofstede et al. 1990).

Types of organisational culture

The study adopted the competitive values framework (CVF) for the study. This is because it conceptualises tertiary educational institutions as communities with different intensities of clan, adhocracy, market and hierarchical culture (Lunenburg, 2011).

Clan Culture

In the organisation, the Clan culture is defined as a family-type that promotes teamwork and participation in group processes (Beytekdñ, Yalçinkaya, Doğan & Karakoç, 2010). In a clan culture, managers are team builders, facilitators of employee growth and mentors. Rasaq, Adaramaja, and Kayode (2016) posit that the model of clan culture spawn's strong emotional attachment to organisational norms. The main assumptions of clan culture are that satisfied and committed employees are the source of organisational

effectiveness, thus the management of teams within the clan culture aims to promote effective and smooth co-operation, all to achieve positive results.

According to Cameron and Quinn (2006), a place for clan culture provides the encouraging and welcoming atmosphere of organisations. In addition, every business has systems that strengthen the harmony between workers, staff and management, staff and the business and finally the company and its clients. The clan culture is based on the idea of internal and integration paradigm of Competitive Value Framework. Working as a team, employee full involvement in the activity of the company, employee capacity creation and human environment are the manifestations of the culture of the clan.

Cameron and Quinn (2006) contended that the clan culture is an avenue to the commitment, participation and trust of the employees who have a positive impact on the organisation's business success. The clan culture is in line with Elton Mayo's school of thought, based on the idea of management theories. Olum (2004) review of management theories found that promoting informal communities, healthy working climate, the engagement of workers and teamwork correlate with increased productivity.

Albayrak and Albayrak (2014) indicated that in this culture, communication plays an important part. Clan culture is based upon the family structure in which workers are treated as children as parents and employees. The lack of effective communication within a family causes instability in the community. Good communication leads to employer's and employee's satisfaction in the company as it allows managers to communicate their vision to workers, overcome internal disputes and discuss the concerns of their workers. The values of the clan and the market culture are nearly similar but the

beneficiary is different since the clan relationship focuses on workers and on the market culture.

Adhocracy Culture

Adhocracy culture is a dimension of organisational culture that offers the opportunity to enable the individual to develop themselves so long as those developments are consistent with the goals of the organisation. According to Beytekdñ, Yalçinkaya, Doğan & Karakoç (2010), in an adhocracy culture power tends to flow from task to task team, individual to individual depending on the problem that is been addressed at that time. Cameron and Quinn (2006) stated that this culture can be translated to mean the temporal way an entity works since the basic word is ad hoc. The business environment requires the versatility and informality of market in companies. For example, over the decades the building industry has changed from a technological area to a corporate sector. This can be done by studying at building universities worldwide. Studies relating to business and law have been part of the previous techniques in training.

Worrall (2012) argued that because of their adaptive capacity to the external world this culture forms the foundation of the organisational transformation of organisations. This does not mean the company would sacrifice anything other than to give it a competitive edge or advantage over others. Cameron et al. (2006) stated that in the need for creativity of the organisations, the efficiency of adhocracy is seen. This should simply be known as a construction company because business management practices and other environmental ideas penetrate the industry.

Market Culture

Beytekdin et al., (2010) points out that market culture is a type of culture that stresses the effectiveness of goal achieving and its primary concern is with the outside community focusing on business with the outside environment including regulators, unions, contractors, licensees, suppliers, and customers. To Beytekdin et al., (2010) a market stresses meritocracy, results, work and goal accomplishment and doing things best. In a market culture managers set high expectations therefore, competition is instigated and the members are kept together by the spirit to win. Pushnykh & Chemeris (2006) in their study posit it that success is quantified by improved productivity, ability to meet customers' expectations, high productivity and an increase in their market share which is paramount.

The market used for this culture does not require the registered market concept in our thinking. The driving organisation principle is to maximize benefit and to minimize production costs. In other words, it is set up to function in a company efficiently. In this age of aggressive industry, the success of companies is their ability to succeed in industry sustainably. Albayrak and Albayrak, (2014) restated that since the company focuses on its competitive product, the core emphasis should be on consumers. Without clients, corporations may struggle to accomplish their strategic strategy and rivalry between businesses. The commitment of the Organisation to its clients is the cornerstone of the business culture and the competitiveness of the corporation.

Hierarchical culture

Schein (2011) posits that a hierarchical culture is an organisational model based on clearly defined corporate levels and structures. Here items are ranked in the order of importance. In a hierarchical culture the environment that is relatively stable, tasks and functions are harmonized. Because activities are structured, consistency in their products and services can be maintained, and workers control. Hierarchy type of culture act as functionally best when the duty to be done is well perceived and time not treated as a vital element (Beytekdin et al., 2010). There is a well-defined, formal and structured work environment characterized by compliance to norms of accuracy, order, bureaucracy, authority, efficiency and doing things right.

When the idea of hierarchy is related to an organisation, it becomes the subject of the perception of strict structures. Organisation workers may be categorized as owners, senior managers, middle level managers and pure employees. This classification automates the establishment of authority in an organisation to track WHAT, WHEN and HOW to do things to help the organisations achieve their goals. Cameron and Quinn (2006) theorized that these systems improve reliability, continuity, performance and organisational predictability. Whenever the rules, reporting orders and authority in an entity are well-specified, the process or product does not vary or differ slightly from each product. This increases internal consistency and strengthens the company's reliable goods or services. In addition, new recruits can quickly adapt to the organisation's operations.

The intensity of each of the typologies has its characteristic impact on employee commitment (Pushnykh & Chemeris, 2006). These four types of

culture serve as the base for the OCAI. This instrument has been used in more than a thousand organisations and been found to accurately predict organisational performance. It includes six questions, each with four optional answers corresponding to the four cultures explained above. The OCAI helps the organisation determine its dominant orientation based on the four main culture types.

Multiple cultures

When we speak of organisational culture, we are likely to assume that a unitary or monolithic culture pervades the entire organisation. Such a premise is untenable, because we have defined culture as a system of 'shared meanings'. Then, it is well-nigh possible that different units within an organisation may develop sub-cultures that can be neutral toward or even conflict with the dominant culture (Martin & Siehl, 1983).

Lawrence and Lorsch (1967) found distinct subcultures within different functions such as engineering, marketing, R&D and manufacturing in most companies. Barley (1983) studied two hospital radiology departments, and identified subcultures associated with the computer trained technologists, and sonographers. Schwartzman et al., (1988) in their study of a community mental health centre, discovered dual cultures one that of the community Board members, responsible for administration, and another that of the para-professional staff, responsible for treating clients. Smircic (1983) found two different subcultures in an insurance company - an 'inside' group of long-standing staff members, and an 'outside' group of expert staff members.

However, the different subcultures existing in an organisation do not necessarily impact negatively the organisation - driven assumptions. If they

do undermine the basic assumptions on which the organisation depends, then managerial leaders would have to seriously influence the assumption-level of the organisation members.

Strong culture

Some organisational cultures are labeled, 'strong' and others 'weak'. To the degree that the same patterns of beliefs are shared throughout the organisation, the culture is considered a strong one (Saffold, 1988). A strong culture is characterized by the organisation's core values being both widely shared and intensely held. The more the members accept the core values, and the greater the members' commitment to those values, the stronger will be the culture. Those core values are expressed as decisions and actions on appropriate occasions. The degree of sharedness is affected by two main factors "orientation" through training programmes, and "rewards" (Pareek, 1991).

The degree of "intensity" is the result of the reward structure. When organisation members realise that they will be rewarded for performing or acting according to the espoused core values of the organisation, their desire to do so increases (Luthans, 1989). Also, a 'weak' culture may exist where important assumptions or values are not widely shared in an organisation, but vary from individual to individual or unit to unit (Glaser, 1983; Riley, 1983). However, for an organisation to be successful, organisation - driven assumptions must be widely shared across the strata of organisation members.

Concept of Employee Performance

Employee performance has always been a significant concern for managers of organisations (Kelidbari, Dizgah, & Yusefi, 2011). Similarly, employee performance is key edifice of an organisation therefore, facets that place the grounds for great performance must be examined critically by the organisations for them to succeed (Abbas & Yaqoob, 2009). According to Dong, Yang, Li, Liao, Tian, & Guan, (2012), employee performance is the standard for advancements, redundancy, rewards, punishments, reviews and salary changes. It also satisfies the needs for employees to realize themselves. Ahmad and Khurram (2011), also argue that employee performance represents the extensive belief of the employees about their behavior and contributions towards the achievement of the organisation. According to Ahmad and Shahzad (2011), apparent employee performance embodies the whole belief of the employee about their conduct and contributions to the achievement of the organisation and further stated that reward practices, performance evaluation and promotional practices as a determinant of employee performance.

Similarly, Anitha, (2013) define employee performance as a pointer of financial or other outcome of the employee that has a direct linking with the performance of the organisation as well as its accomplishment, further revealed that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programmeme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance. However, a study conducted by Alagarajal and Shuck (2015) intended to discover dominant viewpoints of organisational configuration and employee engagement in order to understand the reasons

associated with enhancing individual performance argue that employee performance can be enhanced or improved through training and development.

Furthermore, measures of employee performance as core task performance, which includes in-role performance, safety performance, and creativity, followed by citizenship performance, characterized into both targets-specific and general organisational citizenship behaviors and lastly, counterproductive performance that consists of general counterproductive work behaviors, workplace aggression, substance use, tardiness, and absenteeism. Therefore, employee performance conveys about innovation performance and firm performance as a whole, in such a way that successful effort of fulfilled, inspired, and devoted human resources produce innovative ideas for new products or services and increase quality performance, operative performances, and client gratification directly. Although there are some relentless arguments about the positive and negative effects about such changes, an effective scrutiny of employee performance therefore becomes a necessity.

Empirical Review

Organisational Culture and Employee Performance

A study carried out by Abass and Yaqoob (2009) aimed at exploring organisational climate as a predictor of employees' job satisfaction among the academic staff of a private Nigerian University. According to her, job satisfaction is derived when staff members are allowed to do their work as they think best. This finding is in contrast with the test kit done in 2014 by the Chief Human Resources Officer of the Treasury Board of Canadian Secretariat, Watson Daniel, which stated that the managers/supervisors have the sole

responsibility of telling the staff what is expected of them to achieve at work and how they are expected to achieve it.

Ojokuku, Odetayo and Sajuyigba (2012) carried out a study to examine the impact of leadership style on organisational performance in selected banks in Ibadan, Nigeria. The findings showed a positive correlation between leadership style dimensions and organisational performance. It was also found that leadership style dimensions jointly predict organisational transformational performance, which accounted for a 23% variance of performance. The study concluded that transformational and democratic leadership styles should be employed by banks' management to be stronger in the global competitive environment.

Impact of Clan Culture on Employee Performance

In a study by Koutroumanis, Alexakis, and Dastoor (2015), that tested an organisational culture and performance model developed specifically for the full service, casual dining restaurant industry. The study identified the attitudes, beliefs, and behaviors that ultimately promote productivity and service quality. Specific antecedents of service quality examined included clan culture type, affective organisational commitment, and intention for employees to remain in their present employment positions. Five independent restaurants were used for the data collection. The data results showed high levels of correlation between clan culture and organisational performance, and employees' intention to remain in their present employment positions) studied. In the same vein Gimenez-Espin, Jimenez-Jimenez, and Martinez-Costa (2013) studied the organisational culture that fits best with a total quality management (TQM) system. They propose an alternative type of culture: the 'mixed culture' or 'culture for

quality’, which was between adhocratic and clan cultures. Data were taken from 451 companies. It was found that Empirical there was a positive impact of adhocratic culture on TQM. Contrary to expectations, the clan culture had no significant effect on TQM. In addition, the mixed culture or ‘culture for quality’ is the most appropriate for a TQM system.

Short (2013), looked the relationships between clan culture, leader-member exchange, and organisational performance. The study focused on the relationships between clan culture, leader-member exchange, and organisational performance. Focusing on employees of a community college in the southeastern United States, the researcher examined the relationships among the variables and found those relationships to be statistically significant. Yaoprukchai and Kardkarnklai (2014) in Thailand, found that the current and preferred organisational cultures of the studied pharmaceutical company were dominated by a “Clan” culture characterized by a family-like workplace, a parent-like relationship between organisational leaders and subordinates, and teamwork-focused values. Both new hires and existing employees rated “Clan” as the dominant organisational culture, which indicated organisational culture congruence between them. Their study used 68 employees (15 new hires and 58 existing employees) as sample population.

However, Stephen and Stephen (2016) when they looked at Organisational Culture and Its Impact on Employee Performance and Job Satisfaction. Data were obtained from 120 respondents who were mainly staffs of Niger Delta University. it was observed that majority of the respondents agree that organisational culture does have an impact on performance and satisfaction levels of employees. It was also discovered that the type of organisational

culture practiced in an organisation can also determine the level of employee performance and job satisfaction. It appears from the literature (Short, 2013; Yaoprukchai & Kardkarnklai, 2014; Stephen & Stephen, 2016) clan culture appeal more to workers.

Fatima (2016) looked at the impact of organisational culture types on the job satisfaction of employees. The study was based on four cultural types named as clan, adhocracy, market, and hierarchy culture. The empirical were data collected from 11 organisations of Rawalpindi and Islamabad with the help of questionnaire. The findings were that culture types strongly impact the job satisfaction of employees. Also employees working under clan and adhocracy culture were satisfied with their jobs while those working under hierarchy and market cultures were dissatisfied with their jobs. In addendum, Choi, Martin, Park, and Yoh, (2009) were in support when they concluded clan culture has a significant influence on overall employee job satisfaction and satisfaction with co-workers, supervision and personal growth. Given the importance of a conceptual relation between organisational culture and job satisfaction

In Ghanaian context, Darko, Adu-Oppong and Aikins (2018) explored a fit between organisational culture and employees' values enhances their commitment towards service excellence on the management support staff of College of Technology Education of the University of Education Winneba. Specifically, four dimensions of organisational culture were examined, namely: clan culture, adhocracy culture, market culture and hierarchical culture. Among the findings is that clan culture does not have significant effects on the commitment of management support staff to service excellence. Also Kwakye, (2018) explored Organisational Culture and Employee turnover. His study used

203 respondents and employed the quantitative method of design. The study found that Clan Culture (CC) significantly influences employee turnover and commitment.

However, in the study of Owusu, Mensah, Amenumey, and Dei Mensah, (2019) on the effect of corporate culture on organisational performance of star-rated hotels in Ghana, of which they used 178 responses and descriptive statistic. Using the four major corporate culture types (clan, hierarchy, market, and adhocracy) on both financial and non-financial performance of star-rated hotels in Ghana, they found that market culture was the most prominent predictor of profitability, return on investment, growth in profit, and sales volume, although it recorded a weak effect size. Adhocracy and hierarchy cultures were also the most prominent in predicting trust, improving supplier relations, improving service quality delivery, and customer retention. It could be that clan culture had no effect on all the indicators of organisational performance and hence could be interpreted as not being able to inspire employee commitment.

Adhocracy Culture and its' Influences on Employee Commitment

Lopez-Nicolas, and Meroño-Cerdán, (2009) studied impact of organisational culture on the use of ICT for knowledge management. They used a sample of more than 300 firms in Spain. They found adhocracy culture having a positive influence on technologies for personalization and codification and employee satisfaction. Slater, Olson, and Finnegan (2011) looked at business strategy, marketing organisation culture, and performance. Responses from a sample of senior marketing managers provide partial support for the model and demonstrate that high-performing businesses of one strategy type have a

different adhocracy cultural orientation than high-performing businesses of the other strategy types.

Also, in the work of (Ahmed, Hanif, Abid Alvi, Vveinhardt, & Adil, 2014) looking at the impact of organisational culture on job satisfaction and employee commitment in Chemical Sector so as to improve the job satisfaction and commitment of the employees in their working environment. They used with 303 sample of respondents participated in the study. Data was then collected from the Chemical Sector working employees of the Karachi. They Adhocracy culture had positive relationship between supportive organisational culture, innovative organisational culture but not bureaucratic organisational culture with job satisfaction and employee commitment.

In the work of Aldhuwaihi, (2013) on the influence of organisational culture on job satisfaction, organisational commitment and turnover intention. Data were gathered from 258 respondents from front-line employees in 12 banks that were categorised into three different types of banks: (1) Islamic local banks; (2) non-Islamic local banks; and (3) non-Islamic partially-owned foreign banks, based on differences in banking practices and foundations in the Kingdom of Saudi Arabia. Findings indicated that Adhocracy culture was not dominant the type of organisational culture across the three categories of Saudi banks but it was positively related to job satisfaction and organisational performance. This resonate with the study of Fatima (2016) when she found that some culture types strongly impact the job satisfaction of employees. Specifically, employees working under clan and adhocracy culture were satisfied with their jobs.

Again, Wells and Lower (2016) examined the direct effect of organisational culture types on affective commitment of part-time student employees of college recreation departments. Specifically, using the Competing Values Framework (CVF), four major forms of organisational culture types (i.e., hierarchy, market, clan and adhocracy) were examined. A sample of 442 part-time student workers were used for the study. It was revealed clan and adhocracy cultures were significant positive predictor variables of affective commitment in recreational sport organisations. Irfan, S., & Marzuki, N. A. (2018). Studied the link between the work motivation and work commitment established in a variety of work settings. However, the role of organisational culture was not explored in depth, especially as a moderator between work motivation and work commitment. They used a sample of 351 academics from nine public universities in the state of Punjab, Pakista. Findings revealed that adhocracy culture moderates the link between non-self-determined work motivation and work performance among university academic staff.

However, Trivellas, and Dargenidou, (2009). In their study on the influence of organisational culture and job satisfaction on the quality of services provided in higher education and to raise questions about the successful implementation of quality assurance and evaluation systems launched in Greece indicated that specific culture archetypes are linked with different dimensions of higher education service quality and that Adhocracy culture proved not be the most prevalent among administration staff, while clan and hierarchy archetypes dominated among faculty members. Irfan and Marzuki (2018) examined link between the work motivation and work commitment is well established in a variety of work settings. A sample consisted of 351 academics

from nine public universities in the state of Punjab, Pakistan. The findings revealed that adhocracy culture moderates the link between non-self-determined work motivation and work commitment among university academic staff.

Hierarchical Culture and its Influence on Employee Performance

Cole and Bruch (2006) clarified the functional distinctions between organisation identity strength, organisational identification, and Employee performance. Data were obtained from 10 948 employees of a large steel manufacturer. The findings suggested perceptions of a strong organisational identity, organisational identification, and employee performance may influence employees' turnover intention in unique ways, depending on their hierarchical cultural level within the organisation. In a similar study by Sisodia and Dias, (2013) on the effect of job autonomy upon performance of employees at different hierarchical level. Employing a sample of 100 using simple random, they found that there was a significant difference found between job commitment of employees of high hierarchical culture group and those of low hierarchical culture group and significant interaction effect found between job autonomy and hierarchical level on the performance of employees.

Olunala (2015) explored the effects of organisational culture and stress on employee performance in the workplace. He, examined this interplay within the Test Development Division of the National Examination Council (NECO), Lagos, Nigeria. The instruments used to gather data from the staff of the department that make up Division was questionnaire survey. It was revealed that that the departments have hierarchical culture that is unsupportive and that the staff of the departments have too much work to do with less time for the accomplishment. The assessment of employee performance revealed that the

employees are not pleased with the reward system of the departments. The findings also show that the relationship among organisational culture, stress and performance are significant.

Also in the work of Aji, Hamid, Hassan, Rasdi (2017) found hierarchical culture to be the most preferred ahead of clan culture as the two cultures depicted significant relationship between employee performance and psychological empowerment of lectures but not adhocracy or market culture in a study that sought to determine the relationship between organisational cultures and psychological empowerment on organisational commitment among lecturers in Higher Education Institution (HEIs) of Borno State, Nigeria; using a sample of 417 lecturers.

Aregu (2017) had a contrary view when he assessed the relationship between organisational culture and employee performance at equatorial business group. The study employed explanatory research design and quantitative research approach. The simple random sampling method was used to select the sample size of 197. It was found that employees were not pleasant about the existing hierarchal culture however they preferred it to be clan next to adhocracy culture.

Market Culture and its' Influence on Employee Performance

Taskiran, Cetin, Ozdeemirci, Aksu and Istoriti (2017) reviewed the effect of the harmony between organisational culture and values on job satisfaction and performance. The study made use of regression analysis and a sample size of 181 employees. It was found that the most negative impacts on job satisfaction are impulsive/hedonistic values-clan culture and precautionary values-market culture. Finally, it can be said that an employee with

impulsive/hedonistic values will be unhappy in clan culture, and an employee with precautionary values will be unhappy in market culture.

Conceptual Framework

A conceptual framework is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept (Zikmund, 2003). The conceptual framework for the study was developed in order to indicate the effect of clan, market, hierarchal and adhocracy cultures on employee performance.

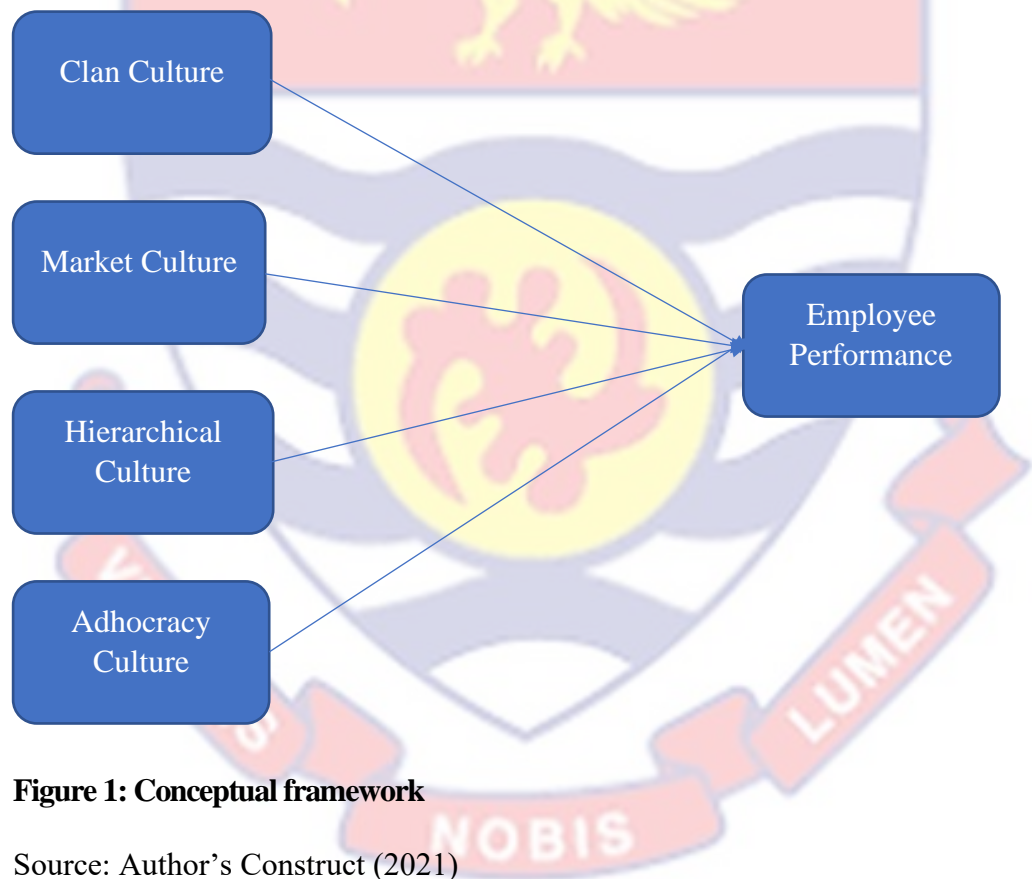
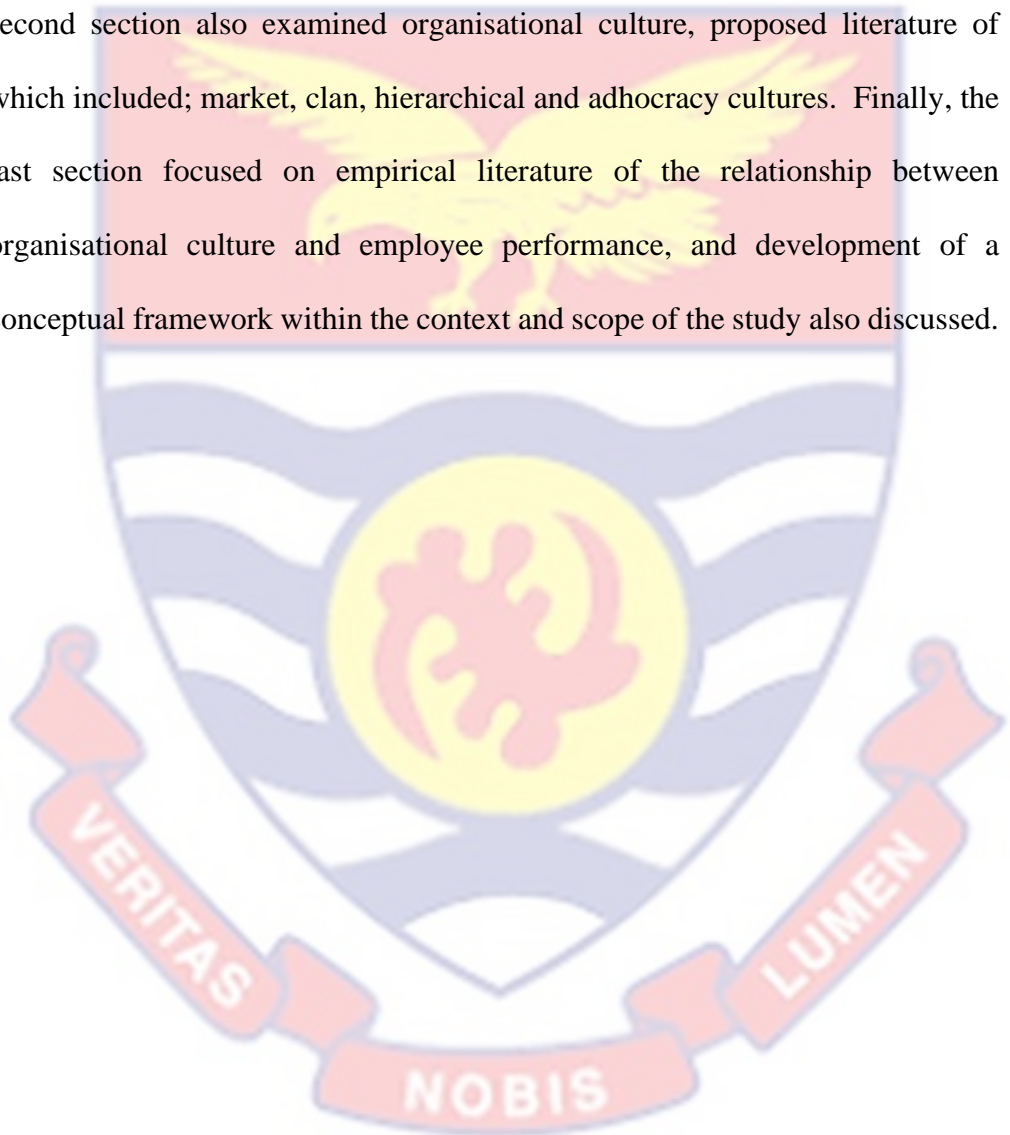


Figure 1: Conceptual framework

Source: Author's Construct (2021)

Chapter Summary

This chapter has reviewed the literature based on the objectives and research questions. This literature was reviewed under the following sub-headings. The first section explored the theoretical model underpinning the study which is Adaptationist system and the Social Exchange Theory. The second section also examined organisational culture, proposed literature of which included; market, clan, hierarchical and adhocracy cultures. Finally, the last section focused on empirical literature of the relationship between organisational culture and employee performance, and development of a conceptual framework within the context and scope of the study also discussed.



CHAPTER THREE

RESEARCH METHODS

Introduction

The objective of this study was to examine the influence of organisational culture on the performance of senior staff at the University of Cape Coast. This chapter primarily deals with the study methodology and design. It describes the procedures that was adopted in conducting this study. It presents the research design, study organisation, population, sample and sampling procedure. It also includes the instrument used for data collection and how the data was analysed and presented as well as the ethical considerations. For the purpose of this chapter, the term respondents and participants were used interchangeably.

Research Approach

Sekaran and Bougie (2016) postulated that, the epistemological underpinning of a quantitative motif holds that there exist definable and quantifiable social facts. The study therefore employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives, hypotheses and the nature of the primary data to be collected and analysed. Creswell (2014) asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics).

This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2010). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from

tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterized as assuming that there is a single “truth” that exists, independent of human perception (Lincoln, Lynham & Guba, 2011). It was also found that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007 as cited in Bernard & Bernard, 2012).

Research Design

It was prudent to select the appropriate research design that would enable the researcher to answer the research questions and put up useful and perfect assumptions with less difficulty. A research design is a detailed strategy which the researcher followed while gathering the study data and conducting the research analysis (Turner, 2014). According to Potwarka, Snelgrove, Drewery, Bakhsh and wood (2019), a research design is considered as a set of arrangements made to collect and analyze data in a way that seeks to integrate compliance with the purpose of the research process and economics. According to Young and Javalgi (2007) a master plan that describes the process and methods for obtaining and analyzing the required information is considered a research design.

The three main research designs that have usually characterized social science research are descriptive, explanatory and exploratory (Creswell & Clarke, 2017; Rovail et al., 2013). The exploratory research is conducted to have a better understanding of a prevailing problem and generally does not lead to a definite outcome. It is flexible and provides the basis for future study. According to Creswell and Clarke (2017), the exploratory design focuses on obtaining facts and understanding social reality. Thus, the objective of the

exploratory design is to detect significant challenges and variables in a real-world situation.

The explanatory research is undertaken to give details as to why a phenomenon happened and to predict future events. It generally concentrates on “why questions” in a bid to appreciate the relationships that exist between variables (Babbie, 2010). Though the explanatory research does not offer conclusive results due to lack of statistical strength, it enables the researcher to decide on how and why things occurred.

The descriptive design offers descriptions of observations about a particular phenomenon (Creswell & Clarke, 2017). It concentrates on answering the how, what and where questions rather than why questions. A distinctive characteristic of the descriptive design is that it often assists a researcher to present comparisons, similarities, and contrast between phenomena, and in so doing, enhances the understanding of social reality (Babbie, 2010).

The current study adopted the explanatory research design. Thus, driven by the concept of causal relationships between constructs – organisational culture (Independent variable) and employee performance (variable dependency). Explanatory studies are presented by research ideas that describe the nature and direction of the relationship between study variables. In line with Zikmund Carr, Babin, and Griffin (2013) explanatory research design is performed for you to discover the volume and nature of cause-and-impact relationships. Potwarka, Snelgrove, Drewery, Bakhsh and wood (2019) further restated that the premises of positivism research paradigm are to institute cause-impact relationships. Positivists pursue for consistencies to make predictions and installed scientific rules.

Study Area

The University of Cape Coast is one of the public collegiate research universities in Ghana located in the colonial city of Cape Coast. The university is located on a hill overlooking the Atlantic Ocean, making it one of the rare sea front universities in the world. The government of Ghana established the university in 1962, after recognizing the gap and need for highly skilled and qualified human resources to man the educational sector. The university at its establishment was equipped and mandated to train graduate teachers for teacher training colleges and technical institutions. Currently, the university has added other disciplines to its core mandate including the training of doctors and other allied health professions, as well as, administrators, physicists, agriculturalists, education planners.

The university is five kilometers west of Cape Coast, and operates on two campuses, the Northern campus and the Southern campus. The University is organised into five (5) Colleges headed by Provosts, namely: College of Health and Allied Sciences, College of Agricultural and Natural Sciences; College of Humanities and Legal Studies, College of Distance Education, and eighteen (18) Faculties/Schools headed by Deans. The University also has eleven (11) Directorates.

The staff populace in the University has been at an increasing rate since the services produced are continually of benefit to many stake holders. This had called for the establishment of other departments and schools to aid in rendering their services, however, the number is not enough. This had led to extra obligations on the part of administrative staff within the University to meet the set target by the school within the usual time periods. This further had led to

management in setting up policies and practices to curb the increasing rate of stress among employees within the University.

Population

A population is well-defined individuals or objects in a group known to have similar traits that are identified by criteria determined by the researcher (Banerjee & Chaudhury, 2010). The target population were senior administrative staff working in the University of Cape Coast regardless of their religion, language and other socio-demographic background. Both male and female with permanent employment at the university were included. According to the Directorate of Human Resource of the University of Cape Coast, the staff constitutes Senior staff, Senior members and the Junior staff, out of which nine hundred and twenty-three (923) are senior staff.

Sample Size and Sampling Procedures

The sample size is the number of observations that constitute it. The sample size is an essential feature of any empirical study in which the aim is to make inferences about a population from a sample. In this study, the researcher used the Krejcie and Morgan (1970) sample determination table which pegs the sample at 269 senior administrative staff of the University of Cape Coast. Basically, two types of sampling methods exist, which are probability sampling and non-probability sampling. The sampling technique used in this study was the simple random sampling. This is in line with the argument by Oakshott (1998) that every member of the target population has an equal chance of being selected. The choice of this technique was to avoid the occurrence of any bias in the chosen sample of the population.

Data Collection Instrument

The research instrument that was used for data collection was a questionnaire. This is very useful in social science research (O'Brien & Toms, 2010). A questionnaire is a formalized set of questions for obtaining information from respondents (Malhotra, Birks & Wills, 2013). Close-ended questions was used to elicit responses needed to answer the research questions and achieve the objectives set for this study. The closed-ended questions required the respondent to choose from among a given set of responses and require the respondent to examine each possible response independent of the other choice. It also employed a Likert scale, which is more useful when behaviour, attitude or other phenomena of interest needs to be evaluated in a continuum (Leedy & Ormrod, 2010).

Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2011) posits that there are distinct advantages in using questionnaires rather than interview methodology. One of such advantage is that questionnaires are less expensive and easier to administer than personal interview. Groves et al (2011) indicate that mailed surveys, for example, are extremely efficient at providing information in a relatively brief period time at low cost to the researcher.

Pre-Test

Validity and reliability indicate how best the instrument used in the study best measures the parameters it is meant to measure, and it is the measure of accuracy in terms of results attained in the study (Cook & Campbell, 1979). In this study, a pre-test of 15 research questionnaire was administered at the university community in the University of Education, Winneba. This institution was selected for the pretesting because it has similar structure employees like

the one university community in the University of Cape Coast. This process was aimed at testing the accuracy and strength of the questionnaire in eliciting data needed for the study. In other words, this was to help in assessing the clarity of our questions to the respondents and to elicit their understanding regarding answering questions. Questionnaires were administered and after receiving them back, it was realized that the questionnaires did not need any significant changes.

Validity and Reliability

Validity in research simply means the extent to which instruments (questionnaires or structured interview schedules) measure what they intend to measure. In other words, validity means to what extent that the selected tool measures the intended research objectives (Bowling, 2009).

In the context of this study, several strategies were undertaken to validate and refine the content of the questionnaire. To address the face validity, the researcher read the questionnaires and the appropriate corrections were made before it was given to the senior administrative staff at the University of Cape Coast. Peer review was also of immense importance.

Content validity was further enhanced by asking experienced experts in the field to go through the questionnaire before it was administered to the respondents. All efforts and views of experts were taken to consideration as to whether to add or drop certain items from the questionnaire. Many items of domains and sub-domains were manipulated and reconstructed with minor language and adjustments to enhance clarity, and to be assured that the instrument is entirely applicable.

With regards to reliability, it can be seen as the extent to which the application of a scale produces consistent results if repeated measures are taken (Vadlin, Åslund, & Nilsson, 2015). It is achieved when keeping results at a consistent level despite changing of time and place (Bowling, 2009). Internal consistency: internal consistency comprises testing the homogeneity that assesses the extent to which personal items are inter-correlated, and the extent to which they correlate with overall scale findings and this can be performed by using Cronbach's alpha test (Beck, Coffey, Foy, Keane, & Blanchard, 2009). In terms of observation, reliability of observations refers to the same inferences or activities of intra-observation (one observation at different time) and inter-observation reliability (more than one observer) (Beck, Coffey, Foy, Keane, & Blanchard, 2009).

The Cronbach's coefficient alpha (α) was used in this study to determine the reliability of items in the questionnaire. The value of Cronbach's alpha ranged from 0 to 1. It is worthy to note that, the closer the value of α to 1, the better its reliability.

This study, therefore, met the minimum threshold for all the variables that were considered as shown in Table 1.

Table 1: Cronbach Alpha values for the variables

Variable	Items Retained	Cronbach's Alpha
Clan Culture	5	0.837
Adhocracy Culture	5	0.903
Hierarchy Culture	5	0.914
Market Culture	5	0.766
Employee Performance	10	0.817

Source: Field Survey (2021)

The Table provides the values of Cronbach’s alpha for all the variables. It appears from the table that the values of Cronbach’s alpha were all equal or well above the minimum value of 0.70 which depicts a good reliability of the item loadings constructed in the questionnaire. It can be concluded, that the measures have an acceptable level of reliability.

Data Collection Procedure

The researcher requested consent from the Directorate of Human Resource, University of Cape Coast. Further, an introductory letter from the Department of Human Resource Management at the University of Cape Coast was obtained. Respondents were given the full assurance that the study was for academic purposes and that their responses would be treated with the utmost confidentiality. The researcher administered the questionnaire to the respondents and the same was completed by the respondents and returned to the researcher and were subsequently checked for any missing information.

It was not easy getting respondent especially so because the study was done even with the aftermath effect of the Covid19 had been recorded in Ghana

and the university had restructured their operations. The data administration and collection were within the periods from 20th June, 2020 and 20th August, 2020.

Data Processing and Analysis

Data processing and analysis operations carried out included data editing, cleaning and classification. Data editing cleaning is the examination of the collected data to detect omissions and errors and to correct them whenever possible. Data classification is the arranging of the collected data in classes or groups with common characteristics. Similar data was then tabulated before being further analysis was conducted. The tabulated data were then analysed using quantitative techniques. Descriptive statistics were used for the analysis of the collected data which included parameters such as measures of central tendencies and the measure of dispersion. Inferential data analysis techniques such as regression analysis were also used to analyse the collected data.

The responses from the questionnaires were then edited and coded using Statistical Package for Social Science (SPSS) version 26.0 for processing. This statistical software is recommended for use in studies in social sciences (De Vaus & de Vaus, 2013). In analysing the data, categories were identified and put into themes for presentation and discussion. Both inferential statistics and descriptive statistics were computed. In terms of all the objectives, the results were analysed using the Pearson Correlation Co-efficient to establish the relationship between the types of organisational culture and employee performance in UCC, and the regression was used to determine the extent of the influence of the types of organisational culture on employee performance among the senior administrative staff at the university. This measured the

strength and direction of the relationship between stress management practices and employee performance.

The results were presented using tables. The quantitative data collected was organised in accordance with the research questions. The responses received from the respondents were initially tabulated according to five Likert-Scale (options) contained in the questionnaire. These scales were 1 Least level of Agreement, and 5 – Highest level of Agreement.

Ethical Considerations

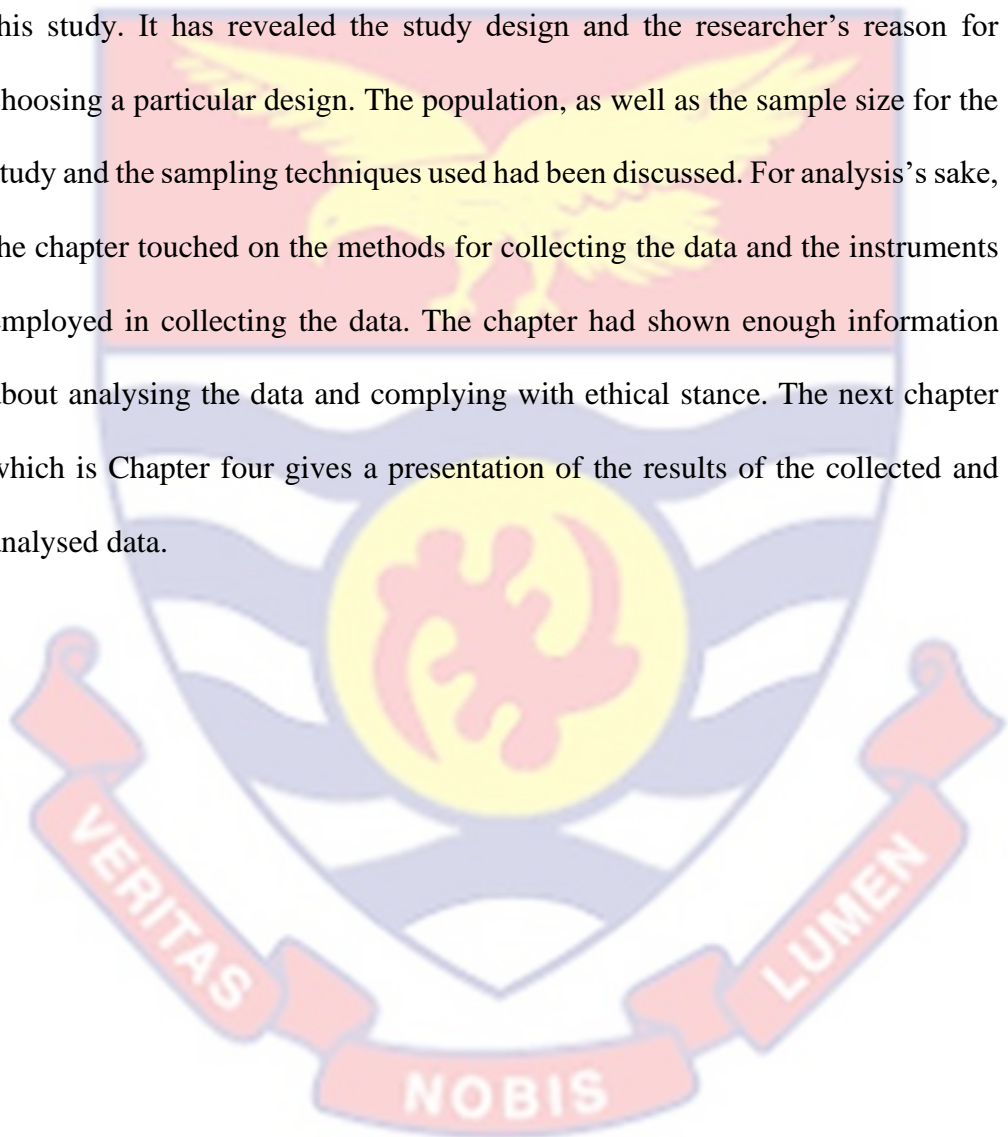
A study by Patten and Newhart (2017) as cited in Bless and Higson-Smith (2000) revealed major ethical issues that need to be considered in every research. According to them, these major ethical issues include voluntary participation, right to privacy, anonymity and confidentiality of information. As such, all efforts were geared towards ensuring that all these ethical issues were attended to. For instance, with voluntary participations, every respondent was allowed to participate in the data collection exercise on his or her own free will. Also, the possible issues of right to privacy were realised by allowing respondents to answer the questionnaires on their own and unclear questions were appropriately attended to through their own convenient medium.

Further, the issue of anonymity was attended to by restricting respondents from providing their detailed information about themselves on the questionnaire in relation to names, contact numbers and personal addresses. Respondents were also assured that none of their identities would be leaked to the public domain nor used for purposes other than this study. Finally, the study ensured confidentiality of information by assuring respondents that all information provided would be kept confidential. They were also assured that,

none of the information neither provided would be used against them nor found in the public domain. In summary, the study ensured that all major ethical issues were appropriately addressed.

Chapter Summary

This chapter was to describe the methods used in achieving the aim of this study. It has revealed the study design and the researcher's reason for choosing a particular design. The population, as well as the sample size for the study and the sampling techniques used had been discussed. For analysis's sake, the chapter touched on the methods for collecting the data and the instruments employed in collecting the data. The chapter had shown enough information about analysing the data and complying with ethical stance. The next chapter which is Chapter four gives a presentation of the results of the collected and analysed data.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The main research objective of the study, to assess the effect of organisational culture on the performance of senior staff at the University of Cape Coast. Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the findings and discussions which reflect on the specific objectives as outlined in Chapter one. The first section provides the demographic profile of the respondents. The second section of the chapter presents the results of the descriptive and inferential (correlation and regression) statistics in accordance with the specific objectives of this study. Finally, a detailed discussion is provided for each finding.

Response Rate

In this study, the population size was nine hundred and twenty-three (923) senior staff and due to the large number of the population, two hundred and sixty-nine (269) was used for the sample size by the help of the Krejcie and Morgan (1970) sample determination table. This means that a total of 269 questionnaires were issued from which all 269 were filled and returned to the researcher. However, per critical examination of the returned questionnaires, 249 were deemed usable for the study, which represents a response rate of 93%. This means the usable questionnaires for the analysis of the study were two hundred and forty-nine (249) as shown in Table 2.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned and Usable	249	93
Returned but Unusable	20	7
Total	269	100

Source: Field data, Essibu (2021)

Socio-Demographic Characteristics of Respondents

In order to understand the demographic characteristics of the respondents, the study deemed it fit to find out the demographic data of the respondents. The demographic characteristics of respondents were in relation to gender, age, level of education of the senior staff in the university, and employees’ years of work in the organisation. Table 3 presents demographic statistics on the frequencies and percentages of responses to gender received from the respondents. The results obtained in relation to socio-demographic characteristics of the respondents are shown in Table 3.

Table 3: Background Information of Respondents

Variable	Frequency	Percentage (%)
Gender		
Male	144	58
Female	105	42
Age		
Below 30years	15	6
31-40years	119	48
41-50years	99	40

51years and above	16	6
Level of Education		
Diploma	42	17
1 st Degree	110	44
Professional	13	5
2 nd Degree	84	34
Years of Experience		
1-5 years	32	13
6-10 years	120	48
11-15 years	30	12
16 years and above	67	27
TOTAL	249	100.0

Source: Field survey, Essibu (2021)

Table 3 clearly illustrates that there were more male participants than their female counterparts in this survey. More than half of the respondents (58%) were males while the remaining respondents, (that is 42%) were females. This implies that a lot of males appeared to have been employed as senior administrative staff at the University of Cape Coast, Cape Coast, Ghana. However, with respect to gender inequality in terms of employment in the country, it is surprising. For example, from the Annual Report of Ghana Statistical Service, (2018) it is generally known that labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that of men even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at

the same time, the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that most of the respondents are between the ages of below 30 and 40 years representing 54%. This higher percentage of lower-level employees gives the impression that there are more youthful senior administrators within the various departments at the University of Cape Coast. Again, the result shows that respondents representing (48%) were between 31 and 40 years which implies that in the service, most of the respondents are in their prime age and that the organisation can be considered to have had a lot of potentials in terms of development in the future. In addition, 40% of the respondents representing were between the ages of 41 and 50 years. The least age group was those between 51 years and beyond representing (6%) in the institution. The overall implication is that relatively a small percentage number of employees are matured and presumably experienced in their career in the institution.

From the Table 3, with the educational levels of the senior administration staff, it was also realized that 42 respondents representing (17%) had diploma education. Also, with regards to first-degree, 110 of them representing (44%) were found to be in this category representing the highest percentage of the employees in the university. More so, a large percentage number of the staff had second degree. With this category of staff, a total of 84 representing 34% were the second-degree holders. Finally, 13 employees (5%) had professional education. From the table it is realized that most workers in the institution consider education as important to the growth of the country. The study results from the table highlight the significance that the organisation

attaches to education as most workers in the company are qualitatively gifted with educational prowess.

In terms of how long each employee has worked in the organisation, it was found that most of them fell within 6 and 10 years of experience in working as senior administrative staff at the University of Cape Coast. Within these years, (48%) had worked within them, while (13%) had worked within the years of 1 years and 5 years. This is followed by those who had worked between 11 and 15 years with a total number of (12%) while those who have worked between 16 and above years make up (27%).

Effect of Clan Culture on Employee Performance of Senior Staff

The first research objective sought to ascertain the to examine the relation and effect between clan culture and employee performance of senior staff at the University of Cape Coast. In this study, respondents were presented with five (5) statements that depicted some of the activities under the organisational culture assessment instrument (OCAI). This study measured the independent variable clan culture, using the Likert scale of 1-5, 1 being – Least level of Agreement, and 5 being Highest level of Agreement. This was to show the extent to which proper clan culture was existent in the institution. The results were transformed and regressed against staff performance level. The summary of the model of Clan Culture and Staff Performance was presented in Table 4.

Table 4: Model Summary of Clan Culture and Staff performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.411 ^a	.169	.165	.649

a.Predictors:(Constant), clan culture

Source: Field survey, Essibu (2021)

The results from Table 4 show two values of concern, the R- Correlation Coefficient and the R-Square Coefficient of Determination. The coefficient of Determination indicates the relationship between the Independent and the Dependent variable. It is the proportion of variation in the dependent (Staff Performance) variable explained by the regression model. An R Square value of .169 indicates that about 16.9% of the variation in Staff Performance at the University of Cape Coast is accounted for by Clan Culture; the remaining variation in Staff Performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.411 indicates a large relationship between Clan Culture and Staff Performance.

Cohen (1992) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between Staff Performance and Clan Culture as a dimension of Organisational Culture. Table 5 assess the statistical significance of the regression model.

Table 5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.657	1	21.657	23.759	.000 ^b
	Residual	134.903	256	.912		
	Total	156.560	257			

a. **Dependent Variable: staff performance**

b. **Predictors: (Constant), clan culture**

Source: Field survey, Essibu (2021)

The results of the ANOVA form Table 5 indicate a statistically significant figure of $p=.000$, as held up by Fidell, Tabachnick, Mestre & Fidell (2013), a significant level of less than or equal to $.05$ is necessary for social science research. If such a condition is met, then the independent variable does a good job explaining the variation in the dependent variable. In this analysis, the ρ -value is well below $.05$ ($\rho = .000$). Therefore, it can be concluded that the R and R^2 Between Clan Culture and Staff Performance is significant and therefore Clan Culture can significantly influence Staff Performance. However, the ANOVA fails to indicate the extent of the effect. Table 6 indicates the magnitude of the impact of Clan Culture on Staff Performance among senior staff at the University of Cape Coast.

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.258	.294		4.276	.000
CLAN	.461	.095	.411	4.874	.000

a. Dependent Variable: staff performance

Source: Field survey, Esibu (2021)

The table in the SPSS output labelled coefficients (table 5) provide information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value $p= 0.000$ is less than 0.05 for the constant and the significant value $p= 0.000$ is less than 0.05 for the independent variable. Pallant (2013) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Clan Culture has a significant impact on Staff Performance. The table further shows a Beta of .411 which according to Fidell, Tabachnick, Mestre & Fidell (2013) indicates a strong impact of the independent variable on the dependent.

The implication of these results is that with the right clan culture employed by the management of the institution significantly improves the performance of senior staff within the University of Cape Coast. The findings of this study are confirmed supported by loads of findings with respect to studies conducted in terms of organisational culture and performance. Robbins (2012) concurs that with well-established clan culture, employees tend to adopt a

relatively uniform perception of organisation with common characteristics distinguishing one organisation from another. Consequently, the employees adopt the common values and norms which control their interaction among themselves and with the outsiders. Schein (2011) further opines that the strength of the culture of an organisation and its adaptive ability are some of the factors that enable organisations to attain its performance goals.

Effect of Hierarchical Culture on Employee Performance of Senior Staff

The second objective of the study was to analyse the hierarchical culture and its influence on the employee performance of senior staff at the University of Cape Coast. This study measured the independent variable hierarchical culture using the Likert scale of 1-5, 1 being – Least level of Agreement, 5 being Highest level of Agreement. In this study, respondents were presented with five (5) statements that depicted some of the activities under the organisational culture assessment instrument (OCAI). This study measured the independent variable hierarchical culture, using the Likert scale of 1-5, 1 being – Least level of Agreement, and 5 being Highest level of Agreement. This was to show the extent to which proper hierarchical culture was existent in the institution. The results were transformed and regressed against staff performance level. The summary of the model of Hierarchical Culture and Staff Performance was presented in Table 7.

Table 7: Model Summary of Hierarchical culture on Staff Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633 ^a	.400	.396	.757

a. Predictors: (Constant), hierarchical culture

Source: Field survey, Essibu (2021)

The result from Table 7 shows the R- Correlation Coefficient and the R-Square-Coefficient of Determination. The R Square value of .400 indicates that about 40.0% of the variation in the Staff performance at the University of Cape Coast is accounted for by Hierarchical culture, the remaining variation in Staff performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.633 indicates a large relationship between Hierarchical culture and Staff performance. The results indicate a positive relationship between Hierarchical culture and Staff performance at the University of Cape Coast. Table 8 assess the statistical significance of the regression model.

Table 8: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.627	1	56.627	98.754	.000 ^b
	Residual	84.866	256	.573		
	Total	141.493	257			

a. Dependent Variable: staff performance

b. Predictors: (Constant), hierarchical culture

Source: Field survey, Essibu (2021)

The results of the ANOVA form Table 8 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick & Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. In this analysis, the p -value is well below .05 ($p = .000$). Therefore, it can be concluded that the R and R^2 between Hierarchical culture and the performance of staff is significant. However, the ANOVA fails to indicate the extent of the effect. Table 9 indicates the magnitude of the impact of Hierarchical culture on the performance of staff at the University of Cape Coast.

Table 9: Coefficients^a

Model	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1 (Constant)	.591	.233		2.535	.012	
HIERARCHICAL	.745	.075	.633	9.938	.000	

a. Dependent Variable: staff performance

Source: Field survey, Essibu (2021)

The table in the SPSS output labelled coefficients (table 8) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value $p= 0.000$ is less than 0.05 for both the independent variable and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the independent variable has a

significant impact on the dependent variable. It can therefore be concluded that, Hierarchical culture, an organisational culture dimension has a significant impact on the performance of staff at the University of Cape Coast. The table further shows a Beta of .633 which indicates a strong impact of the independent variable on the dependent.

The second research objective was to establish the extent to which Hierarchical culture as an organisational culture dimension influences Staff performance at the University of Cape Coast. The use of a conducive hierarchical culture environment in providing a positive influence on the performance of staff is supported by most staff at the University of Cape Coast. The respondents of the study believe the degree to which employees become more efficient could be attributed to the existence of a conducive hierarchical culture at the University of Cape Coast.

Peters and Waterman (2011) concurs that the coherence of hierarchical culture in an organisation gives members a sense of identity and this increases their commitment towards their assigned responsibilities. In addition, this reinforces the cherished values and serves as a method of altering behaviour, thereby enhancing the performance of staff within the organisation. This is in agreement with Abdulkadir, Takow, Abdifitah and Osman (2014) who found that hierarchical culture had significant positive influence on ethical competitive, entrepreneurial and consensual culture. From the findings employees observed acceptable personal habits while at work. All these thereby have the tendency to influence the performance of staff within organisations.

Effect of Adhocracy Culture on Employee Performance of Senior Staff

The third research objective sought to examine the adhocracy culture and its influence on the employee performance of senior staff at the University of Cape Coast. This study measured the independent variable adhocracy culture using the Likert scale of 1-5, 1 being – Least level of Agreement, 5 being Highest level of Agreement. In this study, respondents were presented with five (5) statements that depicted some of the activities under the organisational culture assessment instrument (OCAI). This study measured the independent variable adhocracy culture, using the Likert scale of 1-5, 1 being – Least level of Agreement, and 5 being Highest level of Agreement. This was to show the extent to which proper adhocracy culture was existent in the institution. The results were transformed and regressed against staff performance level. The summary of the model of Adhocracy Culture and Staff Performance was presented in Table 10.

Table 10: Model Summary of Adhocracy culture on Staff performance

Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	.372 ^a	.138	.133		.955

a. Predictors: (Constant), adhocracy culture

Source: Field survey, Essibu (2021)

From Table 10 indicate an R Square value of .138 which showed that about 13.8% of the variation in Staff performance of senior staff at the University of Cape Coast is accounted for by Adhocracy culture as an organisational culture dimension, the remaining variation in staff performance

may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.372 indicates a good relationship between Adhocracy culture and Staff Performance. Cohen (1988) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between Adhocracy culture and Staff performance. Table 11 assess the statistical significance of the regression model.

Table 11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.657	1	21.657	23.759	.000 ^b
	Residual	134.903	256	.912		
	Total	156.560	257			

a. **Dependent Variable: staff performance**
b. **Predictors: (Constant), adhocracy culture**

Source: Field survey, Essibu (2021)

The results of the ANOVA form Table 11 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick & Fidell (2013), a significant level of less than or equal to $.05$ is necessary for social science research. In this analysis, the p -value is well below $.05$ ($p = .000$). The table shows whether the model is statistically significant in interpreting the performance of senior staff at the University of Cape Coast, Cape Coast. Therefore, it can be concluded that the R and R^2 between Adhocracy culture and staff performance of at the University of Cape Coast are significant. Table

12 indicates the magnitude of the impact of Adhocracy culture on staff performance at the University of Cape Coast.

Table 12: Coefficients^a

Model	Unstandardized		Standardized		T	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1 (Constant)	1.258	.294		4.276	.000	
ADHOCRACY	.461	.095	.372	4.874	.000	

a. Dependent Variable: staff performance

Source: Field survey, Essibu (2021)

From Table 12, the significant value $p=0.000$ is less than 0.05 for both the independent variable (Adhocracy culture) and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can therefore, be concluded that adhocracy culture, an organisational culture dimension has a significant impact on staff performance. The results further indicate a Beta of $.372$ which is statistically significant since $p=0.000$ and less than $.05$. It is proper adhocracy culture environment that facilitate support systems created in the institution which eventually impact positively the performance of staff at the University of Cape Coast.

This is in tandem with Muya, et al (2011) who found out that every organisation had a culture which influenced people’s attitudes and behavior at work. The findings revealed that the University of Cape Coast were guided by

the organisations' overall strategic plan in carrying out their work and employees completed work assigned to them as per the desired standards. It is also evident that employees committed maximum efforts to their work. These findings concur with Hefferman and Flood (2000) whose indicators of organisational performance included the ability to achieve its goals using available resources. According to Ittner and Larcker (2012) indicators of organisation performance included productivity, quality, consistency and efficiency.

Effect of Market Culture on Employee Performance among Senior Staff

The final research objective sought to explore a market culture and performance among the senior staff at the University of Cape Coast. This study measured the independent variable market culture using the Likert scale of 1-5, 1 being – Least level of Agreement, 5 being Highest level of Agreement. In this study, respondents were presented with five (5) statements that depicted some of the activities under the organisational culture assessment instrument (OCAI). This study measured the independent variable market culture, using the Likert scale of 1-5, 1 being – Least level of Agreement, and 5 being Highest level of Agreement. This was to show the extent to which proper market culture was existent in the institution. The results were transformed and regressed against staff performance level. The summary of the model of Market Culture and Staff Performance was presented in Table 13.

Table 13: Model Summary of Market Culture on Staff Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 ^a	.616	.613	.501

a. Predictors: (Constant), market culture

Source: Field survey, Essibu (2021)

From Table 13 indicate an R Square value of .616 which showed that about 61.6% of the variation in Staff Performance of senior staff at the University of Cape Coast is accounted for by Market culture, the remaining variation in Staff Performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.785 indicates a large relationship between Market culture and Staff Performance. Cohen (1988) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between Staff Performance and Market culture. Table 14 assess the statistical significance of the regression model.

Table 14: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.647	1	59.647	237.393	.000 ^b
	Residual	37.186	256	.251		
	Total	96.833	257			

a. Dependent Variable: staff performance

b. Predictors: (Constant), market culture

Source: Field survey, Essibu (2021)

The results of the ANOVA from Table 14 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick & Fidell (2013), a significant level of less than or equal to $.05$ is necessary for social science research. In this analysis, the p -value is well below $.05$ ($p = .000$). The table shows whether the model is statistically significant in interpreting Staff performance of senior staff at the University of Cape Coast. Therefore, it can be concluded that the R and R^2 between Market culture and staff performance at the University of Cape Coast are significant. Table 15 indicates the magnitude of the impact of Market culture on Staff performance at the University of Cape Coast.

Table 15: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.673	.154		4.355	.000
MARKET	.765	.050	.785	15.408	.000

a. Dependent Variable: staff performance

Source: Field survey, Essibu (2021)

From Table 15, the significant value $p= 0.000$ is less than 0.05 for both the independent variable (Market Culture) and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Market Culture has a significant impact on Staff performance. The results further indicate a Beta of $.785$ which is statistically significant since $p=0.000$ and less than $.05$. The results show that without good and proper organisational market culture, Employee Performance among senior staff in the university will be difficult. It is proper and good organisational culture and systems that

facilitate support systems created in the institution or organisation which eventually impact positively on the performance of senior staff at the University of Cape Coast.

The respondents of the study believe that the role of a proper organisational culture in the organisation makes the workplace more innovative with high enthusiasm which increases the creativity and performance level of the senior staff. This agree with studies by Middlemist and Hitt (2000), who pointed out that effective market culture systems and mechanisms by management of institutions or organisations are considered to be an industrious means of containing the adverse effect of high rate of employees' willingness to efficiently participate in the growth and performance of the organisation.

Chapter Summary

The chapter has provided an analysis of the data with respect to the key objectives of the study. The chapter began with a provision of key descriptive characteristics to understand the nature of the respondents of this study. The first objective indicated that Clan Culture had a positive significant effect on Staff Performance among senior staff of the University of Cape Coast. The second objective established that Hierarchical Culture at the University of Cape Coast had a positive effect on the performance of staff within the institution. The third objective showed that Adhocracy Culture had a significant impact on Staff Performance at the University of Cape Coast. Finally, the study also showed a positive significant effect of Market Culture on Staff performance at the University of Cape Coast.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

With reference to the findings identified in the previous chapter, this chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations on how best they can sustain and promote organisational culture in order to increase the performance of senior staff at the University of Cape Coast. Finally, the suggestion for future research is also made.

Summary of the Study

The purpose of the study was to analyse the corporate culture of the senior staff at the University of Cape Coast and its effect on their performance. There were four main specific objectives, which the study aimed to achieve, and these included:

1. to examine the relation between clan culture and employee performance of senior staff at the University of Cape Coast,
2. to analyse the hierarchical culture and its influence on the employee performance of senior staff at the University of Cape Coast,
3. to examine the adhocracy culture and its influence on the employee performance of senior staff at the University of Cape Coast, and
4. to explore a market culture and performance among the senior staff at the University of Cape Coast.

The study was based on the views of 249 senior staff from the University of Cape Coast. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 1 to 5 where 1, Least level of agreement and 5 stood for the Highest level of Agreement.

Key Findings

The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS 26.0 version) software. The major findings as they related to the specific objectives of the study had been summarized as follows. The first research objective sought to examine the relation between clan culture and employee performance of senior staff at the University of Cape Coast. The results of the regression analysis indicated that there is a significant and strong positive relationship between Clan Culture and Staff performance. The results showed a coefficient of determination of $R = 0.411$ portraying a large relationship between Clan Culture as an organisational culture dimension and Staff Performance. The significant value showed $p = 0.000$ for the constant and $p = 0.000$ for independent variable showed a significant impact on the dependent variable as per Pallant (2013) criterion.

The second objective of the study was analyse the hierarchical culture and its influence on the employee performance of senior staff at the University of Cape Coast. With this regression analysis was ran to determine the effect, the extent as well as the significance of the effect of Hierarchical culture on Staff Performance. The R-value of 0.633 per the regression analysis indicated a strong positive effect of Hierarchical Culture on Staff Performance. This was

followed by assessing the statistical significance of the regression model. The ρ -value was found to be well below .05 ($\rho = .000$); followed by a Beta of .633 showing a strong impact of the independent variable on the dependent. On the bases of the analysis, it can be said that Hierarchical Culture had a strong and significant impact on Staff Performance among senior staff at the University of Cape Coast.

Moreover, the third research objective sought to examine the adhocracy culture and its influence on the employee performance of senior staff at the University of Cape Coast. The study found out that there was a relationship between Adhocracy Culture and Staff Performance (R-value of 0.372). The researcher further examined the significant level as well as the magnitude of the impact. The ANOVA indicated a statistically significant figure of $p=.000$ which is <0.05 and a Beta of .372 providing a justification that the impact of Adhocracy Culture on Staff Performance is significant. It can, therefore, be concluded that Adhocracy Culture had a positive and significant impact on Staff Performance among senior staff at the University of Cape Coast.

Finally, the fourth research objective sought to explore a market culture and performance among the senior staff at the University of Cape Coast. The study found out that there was a relationship between Market Culture and Staff Performance (R-value of 0.785). The researcher further examined the significant level as well as the magnitude of the impact. The ANOVA indicated a statistically significant figure of $p=.000$ which is <0.05 and a Beta of .785 providing a justification that the impact of Market Culture on Staff Performance is significant. It can therefore, be concluded that Market Culture as a dimensions

of Organisational culture had a positive and significant impact on Staff Performance among senior staff at the University of Cape Coast.

Conclusions

The aim of this study was to analyse the corporate culture of the senior staff at the University of Cape Coast and its effect on their performance. Organisational Culture dimensions were put into Clan culture, Hierarchical culture, Adhocracy culture and Market culture. The first research objective was to examine the relation between clan culture and employee performance of senior staff at the University of Cape Coast. The findings led to the conclusion that there was a positive and significant relationship between Staff Performance and Clan culture as a dimension of Organisational culture. This implied that proper systems adopted by the organisation in creating a sustainable clan culture incorporated in the activities of the organisation contributes to innovation and hence increase in employees' performance at the workplace. It was also concluded that the most effective form of clan culture within the University of Cape Coast is to incorporate within the organisational structures to solicit for a competitive environment.

The second objective of the study was to analyse hierarchical culture and its influence on the employee performance of senior staff at the University of Cape Coast. Based on the findings, it can be concluded that there was a positive and significant relationship between Hierarchical culture and Staff performance. The results further led to a conclusion that the University of Cape Coast had a hierarchical organisational culture that determined how things were done, employees were like-minded and held similar beliefs and values, commercial banks were guided by values of consistency, adaptability and

effective communication system, employees had a sense of identity which increased their performance to work. This hence increases the overall contribution of various employees to the performance of the institution.

The third objective of the study was to examine the adhocracy culture and its influence on the employee performance of senior staff at the University of Cape Coast. Results led to the conclusion that there was a strong positive and significant relationship between Adhocracy culture as a dimension of Organisational culture and senior staff performance. It was also concluded that senior staff of the University of Cape Coast observed acceptable personal habits while at work, guided by the organisations' overall strategic and committed maximum efforts to their work. In addition, there was greater accountability for end results as senior staff always worked proactively to any organisational threats, complied with the organisational policies and professional code of conduct and were highly involved in achieving organisational objectives. This implied that the frequent adoption within such culture produced an improved and innovative workplace and hence contributing to the performance of senior staff at the University of Cape Coast.

The final research objective was to explore market culture and performance among the senior staff at the University of Cape Coast. The findings led to the conclusion that there was a positive and significant relationship between Market culture and Staff performance. This implied that proper systems adopted by the organisation in creating a sustainable market culture incorporated in the activities of the organisation contributes to innovation and hence increase in employees' performance at the workplace. It was also concluded that the most effective form of market culture within the

University of Cape Coast is to incorporate within the organisational structures to solicit for a competitive environment within the same educational sector.

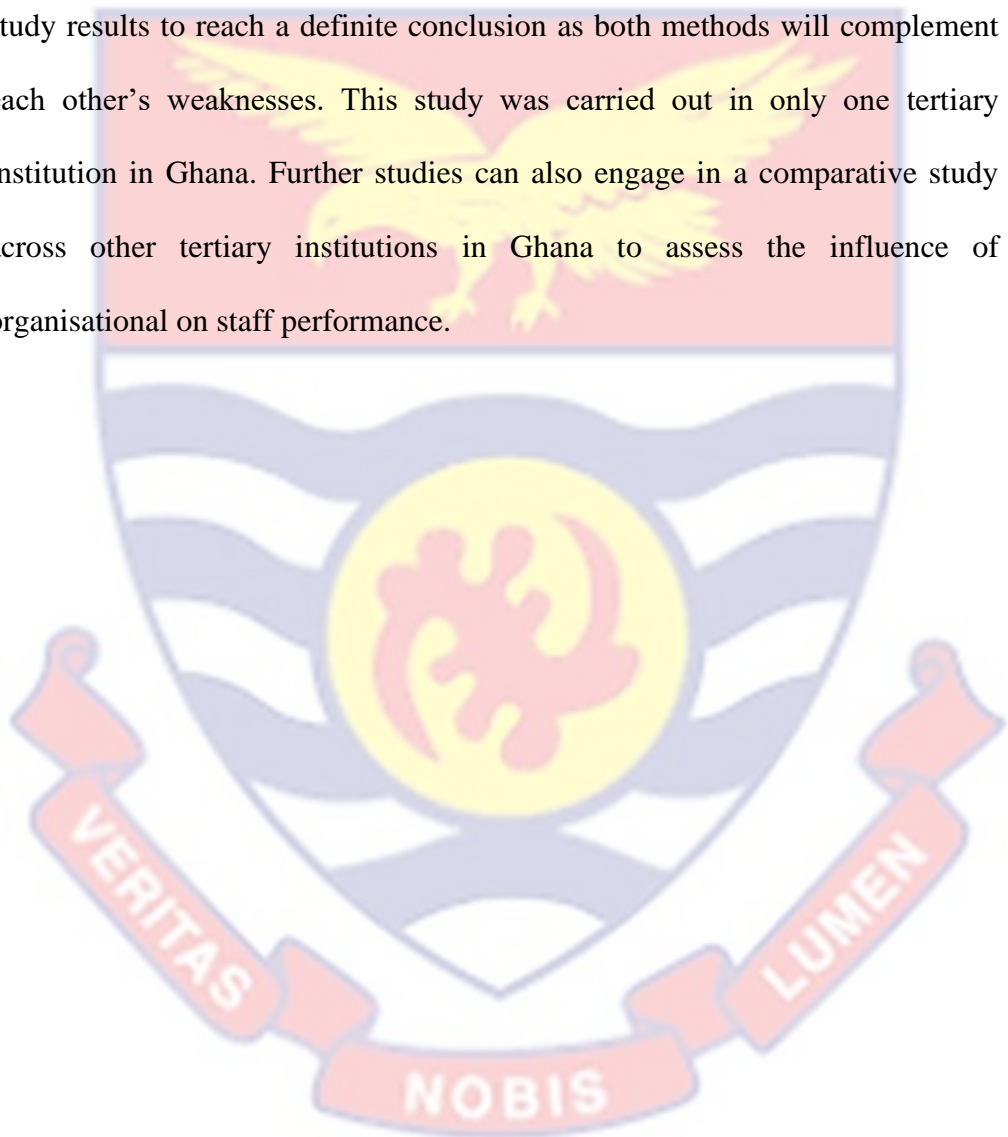
Recommendation

Based on the findings, it was obvious that the right organisational culture type with a more effective means of its implementation is a tool for necessitating an increase in employee performance and hence, organisational performance on a broader view. Thus, it is recommended that the university management should adhere strictly to effective improving on employee performance by employing the right organisational culture type in order to serve the interest of employees and further improving on their level of performance in the university as staff. Findings from the current study are important to both employees and employers in terms of a deeper understanding of organisational culture and its influence on employee performance, which consequently affects organisations' productivity and performance.

Management must create a favorable condition for staff in relation to the right organisational culture type and as to which level of employee performance that would best address certain negative influences on employee performance and dissatisfaction. Also, giving staff the platform to be able to make recommendations, give opinions and suggestion on issues which affect them in relation to some of the needed organisational culture types and practices that may be beneficial from the perspective of the employee. Moreover, it is expedient of the university management to organise training and seminars to groom employees as to when and how these organisational culture types are beneficial in meeting its associated level of performance for a greater influence.

Suggestions for Further Research

This study was based on quantitative analysis, as a result, the employees were not able to describe the situation and explain in detail the reasons behind the answers that were given. In view of this soon, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to reach a definite conclusion as both methods will complement each other's weaknesses. This study was carried out in only one tertiary institution in Ghana. Further studies can also engage in a comparative study across other tertiary institutions in Ghana to assess the influence of organisational on staff performance.



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QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Business Administration (Human Resource Management) programme at the School of Business, Department of Human Resource Management. This questionnaire is designed to ascertain information for my research work on the topic: **“ORGANISATIONAL CULTURE AND SENIOR STAFF PERFORMANCE IN THE UNIVERSITY OF CAPE COAST”**. This research is in partial fulfilment of the requirement for the award of a Master of Business Administration Degree in Human Resource Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Florence Essibu

SECTION A

SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, kindly tick [] on the space provided where necessary.

1. Gender: MALE [] FEMALE []

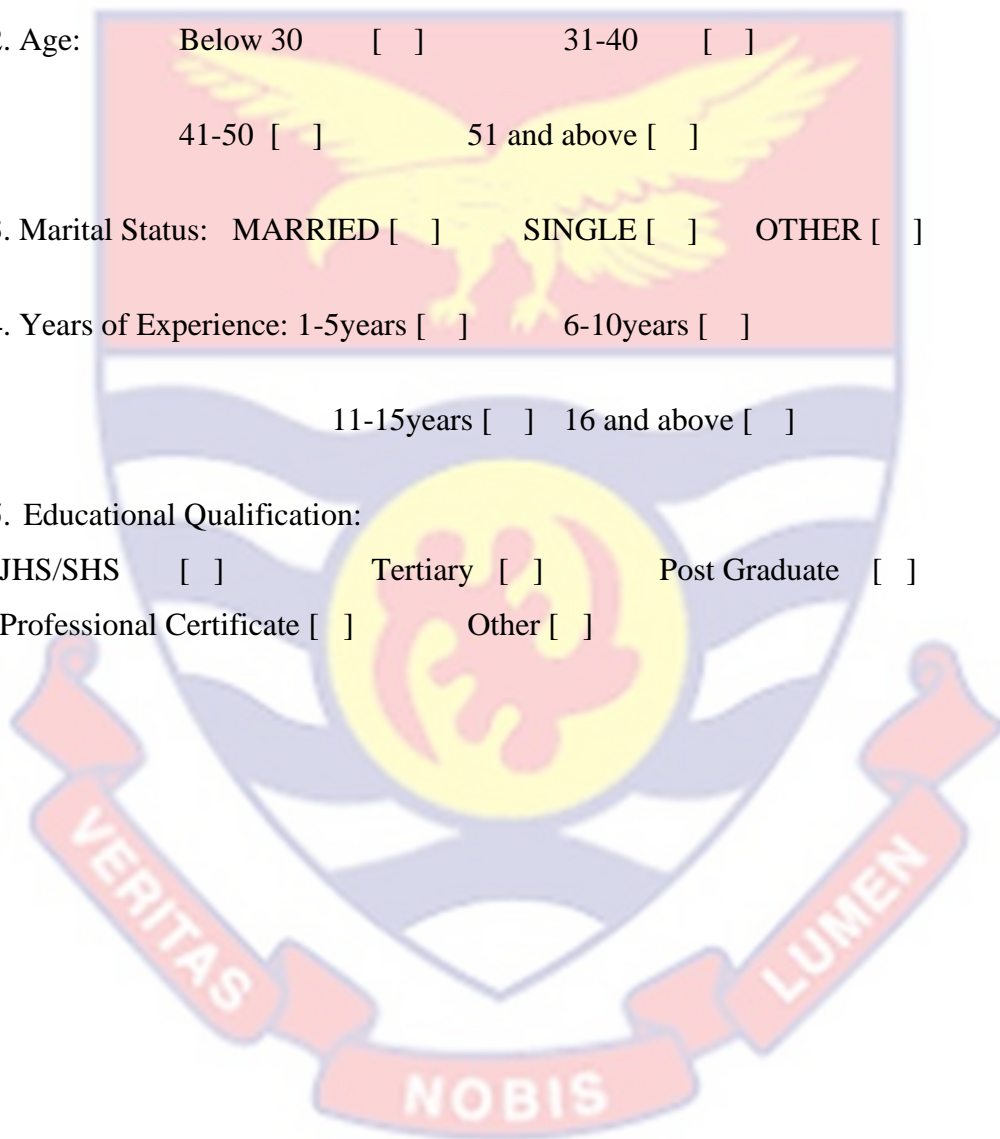
2. Age: Below 30 [] 31-40 [
41-50 [] 51 and above []

3. Marital Status: MARRIED [] SINGLE [] OTHER []

4. Years of Experience: 1-5years [] 6-10years [
11-15years [] 16 and above []

5. Educational Qualification:

JHS/SHS [] Tertiary [] Post Graduate [
Professional Certificate [] Other []



SECTION B

ORGANISATIONAL CULTURE ASSESSMENT INSTRUMENT

(OCAI)

Thinking about Organisational Culture in general, read the statements below carefully and rate how much you personally agree or disagree with each statement. Use a scale of 1-5 with where

1 = Least Level of Agreement; 5 = Highest Level of Agreement

Statement	Likert Scale				
	1	2	3	4	5
Clan Culture					
Agreement is easily achieved even concerning hard problems in organisation					
Competition between colleagues usually brings more harm than good					
It is not accepted to talk about people behind their back					
In group everyone must put maximum effort to achieve common goal					
Reward for success must go to department, because everyone put an effort					
Adhocracy Culture					
Employees of any division have equal perspectives					
Information is available for everyone. One can get any needed information					
Projects are coordinated easily through all functional units					
New ideas must be applied immediately otherwise they become old and obsolete					
Most competent representative of group must make decisions even if formally he/she is not a leader of the group					
Hierarchy Culture					

Statement	Likert Scale				
We have informal norms and rules which are to be followed by everyone					
Rules of the company must not be disobeyed even if employee thinks that he/she acts in favour of Company					
Instructions and regulations are needed to govern every process of work					
Organisation must have strict hierarchy					
One needs to control spending of resources strictly, or total disorder will happen					
Market Culture					
Customers' interests are never ignored in decision making of organisation					
We constantly improve our methods of work to gain advantages over rivals					
During conflict everybody tries to solve it quickly and mutually profitable					
It is very important to feel market changes to react contemporarily					

SECTION C: EMPLOYEE PERFORMANCE

This section contains statements assessing the performance of employees. Please tick as appropriate in the boxes using a tick (√) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements. In a 5-point Likert scale, where 1 – Least Level of Agreement, and 5 – Highest Level of Agreement, rate the following statements on the level of employee performance in UCC.

	Statement	1	2	3	4	5
1	The management strategies motivate me to be a delight to customers.					
2	I perform my work to the expected standards.					
3	I have complete knowledge and understanding of my tasks.					
4	I have the required level of motivation to perform the task with minimum will and efforts.					
5	I can manage my time and allocate resources effectively.					
6	I can make snap judgments with limited information.					
7	I can judge a given work situation and respond to it.					
8	The rewards packages influence me to show loyalty to UCC					
9	Resources needed for the proper functioning of the organisation are always available					

THANK YOU