

UNIVERSITY OF CAPE COAST

ORGANISATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN
THE SANCTUARY MONTESSORI IN TAKORADI, GHANA

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ORGANISATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN
THE SANCTUARY MONTESSORI IN TAKORADI, GHANA

BY

PRISCILLA OHUI LOMOTEY

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

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DECLARATION

Candidate's Declaration

I do declare that neither this work nor any part of it has been presented to the University of Cape Coast or any institution elsewhere and it is as a result of my personal and original work.

Candidate's Signature Date:

Candidate's Name: Priscilla Ohui Lomotey

Supervisor's Declaration

I do declare that I provided supervision throughout the preparation and presentation of this work in line with stipulated guidelines of the University of Cape Coast on the supervision of the dissertation.

Supervisor's Signature: Date:

Supervisor's Name: Dr. Nick Fobih

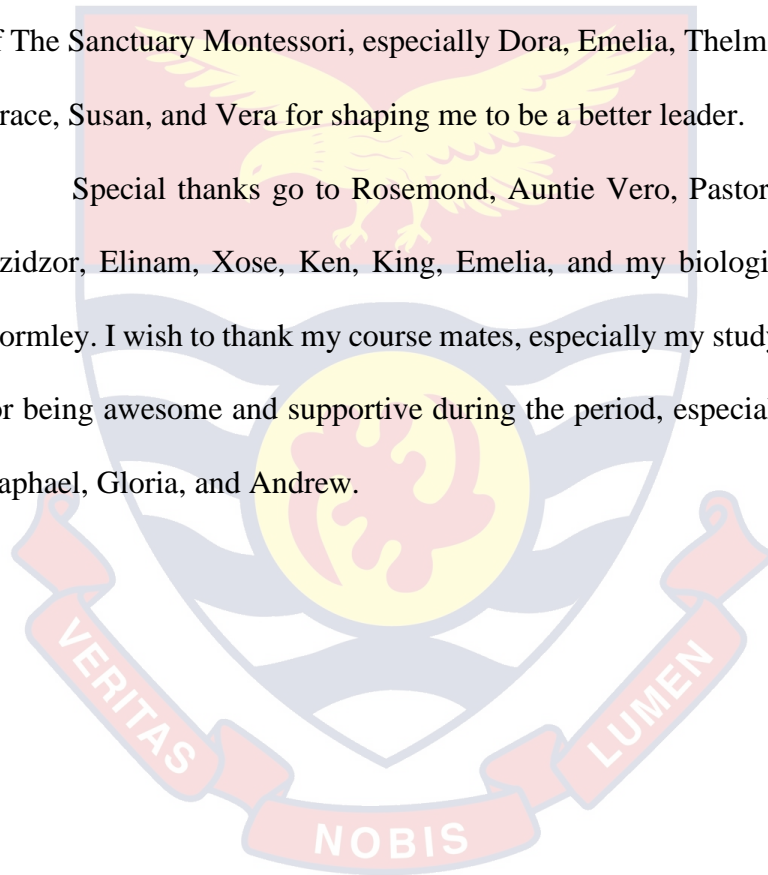
ABSTRACT

The study sought to examine the influence of organisational culture on employee performance in The Sanctuary Montessori in Takoradi, Ghana. The specific objectives of this study were to: assess the organisational culture that existed in The Sanctuary Montessori in Takoradi, Ghana; ascertain the level of employee performance in The Sanctuary Montessori in Takoradi, Ghana; and finally to examine the effect of organisational culture on employee performance in The Sanctuary Montessori in Takoradi, Ghana. The research approach was quantitative, the research design was descriptive-explanatory and the study design was cross-sectional. All teaching and non-teaching staffs of The Sanctuary Montessori in Takoradi-Ghana, numbering 82 formed the population of the study. A census was employed to select all 82 teaching and non-teaching staff of The Sanctuary Montessori in Takoradi, Ghana to serve as a sample size for this study. However, the returned and usable response for the study was 75 representing 91.5%. A semi-structured questionnaire was the instrument used for data collection and it was self-administered. IBM SPSS Statistics for Windows, version 23 was the software used to analyze the data. Mean, standard deviation, and standard regression tools were employed. Among other findings, this study found a positive significant effect of organizational culture on employee performance. This study concluded that a strong corporate culture propels employees to superior performance and vice versa. The study, therefore, recommended that the management of The Sanctuary Montessori should maintain a strong corporate culture within the organization to propel employees to continuously perform well.

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DEDICATION

To Reverend Prosper Asamoah and Dr. Vandyck Lomotey



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LIST OF ACRONYMS

| | |
|--------|--|
| DTC | Diamond Trading Company |
| NAFDAC | National Agency for Food and Drug Administration and Control |



CHAPTER ONE

INTRODUCTION

This section presents the overview of the study which is centered on the relationship established between organisational culture and its influence on employee performance. It includes the background to the study, statement of the problem, the purpose of the study, objectives of the study, significance of the study, delimitation of the study, organisation of the study and the chapter summary.

Background to the Study

Organisations in their quest to survive the competitive nature in today's business must increase their activities towards success by ensuring that their employees are of the right standing, through a strong organisational culture. Organisations must therefore cultivate culture and pass it on to new staff. This means that when a new person joins the organisation they are bound by the way of life or the existing culture of that organisation which then becomes the backbone of that organisation holding it together (Peters & Waterman, 2012).

Organisational cultures are grounded in deep-seated beliefs about gender, the nature of work and the ideal employee, which reflect societal norms and are often implicit or even unconscious and are therefore difficult to challenge (Lewis & Taylor 2004). According to Schneider, Ehrhart, & Macey (2013), organisational culture is the shared basic assumptions, values, and beliefs that symbolize a workplace and are picked up and taught to newcomers. The culture of an organization can have many positive or negative effects including employee morale, commitment, productivity, physical health, and

emotional wellbeing (Cameron & Quinn, 2006). Culture starts to affect an organization and the employees based on the overall goals, values, and leadership style of supervisors and managers.

Employees are constantly surrounded by culture, which forms the background of their work lives in organizations (Uddin, Luva & Hossian, 2013). Organizational culture is a set of values, norms, beliefs, attitudes, and assumptions that may not have been articulated, but shapes the way people in organizations behave and do things (Mohammed, 2017). Undeniably, organizational culture is valuable to an organization. This is because it forms the basis of employee motivation (Ekpenyong & Ekpenyong, 2016). The culture supplies strong machinery for influencing behavior by shaping how people view the world (Ilham, 2018).

The culture of an organization offers the employees a sense of direction, guidance, and expectations to help them understand their unique and collective roles and responsibilities within the organization. It helps create a good effect on the attitudes and behaviors of employees to help achieve the goals of the organization (Narayana, 2017). Organizational culture serves as a unifying force for the employees and promotes better understanding, better coordination, and less conflict. Organizational culture helps in the coordination of assignments and minimizes the inefficiencies in the use of resources (Padhi, 2017). The performance of employees is boosted by an organizational culture which points to a clear sense of purpose (Weerarathna & Geeganage, 2014).

Organizational culture is deemed to affect the performance of employees (Paschal & Nizam, 2016), and their attitudes toward work (Ilham, 2018), which positively affects organizational performance at large (Wambugu,

2014). A strong positive culture can make an individual, who performed averagely, achieve brilliant performance (Kamau & Wanyoike, 2018). Additionally, the ties which keep employees committed and loyal to their organizations is the organizational culture. It includes standards and norms that prescribe employee behavior in the workplace (Awadh & Alyahya, 2013). One characteristic of a strong corporate culture is that the employees are united in their thinking (Narayana, 2017). Thus, what establishes the culture of an organization are the fundamental beliefs, values, principles, and practices which in turn defines the organization's approach to management.

Armstrong (2006) defines employee performance as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. In addition, Armstrong argues that employee performance is not just a matter of only what a group of employees (teams) or an individual employee achieves in regard to the set goals and targets but it also has to do with how the employees or an individual employee is willing and motivated to uphold and promote the values of the organization. Top managers and directors are assigned with the duty of evaluating the employee performance of each staff member on an annual or quarterly basis and identify gaps for improvement and they come up with strategies in collaboration with the employees on how they can work on the gaps. It is against this background that the researcher sought to discuss organizational culture and employees' performance in the Sanctuary Montessori in Takoradi, Ghana.

Statement of the Problem

In a business environment that is characterized and driven by numbers, corporate culture is often seen as a 'soft' or too vague and too difficult to grasp

concept simply because it has not been empirically proven to have any effect or contribute to an organizations financial performance. In addition, corporate culture seems to elude precise definition or measurement since it is not financially quotable and has not been considered by many managers and supervisors as well as the top organizational leaders as a factor that need consideration even when dealing with profitability issues and organizational performance at large (Jones, 2007).

The management is in most cases concerned with the leading financial indicators, and tends to forget or assume the role that other lagging non-financial indicators like corporate culture have in shaping behaviors believes and value systems that are critical in achieving the needed performance. In this note, organizations have been faced with the challenge of improving their employee performance which has gone down irrevocably, even with up to date employee motivation initiatives. Initiatives to improve employee performance have been left in the hands of human resource managers, who undermine and sometimes perceive corporate culture to have very minimal influence on employee and organizational performance (Cascio, 2006).

Poor employee and organizational performance may not be as a result of poor recruitment strategies and selection processes, lack of employee motivating strategies, poor management and leadership or any other employee well-being initiatives, but the failure of employees, supervisors and managers and organizational leaders to understand the profound effect that corporate culture has on employee as well as organizational performance.

Most educational institutions globally have a sound risk culture effectively supporting the long term goals and in particular the risks vision set

by the company. Risk cultures are influenced or influences by various forces. Organizations should have a clear vision for their risk cultures, actively manage and monitor it and take necessary steps should there be deviation from a target state. Educational institutions consider risk culture as asintegral part of the holistic risk management framework. An organization may have a various risk management tools, models, processes and functions, but if its culture is not aligned to the agreed goals of the organization, these tools, models and processes will not achieve its objective. Major culture at Sanctuary Montessori include; enabling people to contribute and lead to their highest potential, connecting strategy, goal and meaningful purpose, delivering values efficiently to the customers and discovering better ways of working, more importantly a culture of trust and mutual respect is emphasized.

While studies on organizational culture exist in sectors, such as hospitality (Kamau & Wanyoike, 2018), power (Wambugu, 2014), brewery (Thuku, Abiero & Juma, 2013), food and drugs (Agwu, 2014), trading (Kelepile, 2015), telecommunication (Paschal & Nizam, 2016), and banking (Gunaraja, 2014; Owusu, 2016); the phenomenon has received a relatively low level of empirical investigation among the possible antecedents of employee performance, particularly among educational institutions. The study intended to address the research question: The organisational cultures and the extent of their influence on employee performance at the Sanctuary Montessori in Takoradi, Ghana.

Purpose of the Study

The goal of the study is to examine the influence of organisational culture on the performance of employees in The Sanctuary Montessori in Takoradi, Ghana.

Research Objectives

The research aims at the following objectives:

1. To examine the organizational culture that existed in the Sanctuary Montessori in Takoradi, Ghana,
2. To assess the level of the performance of employees at the Sanctuary Montessori in Takoradi, Ghana.
3. To examine the effect of organisational culture on employees performance at the Sactuary Montessori in Takoradi, Ghana.

Research Questions

The research objectives give rise to the following research questions:

1. What kind of organizational culture exists in The Sanctuary Montessori in Takoradi, Ghana?
2. What is the level of employee performance in The Sanctuary Montessori in Takoradi, Ghana?
3. What is the effect of organisational culture on employee performance at The Sanctuary Montessori?

Significance of the Study

The study has extensively thrown light on organisational culture as an effective mechanism to implementing and ensuring improved performance of employees. Despite the enormous organisational culture strategies that have been suggested by researchers, but yet still fails to mitigate the problems of

inconsistencies in employee performance. This study therefore would be an advantage to several streams of individuals and organisations who are affected with challenges notwithstanding adapting to various organisational culture dimensions especially at the Sanctuary Montessorri in Takoradi, Ghana.

The importance of the study is indicated in solving the problem of cultural diversities at the Sanctuary Montessorri in Takoradi, Ghana by clarifying the importance of organisational culture while implementing the strategies to help improve the performance of their employees and the latest strategies provided by experts. In addition, to highlight the reality of organisational culture and the most cases concerned with performance. The study provides assistance to the officials in the Sanctuary Montessorri in Takoradi, Ghana and other sectors to develop their interest in organisational culture and its influence on employee performance especially within the educational sectors.

Furthermore, this study is a tool for academics and researchers in this field and an important reference for all who wish to use it to improve their organizational culture dimensions efficiently and effectively in relation to implementing the work life balance and the right organizational culture dimension.

Delimitations of the Study

The study covered the influence of organisational culture on the performance of employees of the Sanctuary Montessori in Takoradi, Ghana. The study specifically focuses on examining the organisational culture among the employees at the Sanctuary Montessori and employee performance. In terms of content, there is countless number of issues that could have been looked at in terms of employee performance and organisational culture. However, this study

delimited itself to how organisational culture and performance of employees contribute to the development of employees (teachers) at the Sanctuary Montessori in Ghana by way of instigating into the concept of organisational culture policies and employee performance and how to mitigate inconsistencies in the performance of employees.

Limitations to the Study

This research encountered several problems especially gathering appropriate data for the analysis. Generally, apathy was the major problem since some of the respondents failed to answer the questionnaire. The respondents might not have disclosed their actual opinions on certain issues related to the hospital which could be confidential in nature. Therefore, bias in their responses was possible. Also, this study researched the influence of organisational culture on employee performance at the Sanctuary Montessori with the views from sampled respondents, which is a small representation of all the employees in the educational sector. This may limit the inferences that can be drawn from this study as their views may not be applied to all the employees in the educational sectors in Ghana.

Finally, with hindsight, a mixed method (that is, both qualitative and quantitative methods) could have been adopted with interviews conducted, which would have provided an in-depth understanding of issues. Besides, using the qualitative method would have added to the weight of materials relating to organisational culture and employee performance. Although this would have proved extremely time consuming, an interview with the others in higher positions, like the senior employees, would also have been useful. This would have helped to understand the rationale behind the elements of organisational

culture and employee performance and know the links between these elements and employees' performance and how they could be improved.

Organisation of the Study

The study was made up of five chapters. Chapter one looked at the background of the study, statement of the problem, research objectives, research questions and significance of the study, limitations, scope of the study and organisation of the study. Chapter two reviewed the literature available on organizational culture and work life balance. It investigated organizational culture dimensions and their influence on work life balance policies using literature from books and other studies relating to the topic. Chapter three described the methodology that would be used in the study: this included the population size, sample size and sampling techniques as well as methods of data collection and data analysis. Chapter four presented the data analysis and the findings based on research objectives. Chapter five provided an interpretation of the results based on the findings and provided recommendations for further studies to be conducted.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents theoretical review, conceptual and empirical review, and the conceptual framework. The literature review is an activity in which the knowledge base is engaged to inform the present study. It covers three major sections, namely the As part of my literature review, I will provide a brief overview of the concepts: organizational culture, employee performance, and the interrelatedness between the two concepts.

Theory Underpinning the Study

The Job Demands-Resources (JD-R) Model

The JD-R model (Schermerhorn, 2016; Demerouti et al., 2001) is based on the idea that, while each occupation has its own unique work characteristics linked with job stress or burnout, these qualities can nevertheless be modeled in two broad categories: job demands and job resources. Job demands are those parts of a job that involve continuous physical and/or psychological (cognitive and emotional) effort and, as a result, are linked with physiological and/or psychological expenses. High job pressure, role overload, emotional expectations, and bad working circumstances are all examples.

Job resources are those characteristics of a job that are (1) useful in accomplishing work goals; (2) minimize job demands and related physiological and psychological costs; or (3) encourage personal growth and development. Resources can be found at the organizational level (e.g., salary, career opportunities, job security), interpersonal and social relations (e.g., supervisor and coworker support, team climate), work organization (e.g., role clarity,

participation in decision making), and task level (e.g., role clarity, participation in decision making) (e.g., performance feedback, skill variety, task significance, task identity, autonomy). In general, job demands and resources are adversely linked, because job demands such as high work pressure and emotionally taxing client contacts may prevent job resources from being mobilized (Schermerhorn, 2016). High job resources, such as social support and feedback, may also help to lessen job demands.

Working qualities may elicit two psychologically distinct processes, according to a second premise in the JD-R model. Demanding elements of work (i.e., work overload) lead to continual overwork and, in the long term, weariness in the initial step (Houtman, Bongers, Smulders & Kompier, 1994; Rollinson, 2015; White, 2012). This means that if people grow fatigued as a result of environmental demands, they will be unable to function adequately since their energetic resources would be depleted.

In the JD-R model's second step, a shortage of job resources prevents real goal achievement, resulting in failure and frustration (Schermerhorn, 2016). When employees have resources (such as coworker assistance or the opportunity to manage one's own work), they usually go above and beyond to achieve their objectives (Fox & Bartholomae, 2000). When organizations do not offer or reward workers with job resources, the long-term result is disengagement from work, diminished motivation, and commitment (Schermerhorn, 2016), removing one of the key mechanisms by which the organization supports extra-role performance (Fox & Bartholomae, 2000).

Conceptual Review

The conceptual review explains the concept/variables used in the study. It explains the concept of organizational culture, the concept of employee performance, and the interrelatedness of the two concepts.

The concept of organizational culture

Employees need a healthy work environment and a good work-life balance, therefore organizational culture is crucial. The founder of an organization determines its culture; nevertheless, as the organization expands, subcultures emerge, and supervisors shift, the culture will evolve. Because culture evolves through time, it is critical to assess and adjust their culture in order to build a better company. To modify an organization's culture, it must first be thoroughly evaluated. Organizational culture may be assessed in a variety of ways. When assessing an organization's culture, Schein (2010) utilized a modernist method, examining it on three levels: artifacts, proclaimed ideas and ideals, and the basic underlying assumptions. An organization may determine what others think of the workplace, what the general values are, and what the workers think of the workplace using these three levels of analyzing culture (Schneider et al., 2013).

An organization's entire culture may be assessed using these three levels of culture, and adjustments can be made depending on these levels. Those whose main beliefs, values, assumptions, and artifacts are purely success driven, increasing profit, and producing results are generally more supportive of a strong work-life balance than those whose main beliefs, values, assumptions, and artifacts are purely success driven, increasing profit, and producing results.

In addition to evaluating artifacts, professed beliefs and values, and fundamental underlying assumptions, four leadership styles may be utilized to assess culture. Hierarchy, market, clan, and adhocracy are examples of diverse leadership cultures. These leadership styles make up the competing values framework, which aids in determining the sort of leadership style that impacts an organization's overall culture (Cameron & Quinn, 2006). A leader who emphasizes a regulated work environment with rules, specialized tasks, and centralized decisions leads the hierarchical culture.

In general, several layers and levels of management and leadership strive to establish formal norms and regulations, as well as long-term organizational goals of stability. The hierarchical leadership style is controlling, with the leader serving as a coordinator, monitor, and organizer in most cases. In a hierarchical leadership style, the basic notion of effectiveness is to have control and be efficient (Cameron & Quinn, 2006).

A market culture is the next sort of leadership style. This is an aspirational culture, with continual rivalry and a desire to develop a product. In general, this leadership style is goal-oriented, with profit as the primary objective (Cameron & Quinn, 2006). The external environment, rather than the internal personnel, drives the company in this culture. Leaders are typically harsh and have high expectations of their staff, as well as being hard-drivers and competitive. Employees are actively attempting to provide the finest product and please their management, thus reputation and success are two of the most essential values.

The clan culture fosters a spirit of cooperation. Leaders are typically facilitators, team builders, and mentors who provide assistance as needed. These

companies are more family-oriented, with a strong emphasis on collaboration (Cameron & Quinn, 2006). Employees usually have a lot in common, and executives are viewed as father figures or mentors. Clan cultures are generally bound together through loyalty and tradition, as well as an emphasis on collaboration and awarding as a group (Cameron & Quinn, 2006). In general, a clan culture is one that thinks that human growth and involvement will lead to the most successful and effective groups.

Finally, the adhocracy culture is one that encourages people to be creative and inventive in the workplace. Leaders are often inventors, entrepreneurs, and visionaries (Cameron & Quinn, 2006). New resources are created via the application of creativity and adaptability. Adhocracy cultures, in general, do not utilize organizational charts since they must continuously change and adapt to new possibilities as they occur. Because projects are always changing, workers are allocated and reassigned as project leaders based on the project's needs and the employees' competence (Cameron & Quinn, 2006). Overall, leaders are risk takers and innovators who support personal initiative, independence, and creativity.

Characteristics of organisational culture

According to Dasanayaka and Mahakalanda (2008), maximizing employees' values is a rational asset that necessitates a culture that encourages local involvement in both individual and organizational learning, new knowledge development, and willingness to share with others. According to Schien (1992), organizational culture and its features are far more significant today than they were in the past.

Shared assumptions

Shared assumptions are frequently unchallenged and taken for granted (Schein, 1992). Individuals take for granted but consider to be true widely held, intrinsic, distinctive, and deeply entrenched beliefs that govern their thoughts, attitudes, and emotions about things and how those things operate (Brown, 1995; Parker & Bradley, 2000; Hellriegel et al., 2004; Martin, 2005). Workers find, intend, or build common assumptions via experience, according to Smith (2003), and these shared assumptions are viewed as valid by future employees because they think they have been effective in the past. Schein's (1992) concept of corporate culture is supported by Smith's reasoning. Corporate culture can emerge either unintentionally or deliberately, as seen by the talks on common assumptions. It evolves when companies learn to cope with risks and opportunities, as well as strengths and weaknesses, in their internal and external contexts throughout the course of their operations. This demonstrates that the strength of a culture is determined by the methods for learning and the degree to which individuals share the same underlying assumptions.

Shared values

In their study, Deal and Kennedy (1982) found that values are at the center of institutional culture. Shared values, according to Sathe (1983), improve organizational identification and connection. Hofstede (1999) went on to say that cultural values are individuals' wide-ranging preferences for some states of affairs over others, and that these cultural values are about what is clean and unclean, logical and irrational, moral and immoral, good and evil. Furthermore, Hellriegel and Slocum (2007) claimed that cultural values change from one organization to the next. Some company cultures place a high value

on technology, innovation, and employee well-being, while others place a higher value on profits. For example, according to a research by Tellis, Prabhu, and Chandy (2009), Apple is the most admired business because of its value-driven leadership. They pointed out that late Steve Jobs, Apple's then-CEO, instilled and reinforced ideals like innovation and excellence in the company's operations.

Shared socialization and norms

In a research, Hiellriegal et al. (2004) defined socialization as the systematic process through which new members of a company are introduced to its culture. Norms, on the other hand, are typical patterns of behavior among group members that form a part of the organization's culture and are shared by all employees (Martin, 2005). As a result, inside an organization, norms are viewed as standards, proper attitudes, and behaviors. At Sanctuary Montessori, for example, cheating in the test room or receiving unlawful help in the exam is against the institution's policy. Orientation and matriculation rituals expose staff and students to the institution's cultural standards, which they must observe in order to be accepted.

Shared symbols, language, narratives and practices

Greenberg and Baron (2003) define a symbol as an item that may be utilized to convey an underlying meaning independent of its environment. As a result, organizations frequently rely on symbols as the most fundamental and visible means of conveying their culture. Symbols are thus depicted through words and actions that get their meaning from social interaction (Hofstede, 1994).

According to Hellriegel et al. (2004), language is a common system of vocal sounds, textual signs, and gestures that workers utilize to express specific meanings. Language also refers to the communication channels, which include the Sanctuary Bulletin, which is published monthly, which is published quarterly, and the sanctuary calendar, which is published annually, all of which contain information deemed appropriate for notification to all university members. They also function as official communication organs, containing narratives, values, and other information.

In addition, narratives are based on the organization's history and focus on a single, cohesive event. Individuals create stories to help others comprehend circumstances and occurrences, as well as to demonstrate expertise and insight into how the organization operates (Brown, 1995). Brown went on to say that narratives are significant markers of cultural values and beliefs, official and informal norms and processes, the penalties of breaking the rules, and social categories and status. The terms of service, university laws, quality assurance policy, academic programs, policies and rules for undergraduate studies, students' handbook, and corporate strategy might all be used to create narratives at the institution.

Taboos, rights, and ceremonies are examples of shared practices. Taboos are prohibited behaviors inside an organization. Rites and ceremonies are complex, formal activities meant to elicit strong emotions from employees, such as formal prize-giving gatherings for employees who have met high service standards (Hellriegel et al., 2004). Rights and ceremonies such as matriculation, congregation, granting of special honorary degrees, investiture, anniversary celebrations, and send-off parties for retirees are examples of shared customs at

the Sanctuary Montessori. In summary, according to Martins and Terblanche (2003), organizational culture interacts with these aspects in order to accomplish organizational objectives, organizational image, management and leadership styles, and inter-relationships in the company.

According to Van der Steen's (2010) empirical study on the origins of shared views and corporate culture, companies have an intrinsic propensity to establish homogeneity in terms of common beliefs and values. The research went on to say that this uniformity is created by two methods. To begin with, individuals want to collaborate with those who share their ideas, since others will make the best judgments. Second, employees who work for the same company share their experiences, which leads to similar beliefs. The significance of these findings stems in part from the fact that shared ideas and values are seen as a critical component of corporate culture. In other words, an organization's culture, which is made up of values, assumptions, and external influences, defines the tactics, structures, and processes that are required to survive in a particular industry (Mahrokian et al., 2010). This remark is in line with Martins and Teblance's (2003) point of view. It's vital to identify the environment in which an organization's culture arises in addition to defining the aspects of organizational culture.

Organisational climate

In other words, an organization's culture, which is comprised of values, assumptions, and external influences, determines the strategies, structures, and procedures necessary to succeed in a certain industry (Mahrokian et al., 2010). This statement is consistent with Martins and Teblance's (2003) viewpoint. In

addition to identifying the characteristics of corporate culture, it's critical to define the context in which they emerge.

Climate versus culture

Since the widespread development of organizational culture in the 1980s, there have been several disputes over the theoretical ambiguity surrounding climate and culture studies in the workplace. According to some experts, culture appears to be more than a synonym for climate (Moran & Volkwein, 1992; schneider, 1985). Others believe that the two ideas are substantively comparable, with only methodological variations (Denison, 1984; Hofstede et al. 1990).

Types of organizational culture

For the study, the competitive values framework (CVF) was used. This is due to the fact that it views higher educational institutions as communities with varying levels of clan, adhocracy, market, and hierarchical culture (Lunenburg, 2011).

The Clan Culture

Clan culture is characterized as a family-type within the company that encourages collaboration and involvement in group operations (Beytekn, Yalçinkaya, Doan, & Karakoç, 2010). Managers in a clan culture are team builders, development facilitators, and mentors. According to Rasaan, Adaramaja, and Kayode (2016), the clan culture paradigm spawns a strong emotional commitment to organizational standards. Clan culture's primary assumptions are that pleased and dedicated employees are the basis of organizational performance, therefore team management within the clan culture

seeks to foster effective and seamless collaboration in order to produce positive outcomes.

A space for clan culture, according to Cameron and Quinn (2006), offers an encouraging and inviting climate in organizations. Furthermore, every firm has mechanisms in place to promote harmony among employees, employees and management, employees and the business, and lastly, the company and its customers. The clan culture is built on the Competitive Value Framework's internal and integrative paradigm. Working as a team, employee full participation in corporate activities, employee capacity development, and human environment are all characteristics of clan culture. According to Cameron and Quinn (2006), the clan culture is a pathway to employee engagement, involvement, and trust, all of which contribute to the organization's success. Elton Mayo's school of thinking, which is founded on management ideas, is reflected in the clan culture. According to Olum's (2004) assessment of management theories, creating informal communities, a good working environment, employee involvement, and teamwork are all linked to higher productivity.

Communication is vital in this culture, according to Albayrak & Albayrak (2014). Clan culture is built on a family system in which parents and employees are considered as children. Instability in the community is caused by a family's lack of efficient communication. Good communication in the workplace contributes to employer and employee happiness because it helps managers to convey their vision to employees, resolve internal conflicts, and discuss employee problems. Clan and market culture ideals are virtually same,

but the beneficiary is different since the clan connection concentrates on workers while the market culture focuses on consumers.

Adhocracy Culture

Adhocracy culture is a type of organizational culture that allows individuals to grow as long as their growth is in line with the organization's aims. In an adhocracy culture, authority tends to move from task to task team, individual to individual, depending on the problem that is being handled at the moment, according to Beytekn, Yalçinkaya, Doan, and Karakoç (2010). Because the core term is ad hoc, Cameron and Quinn (2006) claimed that this culture may be interpreted to imply the temporal method a thing functions. The business environment necessitates the market's flexibility and informality. For example, the construction industry has evolved from a technology to a corporate sector throughout the years. This may be accomplished by attending construction universities across the world. Business and legal studies were formerly used as part of training approaches.

According to Worrall (2012), this culture is the cornerstone of organizational change because of its ability to adapt to the external world. This does not imply that the firm would make any additional sacrifices in order to get a competitive advantage. According to Cameron et al. (2006), the effectiveness of adhocracy is demonstrated in the demand for innovation in organizations. Because business management methods and other environmental notions pervade the sector, it should simply be referred to as a construction firm.

Market Culture

Market culture, according to Beytekn et al., (2010), is a form of culture that emphasizes the efficacy of goal-achieving, and its major concern is with the

outside community, which includes regulators, unions, contractors, licensees, suppliers, and customers. A market, according to Beytekn et al., (2010), emphasizes meritocracy, outcomes, effort and goal achievement, and doing things well. Managers in a market culture establish high expectations, so rivalry is sparked and members are bonded by a desire to succeed. In their study, Pushnykh and Chemeris (2006) argue that success is measured by increased productivity, the capacity to fulfill consumers' expectations, high productivity, and a significant rise in market share.

This culture's market does not necessitate the notion of a registered market in our minds. The organization's guiding philosophy is to maximize benefit while lowering manufacturing costs. In other words, it is set up to work effectively in a business. In this age of aggressive industry, a company's capacity to flourish in industry on a long-term basis determines its success. Albayrak & Albayrak (2014) reaffirmed that, because the company is focused on its competitive product, the primary focus should be on customers. Corporations may struggle to achieve their strategic goals if they don't have clients, and commercial competition may increase. The Organization's dedication to its clients is the foundation of the company's business culture and competitiveness.

Hierarchical culture

A hierarchical culture, according to Schein (2011), is an organizational paradigm based on clearly defined corporate levels and hierarchies. The significance of the things is ranked here. In a hierarchical culture, duties and functions are harmonized in a generally stable setting. Because operations are organized, employees can maintain consistency in their goods and services, and

they have more control. When the task to be done is well recognized and time is not considered as a key aspect, hierarchical cultures perform best (Beytekn et al., 2010). There is a well-defined, formal, and organized work environment marked by adherence to correctness, order, bureaucracy, authority, efficiency, and doing things correctly.

When the concept of hierarchy is applied to an organization, it becomes the focus of rigid structure perception. Owners, senior managers, middle level managers, and pure employees are the different types of personnel in an organization. This categorization automates the formation of power in an organization in order to track WHAT, WHEN, and HOW to accomplish the organization's objectives. These systems, according to Cameron and Quinn (2006), increase dependability, continuity, performance, and organizational predictability. When an entity's rules, reporting orders, and authority are well-defined, the process or product does not differ or differs very little from one another. This improves internal consistency and the company's ability to deliver consistent goods or services. In addition, new hires may rapidly learn how to operate inside the company.

Each typology's level of intensity has a distinct influence on employee commitment (Pushnykh & Chemeris, 2006). The OCAI is built on the foundation of these four forms of culture. This instrument has been proven to reliably predict organizational success in over a thousand businesses. It consists of six questions, each with four possible responses that correlate to the four civilizations described above. Based on the four major cultural types, the OCAI assists the organization in determining its prevailing orientation.

Multiple cultures

When we talk about organizational culture, we often presume that it is a unitary or monolithic culture that penetrates the whole company. We have defined culture as a system of 'shared meanings,' therefore such a premise is unsustainable. Then, it's very conceivable that various units within an organization create subcultures that are either neutral or even antagonistic to the dominant culture (Martin & Siehl, 1983). In most organizations, Lawrence and Lorsch (1967) discovered diverse subcultures within various activities such as engineering, marketing, R&D, and production. In a study of two hospital radiology departments, Barley (1983) discovered subcultures among the computer-trained technicians and sonographers. In their research of a community mental health center, Schwartzman et al. (1988) identified two cultures: one of the community Board members, who are responsible for administration, and another of the paraprofessional staff, who are responsible for treating clients. In an insurance firm, Smircicn (1983) discovered two distinct subcultures: a 'inside' group of long-serving employees and a 'outside' group of expert employees.

However, the many subcultures that exist inside an organization do not always have a detrimental influence on the organization's assumptions. If they do undermine the fundamental assumptions on which the organization is founded, management leaders will have to have significant control over the degree of assumptions held by the organization's members.

Strong culture

Some organizations have 'strong' cultures, while others have 'weak' cultures. A strong culture is defined as one in which the same patterns of beliefs

are held throughout the organization (Saffold, 1988). The basic principles of an organization's culture are widely shared and deeply held in a strong culture. The stronger the culture, the more members accept the fundamental principles and the greater their devotion to those ideals. On suitable moments, such fundamental beliefs are represented through decisions and behaviors. Two primary variables influence the degree of sharedness: "orientation" through training programs and "rewards" (Pareek, 1991).

The reward system determines the level of "intensity." When members of an organization realize that they will be rewarded for performing or acting in accordance with the organization's stated core principles, their desire to do so grows (Luthans, 1989). Also, a 'weak' culture may exist in which fundamental assumptions or beliefs are not generally held across an organization, but vary from person to person or unit to unit (Glaser, 1983; Riley, 1983). Organization-driven assumptions, on the other hand, must be broadly held throughout the strata of an organization's members in order for it to be effective.

The Concept of Employee Performance

Performance is the ability, both physically and mentally, to complete a given task in a manner that can be measured as high, medium, or low on a scale. The word performance can be used to describe various aspects such as societal productivity, organization effectiveness, employee productivity, and national performance. National, societal and organizational performance variables are at a higher level than individual performance. But, the present study focuses on employee performance or the performance of employees in an organization.

Grinzberg, Gingburg, Axelrad, and Herma (1951), have used the term employee performance to refer to an employee's response to demands that are

made on him by the employer or organization in which he is part. Porter and Lawler (1968), explained and measured the employee performance in an organization by his abilities, traits, and his role perception. Employee performance refers to the ability of employees to achieve organizational goals more effectively and efficiently. It involves all aspects which directly or indirectly affect and relate to the work of the employees. Campbell (1990), defined job performance as an individual-level variable. That is, performance is something a single person does.

The performance of employees can be defined as the “accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed” (Kotter and Heskett, 1992). Siswanto (2002), states that performance is gauged by the quality and quantity of work done over some time. In Cascio’s (2006) view, employee performance is the degree of achievement to which an employee fulfills the organizational mission at the workplace.

Employee performance can also be seen as “an aggregate value to an organization’s set of behaviors that an employee contributes both directly and indirectly to organization goals” (Padhi, 2017). Although employee performance has been perceived differently by various researchers it is a consensus among most scholars that performance is defined by efficiency and effectiveness in delivering organizational goals. Good performance is a product of the skills and abilities of the employee, the level of effort, and an understanding of the task. The organization has been established with certain objectives to achieve. These strategies will be implemented by using resources such as men, machinery, composites, and financial resources. So many

techniques are essential, but the talent is the most crucial of all. It performs an essential role in the success of tasks for the achievement of goals.

The question arises regarding how these resources are utilized by manpower (Ng'ang'a & Nyongesa, 2012). Furthermore, the external business environment, which beyond the control of management, is changing drastically. It calls for pivoting the business in line with the various changing socio-cultural factors and the competition to attain organizational goals (Matko & Takacs, 2017). As the future and external factors are highly unpredictable, skilled and committed employees are needed. According to Koontz, Theis, and Audette, argue that performance can be increased through both financial and non-financial means. This should be predicated on research to identify the real needs and desires of employees (1988).

According to Ramlall (2008), an organization's success is dependent upon the employee's creativity, innovation, and commitment. It is therefore imperative that management works tirelessly to ensure employees deliver at their peak performance. This includes management taking timely steps in a direction that will develop and motivate their people to deliver.

Empirical Review

Relationship between Organisational Culture and Employee Performance

Thuku et al. (2013), investigated the influence of organizational culture on employee performance at Eastern African Breweries Limited. Employing a questionnaire and the descriptive research design, 58 employees were drawn from a population of 580 employees from different departments at the headquarters of the study organization. The results showed a positive and significant relationship between organizational culture and employee

performance. Despite the contributions of this study, it was limited to the brewery industry.

Yesil and Kaya (2013), investigated the role of organizational culture on firm financial performance among managers of 54 firms in Gaziantep in Turkey. A questionnaire was the instrument for data collection. Data were analyzed using the regression tool of SPSS. The results showed that organizational culture dimensions had no significant effect on firm financial performance. However, their study was conducted in a developed economy, and therefore, it may not be appropriate to interpret the findings to cover developing nations, as contextual factors may differ.

Zakari et al. (2013), analyzed the relationship between organizational culture and organizational performance with empirical evidence from the Banking industry in Ghana. A study conducted with 296 respondents from various departments within Ghana's banking industry revealed that there was a positive relationship between organizational culture and performance in the banking industry in Ghana. The study covered 60% of the banking market share with banks drawn from the private sector, Public-Domestic, Private-Domestic, Pan African, and Multinational Banks. Yet, their study was restricted to the Ghanaian banking industry (2013).

According to an analysis by Wambugu (2013), organizational values emerged as the strongest factor that influenced employee performance, followed by work processes and systems. His study focused on the influence of organizational culture on employee performance. He measured organizational culture by the following four dimensions, organizational values, organization climate, leadership styles, and work processes. Using a descriptive research

design and cross-sectional study design, he used a census to select all 63 members of staff to serve as samples for the study. Nonetheless, Wambugu's (2013), the study was restricted to a powerful organization in Kenya.

Agwu (2014), assessed the relationship between organizational culture and the performance of employees at the National Agency for Food and Drug Administration and Control (NAFDAC) in Nigeria, using 6 zonal and 36 state offices. The study was guided by Peters and Waterman's (2006), theory of organizational excellence. The study employed the descriptive study design, 420 randomly selected NAFDAC employees, and a questionnaire to collect data. Using the ANOVA tool for analysis, a significant relationship between organizational culture and increased performance of employees at NAFDAC was found. The study, therefore, recommended continuous staff training, increased government funding, continuous improvement of employees' condition of service, continuous improvement of employees' condition of service, sustenance of the prevailing organizational culture current team-building efforts. Yet, Agwu's (2014), research was limited to employees working in the public sector ignoring private sector firms.

Gunaraja (2014), empirically tested the effectiveness of organizational corporate culture on employee performance and productivity using the Indian banking industry. A stratified sampling technique was used to select samples for the study. The study employed the descriptive survey design, and the population of the study consisted of workers of the Chennai banking sector in Tamilnadu in India. A questionnaire was used for data collection. The results showed a positive and significant relationship between corporate culture, and

employee performance and productivity. Despite the relevance of Gunaraja's study, it was limited to employees in the banking industry.

Kelepile (2015), examined Diamond Operations Unit, Diamond Trading Company (DTC) Botswana, to understand the effect that the culture of the organization has on the productivity of its employees. The organizational culture was measured using five dimensions: communication and the participation of employees; leadership and decision making; professionalism and fun at the workplace; organizational structure and goal integration; and innovation and customer focus.

Fifty (50) employees took part in the study out of a targeted population of 236 employees, using the stratified sampling technique. Data were analyzed using SPSS software. To test the hypothesis, a Chi-square and factor analysis was used. The results showed a substantial correlation between organizational culture and the productivity of its employees. However, Kelepile's (2015), the study was limited to employees in Diamond Trading Company in Botswana.

Owusu (2016), investigated the effect of corporate culture on the performance of employees by conducting a comparative study between two Ghanaian-owned banks (Fidelity Bank and GCB Banks) on one side, and non-Ghanaian-owned banks operating in Ghana (Stanbic and Access Banks) on the other side. He assessed organizational culture using thirteen (13) Components such as actual achievement, governance, product innovation, command characteristics, interaction, conflict resolution, organizational development, involvement, creativity, moral choice, integrity, achievement assimilation, and exciting. Employing the quantitative research approach, descriptive research design, 124 staff of the Ghanaian owned banks and 112 staff of the non-

Ghanaian owned banks operating in Ghana were conveniently selected from a given population. Using various statistical tools, the analysis pointed out that a significant positive correlation between organizational culture and the performance of employees. Even though Owusu's (2016) study was conducted in Ghana, it was limited to employees in the banking sector.

Ekpenyong and Ekpenyong (2017), Investigated the effect of entrepreneurship education on the entrepreneurial intention by using the Niger Delta University as a case study. The research data were obtained from the staff of the Niger Delta University. A survey questionnaire was administered, but only 100 were received from the respondents. The data were analyzed using basic percentages, tables, and chi-square to test the hypotheses developed to direct the study. The findings showed a significant positive relationship between organizational culture and the performance of employees.

Further analysis by Ekpenyong and Ekpenyong (2016), disclosed that an organization that practices clan or support culture tends to experience high performance; this type of culture encourages employees to be innovative and also supports socialization and teamwork. The study recommended that Niger Delta University should develop a culture that provides employees the opportunity to be imaginative and creative. Although the study was conducted within the education sector of Niger, it was limited to staff who were teaching at the university level.

Paschal and Nizam (2016), analyzed the effect of organizational culture on the performance of employees at Singapore Telecommunication. They used a structured questionnaire to collect data. Various independent variables were used to measure organizational culture like values, symbols, heroes, and rituals.

A descriptive research design was adopted and a survey method was used. A total sample of 100 employees was sampled, of which 60 were senior staff and 40 were junior staff, using the conveniently sampling technique. SPSS 20 was the software employed for the analysis. The researchers found that organizational culture such as ritual, value, and heroes had a huge and significant positive impact on employee's performance, while symbols have little or no impact on employee's performance. However, the study was limited to the telecommunication sector in Singapore.

The organization's culture components that were considered were values, teamwork, employee involvement, and leadership. The organizational performance was measured using effectiveness, efficiency, productiveness, and satisfaction. The study adopted the descriptive-explanatory research design.

Data was collected using a structured questionnaire and an interview guide. Kamau and Wanyoike (2018), found a significant positive relationship between leadership styles and organizational productivity. The study suggested that corporate culture be inclusive and consistent with the planned strategies including day operation of employee tasks to enhance corporate efficiency. Despite the contributions of the study to the body of knowledge, it ignored employee performance. Moreover, the study was limited to firms in the hotel industry.

Fajrin (2018), Evaluated the effect of transformational leadership on the productivity of employees. The research was conducted on employees and teachers of Madrasah Aliyah in Indonesia. Random Sampling technique was used involving 47 employees and teachers. The results proved that organizational culture affected the performance of employees. However, their

study was limited to employees in a developed country; hence, their findings may not apply to employees in a developing country due to contextual differences.

Ilham (2018), examined the impact of organizational culture on employee performance, drawing a sample from lecturers at Perbanas Surabaya in Indonesia. The statistical method used in this research is Structural Equations Modeling - Partial Least Square (SEM-PLS) with 36 samples. The dimensions used in organizational culture were integration approach, differentiation approach, and fragmentation approach and the dimensions used in employee performance are subject knowledge, assessment skills, student-lecturer relations, organizational skills, communication skills, subject relevance, and utility (meaningfulness) of the assignment.

The results showed that the organizational culture dimension had a positive impact on employee performance. So the research findings prove that organizational culture is an important element that greatly affects employee performance (Ilham, 2018). Although the study considered employees in the education sector, it was limited to the university level, ignoring employees teaching at the basic level of education, such as The Sanctuary Montessori.

Conceptual Framework of the Study

The goal of this study is to assess the correlation between organizational culture and the performance of employees at The Sanctuary Montessori in Takoradi, Ghana. A conceptual framework stipulates the researcher's idea on how the present study is explored. Figure 1 represents the conceptual framework used in this dissertation. It shows the dimensions of organizational culture and the indicators that measure employee performance. Besides, the framework

reveals the relationship between the independent variable (organizational culture) and the dependent variable (employee performance), flowing from Peters and Waterman's (2006) theory of organizational excellence.

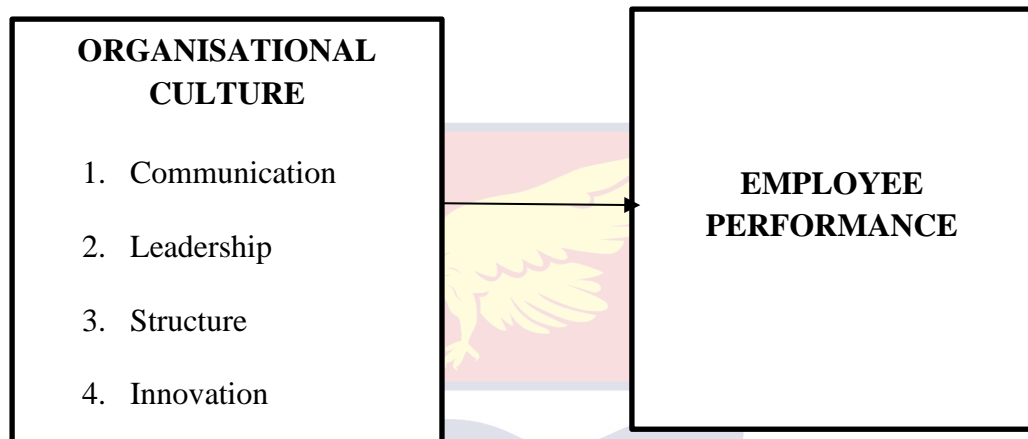


Figure 1: Conceptual framework of the study

Source: Author's construct (2020)

Chapter Summary

This chapter focuses on theoretical and conceptual, and empirical review and the conceptual framework. The theoretical review describes the theory of organizational excellence advocated by Peters and Waterman (2006). Afterward, the concept of organizational culture and the performance of employees were discussed. Successively, the empirical review discussed research findings that validate the assumption that organizational culture has a direct impact on employee performance. Finally, the conceptual framework describes how organizational culture affects the performance of employees at The Sanctuary Montessori in Takoradi, Ghana was explored.

CHAPTER THREE

RESEARCH METHODS

Introduction

The objective of this study was to assess the influence of organisational culture on employee performance at the Sanctuary Montessori. This chapter discusses the research methods including research design, study area, population, sampling procedure, data collection instruments and procedures, and data processing and analysis.

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

A research design according to Joubert and Ehrlich (2007), is a structured methodology followed by a researcher to answer a research question. It is a detailed outline of how the research would be conducted. It entails ways of data collection, the instruments employed, and how they are used and the means of analyzing the collected data. The researcher adopted for this study an exploratory and descriptive survey research. The study had a broader purpose of explore the relationship between types of employee participation and organizational commitment types among the study population. The study was based on the descriptive survey design because it allows for the gathering of opinions, beliefs, or perceptions about a current issue from a large group of people (Lodico, Spaulding & Voegtle, 2006).

The main thrust of survey design was to collect appropriate data which work as a base for getting results and drawing conclusion. Bartels (1997), opines that, in descriptive surveys, the events or conditions either exist or have occurred and the researcher merely selects the relevant variables for the analysis of the relationships and reports the way things are. The research design was therefore suitable for the study because data was collected through questionnaire, to answer the research questions concerning the organizational culture and work life balance. Frankel and Wallen (2000) indicate that, there are some difficulties involved in the use of survey design. They give the following as some of the difficulties; to ensure the questions are very clear and not

deceptive, getting respondent to honestly and thoughtfully answer the questions as well as getting sufficient number of the questionnaires completed and returned to enable meaningful analysis to be made.

They added that, in spite of these disadvantages, descriptive survey helps researchers to observe, describe and record situations as they occur naturally. Based on this, descriptive survey design was seen as the most appropriate for the study. Quantitative research approach was also adopted. Quantitative research relies on the principle of verifiability making it possible to establish the cause and effect relationship.

Population

A research population can simply be defined as the sum of all the units which form the focus of the research. Malhotra advocates that members of a population should be considered relevant to the research and the researcher. Relevance is assessed by the level of knowledge the person holds concerning the research (1996). According to Rubin and Babbie, the target population is the “theoretically specified aggregation of study elements” (2001). Therefore, the population of this study constitutes all teaching and non-teaching staff of The Sanctuary Montessori in Takoradi (Ghana), numbering 82 (Table 2). Data was sourced from the proprietors of the school as of 23rd December 2019.

Table 1: Summary of Population

| Campuses | Town | Teaching Staff | Non-Teaching Staff | Total |
|------------|------------|----------------|--------------------|-------|
| Pre-school | Anaji | 13 | 7 | 20 |
| | Lagos Town | 25 | 15 | 40 |
| Primary | Anaji | 12 | 10 | 22 |
| Total | | | | 82 |

Sample Size

From the point of Israel (1992), there are several approaches that can be used in determining the sample size. These include using census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate the sample size. In the context of this study, a census shall be used because of the relatively small number of population size. In view of this, a sample size of eighty-two (82) was used which was made up of employees from the upper-level management, middle-level management and lower and other junior staff.

The advantages of a census are that although cost consideration makes this impossible for large populations, it is attractive for small populations (e.g., 200 or less). A census eliminates sampling error and provides data on all the individuals in the population. This means that all employees have the same opportunity to participate. Some employees may still choose not to participate, but at least the opportunity to do so is presented and no one person or group can feel left out. In addition, some costs such as questionnaire and developing the

sampling frame are “fixed,” that is, they will be the same for samples of 50 or 200 and census tends to enhance feelings of security surrounding the accuracy of the results (Parker, 2011).

Finally, virtually the entire population would have to be sampled in small populations to achieve a desirable level of precision. This implies that while the administration of sample surveys is more complicated, a census survey is easier to administer because it includes all persons. To this end, results from a census survey can be used to “drill down” into the organisational structure and highlight departmental results, and because all employees participate, there is a greater chance of obtaining responses that are representative of all sub-groups within the organisational structure. Thus, the volume of surveys that need to be distributed may increase with a census survey but figuring out who receives a survey is clear – everyone (Kraut, 1996).

Response Rate

In this study, the population size was eighty-two (82) employees and the same number was used for the sample size by the help of census approach of sampling. This means that a total of 82 questionnaires were issued from which 75 were filled and returned which represents a response rate of 91.5%. This means the usable questionnaires for the analysis of the study were seventy-five (75) as shown in Table 2.

Table 2: Response Rate

| Questionnaire | Count | Percentage (%) |
|----------------------|--------------|-----------------------|
| Returned | 75 | 91.5 |
| Non-Returned | 7 | 8.5 |
| Total | 82 | 100 |

Source: Field survey (2020)

The 95.5% return rate was considered to be satisfactory based on Mugenda and Mugenda (2003) who opined that a response rate of 50% is enough for analysis and reporting; a rate of (60%) is good and a response rate of (70%) and over is excellent. The high response rate was attributed to the fact that the researcher had contacts in the study area that facilitated in the data collection process. Besides, the researcher personally administered the questionnaires and also made a lot of efforts to make many follow-ups calls to clarify queries with the intention to boost the high response rate.

Data Collection Instrument

A self-administered questionnaire was used for data collection. The questionnaire was the instrument used for data collection. The questionnaire is semi-structured, comprising of open-ended and closed-ended questions/statements. The questionnaire was carefully designed to ensure the collection of good quality data. The questionnaire is made up of three (3) parts. The first part is designed to collect data on the demographic characteristics of respondents, namely sex, age in years, level of education, and organizational tenure (four items). Section 'B' collects data on organizational culture at The Sanctuary Montessori in Takoradi, Ghana.

Items that measured organizational culture were sourced from the study by Kelepile (2015), containing 5 dimensions, namely communication and participation (six items), leadership and decision making (four items), professionalism and fun (four items), organizational structure, and goal integration (four items), and innovation and customer focus (seven items). The five point Likert scale was chosen because it strikes a balance between length

and validity issues. Less number of items on a scale was likely to increase respondents' participation and reduce the non-response rate. The items on the scale were rephrased to depict the Montessori education context. The scale was made up of 25 items.

On the other hand, employee performance was measured using a 15-item instrument sourced from a study by Owusu (2016). The items on the scale were rephrased to reflect the Montessori education context. The scale was chosen, because, it captures all aspects of employee performance. Items measuring the organizational culture and the performance of employees were rated on a Likert-type scale with five points with forty (44) items.

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 employees at the Sanctuary Montessori. 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.

Data Collection Procedures

Questionnaires were distributed to teaching and non-teaching staff of The Sanctuary Montessori in Takoradi through the proprietaries of the school. Due to the outbreak of the Covid-19 pandemic, draft questionnaires were sent to employees in their various homes, and collected later after completion with the help of a driver, upon staff signaling that the questionnaires have been completed via a phone call. The researcher ensured that the driver wore a face/nose mask while running the errands. Data collection started on Thursday,

21st May 2020, and ended on Monday, 22nd June 2020. Of the 82 questionnaires distributed to employees, 75 completed questionnaires were retrieved; hence, a response rate of 91.46% was attained.

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, coded using Statistical Package for Social Science (SPSS) version 23.0 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 mean and standard deviation to assess the organisational cultures at the Sanctuary Montessori, and the levels of employee performance at the Sanctuary Montessori. However, Pearson's correlation coefficient (r) and regression was used to determine the relationship between organisational cultures and employee performance and the extent of its influence on employee

performance. This measured the strength and direction of the relationship between organisational cultures and employee performance.

The results were presented using tables. The quantitative data collected was organized 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.

Ethical Considerations

Patten and Newhart argue that the key research ethical concerns are; “voluntary participation, right to privacy and anonymity and confidentiality” (2017). This study carefully follows the identified ethical issues. For instance, every respondent to our data collection does so at their own volition to allow voluntary participation. Also, the possible issues of the right to privacy will be addressed by letting respondents answer the questionnaires anonymously.

Furthermore, the issue of anonymity will be addressed by not collecting detailed information from respondents such as names, contact numbers, and personal addresses. A clear assurance will be issued to respondents regarding non-disclosure of their identities. Finally, confidentiality will be ensured by locking up the research materials in a secured safely.

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 sake, the chapter touched on the methods for collecting the data and the instruments employed in collecting the data. The chapter has 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

This chapter discusses the results of the survey. First and foremost, the demographic characteristics of respondents are presented and discussed. Secondly, the key results of the study according to the research objectives, namely; the organisational culture, level of employee performance, and the relationship between organisational culture and the performance of employees are discussed.

Demographics of Respondents

Of the 75 completed questionnaires which were used for the purposes of data analysis, 85.33% (n=64) were females, while the remaining 14.67% (n=11) were males. This finding suggests that the respondents were dominated by females, in terms of their sex (Table 3). Regarding the age of respondents, this study employed the age classification proposed by Yarlagadda, Murthy and Prasad (2015). In line with this age classification, 54.66% of the respondents were middle aged adults (31 to 50 years, n=41), followed by young adults (18 to 30 years, n=23, 30.67%), and, finally, senior adults (above 50 years, n=11, 14.67%). These statistics are displayed in Table 3. The age distribution indicates that most of the respondents were middle-aged adults, and their maturity is expected to be demonstrated in their candid responses to the questionnaire.

Table 3: Demographic Characteristics of Respondents

| Particulars | | Frequency | Percent |
|-----------------------------------|----------------|-----------|---------------|
| Gender | Male | 11 | 14.67 |
| | Female | 64 | 85.33 |
| Age in years | 18 to 30 years | 23 | 30.67 |
| | 31 to 50 years | 41 | 54.66 |
| | >50 years | 11 | 14.67 |
| Employment Type | Full-time | 73 | 97.33 |
| | Part-time | 2 | 2.67 |
| Organisational Tenure | 3 years | 16 | 21.33 |
| | 4 years | 45 | 60.00 |
| | 6 years | 14 | 18.67 |
| Highest Educational Qualification | Basic | - | |
| | Secondary | 27 | 36.00 |
| | Tertiary | 48 | 64.00 |
| TOTAL | | 75 | 100.00 |

Source: Field survey, Lomotey (2020)

Concerning the employment status of respondents, the results showed that 97.33% were full-time employees (n=73, 97.33%), while the remaining 2 respondents (2.67%) offered part-time services to the organisation. With respect to respondents' organisation tenure, it was established that a vast majority of the respondents have worked in the organisation for 4 years (n=45, 60.00%), followed by 3 years (n=16, 21.33%), and 6 years (n=14, 18.67), as shown in Table 3. This result suggests that most respondents were abreast with the culture

that existed in The Sanctuary Montessori; therefore, their responses can reflect the existing situation.

It was discovered that majority of the respondents (64.00%) had tertiary level certifications, and the remaining 27 respondents (36.00%) had secondary level qualifications (Table 3), indicating that all the respondents have some form of educational qualification, which aided them in understanding the items on the questionnaire in order to solicit the appropriate responses.

Findings of the Study

This section presents results and analysis based on the three key questions of this study. The descriptive survey statistics was used in analysing the data. As it has been indicated in the methods, the design of this research is descriptive and adopts a quantitative method. The results and analysis were presented chronologically based on the stated objectives of this study.

Research Objective One: To assess the various Organisational Cultures that exists in The Sanctuary Montessori

The first objective which is addressed by this thesis is to examine the organisational culture that existed in The Sanctuary Montessori in Takoradi, Ghana. However, since organisational culture is made up of five distinct dimensions, it was appropriate to consider each of the five dimensions before drawing conclusions. This section, therefore, began by examining communication and participation among employees in The Sanctuary Montessori in Takoradi, Ghana.

Communication and participation among employees in The Sanctuary Montessori in Takoradi, Ghana

In examining communication and participation among employees in The Sanctuary Montessori in Takoradi, six (6) indicators were measured on a five-point Likert-type scale with score 1=least agreement, 2=less agreement, 3=moderate agreement, 4= strong agreement, 5=strongest agreement. These scores were generalised based on respondents' choice under the statements under "Communication and Participation" on the questionnaire. The minimum point for the scale was deduced from the mean of the scale minus 0.1, (cf. Koomson, 2017; Osei-Bonsu, 2019). As such, a mean range of 1.0 to 2.9 suggests *low agreement* from respondents, while a mean range of 3.0 to 5.0 suggests *high agreement* from respondents.

From Table 4, the mean of "Communication messages are effective and understood by all employees", as an indicator from a sample of 75 was 4.21, suggesting *high agreement* to communication and participation among respondents, from a standard deviation (SD) of .81, implying that respondents' views were less varied. This result shows that communication at The Sanctuary Montessori is effective and understood by all employees.

Table 4: Communication and Participation among Employees in The Sanctuary Montessori

| Serial | Label | Mean | Interpretation | SD |
|--------|--|------|----------------|------|
| OC01 | Communication messages are well understood by all | 4.21 | High agreement | .81 |
| OC02 | I can trust what the managers of The Sanctuary Montessori tell me. | 4.30 | High agreement | 2.10 |
| OC03 | There is a clearly identified purpose for each meeting | 3.80 | High agreement | .74 |
| OC04 | Staff have advance knowledge of planned changes. | 3.50 | High agreement | 1.01 |
| OC05 | There is freedom to express honest opinions without fear of negative consequences. | 3.60 | High agreement | .85 |
| OC06 | Employees have good understanding concerning decisions made in the school | 3.41 | High agreement | .74 |

Source: Field survey, Lomotey (2020)

Similarly, “I can trust what the managers of The Sanctuary Montessori tell me”, as an indicator from a sample of 75 obtained an average value of 4.30,

signifying *high agreement* to communication and participation among employees, from a SD of 2.10, implying relatively high disparity in respondents' views (Table 4). The high agreement to this indicator means that employees of The Sanctuary Montessori in Takoradi believe what their managers tell them.

In the same way, the middling score of “Managers call meetings for good reasons”, as an indicator from a sample of 75 was 3.80, indicating *high agreement* to communication and participation among employees, from a SD of .74, implying that respondents' views were relatively similar (Table 4). This indicator insinuates that meetings called by the managers of The Sanctuary Montessori are for clearly identified reasons. Equally, “I know in advance of any changes which are planned” scored 3.50, signifying a *high agreement* to communication and participation among employees, from a SD of 1.01, indicating variability in respondents' views (Table 4). The outcome of this indicator suggests that employees of The Sanctuary Montessori are of the known of any planned future changes to be made by their managers.

In like manner, “I feel I can express my honest opinions without fear of negative consequences”, scored 3.60, signifying a *high agreement* to communication and participation among employees, from a SD of .85, indicating less variability in respondents' views (Table 4). The outcome of this indicator suggests that employees of The Sanctuary Montessori are sure that they can express their opinion without fear of being intimidated or sacked from the organisation.

Correspondingly, the middling score of “Employees in the school understand the reasons for the decisions that are made”, as an indicator from a

sample of 75 was 3.41, indicating *high agreement* to communication and participation among employees, with a degree of variation from a SD of .74, implying that respondents' views were relatively similar (Table 4).

Gleaning from the opinions of respondents with respect to the level of communication and participation among employees of The Sanctuary Montessori in Takoradi-Ghana, it was evident that respondents showed *high agreement* to all the six indicators measuring communication and participation among employees, as displayed in Table 4. Therefore, the researcher of this study concluded there is good communication and participation among employees at The Sanctuary Montessori in Takoradi, Ghana. The next subsection considers leadership and decision making among employees at The Sanctuary Montessori in Takoradi, Ghana.

Leadership and Decision Making Among Employees In The Sanctuary Montessori

In examining leadership and decision making among employees at The Sanctuary Montessori, a five point Likert-like scale with score 1=least agreement, 2=less agreement, 3=moderate agreement, 4= strong agreement, 5=strongest agreement were used to measure four indicators. These scores were generalised based on responses to each of the statements under “Leadership and Decision Making” on the questionnaire. The cut-off point for the scale was deduced from the mean minus 0.1, (cf. Koomson, 2017; Osei-Bonsu, 2019). As a consequence, a mean range of 1.0 to 2.9 suggests *low agreement* from respondents, while a mean range of 3.0 to 5.0 suggests *high agreement* from respondents.

As displayed in Table 5, the mean of “Our managers show the drive to achieve”, was 4.71, suggesting *high agreement* to leadership and decision making among employees, from a SD of .86, implying that respondents’ views were less varied. This result indicates that managers of The Sanctuary Montessori in Takoradi are committed to achieving organisational goals and objectives.

Table 5: Leadership and Decision Making among Employees at The Sanctuary Montessori

| Serial | Label | Mean | Interpretation | SD |
|--------|---|------|----------------|------|
| OC07 | Our managers show the drive to achieve. | 4.71 | High agreement | .86 |
| OC08 | Our senior management set good examples. | 3.81 | High agreement | 1.04 |
| OC09 | Managers motivate staff. | 3.30 | High agreement | .81 |
| OC10 | Decisions are followed by the appropriate action. | 3.32 | High agreement | .92 |

Source: Field survey, Lomotey (2020)

Similarly, “Our senior management set good examples”, as an indicator from a sample of 75 obtained an average value of 3.81, signifying *high agreement* to leadership and decision making, from a SD of 1.04, implying relatively high disparity in respondents’ views (Table 5). The high agreement to this indicator means that senior managers at The Sanctuary Montessori lead by example. In a similar fashion, the medium of “Managers motivate staff”, as an indicator from a sample of 75 was 3.30, indicating *high agreement* to

leadership and decision making among employees from a SD of .81, implying that respondents' views were relatively similar (Table 5). This indicator signifies that employees at The Sanctuary Montessori are motivated by their managers, signalling good leadership and decision making in the organisation.

Likewise, "Decisions are followed by the appropriate action", from a sample of 75 was 3.32, signifying *high agreement* to leadership and decision making among employees, from a SD of .92, indicating invariability in respondents' views (Table 5). The outcome of this indicator insinuates that decisions taken by managers and employees at The Sanctuary Montessori are followed by appropriate actions.

Judging from the responses of respondents with respect to leadership and decision making among employees at The Sanctuary Montessori, it was manifest that respondents showed *high agreement* to all the four indicators of leadership and decision making (Table 5). As such, the researcher settled that there is good leadership and decision making among employees at The Sanctuary Montessori in Takoradi, Ghana. The next sub-division considers professionalism and fun among employees at The Sanctuary Montessori in Takoradi, Ghana.

Professionalism and Fun among Employees in The Sanctuary Montessori

In analysing professionalism and fun among employees in The Sanctuary Montessori in Takoradi, four indicators were measured on a five point Likert-type scale with score 1=least agreement, 2=less agreement, 3=moderate agreement, 4= strong agreement, 5=strongest agreement. These scores were generalised based on responses to each of the statements under "Professionalism and Fun" on the questionnaire. The cut-off point for the scale

was deduced based on the mean of the scale 0.1, (cf. Koomson, 2017; Osei-Bonsu, 2019). As a consequence, a mean range of 1.0 to 2.9 suggests *low agreement* from respondents, while a mean range of 3.0 to 5.0 implies *high agreement* from respondents.

As depicted in Table 6, the mean of “We are all expected to make the best contribution we can towards The Sanctuary Montessori’s goals”, as an indicator from a sample of 75 was 4.54, suggesting *high agreement* to Professionalism and Fun among employees, from a SD of .71, implying that respondents’ views were less varied. This result indicates that employees at The Sanctuary Montessori greatly contribute their best towards the achievement of the organisation’s goals.

Likewise, “Professional expertise is strongly emphasized by management of the school,” as an indicator from a sample of 75 obtained an average value of 3.14, signifying *high agreement* to Professionalism and Fun, from a SD of .73, implying relatively low disparity in respondents’ views (Table 6). The high agreement to this indicator means that management of The Sanctuary Montessori strives towards ensuring professionalism in the school.

Table 6: Professionalism and Fun among employees at The Sanctuary Montessori

| Serial | Label | Mean | Interpretation | SD |
|--------|--|------|----------------|------|
| OC11 | We are all expected to make the best contribution we can towards The Sanctuary Montessori’s goals. | 4.54 | High agreement | .71 |
| OC12 | Professional expertise is strongly emphasized by management of the school. | 3.14 | High agreement | .73 |
| OC13 | We enjoy ourselves in this school. | 3.47 | High agreement | .84 |
| OC14 | I enjoy the company of my colleagues. | 3.87 | High agreement | 1.21 |

Source: Field survey, Lomotey (2020)

In a similar fashion, the medium of “We enjoy ourselves in this school”, as an indicator from a sample of 75 was 3.47, indicating *high agreement* to Professionalism and Fun among employees, from a SD of .84, implying that respondents’ views were relatively similar (Table 6). This indicator shows that employees at The Sanctuary Montessori in Takoradi work with happiness. Equally, “I enjoy the company of my colleagues”, from a sample of 75 was 3.87, indicating *high agreement* to Professionalism and Fun among respondents, from a SD of 1.21, indicating variability in respondents’ views (Table 6). The outcome of this indicator shows that employees at The Sanctuary Montessori work together and enjoy a good fellowship and chemistry with their colleagues.

Gleaning from the views of respondents with respect to professionalism and fun among employees at The Sanctuary Montessori, it was revealed that respondents showed *high agreement* to all the four indicators of professionalism and fun (Table 6). Therefore, the researcher concluded that there was good professionalism and fun among employees at The Sanctuary Montessori in Takoradi. The next segment considers organisational structure and goal integration among employees at The Sanctuary Montessori in Takoradi, Ghana.

Organisational Structure and Goal Integration Among Employees At The Sanctuary Montessori

In analysing organisational culture and goal integration among employees at The Sanctuary Montessori, four indicators were measured on a five-point Likert-type scale with score 1=least agreement, 2=less agreement, 3=moderate agreement, 4= strong agreement, 5=strongest agreement. These scores were generalised based on responses under “Organisational Structure and Goal Integration” on the questionnaire. The maximum value for the scale was deduced based on the mean less 0.1 (cf. Koomson, 2017; Osei-Bonsu, 2019). Therefore, a mean range of 1.0 to 2.9 suggests *low agreement* from respondents, while a mean range of 3.0 to 5.0 implies *high agreement* from respondents.

As shown in Table 7, the mean of “Managers have the authority to make decisions in their area of responsibility”, from a sample of 75 was 3.54, signifying *high agreement* to organisational structure and goal integration among respondents, from a SD of .61, implying that respondents’ views were less varied. This result indicates that managers at The Sanctuary Montessori have the discretionary power to take decisions, signally good organisational structure and goal integration in the organisation.

Table 7: Organisational Structure and Goal Integration among Employees at The Sanctuary Montessori

| Serial | Label | Mean | Interpretation | SD |
|--------|---|------|----------------|------|
| OC15 | Managers have the right authority to take decisions in their designated area. | 3.54 | High agreement | .61 |
| OC16 | There is a good understanding of how the team’s achievements contribute to the goals of the school. | 3.14 | High agreement | .63 |
| OC17 | The performance targets take into account the individual and organisation’s objectives | 3.47 | High agreement | .74 |
| OC18 | Different parts of the school cooperate with us to achieve the best for the school as a whole. | 3.87 | High agreement | 1.11 |

Source: Field survey, Lomotey (2020)

Likewise, “We understand how our team’s achievements contribute to the goals of the school”, as an indicator from a sample of 75 obtained an average value of 3.14, signifying *high agreement* to organisational structure and goal integration, from a SD of .63, implying relatively low disparity in respondents’ views (Table 7). The high acceptance to this indicator means that employees at The Sanctuary Montessori understand how their individual achievements contribute to the goals of the school.

In a similar fashion, the medium of “Performance targets take account of individual and organisation’s objective”, as an indicator from a sample of 75 was 3.47, indicating *high agreement* to organisational structure and goal integration among respondents, from a SD of .74, implying that respondents’

views were relatively similar (Table 7). This indicator shows that individual and organisational needs are fused into the performance targets of The Sanctuary Montessori, signalling good organisational structure and goal integration.

In like manner, “Different parts of the school cooperate with us to achieve the best for the school as a whole,” scored 3.87, signifying a *high agreement* to organisational structure and goal integration among respondents, from a SD of 1.11, indicating variability in respondents’ views (Table 7). The outcome of this indicator confirms that individual employees performing varied roles work together for the betterment of the school in general.

Judging from the opinions of respondents with respect to organisational structure and goal integration among employees in The Sanctuary Montessori in Takoradi-Ghana, it was discovered that respondents showed *high agreement* to all the four indicators of organisational structure and goal integration (Table 7). Consequently, the author of this dissertation concluded that there is good organisational structure and goal integration at The Sanctuary Montessori in Takoradi, from the viewpoint of employees. The next sub-division considers innovation and customer focus at The Sanctuary Montessori, from the perspective of employees.

Innovation and Customer Focus Among Employees At The Sanctuary Montessori

In ascertaining innovation and customer focus among employees at The Sanctuary Montessori in Takoradi, a five-point Likert-like scale with score 1=least agreement, 2=less agreement, 3=moderate agreement, 4= strong agreement, 5=strongest agreement was used to measure seven indicators. These scores were generalised based on responses under “Innovation and Customer

Focus” on the questionnaire. The cut-off point for the scale was deduced based on the mean minus 0.1, (cf. Koomson, 2017; Osei-Bonsu, 2019). As such, a mean range of 1.0 to 2.9 suggests *low agreement* from respondents, while a mean range of 3.0 to 5.0 implies *high agreement* from respondents.

From Table 8, the mean of “Radical ideas are utilised by management of the school”, as an indicator from a sample of 75 was 3.44, suggesting *high agreement* to innovation and customer focus among respondents from a SD of .51, implying that respondents’ views were less varied. This result indicates that managers at The Sanctuary Montessori are interested in utilising abstract and innovative ideas.

Table 8: Innovation and Customer Focus at The Sanctuary Montessori

| Serial | Label | Mean | Interpretation | SD |
|--------|---|------|----------------|------|
| OC19 | Radical ideas are utilised by management of the school. | 3.44 | High agreement | .51 |
| OC20 | Time is made available to explore and develop new ideas. | 3.16 | High agreement | .53 |
| OC21 | New ideas are given try in this school. | 3.37 | High agreement | .64 |
| OC22 | I can be innovative in this school. | 3.77 | High agreement | .91 |
| OC23 | Feedback from parents and guardians is used to make improvements in this school. | 3.54 | High agreement | .78 |
| OC24 | There is frequent follow-ups to ensure that parents and guardians are pleased with the service. | 3.44 | High agreement | 1.10 |

| | | | | |
|------|--|------|----------------|------|
| OC25 | People are proactive in anticipating the future needs of pupils. | 3.87 | High agreement | 1.25 |
|------|--|------|----------------|------|

Source: Field survey, Lomotey (2020).

Likewise, “Time is made available to explore and develop new ideas”, as an indicator from a sample of 75 obtained an average value of 3.16, signifying *high agreement* to innovation and customer focus among respondents, from a SD of .53, implying relatively low disparity in respondents’ views (Table 8). The high agreement to this indicator means that the management of The Sanctuary Montessori make time to analyse novelties. In a similar fashion, the medium of “New ideas are given try in this school”, as an indicator from a sample of 75 was 3.37, indicating *high agreement* to innovation and customer focus among respondents, with a SD of .64, implying that respondents’ views were relatively similar (Table 8). This indicator confirms that the management of The Sanctuary Montessori are interested in exploring new ideas.

In like manner, “I can be innovative in this school”, from a sample of 75 was 3.77, indicating *high agreement* to innovation and customer focus among respondents, from a SD of .91, indicating low variability in respondents’ views (Table 8). The outcome of this indicator confirms that employees at The Sanctuary Montessori are confident that their drive for innovativeness would be welcomed in The Sanctuary Montessori. Similarly, the medium of “Feedback from parents and guardians is used to make improvements in this school”, as an indicator from a sample of 75 was 3.54, suggesting *high agreement* to innovation and customer focus among respondents, from a SD of .78, insinuating that respondents’ opinions were not wide-ranging (Table 8). This result implies that the views of parents and guardians are considered

fundamental in The Sanctuary Montessori, signalling good customer focus in the school.

Equally, the average of “Regular follow-ups are made to ensure that parents and guardians are happy with the service,” as an indicator from a sample of 75 was 3.44, indicating *high agreement* to innovation and customer focus among respondents, from SD of 1.10, implying that respondents’ views were diverse (Table 8). This indicator reveals that the management and staff of The Sanctuary Montessori strive to make customers happy, signalling good customer focus. In a similar way, the mean of “In this school, people are proactive in anticipating the future needs of pupils”, as an indicator from a sample of 75 was 3.81, suggesting high agreement to innovation and customer focus, from a SD of 1.25, indicating that respondents’ opinions were variegated (Table 8). The outcome of this indicator implies that employees and management at The Sanctuary Montessori are anticipative in satisfying the future needs of their pupils.

Gleaning from the views of respondents with respect to innovation and customer focus, it was revealed that respondents showed *high agreement* to all the seven indicators of innovation and customer focus (Table 8). Therefore, the writer of this research project established that there is good innovation and customer focus at The Sanctuary Montessori, from the viewpoint of employees. Overall, in response to the first objective which sought to examine the organisational culture that existed in The Sanctuary Montessori in Takoradi, this study found the existence of a strong corporate culture at The Sanctuary Montessori in Takoradi, evidenced by good communication and participation among employees, good leadership and decision making process, good

professionalism and fun at work, good organisational structure and goal integration, and good innovation and customer focus.

Research Objective Two: To assess the Level of Employee Performance among Employees at The Sanctuary Montessori in Takoradi, Ghana

The second objective of this dissertation sought to ascertain the level of employee performance in The Sanctuary Montessori in Takoradi, Ghana. In doing so, a five-point Likert-like scale with score 1=least agreement, 2=less agreement, 3=moderate agreement, 4= strong agreement, 5=strongest agreement to measure fifteen (15) indicators. These scores were generalised based on responses under “Employee Performance” on the questionnaire. The maximum value for the scale was deduced based on the mean less 0.1 (cf. Koomson, 2017; Osei-Bonsu, 2019). Therefore, a mean range of 1.0 to 2.9 suggests *low agreement* from respondents, while a mean range of 3.0 to 5.0 suggests *high agreement* from respondents.

As shown in Table 9, the mean of “Employees in this school complete work on time”, as an indicator from a sample of 75 was 3.54, suggesting *high agreement* to employee performance among respondents, from a SD of .81, implying that respondents’ views were relatively less varied. The outcome of this indicator signals that employees at The Sanctuary Montessori perform their assigned work within the directed time frame, signalling high employee performance. Parallel to this, the mediocre score of “Employees are committed to improving quality of services,” as an indicator from a sample of 75 was 3.21, indicating *high agreement* to employee performance among respondents, from a SD of .91, implying low disparity in respondents’ views. The outcome of this indicator suggests that employees at The Sanctuary Montessori are committed

to ensuring the provision of quality services to pupils, indicating high employee performance in the school.

Table 9: Level of Employee Performance at The Sanctuary Montessori

| Serial | Label | Mean | Interpretation | SD |
|--------|--|------|----------------|------|
| EP01 | Commitment of employees to completing work timely | 3.54 | High agreement | .81 |
| EP02 | Commitment to improving quality of service | 3.21 | High agreement | .91 |
| EP03 | Commitment to the success of the school. | 3.84 | High agreement | .61 |
| EP04 | Commitment to serving the school. | 3.45 | High agreement | 1.02 |
| EP05 | Accountability for work done. | 3.71 | High agreement | .61 |
| EP06 | Commitment to maximize the potential of employees. | 3.46 | High agreement | .77 |
| EP07 | Jobs are designed to utilise the skills and abilities. | 3.21 | High agreement | .98 |
| EP08 | There is a sense of personal accomplishment from work. | 3.71 | High agreement | .87 |
| EP09 | There is the willingness of employees to bear the risk of faulty work. | 3.41 | High agreement | 1.21 |
| EP10 | There is the demonstration of reactivity to improving performance, by initiating innovative ideas. | 3.71 | High agreement | 2.14 |
| EP11 | There is the evaluation of performance of employees on an annual basis. | 3.25 | High agreement | .63 |
| EP12 | An understanding of the needs of customers. | 3.15 | High agreement | .87 |
| EP13 | Meet annual work targets and goals assigned. | 3.05 | High agreement | 1.02 |
| EP14 | Reliability in executing tasks at work. | 3.21 | High agreement | 1.32 |

| | | | | |
|------|--|------|----------------|-----|
| EP15 | Innovation in executing of their task. | 3.11 | High agreement | .74 |
|------|--|------|----------------|-----|

Source: Field survey, Lomotey (2020)

In a similar fashion, “Employees are committed to the success of this school” obtained a mean of 3.84, suggesting *high agreement* to employee performance among respondents, from a SD3 of .61, demonstrating that respondents’ views were relatively similar. The outcome of this indicator implies that employees at The Sanctuary Montessori are committed towards achieving success in the school. In the same vein, the middling score of “Employees are committed to serving this school”, as an indicator from a sample of 75 is 3.45, signifying *high agreement* employee performance among respondents, from a SD of 1.02, suggesting disparity in respondents’ views. This result indicates that employees at The Sanctuary Montessori are serving in the school.

In like manner, the average value of “Employees are held accountable for their work”, as an indicator from a sample of 75 was 3.71, inferring *high agreement* to employee performance among respondents, from a standard deviation of .61, signalling that respondents’ views were not diverse (Table 9). The outcome of this indicator connotes that employees are held responsible for their actions at the workplace. Identically, the midpoint of “This school is able to maximize employee potentials”, as an indicator from a sample of 75 was 3.46, evincing *high agreement* to employee performance among respondents, from a SD of .77, hinting that respondents’ view were not wide-ranging. This result suggests that the management of The Sanctuary Montessori encourages their employees to produce their best output.

Equally, the mean of “Employees’ job enables them to make use of their skills and abilities”, as an indicator from a sample of 75 was 3.21, showing *high agreement* to employee performance among respondents, from a SD of .98, insinuating low disparity in respondents’ views (Table 9). The outcome of this indicator indicates that employees are put in roles where they are able to use their skills and abilities. In like manner, the average of “Employees get a sense of personal accomplishment from work”, as an indicator from a sample of 75 was 3.71, declaring *high agreement* to employee performance among employees, from a SD of .87, implying that respondents’ views were not differed. This result signals that employees feel that their work helps them contribute to the well-being of society.

In a similar fashion, the midpoint of “Employees are willing to bear the risk of faulty work”, as an indicator from a sample of 75 was 3.41, signalling *high agreement* to employee performance among respondents, from a SD of 1.21, evincing low disparity in respondents’ opinions. The outcome of this indicator indicates that employees are willing take responsibility for their actions. Likewise, “Employees show creativity to increase performance, by initiating new ideas”, from a sample of 75 was 3.71, indicating *high agreement* to employee performance among respondents, from a SD of 2.14, implying that respondents’ opinions were relatively variegated (Table 9). This indicator suggests that employees at The Sanctuary Montessori are innovative.

By the same token, the midpoint of “Performance measures are evaluated on an annual basis”, from a sample of 75 was 3.25, suggesting *high agreement* to employee performance among respondents, from a SD of .63, evincing low disparity in respondents’ opinions. The outcome of this indicator

indicates that employees at The Sanctuary Montessori are willing take responsibility for their actions. Similarly, “Employees know and understand the needs of customers”, scored 3.15, signifying a *high agreement* to employee performance among respondents, from a SD of .87, implying that respondents’ opinions were relatively variegated (Table 9). The outcome of this indicator insinuates that employees at The Sanctuary Montessori are full aware and comprehend the needs of their pupils.

Equally, the midpoint of “Employees are able to meet annual work targets and goals assigned,” from a sample of 75 was 3.05, showing *high agreement* to employee performance among respondents, from a SD of 1.02, evincing low disparity in respondents’ opinions. The outcome of this indicator indicates that employees at The Sanctuary Montessori meet their annual targets, signalling high employee performance in the school. In the same vein, “Employees are reliable when it comes to execution of tasks at work”, scored 3.21, signifying a *high agreement* to employee performance among respondents, from a SD of 1.32, implying that respondents’ opinions were relatively variegated (Table 9). The result of this indicator implies that employees at The Sanctuary Montessori are full committed to executing their assigned roles and responsibilities.

Similarly, “Employees always look for new ways of executing their task”, from a sample of 75 was 3.11, suggesting a *high agreement* to employee performance among respondents, from a SD of .74, implying that respondents’ opinions were less variegated (Table 9). The outcome of this indicator implies that employees at The Sanctuary Montessori are opened to new experiences and experimenting, which is a sign of higher employee performance. In the light of

the above discussion on employee performance, it was evident that employees in The Sanctuary Montessori score high on employee performance, because, respondents expressed high agreement to all the 15 indicators of employee performance (Table 9). This result suggests high level of performance among the employees of The Sanctuary Montessori in Takoradi, Ghana.

Research Objective Three: Effect of Organisational Culture on Employee Performance at The Sanctuary Montessori

In order to meet the research objective three, a Pearson's Correlation was performed. Correlation is a measure of the relationship or association between two continuous numeric variables. It indicates both the direction and degree to which they vary with one another from case to case without implying that one is causing the other (Crossman, 2013). Thus, in order to determine the statistical measure of the strength of a linear relationship between organisational culture and employee performance, correlation analysis was performed. Table 10 below indicates the result.

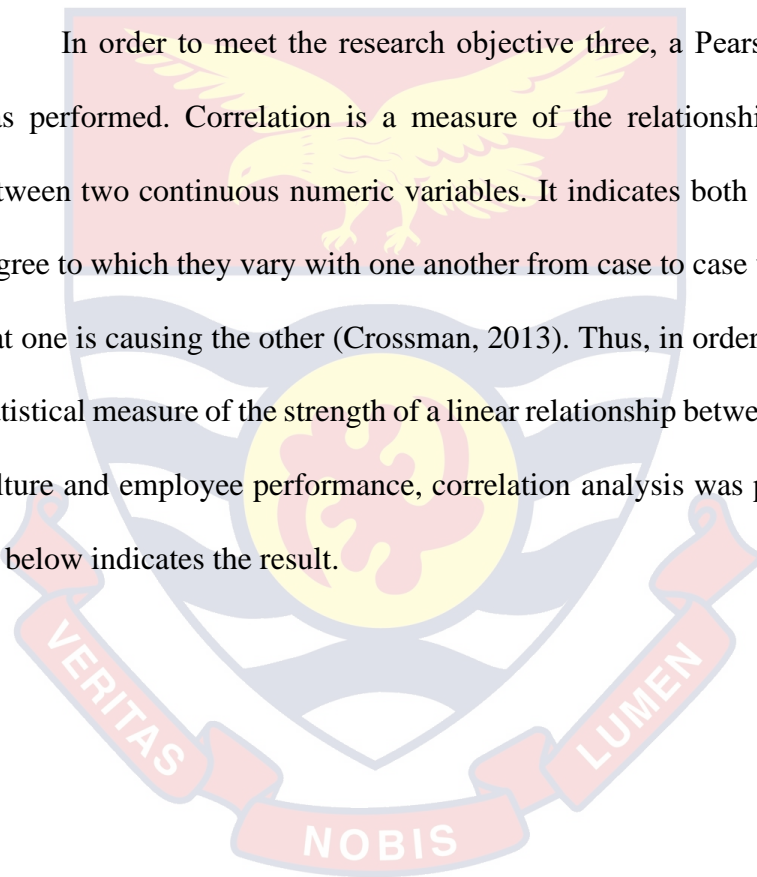


Table 10: Correlation between Organisational culture and Employee performance

| | | Employee Performance | Organisational Culture |
|------------------------|---------------------|----------------------|------------------------|
| Employee Performance | Pearson Correlation | 1 | .698** |
| | Sig. (2-tailed) | | .000 |
| | N | 75 | 75 |
| Organisational Culture | Pearson Correlation | .698** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 75 | 75 |

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

Source: Field work, Lomotey (2020)

From table 10, it can be seen that the Pearson correlation coefficient value of ($r = 0.698$ $N=75$, $p < 0.000$) confirms that there is a positive linear correlation between the two variables (Employee Performance and Organisational culture). Thus, it can be said that there is very strong evidence to believe that both variables are positively related. This positive connection between the two variables (independent and the dependent) is confirmed by the t-test result which also showed a significant outcome ($t\text{-value} = 16.139$, $N=75$, $p=0.000$) as can be seen below.

Table 11: Relationship between Employee Performance and Organisational culture

| Model | | Unstandardized | | Standardized | t- | Sig. |
|-------|------------------------|----------------|------------|--------------|--------|------|
| | | Coefficients | | Coefficients | | |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.604 | .161 | | 16.139 | .000 |
| | Organisational Culture | .212 | .055 | .440 | 3.863 | .000 |

A. Dependent Variable: Employee Performance

Source: Field work, Lomotey (2020)

Table 11 indicates a standardized Beta of .440 and this is significant at $p=0.000 < 0.05$, T-statistics= 16.139. The results show that Stress management practices has a positive significant impact on the performance of employees of the University of Cape Coast. In order to determine the extent of Stress Management Practices influence on Employee Performance, simple linear regression was also carried out and the results had been depicted in Table 12 below.

Table 12: Model Summary of Organisational Culture influence on Employee Performance

| Model | Std. Error of the Durbin-Watson | | | |
|-------|---------------------------------|----------|-------------------|----------|
| | R | R Square | Adjusted R Square | Estimate |
| 1 | .44 ^a | .36 | .34 | 2.13 |

a. Predictor: (Constant), Organisational culture

b. The Dependent Variable: Performance of Employees

Source: Field survey, Lomotey (2020)

The key values of concern in the model summary are the Correlation coefficient (R), the coefficient of determination (R-squared). From Table 12, the models show an R value of 0.440 which shows the value of the correlation between the independent variable (Organisational culture) and the dependent variable (Employee 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. Per the criteria by Cohen (1988), it can be concluded that Organisational culture has a strong positive significant relationship with Employee performance. A position already established by Table 10.

From Table 12, the adjusted R value of .44 suggested the relationship between the independent variable and the dependent variable. Therefore, consistent to expectations, this study found a positive and significant relationship between organisational culture and employee performance among employees at The Sanctuary Montessori in Takoradi, Ghana. In contradiction, this finding contravened the result of a study by Yesil and Kaya (2013), in Turkey, wherein the authors revealed that organisational culture dimensions had no significant effect on firm financial performance.

Like Thuku et al.'s (2013) research finding, this finding resembled the result of a study by Zakari et al. (2013), in Ghana, in which the analysts revealed a positive relationship between organisational culture and performance in the banking industry. Similarly, this finding mirrored the result of an initial study by Wambugu (2014), in Kenya, where the author showed a positive and

significant influence of organisational culture on employee performance among employees working in Wärtsilä Limited: a private power organisation. In like manner, this finding is parallel to the result of the study by Agwu (2014), in Nigeria, where the author discovered a significant positive relationship between the organisational culture and the performance of employees at National Agency for Food and Drug Administration and Control.

In a similar fashion, this finding can be comparable to the previous study by Gunaraja (2014), in India, wherein the author found a positive and significant relationship between corporate culture, and employee performance and productivity. Equally, this finding seems similar to the result of the study by Kelepile (2015), in Botswana, where author discovered a substantial correlation between the organisational culture and employee productivity at the Diamond Trading Company.

By the same token, this finding can be likened to the result of the study by Ekpenyong and Ekpenyong (2016), in which the authors found a substantial positive relationship between organisational culture and the performance of employees at the Niger Delta University. Likewise, this finding compared well with the result of the study by Paschal and Nizam (2016), in Singapore, in which the researchers found that organisational culture, such as ritual, value and heroes had a huge and significant positive impact on employee's performance among employees working in the Telecommunication sector. In the same way, this result mirrored the result of the study by Kamau and Wanyoike (2018), in Kenya, wherein the researchers disclosed a strong positive correlation between corporate culture and the performance of employees among Mayfair Casino in Nairobi City County.

Similarly, this result is in line with the result of a study by Fajrin et al. (2018) in Indonesia, in which the authors showed that organisational culture affected the performance among employees and teachers of Madrasah Aliyah. Likewise, this finding confirmed the result of the study by Ilham (2018), in Indonesia, wherein the author showed that organisational culture had a positive impact on employee performance among lecturers. Last, but not the least, this finding confirms the conceptual framework of this study, which showed that organisational culture had a positive and significant relationship with employee performance.

Chapter Summary

First and foremost, this chapter presented and discussed the results on the demographic characteristics of respondents, by employing frequencies and percentages. The chapter continued by examining the organisational culture that existed in The Sanctuary Montessori in Takoradi, using mean and its standard deviation. Subsequently and similarly, the level of employee performance at The Sanctuary Montessori was ascertained by employing mean and its associated standard deviation. The chapter successively analysed the relationship between organisational culture and employee performance at The Sanctuary Montessori in Takoradi, using standard regression analysis.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

Introduction

The previous chapter looked at the findings of the study and discussed them accordingly. This section presents the summary, conclusions, and recommendations for the study. The study sought to find the various organisational cultures at the Sanctuary Montessori; assess employee performance at the Sanctuary Montessori. Finally, to examine the influence of Organisational culture on employee performance at the Sanctuary Montessori.

Summary of the Study

This study assessed the effect of organisational culture on employee performance in The Sanctuary Montessori in Takoradi, Ghana. The specific objectives of this study were to: examine the organisational culture that existed in The Sanctuary Montessori in Takoradi, Ghana; ascertain the level of employee performance in The Sanctuary Montessori in Takoradi, Ghana; analyse the relationship between organisational culture and employee performance in The Sanctuary Montessori in Takoradi, Ghana. This research was guided by Peters and Waterman's (2006) theory of organisational excellence.

Research approach was quantitative, research design was descriptive-explanatory and study design was cross-sectional. All teaching and non-teaching staffs of The Sanctuary Montessori in Takoradi-Ghana, numbering 82 formed the population of the study. Data was sourced from the proprietors of the school as at 23th December, 2019. Due to the small size of the population,

all 82 teaching and non-teaching staff of The Sanctuary Montessori in Takoradi, Ghana to serve as the sample size.

Data collection was done through a semi-structured questionnaire and it was self-administered to employees of The Sanctuary Montessori in Takoradi, Ghana. The questionnaire is semi-structured, comprising of open ended and closed-ended questions/statements. The questionnaire was carefully designed to ensure the collection of good quality data. Section 'A' collected nominal scale data on the demographic characteristics of respondents, namely sex, age in years, level of education, and organisational tenure (four items). Section 'B' collected data on organisational culture at The Sanctuary Montessori in Takoradi, Ghana.

Items that measured organisational culture were sourced from the study by Kelepile (2015), containing 5 dimensions, namely communication and participation (six items), leadership and decision making (four items), professionalism and fun (four items), organisational structure and goal integration (four items), and innovation and customer focus (seven items). This scale was chosen because it strikes a balance between length and validity issues. Less number of items on a scale was likely to increase respondents' participation and reduce non-response rate. The items on the scale were rephrased to depict Montessori education context. The scale was made up of 25 items.

On the other hand, employee performance was measured using a 15-item instrument sourced from a study by Owusu (2016). The items on the scale were rephrased to reflect the Montessori education context. The scale was chosen, because, it captures all aspects of performance. A five-point Likert scale

was used to measure items related to organisational culture and the performance of employees. Overall, the questionnaire was made up of 44 items. Ethical issues considered were right to privacy, confidentiality, voluntary participation, and anonymity.

Regarding data collection procedures, questionnaires were distributed to teaching and non-teaching staff of The Sanctuary Montessori in Takoradi through the proprietaries of the school. Due to the outbreak of the Covid-19 pandemic, draft questionnaires were sent to employees in their various homes, and collected later after completion with the help of a driver, upon staff signalling that the questionnaires have been completed via a phone call. The researcher ensured that the driver wore a face/nose mask while running the errands. Data collection started on Thursday, 21st May, 2020 and ended on the Monday, 22nd June, 2020. Of the 82 questionnaires distributed to employees, 75 completed questionnaires were retrieved.

After the data collection exercise, coding and editing of data it came to light that the dataset of the 75 retrieved questionnaires were devoid of possible errors, hence, data analysis was conducted on this data. IBM SPSS Statistics Software for windows, version 23 was the software used for the data analysis. First of all, the demographic characteristics of respondents were analysed using frequencies and percentages. Afterwards, the first and second objectives of the study were analysed using mean and its associated standard deviation, and the third objective was analysed using standard regression analysis.

According to the three stated research objectives, this study found that:

- 1) There is a strong corporate culture at The Sanctuary Montessori in Takoradi, evidenced by good communication and the participation of

employees, good leadership and decision making processes, good professionalism and fun at work, good organisational structure and goal integration, and good innovation and customer focus.

- 2) There is a high level of performance among the employees of The Sanctuary Montessori in Takoradi, Ghana.

Conclusion

This study assessed the effect of organisational culture on the performance of employees at The Sanctuary Montessori. Inferring from the findings, the study settled that the corporate culture at The Sanctuary Montessori is vibrant. In addition, the study established that the employees at The Sanctuary Montessori are performing well. The study concludes that employee engagement in determining the organisational culture within the institution is imperative and as such every worker must have a say in determining their stress management practice. Finally, the study concluded that the strong organisational culture led employees to perform well at The Sanctuary Montessori in Takoradi, Ghana.

When management or organisations take time to invest in organisational cultures, employees feel valued by their organisation and thus work extra hard to enhance their performance. It is therefore worthy to note that, these organisational cultures within the working environment have a greater potential of minimising the adverse effect of inconsistencies in employees performances and thereby increasing the performance of employees within the organisation. Improvising upon the adverse effect unwelcoming organisation cultures may lead to decreased performance and at its worse, a decline in the overall performance of the organisation. Therefore, implementing the right organisational culture

within the required time in the life of employees faced by the adverse effect of inconsistencies in employees performances does not only help combat it, but also aids in creating a conducive working environment needed to increase organisational performance.

Recommendations

The study assessed the effect of organisational culture on the performance of employees at The Sanctuary Montessori in Takoradi, Ghana. The study recommends that management at The Sanctuary Montessori should continuously strive to build a strong corporate culture in the organisation through good communication and participation of employees, good leadership and decision making process, professionalism and an atmosphere of fun, good organisational structure and goal integration, and good innovation and customer focus. Furthermore, this study recommends management at The Sanctuary Montessori to continuously strive to increase employee performance in the organisation. Finally, this study recommends that management of The Sanctuary Montessori should maintain a strong corporate culture within the organisation so as to propel employees continuously perform well.

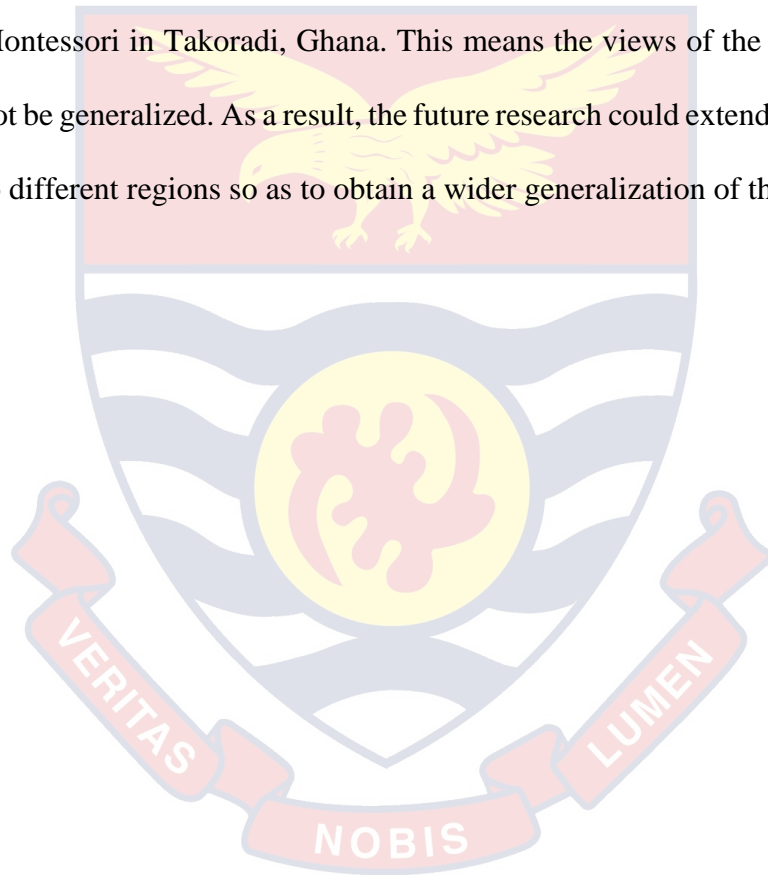
Suggestion for Further Research

Bearing in mind the limitations of this study, it is recommended that a broader study be undertaken encompassing staffs of various educational institutions to unearth the impact of organisational cultures on employee performance.

This study was also based on quantitative analysis which only developed its construct on an already established research instrument, but in the near future, both qualitative and quantitative methods should be used and this will

help employees to better describe the situation and also explain in detail the reason for the answers that have been uncovered using quantitative.

It is also recommended that future researchers consider the role those demographic variables play on the relationship between the various organisational cultures and employee performance. Also, future research could be conducted to address one of the limitations outlined in this study. For example, this study only concentrated on employees at the Sanctuary Montessori in Takoradi, Ghana. This means the views of the employees could not be generalized. As a result, the future research could extend the investigation to different regions so as to obtain a wider generalization of the study.



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APPENDIX A: QUESTIONNAIRE

ORGANISATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN THE SANCTUARY MONTESSORI IN GHANA

Dear Respondent,

My name is Priscilla Ohwi Lomotey, a Master of Business Administration student at the Department of Management, School of Business, University of Cape Coast. This study forms part of the requirement for the award of my Master of Business Administration Degree in Management and it seeks to assess *Organisational Culture and Employee Performance in the Sanctuary Montessori in Ghana.*

I am writing to ask for your help with my research. I would be grateful if you could spare about 30 minutes of your time to answer these questions or response to these statements for the research, with all honesty. There is no right or wrong answer. Your questionnaire is strictly anonymous and will only be read and used by myself. Participation is voluntary. In the event that anything is published from this research, no information supplied will be identifiable to you since only aggregated data will be reported in this study.

It is expected that the findings of this research provide guidelines for management during business strategy formulation in terms of paying attention to organisational culture and employee performance. I would be very grateful if I could get the completed questionnaire within a week. If you need any clarification on this questionnaire, its nature or its purpose, or you wish to be informed on the results of the study, do not hesitate to contact me on 020-524-

5323. Thank you for your valuable time and input.

Questionnaire Sections

Section A: Demographic Characteristics

A1. Sex: a. Male [] b. Female []

A2. Age in years: _____

A3. Level of education: a. Basic [] b. Secondary [] c. Tertiary []

A4. How long have you worked in The Sanctuary Montessori?

Section B: Organisational Culture

Organisational culture represents the shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace.

Please indicate your *level of agreement* to each of the following statements that relate to organisational culture, by **ticking** the appropriate number, on the scale: 0=*no agreement*, 1=*least agreement*, 2=*less agreement*, 3=*moderate agreement*, 4=*strong agreement*, 5=*strongest agreement*.

| <i>Communication and Participation</i> | | | | | | |
|--|---|---|---|---|---|---|
| OC01 | Communication messages are effective and understood by all employees. | 1 | 2 | 3 | 4 | 5 |
| OC02 | I can trust what the managers of The Sanctuary Montessori tell me. | 1 | 2 | 3 | 4 | 5 |
| OC03 | Managers call meetings for good reasons. | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|--|--|---|---|---|---|---|
| OC04 | I know in advance of any changes which are planned. | 1 | 2 | 3 | 4 | 5 |
| OC05 | I feel I can express my honest opinions without fear of negative consequences. | 1 | 2 | 3 | 4 | 5 |
| OC06 | Employees in the school understand the reasons for the decisions that are made. | 1 | 2 | 3 | 4 | 5 |
| <i>Leadership and Decision Making</i> | | | | | | |
| OC07 | Our managers show the drive to achieve. | 1 | 2 | 3 | 4 | 5 |
| OC08 | Our senior management set good examples. | 1 | 2 | 3 | 4 | 5 |
| OC09 | Managers motivate staff. | 1 | 2 | 3 | 4 | 5 |
| OC10 | Decisions are followed by the appropriate action. | 1 | 2 | 3 | 4 | 5 |
| <i>Professionalism and Fun</i> | | | | | | |
| OC11 | We are all expected to make the best contribution we can towards The Sanctuary Montessori's goals. | 1 | 2 | 3 | 4 | 5 |
| OC12 | Professional expertise is strongly emphasized by management of the school. | 1 | 2 | 3 | 4 | 5 |
| OC13 | We enjoy ourselves in this school. | 1 | 2 | 3 | 4 | 5 |
| OC14 | I enjoy the company of my colleagues. | 1 | 2 | 3 | 4 | 5 |
| <i>Organisational Structure and Goal Integration</i> | | | | | | |
| OC15 | Managers have the authority to make decisions in their area of responsibility. | 1 | 2 | 3 | 4 | 5 |
| OC16 | We understand how our team's achievements contribute to the goals of the school. | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|--------------------------------------|--|---|---|---|---|---|
| OC17 | Performance targets take account of individual and organisation's objective. | 1 | 2 | 3 | 4 | 5 |
| OC18 | Different parts of the school cooperate with us to achieve the best for the school as a whole. | 1 | 2 | 3 | 4 | 5 |
| <i>Innovation and Customer Focus</i> | | | | | | |
| OC19 | Radical ideas are utilized by management of the school. | 1 | 2 | 3 | 4 | 5 |
| OC20 | Time is made available to explore and develop new ideas. | 1 | 2 | 3 | 4 | 5 |
| OC21 | New ideas are given try in this school. | 1 | 2 | 3 | 4 | 5 |
| OC22 | I can be innovative in this school. | 1 | 2 | 3 | 4 | 5 |
| OC23 | Feedback from parents and guardians is used to make improvements in this school. | 1 | 2 | 3 | 4 | 5 |
| OC24 | Regular follow-ups are made to ensure that parents and guardians are happy with the service. | 1 | 2 | 3 | 4 | 5 |
| OC25 | People are proactive in anticipating the future needs of the client. | 1 | 2 | 3 | 4 | 5 |

Section C: Employee Performance

Employee performance refers to the ability of employees to achieve organisational goals more effectively and efficiently. It involves all aspects which directly or indirectly affect and relate to the work of the employees.

Please indicate your *level of agreement* to each of the following statements that relate to employee performance in your school, by **circling** the appropriate

number, on the scale: 0=no agreement, 1=least agreement, 2=less agreement, 3=moderate agreement, 4=strong agreement, 5=strongest agreement.

| <i>Employee Performance</i> | | | | | | |
|-----------------------------|---|---|---|---|---|---|
| EP01 | Employees in this school complete work on time. | 1 | 2 | 3 | 4 | 5 |
| EP02 | Employees are committed to improving quality of services. | 1 | 2 | 3 | 4 | 5 |
| EP03 | Employees are committed to the success of this school. | 1 | 2 | 3 | 4 | 5 |
| EP04 | Employees are committed to serving this school. | 1 | 2 | 3 | 4 | 5 |
| EP05 | Employees are held accountable for their work. | 1 | 2 | 3 | 4 | 5 |
| EP06 | This school is able to maximize employee potentials. | 1 | 2 | 3 | 4 | 5 |
| EP07 | Employees' job enable them to make use of their skills and abilities. | 1 | 2 | 3 | 4 | 5 |
| EP08 | Employees get a sense of personal accomplishment from work. | 1 | 2 | 3 | 4 | 5 |
| EP09 | Employee are willing to bear the risk of faulty work. | 1 | 2 | 3 | 4 | 5 |
| EP10 | Employees show creativity to increase performance, by initiating new ideas. | 1 | 2 | 3 | 4 | 5 |
| EP11 | Performance measures are evaluated on an annual basis. | 1 | 2 | 3 | 4 | 5 |
| EP12 | Employees know and understand the needs of customers. | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|------|---|---|---|---|---|---|
| EP13 | Employees are able to meet annual work targets and goals assigned. | 1 | 2 | 3 | 4 | 5 |
| EP14 | Employees are reliable when it comes to execution of tasks at work. | 1 | 2 | 3 | 4 | 5 |
| EP15 | Employees always look for new ways of executing their task. | 1 | 2 | 3 | 4 | 5 |

Thank you for partaking in this study

