

UNIVERSITY OF CAPE COAST

ORGANISATIONAL CULTURE, WORK ETHICS AND EMPLOYEE  
PERFORMANCE AT THE UNIVERSITY OF CAPE COAST

BY

HENRY NANA EDUFUL

Dissertation submitted to the Department of Human Resource Management,  
School of Business, College of Humanities and Legal Studies, University of  
Cape Coast, in Partial fulfillment of the Requirements for the Award of Master  
of Business Administration degree in Human Resource Management

JUNE 2021

## DECLARATION

### Candidate's Declaration

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

Candidate's Signature: ..... Date: .....

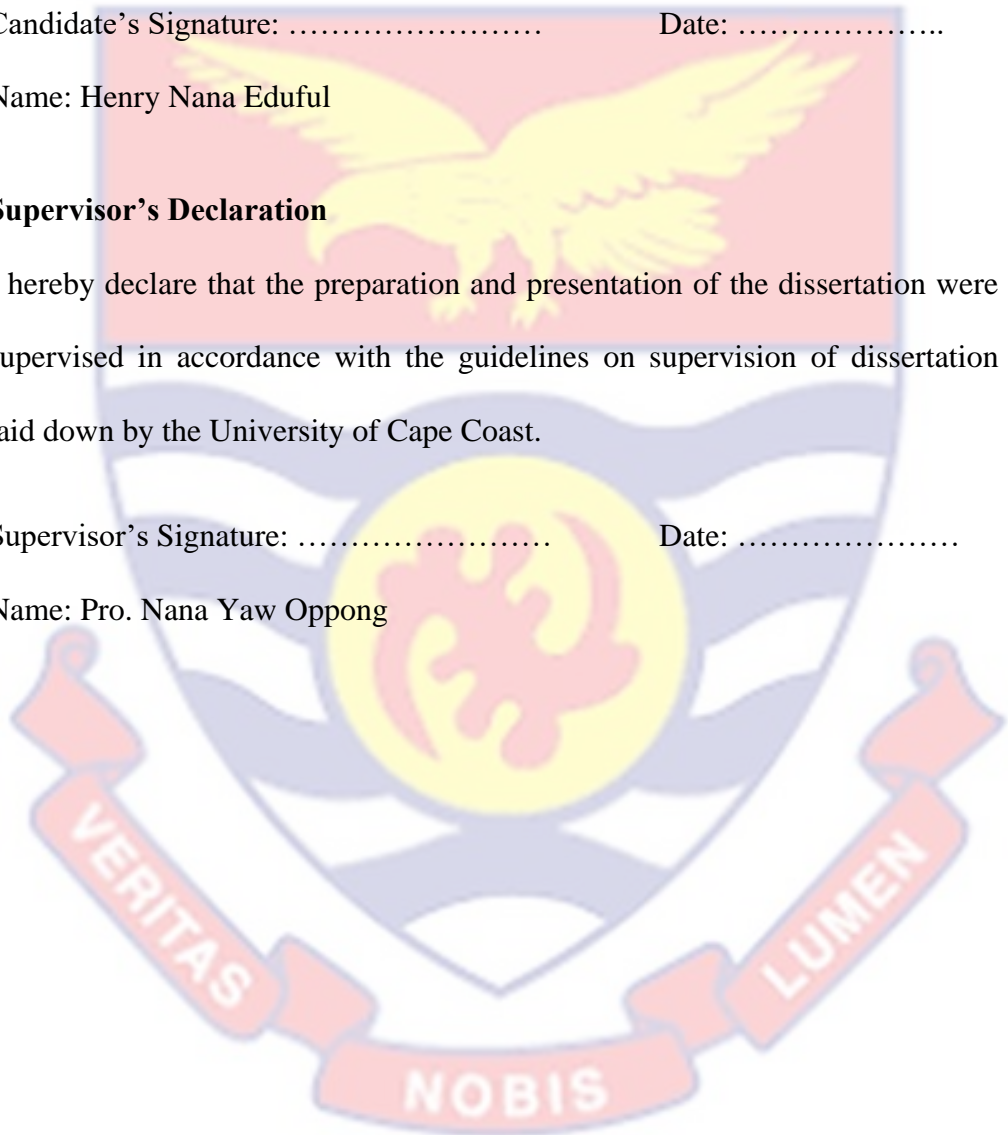
Name: Henry Nana Eduful

### Supervisor's Declaration

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

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

Name: Pro. Nana Yaw Opong



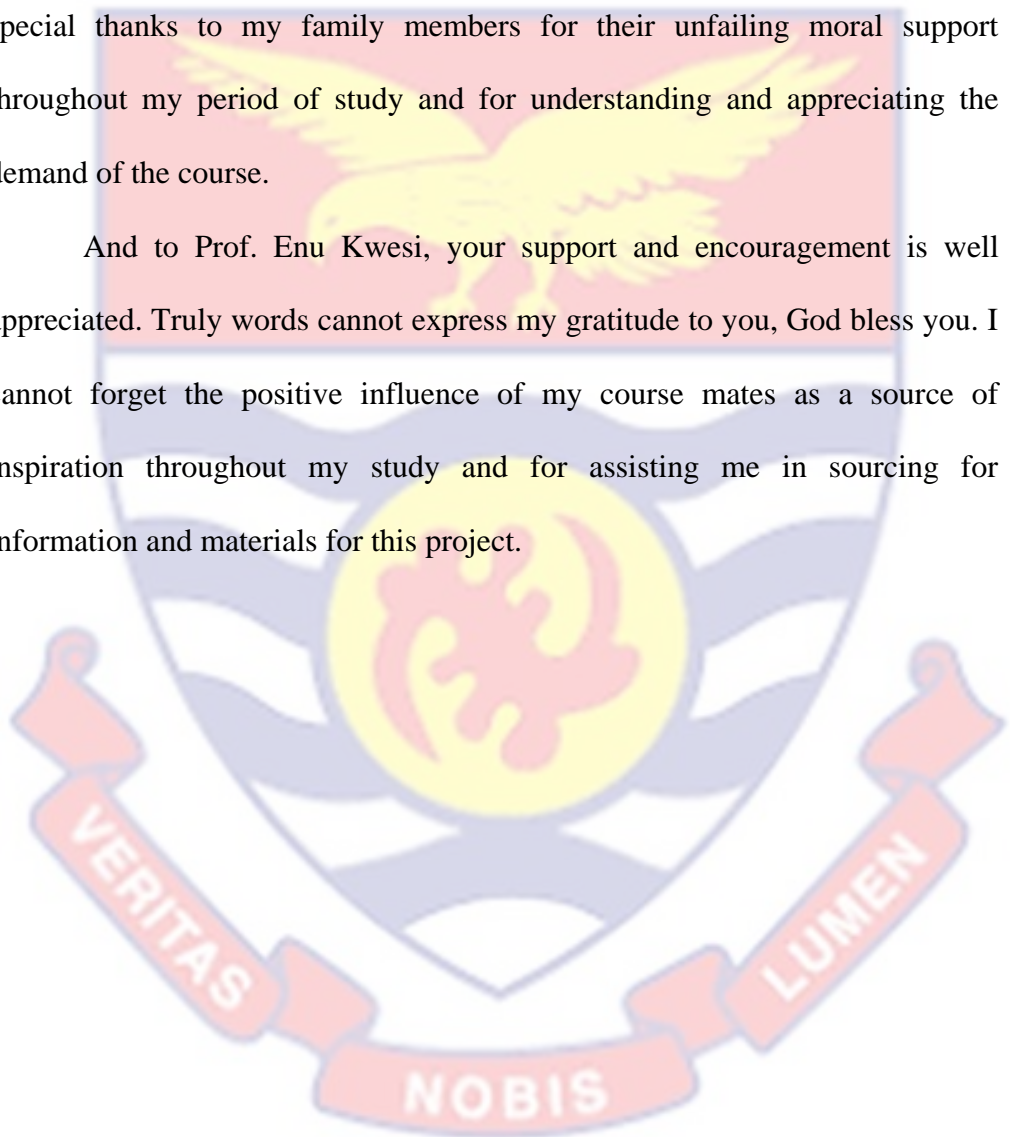
## ABSTRACT

Man's abysmal failure to uphold culture and ethical behaviour within the framework of employment relationship, necessitates continuous examination of the complex issues, which arise from the lopsidedness between organisational and employees' performance. The study was conducted to assess the effect of organisational culture, work ethics on employee performance among administrative staffs at the University of Cape Coast. The study employed an explanatory research design backed by quantitative research approach. Both inferential and descriptive statistics was used for the analysis of the data. Two hundred and sixteen (216) employees were sampled from the target population using the simple random technique. Structured questionnaire was used for the primary data collection. The findings of the study revealed that employee performance was perceived to be effective. Again, the study showed that there was also statistically significant positive correlation between organisational culture and employee performance even though there was a positive weak correlation between organisational culture and employee performance. Regarding the joint effect of organisational culture and work ethics on employee performance, the study revealed that organisational culture and work ethics is not a statistically significant positive predictor of employee performance. It was thus recommended that management of University of Cape Coast should institutionalize periodic research in its management of organisational culture and work ethics policies as to timely diagnose grey areas in its organisational culture and work ethics system that could be well-managed scientifically to improve the impact of performance of administrators.

## ACKNOWLEDGEMENTS

I wish to acknowledge above all the almighty God, for enabling me to complete my Masters in the right spirit and of sound mind. Also, my uttermost appreciation goes to my supervisor Pro. Nana Yaw Oppong for his immense support and encouragement towards the completion of this dissertation. Again, special thanks to my family members for their unfailing moral support throughout my period of study and for understanding and appreciating the demand of the course.

And to Prof. Enu Kwesi, your support and encouragement is well appreciated. Truly words cannot express my gratitude to you, God bless you. I cannot forget the positive influence of my course mates as a source of inspiration throughout my study and for assisting me in sourcing for information and materials for this project.



## DEDICATION

To my lovely wife, Jennifer Eduful and Children, Ernestina, Henry Jnr and Marian Eduful.



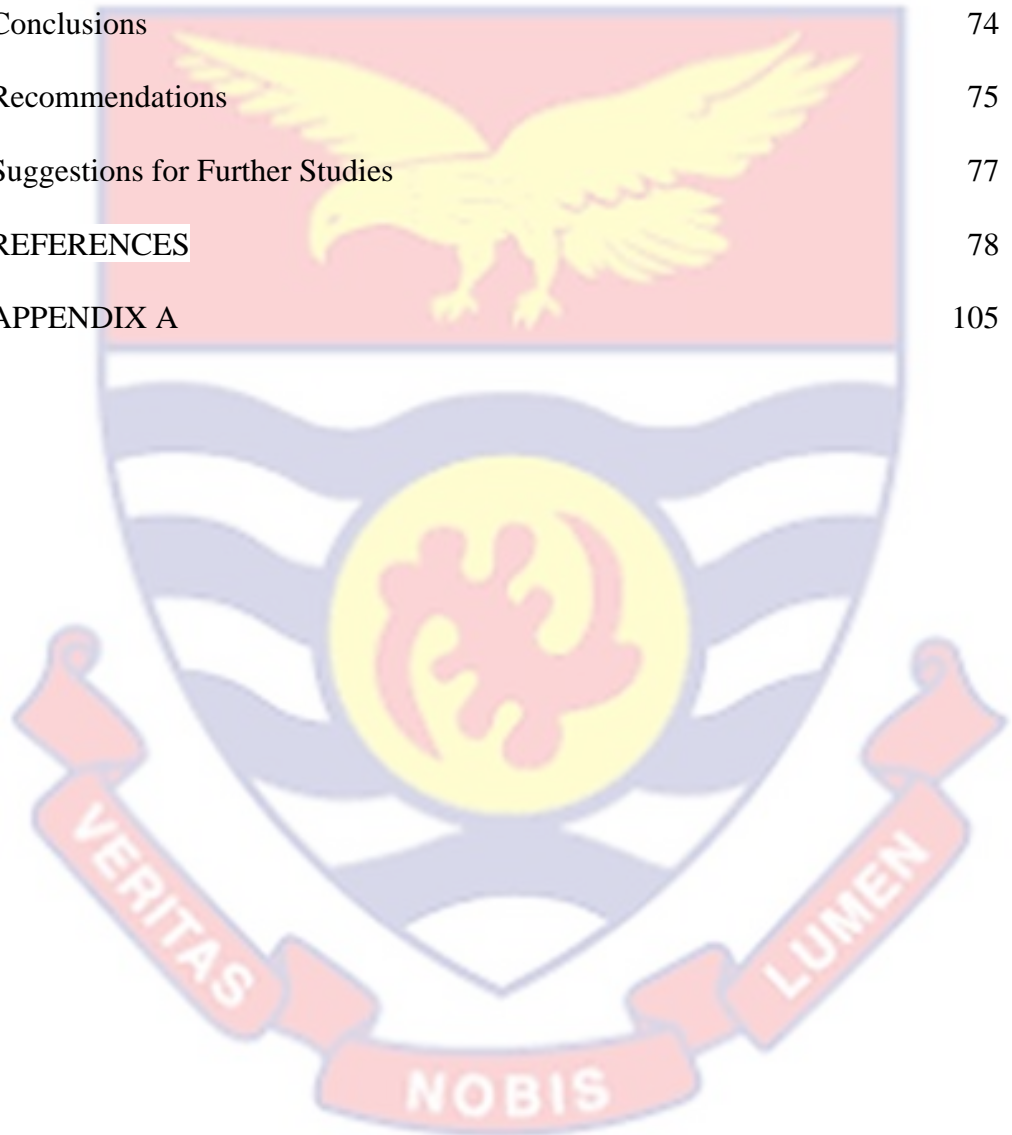
## TABLE OF CONTENTS

	<b>Page</b>
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	6
Purpose of the Study	9
Research Questions	9
Significance of the Study	10
Delimitations of the Study	11
Limitations of the Study	11
Definition of Terms	12
Organisation of the Study	12
Chapter Summary	13
CHAPTER TWO: LITERATURE REVIEW	
Introduction	14
Theoretical Review	14
Theory of Planned Behaviour (TPB)	15
Consistency Theory	18



The Concept of Organisational Culture	19
Organisational Culture and Employee Performance	23
Relationship between Organisational Culture and Employee Performance	25
The Concept of Work Ethics	28
Work Ethics and Employee Performance	31
The concept of Employee Performance	32
Empirical Review	38
Lessons from Empirical Review	42
Conceptual Framework	43
Chapter Summary	44
<b>CHAPTER THREE: RESEARCH METHODS</b>	
Introduction	45
Research Approach	45
Research Design	46
Study Area	47
Population	48
Sampling Procedure	49
Data Collection Instrument	50
Data Collection Procedures	53
Data Processing and Analysis	54
Ethical Consideration	56
Chapter Summary	57
<b>CHAPTER FOUR: RESULT AND DISCUSSIONS</b>	
Introduction	58
Demographic Information of Respondents	58

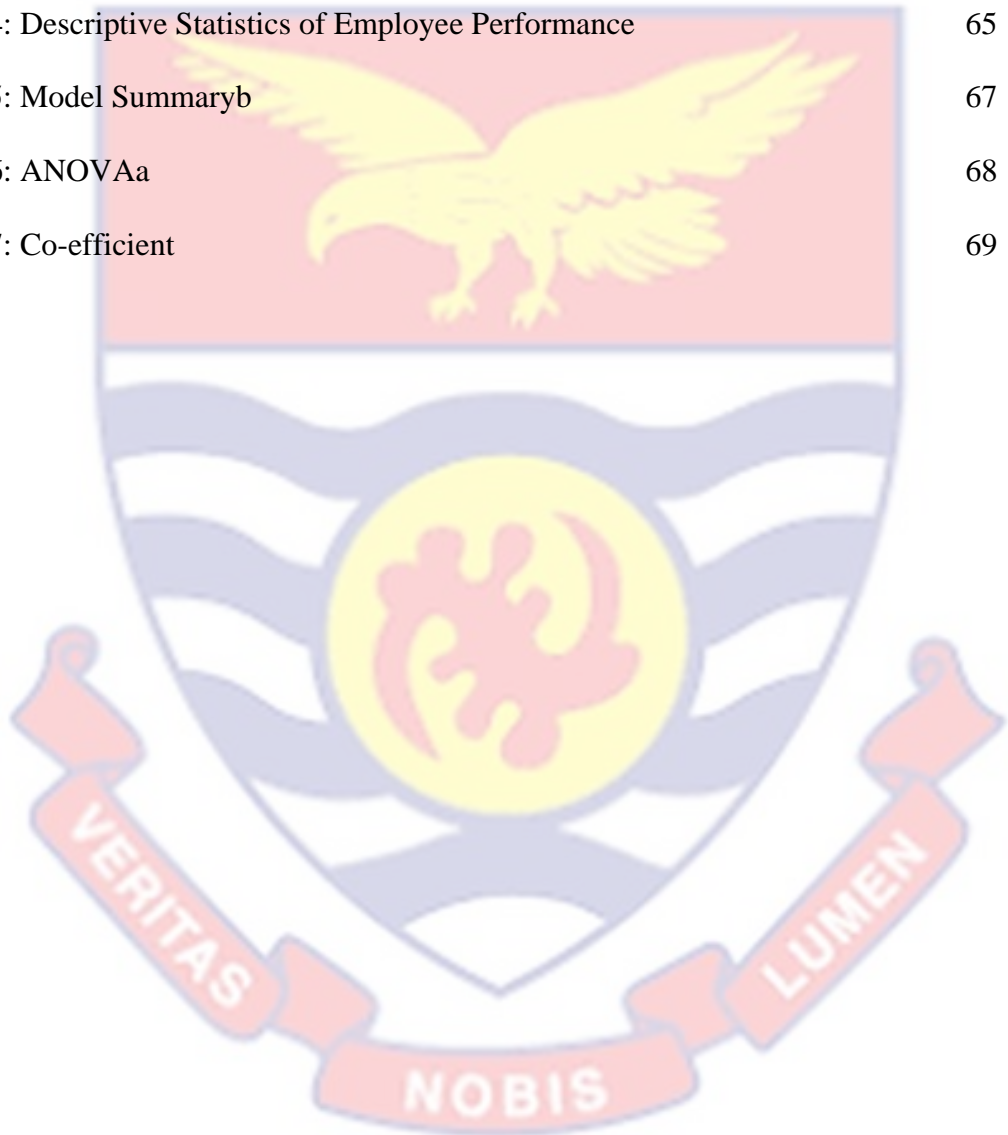
Chapter Summary	71
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	72
Summary of Key Findings	72
Conclusions	74
Recommendations	75
Suggestions for Further Studies	77
REFERENCES	78
APPENDIX A	105





## LIST OF TABLES

	<b>Page</b>
1: Reliability Results	52
2: Socio-Demographic Information of Respondents	58
3: Correlation Matrix	61
4: Descriptive Statistics of Employee Performance	65
5: Model Summaryb	67
6: ANOVAa	68
7: Co-efficient	69



## LIST OF FIGURES

	<b>Page</b>
1: Conceptual framework	44



## CHAPTER ONE

### INTRODUCTION

The employees are a significant organisation's strategic assets, which are needed to be developed, maintained, and used, in order to ensure the achievement of organisational goals (Karim Chowdhury, & Latif, 2019). It is very important for a company to have an organisational culture, ethical standards, which are designed to ensure that employees are working effectively and efficiently. Therefore, the aim of this study is to examine the organisational culture, work ethics and employee performance at the University of Cape Coast.

#### **Background to the Study**

Every organisation has its own specific way of doing things, developing standards and procedures, and it has its own atmosphere in which that organisation operates (Wambugu, 2014). Wambugu (2014) argues that the culture of the organisation allows the use of overtime in order to cope with the dynamic changes and to meet the ever-changing demands of the employee's expectations and satisfaction, which in turn has an impact on the productivity of the employees. According to Wanjiku and Agusioma (2014); Uddin, Luva and Hossian (2013), every organisation is impacted by the existing culture, which is different from company to company. Owing to this, scientists have come to the conclusion that the effectiveness of an organisation depends largely on the existing culture.

Many business struggles to survive in a competitive global market because of challenging characteristics in business (Bolboli & Reiche, 2014). These challenges include increasing global price competition and satisfying

demands of different stakeholders (Bolboli & Reiche, 2013). In the global market, organisations have more challenges in establishing an effective organisational culture, which is an essential element to improve performance and productivity (Kenny, 2012). Erdorf, Hartmann-Wendels, Heinrichs and Matz (2013) states that profitability is a critical factor for the existence of any business, and expanding the business scope is also essential for business growth. Establishing an effective culture within diversified companies includes additional challenges for business organisations in a corporate group than for managers in a single company (Lee & Gaur, 2013).

Idris et al. (2015) indicated that poor cultural integration within diversified business companies affects the economic performance of the corporate group and the shareholders' value. Bolboli and Reiche (2014) also indicated that more than 90% of business excellence initiatives fail to succeed because of poor cultural integration and work ethics among company managers in the corporate group. The cultural difference that exists within the group is a major barrier to employee performance (Tedla, 2016). The lack of effective organisational culture and work ethics is a primary cause of poor performance and productivity in many corporate groups (Eaton & Kilby, 2015). Business corporations must understand the importance of effective organisational culture to improve performance and productivity in the corporate group (Viegas-Pires, 2013).

From an organisational point of view, culture has been interpreted as a strong chain that ensures the performance of an organisation (Khayatmoghadam, 2020). The most successful organisations have a culture that is in line with strong ethical values (Rahimi & Agha-Babayi, 2013).

Culture is defined as the spirit of an organisation and the culture that governs the organisation and forms the organisational personality (Shahin-Meher, & Hassani, 2015). If culture is in line with the organisational goals in the organisation, efficiency and effectiveness will increase (Khayatmogadam, 2020) and developing an ethical code for employees that includes the cultural values and the work ethics of the organisation is one of the issues raised in this regard, according to which, members of the organisation follow a general example, ethical, value guidelines, an integrated and strong culture which is created in the organisation.

Managing work ethical values in the workplace like the university calls for managerial actions, and to strengthen the coherence and balance of organisational culture, to improve trust in relationships between individuals and groups, and, by following more standards, improving product quality and ultimately increases performance of the organisation (Soleymanzade & Rad, 2015). In this regard, Alizadeh, Dirani and Qiu, (2020) stated that there is a positive relationship between organisational culture and work ethics and employee performance. Organisations with high work ethics and culture have high employee loyalty and customer loyalty which translates into high organisational performance (Salehi & Ghaderi, 2015).

In a study, Sinclair (1993) confirms the relationship between organisational culture and work ethics (Paschal & Nizam, 2016). According to the study by Paschal and Nizam, (2016), there is a positive and significant relationship between organisational culture and employee ethical behaviour. Accordingly, Sinclair (1993) further postulated that organisation's ethical and culture has a positive effect on employees' performance in an organisation.



Paschal and Nizam, (2016) also reports in the study of university employees that there is a positive relationship between work ethic and organisational culture while Arifin (2015) state that there is a positive relationship between organisational culture and professional ethics and that they have a positive effect on each other. Furthermore, organisations that take further steps to create, maintain, and improve organisational culture by increasing attention to ethical issues will lead to the improvement in organisational performance (Nsor-Ambala, 2022).

Organisational culture and work ethics are an essential ingredient of organisational performance and a source of sustainable competitive advantage. Organisational culture is an important element to unify various company cultures in the corporate group structure (Paschal & Nizam, 2016; Parestu, & Achdmad 2018). Corporate managers may establish an effective organisational culture to integrate the organisational culture and to improve performance. Successful cultural and ethical integration within the corporate group is an important element to maintaining successful communication and improving organisational performance (Idris, Wahab, & Jaapar, 2015). According to Lee and Gaur (2013) establishing an effective organisational culture which translates into vibrant work ethics in the corporate group is necessary to improve performance and productivity.

Conceptually, discipline and indiscipline are dimensions of human behaviour in every human setting. Disciplined behaviour is the sine qua non for individuals, organisations and national survival and development (Goebel & Weißenberger, 2017). Discipline and indiscipline, just and unjust, right and wrong, can be directly associated with ethics. However, work ethics as noted



by Cascio (2013) is the accepted standards in terms of personal and social welfare of employee, their work attitudes, self-discipline and commitment to their assignments (Cascio, 2013). Agbaworde (2016) observes that organisational culture and work ethics is the principle of conduct governing an individual or a group in the work place in many Ghanaian work setting, which makes them to conform to the ethical standards thus influencing organisational output level and the resultant profitability level.

Conversely, unethical people are selfish and dishonest (Greenberg & Robert, 2003). Willing to say or do whatever they can in order to achieve their personal interests (Yalokwu, 2002). Ethical behaviour and the prevailing system of employment relations in any work organisations is very crucial for general development, the production of goods and services, both for domestic consumption and international trade or exchange, creation of national wealth, the attainment of political stability and the inclusive benefits of sustainable human developments (Meriac & Gorman, 2017).

There is, however, a significant decline in the work ethic in public Universities as evidenced by the violation of integrity among the various members of staff in public Universities. The issue of fraud, theft, corruption, or information tampering, illegal acts has been some of the unethical behaviours demonstrated by administrative staffs at the University of Cape Coast which is defiles the organisational culture and ethical values set by the governing counsel of the institution (Obuobisa-Darko, 2020). Because culture and work ethics are one of the important sources of competitive advantage and will always be, as it affects organisational behaviour and employee performance positively or negatively, it has become relevant to conduct a

study to ascertain how proper implementation of organisational culture and work ethics could affect the performance of the organisation (Attar, 2018). Ultimately, this research aims at the improvement of standards and favourable situations in the organisation's culture, and the work ethical dilemma that is affecting the performance of the organisation.

### **Statement of the Problem**

Universities have distinct features as organisations that set them apart from other types of organisations. According to Ali (2021), Higher education is clearly divided into different sectors within the organisation; the faculty who are responsible for the curriculum and teaching, and the administration and staff who tend to the operations of the “business” side of the organisation. Warter and Warter, (2019) argue that university institutions are undergoing a period of unprecedented turbulence, with the institutions engaging in a multitude of partnerships, initiatives, and new programs to maintain relevance in the twenty-first century. Warter (2019) too reflects upon this phenomenon and claims that the modern university, in its current transformation, diminishes the importance of the academic community and increases the importance of the academic institution.

Although the empirical studies and research have been carried out in the area of High education institutions, there is a lack of evidence of the influence of the culture of the organisation and the way we work to increase the performance of the employees. The many research that has been conducted on culture and work ethics and its influence on employee performance has predominately focused on developed economies (Warter, 2019; Badu, Made and Saroyini, 2018), and where they were conducted on developing

economies, the focus were on the banking sector (Ali, Omar, & Bakar, 2016; Aldhuwaihi, & Shee, 2015), Aviation sector (Abubakar, & Dogoji, 2015) or communication sector (Paschal & Nizam, 2016) but not in the higher education institutions.

This study seeks to close that gap by focusing the effect of organisational culture and work ethics in the higher educational institutions. The Researchers have found a positive influence of organisational culture on the performance of the staff (Paschal & Nazim, 2016; Parestu, & Achdmad, 2018). Nonetheless, Owoyemi and Ekwoaba (2014) pointed out a weak relationship between organisational culture and employee performance. Because Owoyemi and Ekwoaba (2014) did not identify a significant influence of organisational culture on the performance of the employees, it has brought about deterioration in the evaluation of the study; therefore, it is necessary to find out the impact of organisational culture in the context of this study on the performance administrative staffs at the University of Cape Coast.

Research has also shown that a strong work ethic helps to be a good employee, while the poor and low productivity is the result of a weak or careless attitude to the professional ethics (Mann, 2010; Rokhman, 2010; Meriac, 2012; Linz, & Chu, 2012). Again, Marcoulides and Heck (2013) posited that a positive and strong culture and ethics in the workplace can make an average individual performance and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore organisational culture has an

active and direct role in performance management according to Ahmed (2012).

Organisational culture is correlated with job satisfaction (Anis et al. 2011; Sharma & Bajpai, 2010), job performance (Kuye, Uche & Akaighe, 2013, Padhi, 2017) and employee retention (Anis et al. 2011). However, organisation culture has received relatively low levels of empirical investigation among the university administrative staffs in relation to the organisational performance (Murage, Sang & Ngure, 2018). However, notwithstanding the existence of several different strategies, and organisational cultures that support behaviour in the organisation, and the level of ethical standards among its employees, it is still very low (Adeyeye, Adeniji, Osinbanjo & Oludayo, 2015).

There is also a study of the practice in Human Resource Management (HRM), however, very little has been done to explain how to create the culture of the organisation and the way they work in a public school and their impact on the performance of the employees (Wanjiku & Agusioma, 2014; Murage, Singing & Ngure, 2018; Adeyeye, Adeniji, Osinbanjo & Oludayo, 2015). This study seeks to fill that gap by looking at how organisational culture and work ethics can influence the administrative staffs performance and the relationship that exist between these variables at University of Cape Coast.

The University of Cape Coast in identifying certain unethical conducts and behaviours which does not conform to the cultural standards like majority of their time been used for other personal things that have nothing to do with their work, the numerous Instagram accounts, and the inefficient use of working time and the resources, the university management has found it



necessary to take measures that will be able to help in the elimination of this threat. It is against this background that this study is being conducted in order to examine the effect of organisational culture, work ethic, and the performance of the administrative staff at the University of Cape Coast.

### **Purpose of the Study**

The study was conducted to assess the effect of organisational culture, work ethics and administrative staff performance at University of Cape Coast. In the bid to achieve the overall purpose of the study, the following specific research objectives were used to:

1. Assess the relationship between organisational culture, work ethics and employee performance at the University of Cape Coast.
2. Determine how effective the performance administrative staff has been at the University of Cape Coast.
3. Evaluate the joint effect of organisational culture and work ethics on administrative staff performance at the University of Cape Coast.

### **Research Questions**

In the bid to achieve the total purpose of the study and the specific objectives supporting the study, the following research questions were as posed;

1. What is the relationship between organisational culture, work ethics and administrative staff performance at the University of Cape Coast?
2. How effective is the performance of administrative at the University of Cape Coast?
3. What is the joint effect of organisational culture and dilemma ethical on employee performance at University of Cape Coast?

### **Significance of the Study**

This study will be significant to higher education institutions, general public, students and researchers as it will offer valuable contributions from both a theoretical and practical perspective. Theoretically, it will contribute to the general understanding of organisational culture and work ethics and their effect on employee performance. The study will enable university institutions in Ghana to improve on their organisational culture and work ethics practices and to adopt efficient strategies to improve university administrative staff performance through the vibrant organisational culture and work ethics practices. This will enable the university institutions to perform better and to grow their institutions and maintain a competitive advantage.

Apart from benefiting the university institutions, the general public will benefit from the study through improved organisational culture and work ethics practices. To policy, the study will be helpful to the government and management in the university institutions in setting regulations on organisational culture and work ethics policies which will direct the vibrant administration of these university institutions. The study serves as a current source of literature material that can be relied on by students, academicians and researchers alike to identify gaps for further studies. Lastly, the study will add to the existing body of knowledge on organisational culture and work ethics to benefit academicians and aid further research on organisational culture and work ethics in the educational sector.



### **Delimitations of the Study**

The study was conducted in University of Cape Coast, by focusing only on administrative staff. The study sought to assess organisational culture, work ethics and employee performance at University of Cape Coast. The university, which is five kilometers west of Cape Coast, is on a hill overlooking the Atlantic Ocean. It operates on two campuses: The Southern Campus (Old Site) and the Northern Campus (New Site) ([ucc.edu.gh](http://ucc.edu.gh)). The study targeted administrative staff of the university and excluded both lecturers and non-teaching staff of the university. The study employed explanatory research design and was backed by quantitative approach.

Structured questionnaire was used for the collation of the primary data collection. The questionnaires were self-administered to the targeted respondents. A sample size of 230 was targeted and surveyed accordingly. The sample size was determined based on a formula by Yamen. Data processing and analysis was carried out through the use of Statistical Package for Social Sciences (Version 25.0). Descriptive statistics tools were employed for the analysis of the demographic information. For research objectives 1, 2 and 3, multiple regression was conducted to that effect. The findings were presented on Tables and Figure easy presentation and understanding.

### **Limitations of the Study**

The limitation of this study was the population as it was restricted to only those employees in these administrations as it excluded lecturers and non-teaching staffs from the study. The study encountered some challenges which included the response rate of the respondents; employees might be difficult to reach to respond to the questionnaire and employees' unwillingness

to participate in the study. These variables cannot be controlled and therefore they could affect the final results of the study. However, steps were taken to reduce the effects of these on the final results of the study by clarifying the importance of the research to respondents.

### **Definition of Terms**

**Organisational culture:** is considered as the suitable manner to conduct yourself within the organisation. This culture entails of collective beliefs and values established by leaders and then communicated and reinforced through various means, ultimately influencing employee perceptions, behaviours and understanding.

**Work ethics:** is defined as a set of moral values an employee employs in his or her job and it incorporates numerous of these qualities such as reliability/dependability, dedication, productivity, cooperation, character, integrity, sense of responsibility, emphasis on quality, discipline, teamwork, professionalism, respectfulness and determination.

**Employee performance:** it looks at how a member of staff accomplishes the obligations of their role, brings to an end required tasks and behaves in the place of work.

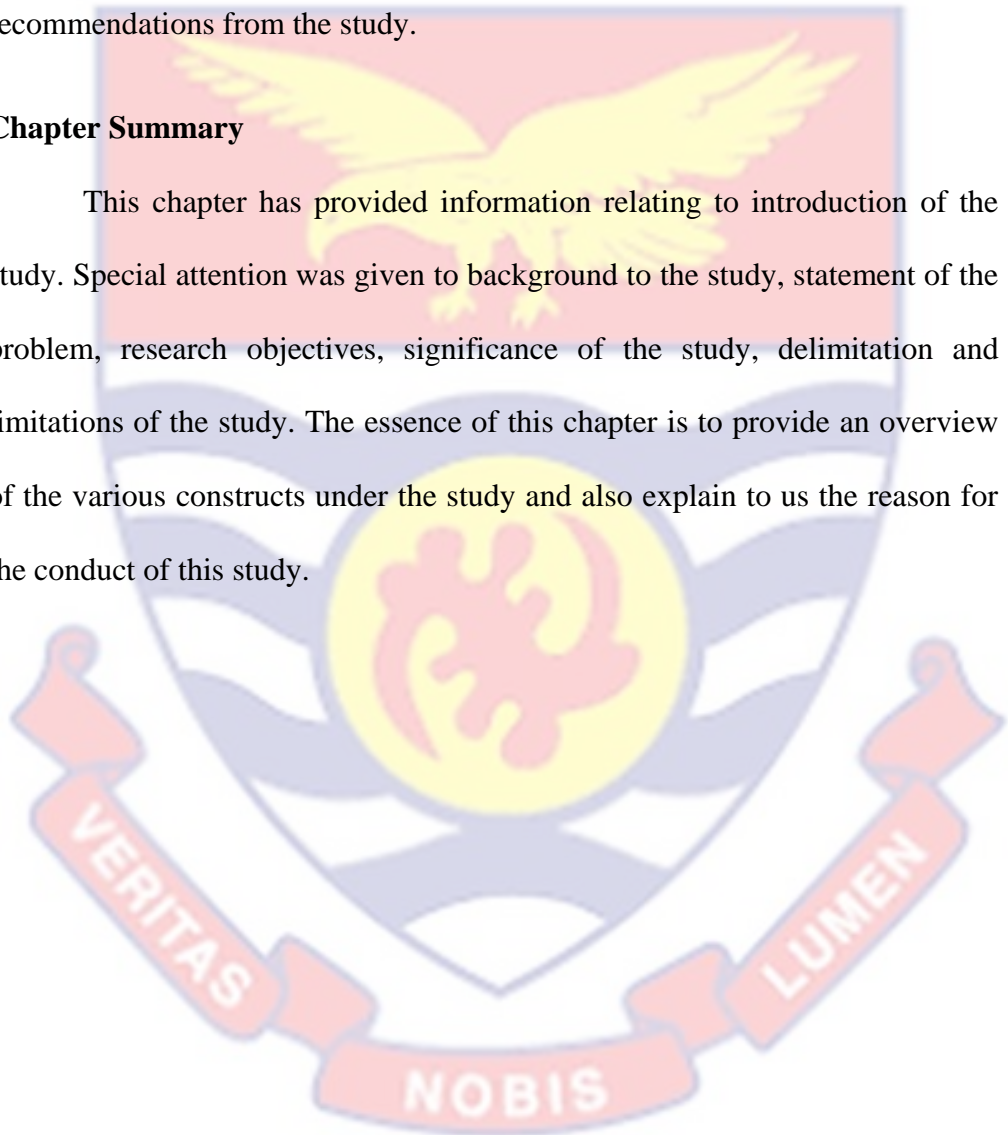
### **Organisation of the Study**

The dissertation was arranged into five chapters. Chapter one covered the introduction. It consists of the background to the study, problem of the statement, research objectives, research questions, significance, delimitations and limitations, and organisation of the study. Chapter two deals with the literature review. It presents the theoretical and empirical studies on internal

controls and performance. Chapter three will cover the research methods of the study. It discusses the research approach and design, population, sampling technique, data collection instrument and procedure, and data analysis and processing. Chapter four covers the results and discussions of the findings. Chapter five will cover the summary of the findings, conclusions and make recommendations from the study.

### **Chapter Summary**

This chapter has provided information relating to introduction of the study. Special attention was given to background to the study, statement of the problem, research objectives, significance of the study, delimitation and limitations of the study. The essence of this chapter is to provide an overview of the various constructs under the study and also explain to us the reason for the conduct of this study.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

It is in this part of the literature, which is of great importance for this study is discussed below. Therefore, the study aims to assess the organisational culture, work ethics and the performance of the staff members at the University of Cape Coast. This section presents the relevant materials in connection with the important concepts to be considered in the context of the study of the theoretical and empirical vision. This chapter is organised in chronological order, in order to be able to reflect upon the central topic of the study, it is necessary to get the most important concepts is at the core of this research, as well as the identification of trends in the literature, as well as to provide a conceptual framework that illustrates the relationships between major research designs. The theoretical perspectives of the study will be to examine whether the theory of planned behaviour, and the order of the theory, and the conceptual framework provides an overview of the relationships among the key constructs (organisational culture and ethics of the research.

#### Theoretical Review

Using the nature of this study, thus being explanatory by design and quantitative in approach, it becomes necessary to support the study with applicable theories that can guide conclusions at the end of the data analysis in respect of the research objectives. A close analysis of the theories proved these theories to be fully and justifiably applicable in this context since the study's variable considered organisational culture and work ethics. The theories



include the theory of planned behaviour and the consistency theory; which are reviewed and subsequently linked to the context of the study.

### **Theory of Planned Behaviour (TPB)**

The theory of planned behaviour (TPB), deriving from theory of multi attribute attitude (TMA) and theory of reasoned action (TRA) (Ajzen & Fishbein, 1973), is a social-psychological theory that explains behavioural decision-making processes of human beings with aiming at understanding and predicting the behaviour of individuals, advocating that the successful completion of human behaviours are mainly controlled by individual will. According to TRA, the behaviour intention of individuals is determined by two factors of attitude and subjective norm, in which the subjective norm is influence by normative beliefs in the society and the attitude, can be divided into positive or negative aspects.

Ajzen (1985) held that human behaviour is more often affected by the factors of external and objective circumstance rather than completely controlled by individual will. In order to add the power in prediction and explanation of TRA on human behaviour, Ajzen (1985) added the variable of perceived behavioural control besides subjective norm and attitude, and extended and revised the structure of TRA. Beliefs can be divided into three categories of behavioural beliefs, normative beliefs and control beliefs (Ajzen, 1991; Doll & Ajzen, 1992). According to the meta-analysis of Armitage and Conner (2001), the behavioural beliefs, normative beliefs and control beliefs can respectively explain 25% variance of attitude, 25% variance of subjective norm and 27% variance of perceived behaviour control.

All other internal factors (e.g., personality, intelligence, experience, age, gender, etc) and external factors (e.g., information, context, cultural background, etc) indirectly affect attitude, subjective and PBC through directly affecting beliefs. The theory of planned behaviour (Ajzen, 1988) suggests that the best predictions of the behaviour is given by a set of individual as they like to call themselves, to behave in a certain manner. Ajzen (1985) was of the view that human behaviour is often influenced more by external factors, and the objective conditions, which is fully controlled by the individual. Ajzen (1985) in addition posited that, the subjective norm, and attitude of a variable, is the perceived behavioural control.

The theory of planned behaviour (TPB) was established as the Theory of Reasoned Action in 1980 to predict a person's intention to engage in a judicial process in a particular time and place. This theory was intended to explain the behaviours that people are not in a position to have self-control (LaMorte, 2019). The theory of planned behaviour (TPB) can be used to explain why people can choose to be part or not be a part of organised culture and laid down work ethics in an organisation (Tam, 2019). Again, the TPB can be frequently adopted by managers and HRs to examine and explain the behavioural intentions of employees (Fielding et al., 2008) in relation to the organisational culture and ethics in an organisation.

According to LaMorte (2019), the key component to this model is behavioural intent; behavioural intentions are influenced by the attitude about the likelihood that the behaviour will have the expected outcome and the subjective evaluation of the risks and benefits of that outcome. The TPB states that behavioural achievement depends on both motivation (intention) and



ability (behavioural control). The idea that behavioural achievement depends jointly on motivation (intention) and ability (behavioural control) is by no means new. It constitutes the basis for theorizing on such diverse issues as animal learning (Hull, 1943), level of aspiration (Lewin, Dembo, Festinger & Sears, 1944), performance on psychomotor and cognitive tasks (Pleishman, 1958; Locke, 1965; Vroom, 1964), and person perception and attribution (Heider, 1944; Anderson, 1974).

The TPB distinguishes between three types of beliefs - behavioural, normative, and control. The TPB is comprised of six constructs that collectively represent a person's actual control over the behaviour (Stern, 2000); however, TPB is not the theory of everything. Instead, it has a strict scope of application. Firstly, the object of TPB is rational individual behaviour. The behaviours of individuals in the collective (e.g., rallies, parades and community debates), the behaviours driven by emotion (e.g., sadness, anger and excitement) and the behaviours made by individuals for the collective (decision making), are not included in the objects of TPB (Bagozzi, Dholakia & Mokerjee, 2006). Secondly, TPB examines only the specific individual behaviour at specific time, within specific context and with specific objectives (such as watching a movie at the weekend) instead of general behaviours (such as watching movies) (Ajzen & Fishbein, 1977).

Third, it's the principle of consistency. All of the components of the TPB model focus on the objects that belong to the same level. In other words, the study must take into account the attitudes, with a specific, subjective norm, and its influence on behaviour (Armitage & Christian, 2003). Fourth, the pirate bay, it is most often used for the prediction of new practices, without

regard to repetitive forms of behaviour and habits of the stability of institutions (Ouellette & Wood, 1998). Some of the studies have been extended to the TPB range by adding a new variable to the existing experience and skills, but this was not the original intention in the TPB. The inference and significance of the theory of planned behaviour to this study is that most of the things done by people are born out of purpose. Also TPB regarded as a unified framework, binding and absorbing various concepts and ideas can be used by HRs in predicting and explaining human behaviour in different areas under the organisation.

### **Consistency Theory**

Consistency theory is a class of social-psychological theory which suggests that people are primarily motivated by the desire to maintain the compatibility, or the consistency of their thoughts. So, as an organisation, there are certain cultural traits, which are consistently used in the organisation in order to achieve their goals. At first presented by Fritz Haider, Leon Festinger, and the rest, the consistency theory remained (Gyebi, 2016) - for the first time applied specifically to the active conduct by the Korman (Korman, 1970). Korman's theory is based on two fundamental principles: on the concept of the balance notion and the quality of the self-assessment. The theory states that workers will have to go and find satisfaction in behaviour which may increase their sense of cognitive balance that will be motivated to act in accordance with their self-image. In accordance with the consistency theory, the organisations tend to be more effective because they have strong cultures that are highly consistent, well-coordinated, and well integrated (Davenport, 1993; Saffold, 1988).

Employee behaviour is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Blois, Cook & HunSaker, 2007). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990). The Consistency Theory (Grawe, 2004) view of mental functioning is derived from both broadly accepted findings that goals and schemas govern mental activity, and from Grawe's own argument that goal formation is developed to satisfy the four basic needs we have previously discussed—attachment; control; avoidance of pain; and self-esteem enhancement.

Consistency has been described as "the subject of a number of simultaneous mental processes' (Grave, 2007), as well as the system requirements, on a neural level, for harmonious neural flow. When the connection between the intra-psyche processes and states are harmonious, there is a state of consistency that is created (Bowlby, 2008). The significance of the consistency theory to the performance of the employees is that, the presence of the culture in an organisation helps the organisation to have highly-competitive advantage over other organisations. Having a consistent organisational culture enables an organisation to improve its own culture to be superior to other companies, who are working in the same field of study.

### **The Concept of Organisational Culture**

Organisational culture is what is seen by the members of an organisation in a way that creates a pattern of beliefs, values, and expectations from Instagram, et al. 2007). Organisational culture explains a couple of things: First of all, the culture is a perception, not something that can be

touched or seen, either physically, as well as people to understand, on the basis of what they have experienced in the organisation Wanjiku & Agusioma, 2014). Cameron (Cameron, 2003) suggests that culture is a stable and slow to change, it is essential to an organisation" (as quoted by Owoyemi, & Ekwoaba, 2014). Gathai, Ngugi, Waithaka and Kamingi (2012), which goes into effect on the organisational culture from the perspective of the leadership, and in the dominant values and beliefs, both conscious and unconscious, dress code, titles, etc.).

Maseko, (2017) viewed organisational as the corporation's focus that is on the domestic stakeholders, forming the basis of the rules for the conduct of its employees, developed, and disseminated within the organisation. Organisational culture is descriptive in nature, that is, in terms of how its members perceive and interpret the culture, regardless of whether or not they like it or not. Finally, even though the people in the organisation have different backgrounds and are active at various levels of the organisation and they also have a tendency to interpret them and to express the organisation's culture in the same way (with Narayana, 2017).

This is the aspect of acceptance shared (Robbins & Coulter, 2009). Measurement of organisational culture can be demonstrated through multiple dimensions (Edison, et al., 2016) namely; First, self-awareness, that members of the organisation with awareness work to get satisfaction from their work, develop themselves, obey the rules, as well as offering quality products and high service. Second, the aggressiveness that members of the organisation set goals that is challenging but realistic. They set the strategic plan and work to achieve that goal and pursue it with enthusiasm. Third, the personality that



members be respectful, friendly, open, and sensitive to the satisfaction of the group and was very attentive to the aspects of public satisfaction (customers), either internal or external customers (each internal section should serve not be served). Fourth, the performance, that members of the organisation have the value of creativity, meets the quantity, quality and efficiency.

Fifth, the team organisation, that members of the organisation do a good cooperation and communication and effective coordination with the active involvement of the members, who in turn receive high satisfaction results as well as a shared commitment (Chipunza & Malo, 2017; Padhi, 2017). The findings of the previous researchers provide evidence that a good organisational culture proven to improve individual job satisfaction (Jackson, 2011; Sumantri, 2011; Sabri et al., 2011; Melina Taurisa & Intan, 2012; Chipunza & Malo, 2017). Good organisational culture proven to improve individual performance (Sumantri, 2011; Melina Taurisa & Intan, 2012; Biswas, 2015). Organisational culture also acts as a cognitive map that influences the way in which the context is defined; for it provides the selection mechanisms or norms and values which people enact events (Kuye, Uche & Akaighe, 2013).

It is also a pattern of beliefs, symbols, rituals, myths, and practices that have evolved over time in an organisation (Shodipo, 2009). Organisational culture is also the dominant values espoused by an organisation or a set of values and assumptions that underlie the statement: “this is how we do things around here” (Deal and Kennedy, 1982; Quinn, 1988; (Onyango, 2014). According to Scholz (1987), organisational culture has to be kept strictly apart



from similar looking concepts like the corporate identity, organisational climate or the national culture.

Organisational culture is the implicit, invisible, intrinsic and informal consciousness of the organisation which guides the behaviour of the individuals and which shapes itself out of the behaviour. In scientific research, organisational culture is perceived deterministically, remaining in relationships with such variables as a mission, a strategy, an organisation's structure and size, the management's activities, or functions within an organisation (Santos, Hayward, & Ramos, 2012).

The conducted analysis of various definitions allows one to ascertain that their common feature is the identification of such attitudes and reactions of participants that differentiate organisations from one another (Szczepańska, 2014). The elements of organisational culture that are the most frequently mentioned in its definitions include assumptions, values, standards, convictions, rules and principles shared by an organisation's employees (Sapada, Modding, Gani & Nuju, 2017). Assumptions concern the organisation's environment, reality and the perception of truth, human nature, the nature of human action, and interpersonal relations. Values are "objects, states of affairs and situations which employ.

Organisational culture serves as a single integration, and coordination of the activities of the company and its employees, and, where it does not perform these functions at a satisfactory level, the employee may be exposed to the negative consequences (Martin & Frost, 2012; Daft, 2010; Schein, 2010). Culture is an active and lively, the phenomenon in which people are together and recreating the worlds in which they live (Serp, 2016). The culture

is conceptualized as shared beliefs and values within an organisation that is helping to shape the behaviour of employees (Tanase, 2015). Organisational culture as a driving force, that recognizes the efforts and contributions of the organisation's members, and it offers a holistic understanding of what is and what is to be achieved, and if the targets are connected to each other, and how each staff member can be the end of the month (Narayana, 2017; Sapada, Modding, Gani & Nuju, 2017).

### **Organisational Culture and Employee Performance**

Some researchers have discovered that there are some cultural traits that relates with employee performance (Denison, 1990). Organisational culture is one of the most important factors that impact on employee performance (Ahmed & Shafiq, 2014). They argued further, that the notion of employee performance is affiliated to the endurance and success of any organisation (Ahmed & Shafiq, 2014). According to Divyarajaram (2014), organisational culture is important in promoting code of conduct in employees, facilitates motivation through recognition, promotes self-satisfaction, and acts as a guide to employee thinking and actions. Schein (2011) identified four functions of organisational culture: providing a sense of identity to members; improving the readiness of members and strengthening organisational values; and shaping behaviour through a control mechanism.

Organisational culture is not just for a competitive advantage, it has become a sine qua non for organisational success, allowing companies to attract and retain top employees (Sadri & Lees, 2001). Organisational culture that is manifested in beliefs and assumptions, values, attitudes and behaviours of its members is a valuable source of firm's competitive advantage

(Ehtesham, Muhammad & Muhammad, 2011). Organisations are social glues that bond employees together, makes them feel as part of the organisation thereby bringing out the best in them in terms of efficiency and effectiveness in achieving organisational goal (Fakhar, 2005). In an empirical study on the effects of organisational culture on change management, it was discovered that organisational beliefs, employee attitude and value system, as part of organisation culture, has an impact on the performance of employees (Onyango, 2014).

Onyango (2014) recommended that the organisation ensure that they clearly support the views of employees and the work ethic that promotes performance. This, he said, will enhance the corporate culture that supports the economic development and prosperity of the organisation (Onyango, 2014). Agrawal and Tyagi (2010) recognize that a clear understanding of organisational culture is important for all organizers and leaders of the organisation because it influences how their companies respond to the powerful challenges facing business organisations. In other words, successful managers are those who stick to the way things are done in their powerful institutions. One of the driving forces behind a good knowledge management strategy is to ensure that the organisation incorporates rich cultural values into its vision and purpose, as information management can be used to develop a new culture that helps improve staff performance in the organisation (Agrawal & Tyagi, 2010).

## **Relationship between Organisational Culture and Employee Performance**

A high degree of organisation performance is related to an organisation, which has a strong culture with well integrated and effective set of values, beliefs and behaviours (Isa, Ugheoke, & Noor, 2016; Cameron & Quinn, 1999). However, many researchers noted that culture would remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions. Furthermore, the culture must not only be extensively shared, but it must also have unique qualities, which cannot be imitated (Ahamed, & Mahmood, 2015; Isa, Ugheoke, & Noor, 2016; Sativa, Yunus, & Majid, 2018; Rozanna<sup>1</sup>, Adam, Majid, 2019). Several empirical studies have supported the positive link between culture and performance (Calori & Sarnin, 1991; Gordon & DiTomaso, 1992; Kotter & Heskett, 1992).

In addition, there are studies by Chatman and Jehn (1994), Denison and Mishra (1995) and Kotter and Heskett (1992), who have contributed significantly to the field of culture and practical studies where modern management culture is treated as a variation of a particular research objective. Therefore, one of the main reasons for the general increase and interest in studying the culture of an organisation is because of the conflict or assumption that certain organisational cultures lead to higher organisational performance. Previous studies have shown a link between organisational culture and employee performance (Omogbe & Umemezia, 2017) Magee argued that organisational culture is linked to organisational practices that also affect employee performance (Sativa, Yunus, & Majid, 2018; Rozanna<sup>1</sup>, Adam, Majid, 2019).



Hellriegel and Slocum (2013) argue that organisational culture can improve employee performance if its underlying principles are understood. Thus, organisational culture informs employees about the company's history and current operating practices that guide employees in the expected and acceptable organisational conduct and future practices (Rozanna<sup>1</sup>, Adam, Majid, 2019). An effective workforce plan is based on supporting values that have a positive impact on the attitudes and behaviours of employees that affect their performance (Simbolon & Anisah, 2017). From a number of cultural studies it has been suggested that staff performance can be enhanced by creating and constructing certain types of organisational cultures (Rizqina et al. (2017).

Organisational culture is theoretically related to performance and has positive influence on it (Bowen & Ostroff, 2015). Bowen and Ostroff (2015) further observed the role of culture in nurturing, sustaining and enhancing employees' performance in organisations. A positive culture supports adaptation and enhances employees' performance by motivating, shaping and channeling their behaviours towards the attainment of corporate objectives (Omogbe & Umemezia, 2017). Omogbe and Umemezia (2017) further showed that organisational culture supports leadership style, training, work processes, and commitment and subsequently it has a positive impact on employee performance. In general, there is a strong view in the literature that organisational culture fosters employee performance improvement.

Against this background, there is no doubt that the type of culture that exists in an organisation has a large impact on its performance. Therefore, organisations need to build and preserve a strong culture in organisations that



support high performance. Sun (2009) posits that organisational culture can be a tool of management control, where managers use selected rites, stories, symbols and common values to control and direct employee behaviour, thereby building commitment to the organisation and its goals. Similarly, Yildiz (2014), writing on the relationship between organisational culture and employee performance, demonstrated that knowledge management and innovative strategy, which, according to him, are features of organisational culture, have significant impact on employee performance. However, Kotter and Heskett (2011) assert that even those cultures that work well with a company's strategy and business context may not promote excellent performance in the long run, unless they are backed up with strategies and practices that continuously respond to the dynamic environments.

However, the literature suggests that there is ambiguity in terms of organisational performance and performance as strong cultures have been shown to impede (inconsistent) performance and there is also difficulty in distinguishing the impact of corporate culture on performance (O'Donnell & Boyle, 2008). Employees will have a high level of motivation and be given a good organisational culture. It is therefore said that when organisations have a strong tradition of valuing employee contributions in monetary and non-monetary remuneration, such an act will be returned to lead to an increase in motivation and later a rise in performance. Ahmed and Shafiq (2014) conclude that organisational culture is the most important and influential factor that influences organisational performance.

## The Concept of Work Ethics

Work ethics can be interpreted as a gesture of persona, temperament, individual and belief in something. This attitude isn't always most effective owned by means of people, but also by different groups, or even the general public. Ethics set up by addiction, the effect of tradition and price structures which might be believed (Tasmara, 2002). Work ethic has many factors: sourced and are related to the values of a person's psychological, indicates ingrained view, suggests the mindset and hope a person (Wijayanti, 2012). Ethos is the individual and attitudes, behaviour and ideals and so forth this is special approximately the character or institution of human beings. Ethos may be interpreted as relating to the meaning of ethics or morals are morals that essential exceptional of the human character or institution, including a kingdom.

Ethos additionally method ethos human organisation of her developing nations view with appreciates to the best and terrible which is ethics (Madjid, 2010). Worker performance is strongly stimulated via the paintings ethic and discipline employees (Herminingsih & Supardi, 2017). If government officials are already getting used to the discipline in all things, so any paintings that might soon sorted out and well ordered, so that indirectly will enhance an amazing work ethic. With a terrific working field, any government officers will usually keep his task nicely and would now not permit her paintings deserted. With the implementation of this mindset, it'll be best carrier to the network so that human beings will find all of it within the care in their needs when it comes to government.

If a local authorities legitimate has the work ethic and discipline is high, it will have a fine effect on the worker's performance. The point is that the employee's overall performance will be run in accordance with the objectives predicted due to the paintings ethic and subject has been applied so that each paintings could be accomplished correctly and correctly (Febriyanto, 2012; Herlambang, 2013). Performance of employees will boom if supported by way of a strong crew work (Hodges, 2015). The paintings ethic of employees is normative regulations containing a gadget of values and moral standards as a guiding principle for employees in acting activity obligations inside the organisation.

Due to the fact the normative is derived from commercial enterprise ethics, consequently ethics aren't carried out or intended for employees only. Which means the control coverage concerning worker ought to additionally moral, including fairness and openness in phrases of compensation, career and assessment of employee's performance? So every moral decision in the organisation isn't handiest related to the interests of control however also employees. The paintings ethic is the attitude, outlook, habits, tendencies or characteristics of the way to work a person, a group or a kingdom (Tasmara, 2000). Work ethics is the moral individual of government employees will work collectively inside the corridor this is complementary, foster fair dynamics in the employer. Including: Accommodating, touchy, responsive, and proactive.

The examine of labor ethics has been accomplished via students, that work ethic fantastic and substantial effect on worker performance (Rokhman 2010; Marri et al., 2012). Properly work ethic proved capable of enhancing the

performance of the character (I Wayan Marsalia Indica, 2011; Ridwan, 2013; Syahrul Nizam et al., 2016). Special consequences are shown via different students that, properly work ethic proved able to improve individual performance (Shafissalam & Misbahuddin Azzuhri, 2014). Work ethics is a code of behaviour that publications the moral behaviour of people and impacts the improvement of a moral tradition within the workplace (Ferrell et al. 2012).

It could additionally be described because the standards through which a worker's interest is judged to be "proper" or "wrong" (Fernando, 2009). However, the place of business ethics can be exclusive throughout cultures, legal, political and social differences (Herminingsih & Supardi, 2017). Therefore, unique structures can result in differing views on ethical conduct and moral values that govern behaviour and choice-making within the place of work surroundings (Irwin, 2009). As an end result, while conducting global commercial enterprise, businessmen want to be privy to numerous business practices and moral factors around the world (Lee, 2013). Agencies cannot nurture, broaden, and exercise paintings ethics unless they gain satisfactory economic overall performance with recognize to earnings. (Ferrell et al., 2012).

At the moment, the failure of proper paintings ethics practices can fail to maximise shareholder wealth (Francis & Mishra, 2009). A number of the ethical regulations used to manual employees' ethical practices are practices of justice, practices of integrity, practices of confidentiality and privateness, and practices of self-management (Heskett et al., 2008). In step with Yousef, the paintings ethics is an idea containing devotion or dedication to paintings as a



valuable fee (Istijanto, 2005). In keeping with Tasmara (2006), ethics and expectations additionally suggest a person's mindset. In hopes of tremendous strength saved in his mind that kept glowing, glowing, so suck all his attention. They're obsessed, interested, and endured to run to fulfill those expectations.

Folks that want to understand the hopes or ideals have a totally robust mind-set of fortitude. They do no longer without problems give up or change path from the direction that has been believed. In keeping with Tasmara (2006), humans with work ethics can have first rate achievement in their existence. Inside the formulation of Sinamo (2005), the paintings ethics is a fixed of high quality behaviours that are rooted within the essential belief with total commitment to the essential paintings paradigm. In line with him, if someone, an employer, or a network embraces the paradigm of work, accept as true with, and devoted to the paintings paradigm, it'll bear all of the attitudes and behaviour normal of their work. That would be the paintings ethics and culture. Sinamo (2005) considers that paintings ethics is the muse of true fulfillment and authentic.

### **Work Ethics and Employee Performance**

Preceding research has shown that ethics is a humanistic tool to improve the pleasant of operating life for employees (Lincoln, Travers, Ackers, & Wilkinson, 2002). In addition, it enhances the capacity of an individual or organisation to make options and transfer those alternatives to the required tactics and consequences (Alsop & Heinsohn, 2005). Certainly, a management pattern which results in employee performance is the antithesis of an authoritarian control fashion, where supervisors make all key selections



(Gill, Flaschner, & Bhutani, 2010). Hence, employee performance and participation flows from the overall precept of participative control. Its aim is to obtain a fantastic link among participation of personnel and their overall performance (Doughty & Rinehart, 2004).

On this regard, once they revel in each the participation of personnel and leader guide, they frequently obtain their dreams, both through improving overall performance or by using successfully introducing a nice-improving innovation; moreover improving employee's morale and performance (Doughty & Rinehart, 2004; Vacharakiat, 2008). Previous research has shown that employee conduct is a shape of freedom wherein employee makes choices to make certain maximum overall performance (Hunjra, Ul Haq, Akbar, & Yousaf, 2011; Miller, Woehr, & Hudspeth, 2002; Furnham, 1982; Petty & Hill, 2017; Abdi, Nor, & Radzi, 2014). Numerous research have been performed on the effect of labor ethics on worker overall performance and determined a fine relationship among them (Ali & Al-Kazemi, 2007; Hussein et al., 2010; Okpara & Wynn, 2008). Even as different researchers determined vulnerable or no full-size impact of work ethics on employee performance (Elkins, 2007; Komari & Djafar, 2013).

### **The concept of Employee Performance**

Rizqina, Adam and Chan (2017) outline worker performance as a matter that ends in the level of success of obligations of entirety in a precise time. Overall performance can be interpreted as how an employee does a challenge this is given and desired with the aid of a frontrunner, in order that the attempt can be described as a power force that has been spent to get measurable and most useful effects. In the meantime, performance is the

accomplishment of assigned venture (Mahdani & Adam, 2017). Overall performance is the actual work done as towards the expected of achievement. Overall performance is the result of the effort exerted and the sources applied (Vipinosa & Acevedo, 2015).

Performance is measured in terms of both efficiency and effectiveness of the employees (Ajayi & Afolabi, 2012). Employees' expertise of their roles in specific work structures and work processes is pre-considered necessary for stepped forward overall performance (Ngari, 2015). Aguinis (2009) recommended that performance does no longer consist of the results of an worker's conduct, however only the behaviours portrayed via them. Scullen, Mount and Goff, (2000) said activity performance accommodates of 4 elements which includes preferred performance, human performance, technical overall performance and administrative overall performance. In keeping with Kazmi et al. (2008), the result of activity overall performance is a combination of 3 elements running collectively: talent, effort and the character of work conditions. Shen, Chou and Schaubroeck (2019) elements job overall performance in two sections; venture performance and contextual overall performance.

Undertaking overall performance is the old-fashion idea of the capability of the way nicely specialists perform and complete particular activity. Contextual performance is a form of overall performance that estimates parts of overall performance that are not identified with precise task, for instance, undertaking, installing extra effort, running together, following the policies and procedures of the enterprise and approving the dreams of an organisation that are crucial inside the process. Employee performance alludes

to the diploma of output of a man or woman employee, comparative with their friends, on numerous similar job behaviours and outcomes (Kiruja, & Mukuru, 2018). worker overall performance may be considered as an motion wherein an individual can accomplish the project allotted to him/her radiantly, subject to the everyday obstacles of practical usage of aid to be had.

Work overall performance is output this is the assessment of the amount of effectiveness that outcomes from a certain level of charges associated with effectiveness (Kiruja, & Mukuru, 2018). Chi, Liao, Wang, Zhao, and Ye, (2019) endorsed that performance does exclude the effects of an employee's behaviour, but simply the behaviour depicted without every person else. Schuh, Zhang, Morgeson, Tian, and van Dick, (2018) stated employee performance organisations set of criteria as an approach to evaluate how an worker is performing and to present schooling and coaching for performance development. Chi, Liao, Wang, Zhao, and Ye, (2019) additionally opined that during establishing the performance standards, the quantity of work of an employee need to without delay impacts how it's miles done.

Employers demand excessive output and high excellence from their personnel. a few research have however long past on by using viewing overall performance in phrases of worker performance specially (Shen, Chou, & Schaubroeck, 2019) at the same time as others have comprehensively standard see it as an outlook of organisational overall performance (Schuh, Zhang, Morgeson, Tian, & van Dick, 2018). some other have a look at via Chi, Liao, Wang, Zhao, & Ye, (2019) described that efficient and timely execution of duties given to personnel via employers is visible as worker overall

performance on the other hand; the 2 are connected within the experience that worker performance is a cause of organisational overall performance. Armstrong (2006) defines employee performance as the capacity of any worker to correctly and effectively carry out the duties and responsibilities assigned to her or him inside the company.

Similarly, Armstrong (2012) argues that worker overall performance isn't always just a count of handiest what a group of personnel (groups) or an person worker achieves in regard to the set dreams and goals however it additionally has to do with how the personnel or an man or woman worker is inclined and stimulated to uphold and promote the values of the enterprise. top managers and administrators are assigned with the responsibility of evaluating the worker performance of every team of workers member on an annual or quarterly foundation and pick out gaps for development and they arrive up with strategies in collaboration with the employees on how they could work at the gaps. Siljanan (2010) stated that employee performance is the interplay of the worker's behaviours, and that behaviour is decided by means of the interaction of the employee's efforts and competencies within the organisation.

He introduced that it denotes the functionality of the employee to perform the intention of his activity. I have a tendency to agree greater with (Anitha, 2014) who said the worker performance specifies the financial or non-monetary final results of the worker that has a direct connection to the overall performance of the company and its success. Indermun and Saheedbayat (2013) assert that employee overall performance is the sum of end result and behaviours reap collectively. He went similarly and said that



managers should differentiate between behaviour and accomplishment. employee performance is an advantageous contribution closer to the overall performance of the agency that may be measured by way of leaders via one-of-a-kind mechanisms (Saleem & Amin, 2013, Mensah, 2015). Sharma and Dhar, (2016) also delivered the groups need employees with a spirit of high activity performance to achieve the organisational goals and stay commercially aggressive. Choong (2014) said that excessive job performance relies upon at the scrutiny of workloads, work time and cost-effectiveness.

Alvani (2011) then again found that worker overall performance encapsulates employee behaviour which entails evaluation with codecs and requirements that have been decided in organisations. Overall performance standards are criteria for employee mindset at work. These requirements incorporate more than how a worker does the work. Workers are ranked on how powerful and efficient they do their jobs in as compared with sure set of requirements firmed by using the business enterprise as said by using Lad and Wilson (1994). Choong (2014) reported that high job performance depends at the scrutiny of workloads, work time and value-effectiveness.

In keeping with Holley, Wu, and Avey (2019), the end result of process overall performance is a mixture of three elements operating collectively: talent, attempt and the character of work situations. Abilities include of information, abilities and abilities exhibited by means of employees; effort, that's the quantity of motivation the worker, puts out toward the entirety of a job; and the character of labor conditions, refers to the quantity of accommodation of the conditions in easing the worker's overall performance. Furthermore, Sarwar, Ketavan and Butt, (2015) assert that



employee job overall performance represents any interest helps an person that allows you to gain the challenge assigned to him/her magnificently, challenge to the regular regulations of affordable utilization of sources to be had.

The phenomenon employee performance measurement is utilized by the agencies if you want to make sure that they're getting in proper course, reaching goals in terms of organisational dreams and goals. The overall performance measures are used to assess and manage the overall enterprise operations. They are extensively utilized to check and examine the performance of various agencies inside the industry, organisational life, departments, groups and individuals (Ghalayini & Noble, 1996; Mapes & Szejczewski 1997; Parmenter, 2009). For this reason the start of the overall performance size begins from the identification of performance signs that permit for a detailed specification of method overall performance. Many authors have cautioned many categories of indicators for extraordinary strategies of employee overall performance size. The subsequent indicators were used to check worker overall performance.

1. **Quality:** satisfactory is the key to success of every agency. Now an afternoon the customers are stressful great mercse and the organisations which might be capable of produce nice merchandise at lower cost-win the game. The best is checked in particular at three stages enter, output and throughput or method quality. Maximum of the organisations attention on great due to the fact they have ghandiot made promises to their customers approximately first-rate in their products and services (Heckl & Moormann 2010; Badri et al. 1994).

2. **Flexibility:** Flexibility is explained as the ability of the organisations to perform multiple tasks at given level of resources like, labour, machine etc. (Zhang et al. 2003). Neely and Platts (2005) has discussed material quality, output quality, new product, modified products, deliverability, volume mix and resource mix are the most valid measures of flexibility. De Toni and Tonchia (2001) have identified volume flexibility, mix flexibility, product modification flexibility, process modification flexibility and expansion flexibility as the measures of flexibility performance.
3. **Time:** Time is a totally essential determinant of the producing performance of the companies. The time based totally production is a crucial subject for the manufacturing corporations within the world; which will acquire competitive benefit over their competition (Koufteros et al.1998). De Toni and Tonchia (2001) have identified the manufacturing lead time, shipping lead time, due date performance, frequency of delivery and rate of production introductions as the measures of time overall performance in their article. Neely and Platts (2005) have identified time to market, distribution lead times, shipping reliability (to customers), deliver lead instances, supplier transport reliability, production lead time, preferred run time, actual run time, wait time, set-up time, flow time, inventory turnover, order sporting out time and mean(flexibility) as the measures of time indicator.

### **Empirical Review**

A study was conducted by Sapada, Modding, Gani and Nujum (2017) to explore the behaviour of employees work done by testing and analyzing the

influence of organisational culture, work ethic and employee's performance with job satisfaction as a mediating variable. The population in this study was all employees who work in local government of Pinrang in South Sulawesi Province. There were 357 employees as a sample. Statistical package for social scientists (SPSS) was used as the research equipment. The result of the study provides evidence that the organisational culture and work ethic is proven to increase the perceived employee job satisfaction. Good organisational culture and perceived employee job satisfaction was also proven to improve employee performance. Results showed that work ethic in practice have not been able to improve the performance of employees. Perceived employees job satisfaction also proved able to act as a mediating variable in explaining the effect of organisational culture and work ethics on employee performance.

Salihu, Salihu and Umar (2016), therefore examined the impact of organisational culture on employee performance. A simple retrospective method was used to assess the level of Employee Involvement, Consistency, and organisational performance, which have an impact on Job performance, Job performance, Job productivity. The findings of the study revealed that consistency as an aspect of organisational practice was found to be an important predictor of performance. Organisational equipment has also been found to have a major impact on Job operations in Nigeria. Research has finally shown that there is a direct and important relationship between employee involvement and employee productivity. The study therefore suggests that all organisations should have regular appraisal to determine the performance of its employees; and the organisation can take that opportunity

to address the shortcomings and help employees use their full potential. The full responsibility to strengthen the organisation's culture rests entirely with the management and it is therefore recommended that the organisation invest in the training and development of its employees in order to develop their human potential at all levels.

In addition, Wanjiku and Agusioma (2014) conducted research on non-governmental organisations in Kenya with a direct focus on World Vision Kenya. Some of the objectives of the study were to establish a link between competing cultures and working in non-governmental organisations, to assess the impact of business culture on non-governmental organisations, to assess the level of organisational culture and its impact on full functioning in non-governmental organisations; finally the preferred cultural integration was found in non-governmental organisations in Kenya. The research design adopted in this study was a descriptive research concept in which the study sought to collect data from observers working at World Vision Kenya, using questions to find links between organisational culture and staff performance.

The target population comprised of 960 employees in World Vision Kenya, a sample size of 484 was taken from the overall target population. Data was analyzed quantitatively and through the use of statistical package for social scientists (SPSS). The study concluded that organisation culture has a great influence on performance as it dictates how things are done, organisation's philosophy, work environment, performance targets and organisations stability. At World Vision Kenya there is an integration of cultures ranging from competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. Of the four cultures, employees



prefer integration to consensual and entrepreneurial or competitive and entrepreneurial cultures. This owes to the fact that employees seek a work environment that maximizes their ability to be innovative, creative, and independent of micro-management, cohesion with fellow colleagues among others.

Again, Paschal and Nizam, (2016) embarked on a survey to measure and identify how organisational culture affects the employee's performance. A structured questionnaire was developed using the past literature as the bases, followed by a pilot test to check its validity and reliability as well as normality. Various independent variables were used to measure organisational culture like values, symbols, heroes and ritual and based on this research work the dependent variable is employee's performance. A descriptive research design was used for the purpose of this research work. A survey method was used for the purpose of this research work through survey questionnaire that contains 25 questions which a scale of 1 being disagreed and 5 being agree is being applied. A total of sample of 150 employees was sampled of which 60 of them are senior staff and 40 is from junior staff this is carried out in Singapore telecommunication company as an application of sample method was conveniently used.

A descriptive data analysis was applied for the purpose of this research via SPSS 20. This study finds out that organisational culture such as ritual, value and heroes has a huge and significant impact on employee's performance and through this research which shows that symbols has little or no impact on employee's performance. This research work has cleared the fact that frequent ritual activities in the organisation has a great and positive impact

on employees performance but other studies that are yet to be done on this can be carried out based on different organisation that have different organisational cultural system.

According to a study by Murage, Sang and Ngunjiri (2018), ethics plays a crucial role in recruitment and selection because human resource is the key source of competitive advantage for an organisation if properly hired and managed. It is therefore important to put in place ethical consideration to ensure that candidates are reviewed according to their merit, fairness and equity and to also ensure that they possess the right knowledge, skills and abilities for the job. The main objective of the study was to examine how work ethical issues in recruitment and selection affect employee performance in two public universities in Nyeri County.

The study adopted explanatory research design in order to gather the required information. The study used stratified random sampling as its sampling design. Simple regression was also used to determine the effect of work ethical issues on employee performance. The finding of the study revealed that work ethical issues in recruitment and selection had positive and statistically significant effect on employee performance with discrimination being ranked the most unethical practice in recruitment and selection.

### **Lessons from Empirical Review**

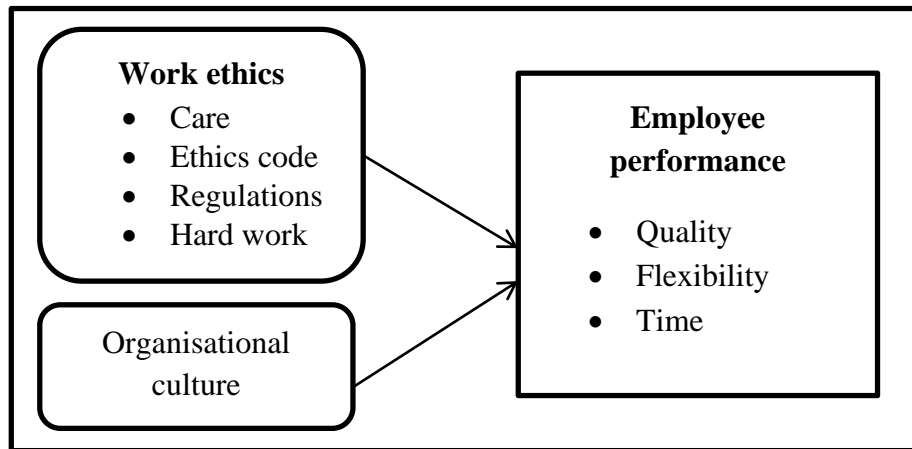
A close scrutiny of the revised studies indicates none of such studies was conducted in Ghanaian context which warrants conduct of this very study. Most of the studies used structured questionnaire for the collection of the primary data collection hence the need for similar instrument approach to be implemented in the context of this study. The use of SPSS for the primary data

processing was common among the studies hence the use of SPSS (version 25.0) for the primary data processing in this study. Since most of the studies employed regression for assessing the impact of the various independent variables on the dependent variables, similar statistical tools were applied for assessing the influence of organisational culture and work ethics on employee performance at University of Cape Coast. The empirical review also demonstrated that no internal consistency for the scales that were used for the measurement of the constructs was measured with the Cronbach's Alpha hence the use of Cronbach's Alpha for the internal consistency of this scale in this context of study was used.

### **Conceptual Framework**

The conceptual framework is based on the overall impulse of the study, theoretical expositions employed in this study, objectives formulated and interrelationships established among the construct. Per the conceptual frame, the study proposes that organisational culture and work ethics (Independent variables) at University of Cape Coast can cause administrators to improve their individual performance. In the same way, it is also anticipated that organisational culture and work ethics (Independent variables) also predict positively to the variance in employee performance (Dependent variable). Also, it is expected that there is a statistically positive relationship between employee performance, organisational culture and work ethics. It must however be recognized that these predictive variance are based on the degree of organisational culture with work ethics variables considered in this study. The arrows in the figure show the relationship and how a change in any of the

independent variable will affect the dependent variable in the study. These propositions are presented in Figure 1.



Source: Field survey (2020)

Figure 1: Conceptual framework

### Chapter Summary

This chapter has provided information relating to literature review in the light of the central theme of the study. Special attention was given to theoretical perspective, conceptual issues, empirical review and conceptual framework. The essence of this chapter is to provide literature support that can provide grounds for testing empirically, the specific objectives of the study, comparing the findings to previous empirical claims and providing enough information for understanding of key concepts in the study.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

The study sought to investigate organisational culture, work ethics and employee performance at the University of Cape Coast. This chapter deals with the general approach the researcher employed in carrying out the research project. The chapter presents information on how each of the scientific approaches to the conduct of this empirical study was undertaken, given cognizance to their respective requirements. The Chapter deals with key issues such as the research design, study area, population, sampling procedure, data collection instrument, data collection procedure, data processing and analysis, ethical consideration and chapter summary.

#### Research Approach

The study adopted the quantitative research approach. This study made use of the quantitative research approach because the measurements of the items in the scale were numerically rated by the respondents based on predetermined rating scales (5-point Likert scale). Besides, per the nature of the primary data required, design of the data collection instrument, research objectives, statistically application for data processing, statistical tools for data analysis as well as the theoretical foundation of the study, the adoption of quantitative research design becomes most desired and obvious possibility in the face of both qualitative and mixed research approaches. 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 (McCullagh, 2019; Galli, 2019; Lincoln & Guba, 1985). The epistemological underpinning of the quantitative research is that the world, in a scientific endeavor, can be represented through numbers in developmental science especially in social sciences (Yoshikawa, Weisner, Kalil & Way, 2008). It was also opined that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007; Kielmann, Cataldo & Seeley, 2012).

Again, the study employed the quantitative approach because this approach characteristically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2003). Also, this kind of approach was selected because quantitative research approach is premised on the inference of relationship between dependent (employee performance) and independent variables (organisational culture and work ethics) (Creswell & Plano Clark, 2018; Mehrad & Zangeneh, 2019).

### **Research Design**

The study adopted the explanatory research design due mainly to the nature of the purpose of the study, nature of specific research objectives as well as scope of primary data. Explanatory research provides the means for one to study a problem in in-depth through formulation and testing of hypotheses (Coy, 2019). Consequently, driven by the rationality of cause-effect relationship in the midst of the variables of interest – organisational culture and work ethics (Independent variable) and employee performance

(Dependent variable) (Abutabenjeh & Jaradat, 2018). (Potwarka, Snelgrove, Drewery, Bakhsh & Wood, 2019; Nyarku, Kusi, Domfeh, Ofori, Koomson & Owusu, 2018; Leedy & Omrod, 2010).

The primary purpose of explanatory research is to explain why phenomena occur and to predict future occurrences; these researchers also conducted a research to explain how phenomena occur and predicted their future occurrences (Birru, Runhaar, Zaalberg, Lans & Mulder, 2019; Viotti & Kauppi, 2019; Maxwell, 2012). Again, Cartwright (Tacq 2011), arguing for causal studies, provided that things and occurrences have causal capacities and, due to the properties they retain, they have the power to bring about other events or situations which is similar to what this study sought to achieve.

According to Zikmund, Babin, Carr and Griffin (2012) explanatory design research is conducted in order to ascertain the degree and nature of cause-and-effect relationships. The study employed the explanatory research design because by nature, the study sought to ascertain the cause-and-effect relationship based on its research objective. Also informing the decision to approach the study quantitatively is the claim that the data are quantitative and almost always require the use of a statistical test to establish the validity of the relationships (Leedy & Omrod, 2010; Kumar, 2019; Galli, 2019).

### **Study Area**

University of Cape Coast is located in Cape Coast, the capital city of Central Region of Ghana. The university was established in October, 1962 as a University College and placed in a special relationship with the University of Ghana, Legon. On October 1, 1971, the college attained a full and independent status of a University (Act 390; PNDC Law 278). As at 2018, the university

was structured under 5 colleges with different academic programmes including regular programmes, sandwich and distance learning at various levels.

The University has two campuses for both its academic and administrative operations; thus, the new sites (which host most of the lecture theatres, colleges, schools, faculties and departments) and the Old site (which has the main administration block and few of the departments). There are also a number of administrative departments responsible for the running of the several colleges, schools, faculties and departments. The University of Cape being one of the choicest tertiary institutions in Ghana provided the needed data and resources needed for the completion of this study. The result from the study will help shape the conducted and behaviour of administrators to be functioned in accordance with the culture and ethical conduct of the University of Cape Coast which in turn will help improve the performance of employees.

### **Population**

According to Leedy and Ormrod, (2010) population can be seen as the target group about which the researcher is interested in gaining information. The population can be defined as the complete set of element, object or people with common characteristics that the researcher seeks to study (Copper & Schindler, 2009). Target population also refers to the complete group of individuals, objects, which the researcher is interested in generalizing the conclusion within the population (Kothari, 2008). The overall population targeted for the study was 470 administrators at the University of Cape Coast. This population was made up of 47 chief administrative assistants, 176



principal administrative assistants, 82 senior administrative assistants and 165 administrative assistants (Directorate of Human Resource Affairs, 2020).

### Sampling Procedure

According to Malhotra and Birks (2007) sampling is the process of selecting a representative few or unit from a larger group or population, which is used as a basis of estimating certain characteristics or elements about the group or population. According to Kothari (2004), sample size refers to the number of items to be selected from the universe to constitute a sample. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility (Rosli & Rossi, 2016; Choromanski, Pacchiano, Parker-Holder, Hsu, Iscen, Jain & Sindhwani, 2019).

A sample size of 216 was considered and respondents were subsequently made to participate in the study. This sample size was further stratified to form a sample of 56 chief administrative assistants, 63 principal administrative assistants, 52 senior administrative assistants and 45 administrative assistants through the stratified sampling technique. The sample size was selected based on the sample determination formula by Yamane (1967). The formula is given as;

$$n = \frac{N}{[1+N(e)^2]} = \frac{470}{[1+470(0.05)^2]} = \frac{470}{[2.175]} = 216.0919 = 216$$

Where  $n$  = sample size;  $N$  = sample frame; and  $e$  = margin of error. A margin of error of 5% as suggested by Yamane (1967) was applied.

The choice of this sampling formula was necessitated by the fact that it provides the chance for the researcher to meet the sampling requirement  $[(n > 50 + 8 \text{ (Number of independent variables)})]$  proposed for regression analysis in social science research (Bensah, 2018; Pallat, 2005). The study employed simple random sampling technique for the selection of the participants that were surveyed for the primary data gathering. With this method, unique identification numbers were assigned to all the elements in the sampling frame. A computer application was used to auto generate random numbers based on the total number of elements in the sampling frame. Elements in the sampling frame whose unique identification numbers appeared in the auto generated random numbers were selected and contacted for the primary data collection

### **Data Collection Instrument**

Structured questionnaire was used as the main primary data collection instrument in this study. The questionnaire contains close-ended questions which were used for collecting data from the respondents. (Maxwell & Mittapalli, 2012) Explanatory studies are very structured by nature (Maxwell, 2012; Maxwell & Mittapalli, 2012) thereby demanding structured means of primary data collection. Closed-ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other choice. The close-ended items made use of checklist which is a list of behaviour, characteristics or other entities that the researcher is investigating – and Likert scale – which is more useful when behaviour, attitude or other phenomenon of interest needs to be evaluated in a continuum (Leedy & Ormrod, 2010).

There are distinct advantages in using questionnaires rather than interview methodology (McColl, 2005; Leedy & Ormrod, 2010). Questionnaires were chosen for the study because it is perhaps the most widely-used data-gathering technique in research as compared to interviews and can be one of the instruments that can be used to measure issues that are crucial to the management and development of businesses (Malhotra & Birks, 2007). Again, the use of questionnaire helps in data processing because it makes room for responses of respondents to be coded and edited (Deshpande, Pradhan, Sikdar, Deshpande, Jain & Shah, 2019; Patten, 2016). Moreover, a 5-point Likert scale was used to measure the opinion, attitude and behaviour of the respondents regarding the questionnaire items.

The questionnaire was made up of three subdivisions. These subdivisions were in line with the specific objectives of this study. Section “A” assessed the relationship between the predictors (organisational culture and work ethics) on employee performance. Section “B” also measured the state of employee performance among administrators at the University of Cape Coast. While section “C” also measured the (being measured with the various predictors as organisational culture and work ethics) effects of the predictors on employee performance at University of Cape Coast. Structured questionnaire is an effective way of measuring the behaviour, attitudes, preference, opinion, and intentions of a relatively large number of subjects more quickly and cheaper than other methods.

**Table 1: Reliability Results**

Constructs	Cronbach's Alpha	No of items
Organisational culture	.945	13
Work ethics	.942	10
Employee performance	.914	12
Overall scale	.941	35

Source: Field survey (2020)

Reliability and validity are very necessary when estimating a particular instrument. Administration of surveys should consider the aims of the study, the population under study, and the resources available to enhance the validity and reliability of the study (Tapera, Senabye, Mhaka-Mutepfa, January & Apau, 2019; Mutepfa & Tapera, 2018; Wyatt 2000). However, reliability according to Bless and Higson-Smith (2000) is concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be confidential to give an accurate and consistent measurement of an unchanging value (Ben-Shlomo, Brookes & Hickman, 2013; Pallant, 2005). The Cronbach alpha allows us to measure the reliability of different variables. It consists of estimates of how much variation in scores of different variables is attributable to chance or random errors (Selltiz et al, 1976).

Saunders et al., (2009) further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be. As a general rule, a greater coefficient than or equal to 0.7 is considered acceptable and a good indication of construct reliability (Ben-Shlomo, Brookes & Hickman, 2013;



Pallant, 2005). However, values lower than 0.7 may be acceptable for exploratory research. The validity of an instrument refers to how well and instrument measures the particular concept it supposed to measure (Saunders et al., 2009). From the reliability results in table 1, all the constructs coefficients which were above 0.7, which means these constructs are very much reliable.

They further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be. To ensure validity of questionnaires, the researcher reviewed other relevant literature and those literatures supported the construct of the instrument. Some of the items in the scales were scientifically validated items. Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents.

### **Data Collection Procedures**

The questionnaire was self-administered by respondents. Trained research assistants also supported the primary data collection exercise. The survey was administered on the respondents who were chosen for the study. In all, 216 questionnaires were issued to the respondents. Almost all the respondents fully provided the information needed accurately, returned the questionnaires, which thereby led to a 98% response rate. Data gathering exercise was rather time consuming (Mutepfa & Tapera, 2018). Again, permission for the data collection exercise at the various administrative departments was sought from the management of the University of Cape Coast

when a letter was issued by the School of Graduate Studies to be sent to their outfits.

This provided the avenue for formal permission for the conduct of the study with the various administrators to be granted since rapport with the would-be-respondents was established (Stys, 2019; McGrath, Palmgren & Liljedahl, 2018). Permission for the primary data collection was then granted. The purpose of the study was explained to each participant. Also, genuine consent of the respondents was sought. Date for questionnaire distribution to the participants was set on some agreed terms. The drop-and-pick method which involves the researcher going to administer the questionnaire to the respondents and retrieving it personally was adopted for the study. In all, it took the researcher one month (thus from February to March, 2020). This method was adopted because it affords the researcher the opportunity to interact with respondents one-on-one in order to clarify issues and concerns that might come up.

### **Data Processing and Analysis**

Analysis of data is a process of editing, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making (Adèr & Adèr, 2008). The responses from the questionnaires were edited, coded and entered into Statistical Package for Social Science (SPSS version 25.0) for the analysis. This statistical software is recommended for studies in social sciences (Zickmund, 2000). Both descriptive statistical techniques and inferential statistics were applied to analyze the data. The use of these tools was influenced by the nature of findings at hand (Leedy & Ormrod, 2010).

The demographic information were analyzed and interpreted with descriptive statistical techniques including mean, standard deviation, frequency count and percentage. The purpose of the demographic data is to provide insights into employee's performance pattern, behaviours, and needs. With demographic data, the researcher was able to predict the actions of their existing respondents, as well as apply that information to strategies for improving employee performance. Pearson product-moment correlation was used to measure research objective one which sought to examine the relationship between organisational culture, work ethics and employee performance at University of Cape Coast. Again, descriptive statistical tools including means and standard deviation scores were used to measure objective two.

This objective by nature needed to be measured with descriptive statistics and the statistical techniques seemed more appropriate. Research objective three was measured with multiple regression because this objective sought to assess the joint effect of organisational culture and work ethics on employee performance at University of Cape Coast. This was conducted to find out how much variance in the dependent variable (employee performance) is explained by the independent variables (organisational culture and work ethics (Kellar & Kelvin, 2013; Polit, 2010). The findings were presented in Figures and Tables for easy understanding and discussion. The result was discussed in relation to the research objective of the study. Again, the discussion captured the results and the bearing it will have on the study. The discussion also high-lightened measures that ought to be in place to help

improve the culture and performance of employees at the University of Cape Coast.

### **Ethical Consideration**

Ultimately, research ethics is a codification of ethics of science in practice. In other words, it is based on general ethics of science, just as general ethics is based on commonsense morality. Research is often intertwined with other specialist activities (Madushani, 2016). The ethical responsibilities inherent in research are partly associated with standards related to the research process, including relationships between researchers, and partly with respect for the individuals and institutions being studied, including responsibility for the use and dissemination of the research (Akpabio & Esikot, 2014). This research didn't ignore some key ethical issues in social science research because social science research is bounded with several ethical oppositions that must be handled skillfully (Green, 2019; Wax, 2019).

The researchers sought formal permission from authorities of University of Cape Coast for this exercise. To this effect an introductory letter introducing the researcher to the respondents was taken from the Department of Human Resource Management of the University of Cape Coast to seek permission from the management of the University of Cape Coast. The benefits as well as the purpose of the study were fully explained to all stakeholders particularly participants to enable them make decisions as in whether to partake or not in the exercise (Bell, Bryman & Harley, 2018; Iphofen & Tolich, 2018).

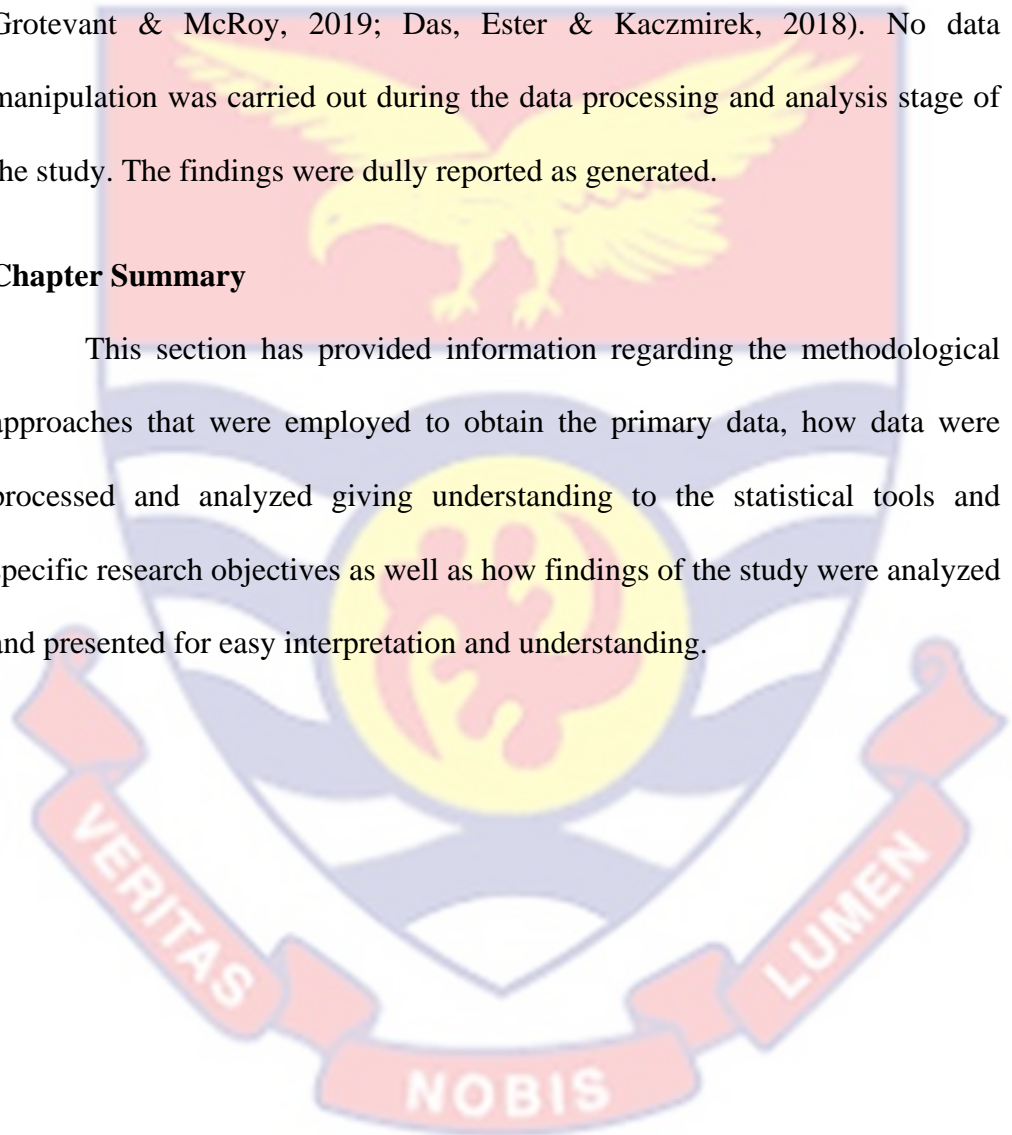
Again, informed verbal consent of participants was sought and no respondents were coerced into participating in the study. Additionally, all



information collected was solely used for the resolution of this study. Where respondents had issues with respect to responding to some the items, active steps were taken to resolve such misunderstanding. Issues such as confidentiality, privacy and unanimity were carefully treated through design of a questionnaire (Chambers & Nimon, 2019; Chiauzzi & Wicks, 2019; Lo, Grotevant & McRoy, 2019; Das, Ester & Kaczmirek, 2018). No data manipulation was carried out during the data processing and analysis stage of the study. The findings were dully reported as generated.

### **Chapter Summary**

This section has provided information regarding the methodological approaches that were employed to obtain the primary data, how data were processed and analyzed giving understanding to the statistical tools and specific research objectives as well as how findings of the study were analyzed and presented for easy interpretation and understanding.



## CHAPTER FOUR

### RESULT AND DISCUSSIONS

#### Introduction

The study examined organisational culture, work ethics and employee performance of administrators in the University of Cape Coast. The previous chapter provided information in respect of the research methods employed in gathering, processing and analysing the data in respect of the specific research objectives formulated in this study. This current chapter presents information in respect of the results and discussions given cognizance of the results as dictated by the nature of the specific research objectives. The findings are first summarized in Tables, are then presented and interpreted given cognizance of their practical, theoretical and managerial implications and are finally compared with some empirical postulations in literature.

#### Demographic Information of Respondents

The demographic features of the respondents were measured with descriptive statistics such as frequency and percentage because appropriate for nominal scale items such as the variables that were included in the demographics of the respondents. The findings are presented in Table 2 for easy understanding and discussion.

**Table 2: Socio-Demographic Information of Respondents**

Variable	Options	Frequency	Percentage (%)
Gender	Male	143	65.7
	Female	73	34.3
Age	Below 25 years	21	9.2
	26-30 years	52	23.4
	31-35 years	73	35.2

	36-40 years	46	19.9
	41-50 years	15	7.6
	Above 50 years	9	4.7
Marital Status	Married	130	60.9
	Unmarried	86	39.1
Educational qualification	Diploma	47	22.6
	Undergraduate	115	53.3
	Post Graduate	54	24.1
Working Experience	Below 5 years	29	14.6
	5-10 years	70	30.9
	11-15 years	80	37.6
	Above 20 years	37	16.9
	Chief administrative assistant	56	25.9
Designation	Principal administrative assistant	63	28.9
	Senior administrative assistant	52	24.7
	Administrative assistant	45	20.5

Source: Field survey (2020)

The demographic statistics of the respondents depicts that most the respondents were male 65.7% whilst the remaining 34.3% were female. The age range of the respondents also shows that most of the respondents are between 31-35 years (35.2%). This was followed by those between 26-30 years (23.4%) while those between the ages of 36-40 years had a percentage of 19.9%. 7.6% also represented those between the ages of 41-50 years. Those

between the ages of 50 years and above had a percentage of 4.7% while remaining 9.2% of respondents were below the ages of 25 years. The overall age range structure of the respondents therefore shows that the respondents are relatively youthful and therefore management of the University of Cape Coast can take a lead of this and make intensive use of these human capitals over the remaining useful lifespan of these talents. On the subject of the current level of education, it was discovered that most of the respondents were undergraduates (53.3%). This was followed by those with post graduates (24.1%) and then those with diploma represented 22.6%. The overall comprehension provided by this finding is that the respondents are highly educated and therefore this authenticates the use of structured questionnaire for the primary data collection.

With regards to the working experience, 37.6% of the respondents have working experience as administrator between the years of 11-15 whilst 30.9% of the respondents had working experience as administrators between the years of 5-10 whereas 16.9% represented those who have worked as administrators above 20 years. Those who have worked below 5 years were about 14.6% of the respondents. This supports the implication that the respondents are knowledgeable about organisational culture and work ethics considering the number of years most have worked as administrators. The findings in relations to the structure of the respondents in terms of their rank showed that most of the respondents were principal administrative assistants (28.9%). 24.7% of the respondents were chief administrative assistance whilst 24.7% were senior administrative assistants. The remaining 20.5% were administrative Assistants. The overall implication of this study is that the



respondents were objectively represented and therefore their assurance on the information gathered from the primary data is deemed very reliable.

**Objective 1: Assess the Relationship between Organisational Culture, Work Ethics and Employee Performance**

The relationship between the dependent variable (Employee performance) and the independent variables (organisational culture and work ethics) at University of Cape Coast was measured with the Pearson product-moment correlation. Data transformation was carried out to obtain the composite variables for both the dependent variable and the independent variables considered in the Model. Preliminary analyses were performed to make sure that there is no violation of the assumptions of normality, linearity and homoscedasticity. The clarification of the correlation results depends on the following cut-off points suggested by Cohen (1988) in that respect:  $r = 0.10$  to  $0.29$  or  $r = -0.10$  to  $-0.29$  (Very weak);  $r = 0.30$  to  $0.49$  or  $r = -0.30$  to  $-0.49$  (Weak);  $r = 0.50$  to  $0.69$  or  $r = -0.50$  to  $-0.69$  (Moderate);  $r = 0.70$  to  $0.99$  or  $r = -0.70$  to  $-0.99$  (Large). The findings were presented on Table 3.

**Table 3: Correlation Matrix**

		Organisational culture	Work Ethics	Employee performance
Organisational culture	Pearson Correlation	1	.873**	.164*
	Sig. (2-tailed)		.000	.016
	N	216	216	216
Work Ethics	Pearson Correlation	.884**	1	.127
	Sig. (2-tailed)	.000		.063
	N	216	216	216

Employee performance	Pearson Correlation	.164*	.127	1
	Sig. (2-tailed)	.016	.063	
	N	216	216	216

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

Source: Field survey (2020)

The findings indicated that there was statistically significant positive correlation between organisational and employee performance ( $r=0.164$ ;  $p=0.016$ ;  $p<0.05$ ) even though there was a positive weak correlation between organisational culture and employee performance. It thus portray that reliance on organisational culture to detect how it relates with employee performance among administrators at the University of Cape Coast is scientifically commendable because such relationship is not by chance but the scientific interaction between measures of organisational culture as well as the measures of employee performance in the context of this study even though there was a positive weak correlation between these variables.

The insight from this finding is that there is linear association between organisational culture and employee performance among administrators at the University of Cape Coast. This finding confirms the collective claim by some empirical studies that asserted that there is a statistically significant positive correlation between organisational culture and employee performance (Onyango, 2014; Ahamed, & Mahmood, 2015; Isa, Ugheoke, & Noor, 2016; Sativa, Yunus, & Majid, 2018; Rozanna1, Adam, Majid, 2019). However, the finding contradicts some empirical studies that found no statistically significant but positive correlation between organisational culture and employee performance (O’Donnel & Boyle, 2008).

In similar fashion, it was discovered that there was no statistically significant positive correlation between work ethics and employee performance ( $r=0.127$ ;  $p=0.063$ ;  $p<0.05$ ) even though there was a positive weak correlation between work ethics and employee performance. It thus portray that reliance on work ethics to detect how it relates with employee performance among administrators at University of Cape Coast is not scientifically laudable because such relationship could be due to chance but not the scientific interaction between measures of work ethics as well as the measures of employee performance in the context of this study.

The insight from this finding is that there is no linear association between work ethics and employee performance among administrators at University of Cape Coast. This finding contradicts the collective claim by some empirical studies that asserted that there is a statistically significant positive correlation between work ethics and employee performance (Ali & Al-Kazemi, 2007; Hussein et al., 2010; Okpara & Wynn, 2008). However, the finding supports some empirical studies that found no statistically significant but positive correlation between work ethics and employee performance (Elkins, 2007; Komari & Djafar, 2013).

It was however observed that the inter-item correlation proved there was a statistically significant large positive correlation between organisational culture and work ethics ( $r=0.873$ ;  $p=0.000$ ;  $p<0.05$ ). Thus, higher level of organisational culture was associated with higher level of work ethics and that lower level of organisational culture was associated with lower level of work ethics significantly. It thus, one can argue that the more satisfaction with organisational culture in general is rated favorably by administrators at

University of Cape Coast, the more similar rating is given for work ethics. It must however be recognized that this does not suggest causality in such relationship.

Again, it was discovered that there was a statistically significant large positive correlation between work ethics and organisational culture ( $r=0.884$ ;  $p=0.000$ ;  $p<0.05$ ). Thus, higher level of work ethics was associated with higher level of organisational culture and that lower level of work ethics was associated with lower level of organisational culture significantly. It thus, one can argue that the more satisfaction with work ethics in generally is rated favorably by administrators at University of Cape Coast, the more similar rating is given for organisational culture. It must however be recognized that this does not suggest causality in such relationship.

### **Objective 2: Investigate Effectiveness of Employee Performance**

The study sought to assess the effectiveness of employee performance at University of Cape Coast among administrators. The respondents were asked to rate the effectiveness of their performance in the light of the aforementioned sub-constructs on a 5-point Likert Scale. Mean and standard deviation scores were used descriptively to measure the opinions of the respondents on the scale that measured the items that were considered in the study. The interpretation of the findings was based on subjective-criteria as follows: 0-1.49=Not at all effective; 1.5-2.49=Slightly effective; 2.5-3.49=Moderately effective; 3.5-4.49=Effective and 4.5-5=Very effective. The findings in view of each of the components of the effectiveness of employee performance are presented in table 4.



**Table 4: Descriptive Statistics of Employee Performance**

Employee Performance Variables	Mean	Std. Deviation
I am able to deliver within the set deadlines	3.7778	1.15604
I am eager to learn on ways of making themselves more productive	3.7678	1.13164
There is massive improvement in quality of work and capacity of work performance	3.7585	1.23595
I have steadily increased my personal output	3.7222	1.10250
I can handle multiple assignments for achieving organisational goals and targets	3.7176	1.10763
I am able to identify and give top attention to top priorities	3.7130	1.17771
I have the tools and resources I need to do my job	3.6667	1.18910
I could manage change in my job very well whenever the situation demands	3.6620	1.21297
I have capability to plan my work, take personal initiatives on the job and handle different jobs	3.6481	1.13149
Exercises fair and reasonable judgment in the allocating resources	3.6019	1.23845
I communicate effectively with my colleagues for problem solving and decision making	3.5278	1.27923
I am able to deliver under less than perfect conditions	3.5185	1.22365

Source: Field survey (2020)

The analysis from the study revealed that the claims I am able to deliver within the set deadlines (M=3.7778; SD=1.15604), I am eager to learn on ways of making themselves more productive (M=3.7678; SD=3.7678), there is massive improvement in quality of work and capacity of work performance (M=3.7585; SD=1.23595), I have steadily increased my personal

output (M=3.7222; SD=1.10250), I can handle multiple assignments for achieving organisational goals and targets (M=3.7176; SD=1.10763), I am able to identify and give top attention to top priorities (M=3.7130; SD=1.17771), I have the tools and resources I need to do my job (M=3.6667; SD=1.18910), I could manage change in my job very well whenever the situation demands (M=3.6620; SD=1.21297), I have capability to plan my work, take personal initiatives on the job and handle different jobs (M=3.6481; SD=1.13149), exercises fair and reasonable judgment in the allocating resources (M=3.6019; SD=1.23845), I communicate effectively with my colleagues for problem solving and decision making (M=3.5278; SD=1.27923) and I am able to deliver under less than perfect conditions (M=3.5185; SD=1.22365) were all rated by respondents as being “effective” at University of Cape Coast among administrators. The overall impulse of these outcomes is that the state of employee performance at University of Cape Coast is generally moderately effective as guided by the mean of means (M=3.3733).

### **Objective 3: Evaluate the Joint Effect of Organisational Culture and Work Ethics on Employee Performance**

The study sought to evaluate the joint effect of organisational culture and work ethics on employee performance. This was measured through the application of standard multiple regression. Composite variable was formed for the dependent variable (employee performance) through data transformation process. There was no auto correlation as attested by the Durbin-Watson indicator (1.542). Campbell and Campbell, (2008) asserted

that for regression to avoid auto correlation, the Durbin-Watson indicator should fall between 1.5-2.5. The findings are presented on Tables 5, 6 and 7.

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.168 <sup>a</sup>	.028	.019	.79958	1.542

a. Predictors: : (Constant), Work Ethics, Organisational Culture

b. Dependent Variable: Employee performance

Source: Field survey (2020)

A joint correlation between the predictors (organisational culture and work ethics) and employee performance (dependent variable) was computed. It was discovered that there was a weak positive correlation between organisational culture and work ethics (predictors) and employee performance ( $r=0.168$ ). It thus signals that, the more the predictors (organisational culture and work ethics) increase the more employee performance also increases among administrators at University of Cape Coast. Conversely, it can be adduced that lower levels of the predictors (organisational culture and work ethics) is associated with lower levels of employee performance. It must be remembered that this does not suggest causality in the relationship between organisational culture, work ethics and employee performance at University of Cape Coast.

Regarding the predictive capacity of the model, it was discovered that changes in both organisational culture and work ethics accounted for 2.8% positive variance in employee performance among administrators at University of Cape Coast ( $R^2=0.028$ ). Thus, given all the other factors affecting employee performance at University of Cape Coast, organisational culture and work ethics accounts for a weak positive improvement in the

performance among administrators at University of Cape Coast. Other factors not captured in the model equally account for the remaining 97.2% variance in employee performance at University of Cape Coast. Further studies could be carried out to explore those factors as well.

**Table 6: ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.556	2	2.278	3.080	.048 <sup>b</sup>
	Residual	157.525	213	.740		
	Total	162.082	215			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Work Ethics, Organisational culture

Source: Field survey (2020)

To attest as to whether the 2.8% variance in employee performance among administrators at University of Cape Coast as accounted for by variance in the predictors (as measured by organisational culture and work ethics) was statistically significant or not, ANOVA report was generated alongside the model summary. It was then confirmed that organisational culture and work ethics is statistically significant positive predictor of employee performance at University of Cape Coast ( $p=0.048$ ;  $p>0.05$ ). Thus, it can be suggested that users of the findings of this study must rely on the model to predict changes in employee performance given same conditional changes in indicators (organisational culture and work ethics) in this context because the claim is scientifically supported and is not due to chance.



**Table 7: Co-efficient**

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.105	.267		11.638	.000
	Organisational culture	.222	.137	.225	1.625	.106
	Work ethics	-.072	.144	-.069	-.501	.617

Source: Field survey (2020)

Divergent to the significant contributions of some of the predictors (organisational culture and work ethics) to causing the significant positive but weak variance in employee performance among administrators at University of Cape Coast, the study also discovered that although organisational culture made some positive contributions to predicting the positive significant but weak variance in employee performance, its contributions were however not statistically significant (Beta=0.222; p=0.106: p>0.05). The overall impulse of these findings is that organisational culture cannot cause statistically significant changes in employee performance of administrators at University of Cape Coast. This is due to the fact that organisational culture' contributions could be ascribed to chance and not its scientific interfaces with other remaining variables considered in the model as revealed in the context of the study. The weak positive variance in performance of administrative staffs at the University of Cape Coast supports some empirical studies (O'Donnell & Boyle, 2008; Rizqina et al., 2017; Bowen & Ostroff, 2015; Kotter & Heskett, 2011).

Additionally, the study also exposed that the inclusion of work ethics in the model rather had the potential to reduce employee performance in University of Cape Coast among administrators that were surveyed (Beta=-0.072;  $p=0.617$ :  $p>0.05$ ). This result in support of some empirical studies which support the fact work ethics doesn't always lead to positive variance in employee performance until certain structures are built in the organisation to support the smooth implementation of work ethics (Petty & Hill, 2017; Abdi, Nor, & Radzi, 2014; Elkins, 2007; Komari & Djafar, 2013).

The overall impulse of these findings is that, collectively, as in the case of a holistic model, none of the components (organisational culture and work ethics) positively and significantly accounted for significant improvement in performance of the administrators at University of Cape Coast which presupposes that combine effect of organisational culture and work ethics to impact on employee performance in the education industry is not feasible because their combination in a single model however produce no such significant results. It is therefore prudent for management of public universities in Ghana to emphasize on the individual measures of both organisational culture and work ethics so as to cause improvement in performance of administrators that have been employed by the Government of Ghana if such predictors are to make significant impact on the level of employee performance.

### Chapter Summary

The chapter has provided information regarding the findings in respect of the specific research objectives that were considered in the context of the study. The findings were fully deliberated, given their practical importance, managerial consequences and previous empirical notions as supported in literature review.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

The study was conducted to investigate organisational culture, work ethics and employee performance at University of Cape Coast. The study sought to determine the relationship between organisational culture, work ethics and employee performance, to investigate how effective the performance of administrators have been at the University of Cape Coast and to evaluate the combined effect of organisational culture and work ethics on employee performance at the University of Cape Coast. The study employed an explanatory research design backed by quantitative research approach. Two hundred and sixteen employees were sampled from the target population using the systematic sampling technique. Structured questionnaire was used for the primary data collection. This section provides information regarding the summary of the key findings, conclusions drawn on the respective study objectives as well as the recommendations offered founded on the findings of the study. Again, suggestions for further studies were provided in that regard.

#### Summary of Key Findings

The first objective sought to assess the relationship between organisational culture, work ethics and employee performance of administrators at the University of Cape Coast. The findings indicated that there was statistically significant positive correlation between organisational culture and employee performance even though there was a positive weak correlation between organisational culture and employee performance. Similarly, it was discovered that there was no statistically significant positive



correlation between work ethics and employee performance even though there was a positive weak correlation between work ethics and employee performance. Finally, it was however observed that the inter-item correlation proved there was a statistically significant large positive correlation between organisational culture and work ethics. Again, it was discovered that there was a statistically significant large positive correlation work ethics and organisational culture.

The second research objective the sought to find out the effectiveness of employee performance among administrators at the University of Cape Coast. The study revealed that, overall, the impulse of the outcomes is that the state of effectiveness of employee performance at the University of Cape Coast is generally moderately effective as guided by the mean of means ( $M=3.3733$ ). On the individual indicator level, I am able to deliver within the set deadlines, I am eager to learn on ways of making themselves more productive, there is massive improvement in quality of work and capacity of work performance, I have steadily increased my personal output, I can handle multiple assignments for achieving organisational goals and targets and the remaining variables were all rated as being effectiveness in terms of their implementation.

The third research objective sought to examine the joint effect of both organisational culture and work ethics on employee performance at University of Cape Coast among administrators. A joint correlation between the predictors (organisational culture and work ethics) and employee performance (dependent variable) was computed. It was discovered that there was a weak positive correlation between reward (predictors) and employee performance.

Regarding the predictive capacity of the model, it was discovered that changes in organisational culture and work ethics accounted for 2.80% positive variance in employee performance at the University of Cape Coast. It was then confirmed that organisational culture and work ethics is not a statistically significant positive predictor of employee performance at University of Cape Coast ( $p=0.048$ ;  $p>0.05$ ).

The study also discovered that although the organisational culture made some positive contributions to predicting the positive significant but weak variance in employee performance, its contributions were however not statistically significant: organisational culture (Beta=0.222;  $p=0.106$ ;  $p>0.05$ ). Furthermore, the study also revealed that the inclusion of work ethics in the model rather had the potential to reduce employee performance among administrators that were surveyed (Beta=-0.072;  $p=0.617$ ;  $p>0.05$ ).

### **Conclusions**

The study was purposely conducted to determine how organisational culture together with work ethics affects the performance of administrative staffs at the University of Cape Coast. The study concluded that there was statistically significant large positive correlation between organisational culture and employee performance even though there was a positive weak correlation between organisational culture and employee performance. Similarly, it was discovered that there was no statistically significant positive correlation between work ethics and employee performance even though there was a positive weak correlation between work ethics and employee performance. It is also concluded that, with regards to the state of

effectiveness of employee performance employee performance was perceived to be effective for administrative staff of the University of Cape Coast.

It is therefore profitable for management of the University of Cape Coast to continue its existing practices and implementation of employee performance programmes. And to exploits other employee performance programmes and policies that will help administrative staff of the University of Cape Coast to perceive employee performance as very effective. This therefore means management of the University of Cape coast can therefore increase these organisational culture variables that brought about the positive variance in administrative staff performance in order to increase the performance of (administrators) employees.

Again, management can also adopt other strategies of work ethics which was not captured in this study to contribute significantly to improving the performance of employees in the institution. Regarding the joint effect of organisational culture and work ethics on employee performance, the study establishes that organisational culture and work ethics is not a statistically significant positive predictor of employee performance at University of Cape Coast. These insights prove the need to ensure enhanced organisational culture and work ethics at the University of Cape Coast so as to create, build and ensure improvement in administrative staff performance of administrators at the University of Cape Coast.

### **Recommendations**

Based on the conclusions from this study, these recommendations are offered to various stakeholders as to how they can utilize the various insights provided by the findings of this study. First of all, management of University

of Cape Coast to institutionalize periodic research in its management of organisational culture and work ethics policies as to timely diagnose grey areas in its organisational culture and work ethics system that could be well-manage scientifically to improve the impact performance and policies on the performance of administrators of the University of Cape Coast. Such unit must be resourced in terms of human capital, gadgets, technology, software and other needed resources that can empower the research centre to effectively execute their mandates.

This will empower the University of Cape Coast to know scientifically, aspects of performance that can be influenced by the policies and practices of organisational culture and work ethics of the University of Cape Coast. It will also influence the human resource unit to come up with strategies that can help the configuration of organisational culture and work ethics strategies to the overall strategic direction of the University of Cape Coast. Such periodic researches must be applied generally to all departments and administrators in the University of Cape Coast. Again, it is therefore managerially prudent of University of Cape Coast not to focus on work ethics to influence performance of administrators because such initiative is likely to rather put off administrators to rather reduce their performance. However, almost certainly it may influence other organisational behavioural outcomes apart from employee performance in the education industry in Ghana.

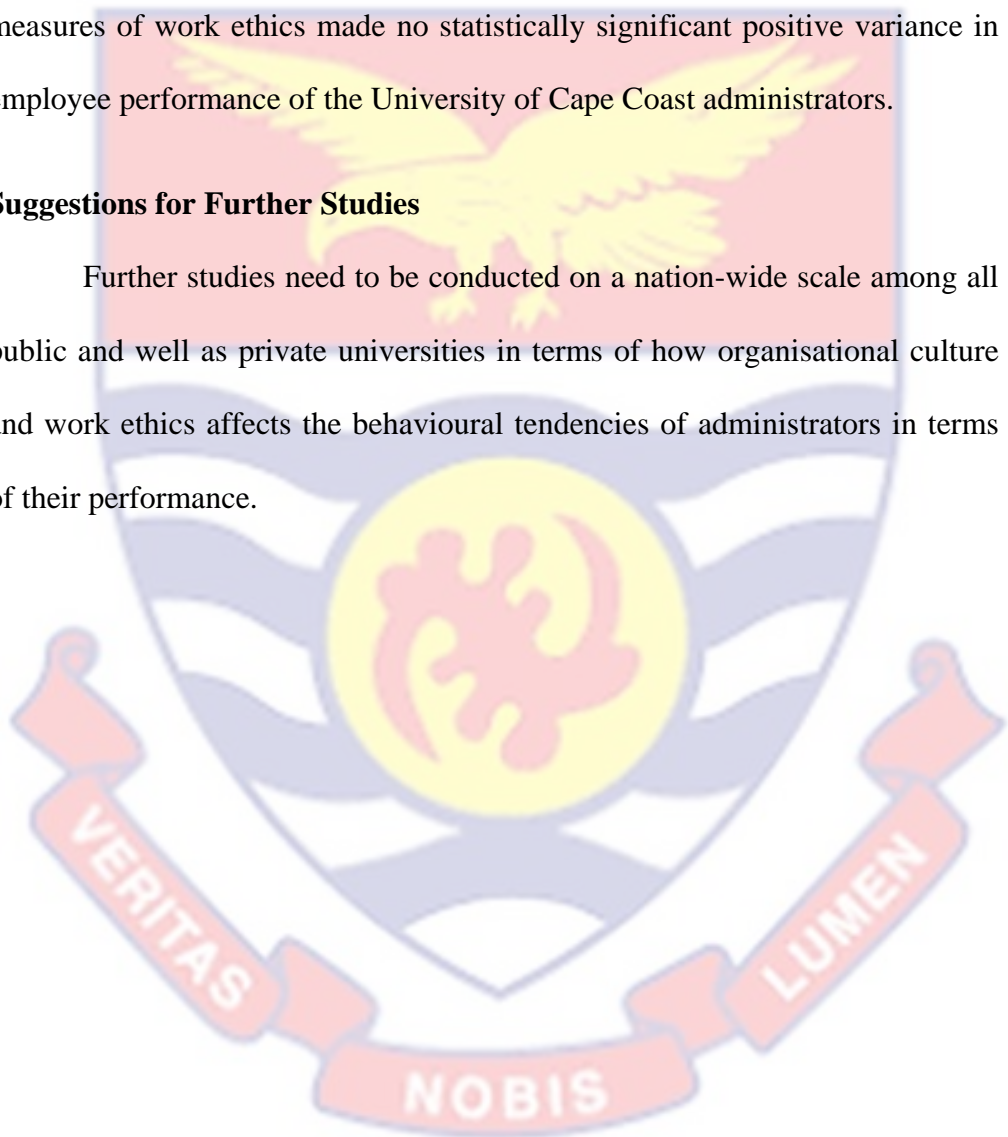
Furthermore, management of University of Cape Coast should put in place measures to improve the various conditions that actually influence the implementation of the various components of organisational culture considered in the context of this study. Again, it is advisable for management



of University of Cape Coast, and for that matter HR unit of the university, to put in place measures that would enhance effective work ethics policies and strategies for the desired result of improved and enhanced administrative staff performance that would be significantly affected by the variations in these measures of work ethics at the University of Cape Coast. This is because these measures of work ethics made no statistically significant positive variance in employee performance of the University of Cape Coast administrators.

### **Suggestions for Further Studies**

Further studies need to be conducted on a nation-wide scale among all public and well as private universities in terms of how organisational culture and work ethics affects the behavioural tendencies of administrators in terms of their performance.



## REFERENCES

- Abdi, M. F., Nor, S. F. D. W. M., & Radzi, N. Z. M. (2014). The impact of Islamic work ethics on job performance and organisational commitment. In *Proceedings of 5th Asia-Pacific Business Research Conference, Kuala Lumpur, Malaysia* (pp. 1-12).
- Abu Aleinein, A. (2016). The impact of job involvement on job performance at UNRWA Gaza field office. *The Impact of Job involvement on Job Performance at UNRWA Gaza Field Office*.
- Abutabenjeh, S., & Jaradat, R. (2018). Clarification of research design, research methods, and research methodology: A guide for public administration researchers and practitioners. *Teaching Public Administration*, 36(3), 237-258.
- Adèr, H. J. (2008). *Advising on research methods: A consultant's companion*. Johannes van Kessel Publishing.
- Adeyeye, O. J., Adeniji, A. A., Osinbanjo, A. O., & Oludayo, O. O. (2015). *Effects of workplace ethics on employees and organisational productivity in Nigeria*. International Conference on African Development Issues (CU-ICADI). Lagos, Nigeria.
- Adeyeye, O. J., Aina, O., & Ige, A. K. (2012). An analysis of factors influencing hiring/placement of university graduates in Nigeria. *Pakistan Journal of Business and Economic Review*, 3(1), 102-114.
- Agrawal, R. K., & Tyagi, A. (2010). Organisational culture in Indian organisations: An empirical study. *International Journal of Indian Culture and Business Management*, 3(1), 68-87.

- Aguinis, H. (2009). An expanded view of performance management. *Performance Management: Putting Research into Practice*, 1-43.
- Ahamed, M., & Mahmood, R. (2015). Impact of organisational culture on job satisfaction: A study on Banglalion Communication Ltd, Bangladesh. *European Journal of Business and Management*, 7(10), 160-174.
- Ahmed, M., & Shafiq, S. (2014). The impact of organisational culture on organisational performance: A case study on telecom sector. *Global Journal Of Management And Business Research*.
- Ajayi, I. A., & Afolabi, C. Y. (2012). Participatory management and productivity among secondary school teachers in South West Nigeria. *Research Journal in Organisational Psychology and Educational Studies (RJOPES)*, 1(6), 332.
- Ajzen, I. (1991). The theory of planned behaviour. *Organisational behaviour and human decision processes*, 50(2), 179-211.
- Ajzen, I., & Fishbein, M. (1977). Attitude-behaviour relations: A theoretical analysis and review of empirical research. *Psychological bulletin*, 84(5), 888.
- Akpabio, E. M., & Esikot, I. F. (2014). Social sciences and research ethics in developing countries: The perspective from Nigeria. *African Journal of Science, Technology, Innovation and Development*, 6(4), 231-241.
- Ali, A. J., & Al-Kazemi, A. A. (2007). Islamic work ethic in Kuwait. *Cross cultural management: An international Journal for Management Studies*, 8(3), 218-231

- Al-Nashash, H. M., Panigrahi, S. K., & Darun, M. R. (2018). Do Work Ethics Improves Employee Job Satisfaction? Insights from Jordanian Banks. *International Journal of Academic Research in Business and Social Sciences*, 8(11), 627-645.
- Alsop, R., & Heinsohn, N. (2005). *Measuring empowerment in practice: structuring analysis and framing indicators* (No. 3510). The World Bank.
- Amaratunga, D., Baldry, D., Sarshar, M., & Newton, R. (2002). Quantitative and qualitative analytic review. *British Journal of Social Psychology*, 40(4), 471-499.
- Anderson, N. H. (1974). Cognitive algebra: Integration theory applied to social attribution. *In Advances in Experimental Social Psychology*, 7, 1-101. Academic Press.
- Aniele, D. (2004). Business ethics and corruption. *Lagos. Tope Ogun Priners*.
- Anis, A., Nasir, A., & Safwan, N. (2011). Employee retention relationship to training and development: A compensation perspective. *African Journal of Business Management*, 5(7), 2679-2685.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 7, 4-36.
- Antonnette, A. O. (2016). *Effects of organisational culture on employee performance at AON limited, Nairobi, Kenya* (Doctoral dissertation, University of Nairobi).



- Armitage, C. J., & Christian, J. (2003). From attitudes to behaviour: Basic and applied research on the theory of planned behaviour. *Current Psychology*, 22(3), 187-195.
- Armitage, C. J., & Conner, M. (2001). Efficacy of the theory of planned behaviour: A meta analytic review. *British Journal of Social Psychology*, 40(4), 471-499.
- Armstrong, M. (2006). *A handbook of human resource management practice*. London: Kogan Page Publishers.
- Badri, M. A., Davis, D., & Davis, D. (1995). A study of measuring the critical factors of quality management. *International Journal of Quality & Reliability Management*.
- Bagozzi, R. P., Dholakia, U. M., & Mookerjee, A. (2006). Individual and group bases of social influence in online environments. *Media Psychology*, 8(2), 95-126.
- Bassey, M. (2001). A solution to the problem of generalisation in educational research: Fuzzy prediction. *Oxford Review of Education*, 27(1), 5-22.
- Bell, E., Bryman, A., & Harley, B. (2018). *Business research methods*. Oxford university press, England.
- Bensah, Y. D. (2018). Morphological instability at the solid–liquid interface by the maximum entropy production rate principle. *Canadian Journal of Physics*, 96(12), 1314-1320.
- Ben-Shlomo, Y., Brookes, S., & Hickman, M. (2013). *Lecture notes: Epidemiology, evidence-based medicine and public health*. New Jersey: John Wiley & Sons,

- Bergman, M. E., Langhout, R. D., Palmieri, P. A., Cortina, L. M., & Fitzgerald, L. F. (2002). The (un) reasonableness of reporting: Antecedents and consequences of reporting sexual harassment. *Journal of Applied Psychology*, 87(2), 230.
- Bijaang, J., Modding, H. B., Gani, A., Nujum, S., & Jamali, H. (2018). *The effect of organisational culture and work ethics on job satisfaction and employee's performance* (No. gcep4). Center for Open Science.
- Bin Salahudin, S. N., Binti Baharuddin, S. S., Abdullah, M. S., & Osman, A. (2016). The effect of Islamic work ethics on organisational commitment. *Procedia Economics and Finance*, 35, 582-590.
- Birru, W. T., Runhaar, P., Zaalberg, R., Lans, T., & Mulder, M. (2019). Explaining organisational export performance by single and combined international business competencies. *Journal of Small Business Management*, 57(3), 1172-1192.
- Bless, C., Higson-Smith, C., & Kagee, A. (2000). Fundamentals of social research methods. *An African Perspective*, 3.
- Blois W., Cook C. W. & HunSaker P. L (2007). *Management and Organisational Behaviour*. (2<sup>nd</sup> ed.) New York: McGraw– Hill Education.
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the “strength” of the HRM system. *Academy of Management Review*, 29(2), 203-221.
- Burrell, G., & Morgan, G. (1979). *Sociological Paradigms and Organisational Analysis* Aldershot. *Burlington USA, Singapore, Sudney: Ashgate Publishing limited*.

- Calori, R., & Sarnin, P. (1991). Corporate culture and economic performance: A French study. *Organisation Studies*, 12(1), 049-74.
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organisational culture: Based on the competing values framework*. New Jersey, NJ: John Wiley & Sons Publication.
- Cascio, W. F. (2013). *Managing human resources*. New York, NY: McGraw-Hill.
- Cataldo, F., & Kielmann, K. (2016). Qualitative research to enhance the evaluation of results-based financing programmes: the promise and the reality. *World Bank Group: Health, Nutrition and Population (HNP) Discussion Paper Series*.
- Chambers, S., & Nimon, K. (2019). Conducting survey research using Mturk. In *Crowdsourcing: Concepts, methodologies, tools, and applications* (410-439). IGI Global.
- Chatman, J. A., & Jehn, K. A. (1994). Assessing the relationship between industry characteristics and organisational culture: how different can you be? *Academy of Management Journal*, 37(3), 522-553.
- Chi, W., Liao, H., Wang, L., Zhao, R., & Ye, Q. (2019). Incentives to move up: Effects of pay gaps between levels on employee performance. *Human Resource Management Journal*, 29(2), 238-253.
- Chiauzzi, E., & Wicks, P. (2019). Digital trespass: ethical and terms-of-use violations by researchers accessing data from an online patient community. *Journal of Medical Internet Research*, 21(2), 11985.
- Chipunza, C., & Malo, B. (2017). Organisational culture and job satisfaction among academic professionals at a South African university of

technology. *Problems and Perspectives in Management*, 15(2), 148-161.

Choromanski, K., Pacchiano, A., Parker-Holder, J., Tang, Y., Jain, D., Yang, Y., ... & Sindhvani, V. (2020, May). Provably robust blackbox optimization for reinforcement learning. In *Conference on Robot Learning* (683-696).

Coy, M. J. (2019). Research methodologies: Increasing understanding of the world. *International Journal of Scientific and Research Publications*, 9, 71-77.

Creswell, J. (2009). Mapping the field of mixed methods research. *Journal of Mixed Methods Research*, 3(2), 95-108.

Creswell, J. W. (2007). Designing and Conducting Mixed Methods Research. *Australian and New Zealand Journal of Public Health*, 31(4).

Crotty, M. (1998). *The Foundations of Social Research: Meaning and Perspective in the Research Process*. Washington, DC: Sage Publications.

Daft, R. L. (2020). *Organisation theory & design*. Cengage learning.

Davenport, T. H. (1993). Need radical innovation and continuous improvement? Integrate process reengineering and TQM. *Strategy & Leadership*, 21(3), 6.

De Toni, A., & Tonchia, S. (2001). Performance measurement Systems Models, characteristics and measures. *International Journal of Operations & Production Management*, 21(12), 46.



- Deal, T. E., & Kennedy, A. A. (1982). *Corporate cultures*. Washington, DC: Sage Publication.
- Denison, D. R. (1990). *Corporate culture and organisational effectiveness*. New Jersey, NJ: John Wiley & Sons.
- Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organisational culture and effectiveness. *Organisation Science*, 6(2), 204-223.
- Deshpande, A., Pradhan, H. C., Sikdar, M., Deshpande, N., Jain, A., & Shah, Y. (2019). Awareness amongst Dental School Evaluators Regarding On-Screen Evaluation: A Questionnaire Survey.
- Dessler, G. (2006). *A framework for human resource management*. New Delhi: Pearson Education India.
- Dessler, G. (2011). *Fundamentals of human resource management*. Pearson Higher Ed.
- Dipboye, R. L. (1977). A critical review of Korman's self-consistency theory of work motivation and occupational choice. *Organisational Behaviour and Human Performance*, 18(1), 108-126.
- Doughty, H. A., & Rinehart, J. W. (2004). Employee empowerment: Democracy or delusion. *The Innovation Journal: The Public Sector Innovation Journal*, 9(1), 1-24.
- Ehtesham, U., Muhammad, T. M., & Muhammad, S. A. (2011). Relationship between Organisation Culture and Performance Management Practices. *A Case of University in Pakistan. Journal of Competitiveness*, 12(6), 201-228.
- Ek, K., & Mukuru, E. (2013). Effect of motivation on employee performance in public middle level Technical Training Institutions in

Kenya. *International Journal of Advances in Management and Economics*, 2(4), 73-82.

Elkins, S. L. (2007). *Job satisfaction and work ethic among workers in a Japanese manufacturing company located in the United States*. Fort Worth: Dryden Press, U.S.A.

Fleishman, E. A. (1958). A relationship between incentive motivation and ability level in psychomotor performance. *Journal of Experimental Psychology*, 56(1), 78.

Furnham, A. (1982). The Protestant work ethic and attitudes towards unemployment. *Journal of Occupational Psychology*, 55(4), 277-285.

Ghorpade, J., Lackritz, J., & Singh, G. (2006). Correlates of the Protestant ethic of hard work: results from a diverse ethno-religious sample. *Journal of Applied Social Psychology*, 36(10), 2449-2473.

Gill, A., Flaschner, A. B., Shah, C., & Bhutani, I. (2010). The relations of transformational leadership and empowerment with employee job satisfaction: A study among Indian restaurant employees. *Business and Economics Journal*, 18(1), 1-10.

Goebel, S., & Weißenberger, B. E. (2017). The relationship between informal controls, ethical work climates, and organisational performance. *Journal of Business Ethics*, 141(3), 505-528.

Gordon, G. G., & DiTomaso, N. (1992). Predicting corporate performance from organisational culture. *Journal of Management Studies*, 29(6), 783-798.

Grawe, K. (2017). *Neuropsychotherapy: How the neurosciences inform effective psychotherapy*. Routledge.

- Greenberg, J., and Baron, R. A. (2003). *Behaviour in Organisations: Understanding and Managing the Human Side of Work*. Englewood Cliffs, NJ: Prentice
- Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of Qualitative Research*, 2(163-194), 105.
- Gyebi, A. D. (2017). *The effects of organisational culture on organisational performance: A case study of Adehyeman Savings and Loans Limited* (Doctoral dissertation).
- Heckl, D., & Moormann, J. (2010). Process performance management. *In Handbook on Business Process Management 2*, 115-135. Springer, Berlin: Heidelberg.
- Heider, F. (1944). Social perception and phenomenal causality. *Psychological Review*, 51(6), 358.
- Hellriegel, D., and Slocum, J., (2011). *Organisational Behaviour*. (13<sup>th</sup> ed.) South-Western: Cengage Learning.
- Herminingsih, A., & Supardi, W. (2017). The Effects of Work Ethics, Transformational and Transactional Leadership on Work Performance of Teachers. *Management Studies*, 5(3), 250-261.
- Holley, E. C., Wu, K., & Avey, J. B. (2019). The impact of leader trustworthiness on employee voice and performance in China. *Journal of Leadership & Organisational Studies*, 26(2), 179-189.
- Huberts, L. L., Kaptein, M. M., & Lasthuizen, K. K. (2007). A study of the impact of three leadership styles on integrity violations committed by police officers. *Policing: An International Journal of Police Strategies & Management*, 2(12), 24-89.

- Hull, C. L. (1943). *Principles of behaviour* New York, NY: Appleton-century-crofts.
- Hunjra, A. I., Ul Haq, N., Akbar, S. W., & Yousaf, M. (2011). Impact of employee empowerment on job satisfaction: an empirical analysis of Pakistani service industry. *Interdisciplinary Journal of Contemporary Research in Business*, 2(11), 680.
- Hussein, A. A., Wilkoff, B. L., Martin, D. O., Karim, S., Kanj, M., Callahan, T., ... & Wazni, O. M. (2010). Initial experience with the Evolution mechanical dilator sheath for lead extraction: safety and efficacy. *Heart Rhythm*, 7(7), 870-873.
- Indermun, V., & Saheedbayat, M. (2013). The job satisfaction-employee performance relationship: a theoretical perspective. *International journal of Innovative Research in Management*, 2(11), 1-3.
- Iphofen, R., & Tolich, M. (2018). Foundational issues in qualitative research ethics. *The Sage Handbook of Qualitative Research Ethics*, 1-18.
- Isa, M. F. M., Ugheoke, S. O., & Noor, W. S. W. M. (2016). The influence of organisational culture on employees' performance: evidence from Oman. *Journal of Entrepreneurship and Business*, 4(2), 1-12.
- Istijanto, (2005). *Human Resources Research*. PT Gramedia Pustaka Utama, Jakarta.
- Jick, T. D. (1979). Mixing qualitative and quantitative methods: Triangulation in action. *Administrative Science Quarterly*, 24(4), 602-611.
- Jones, S. C., & Vroom, V. H. (1964). Division of labor and performance under cooperative and competitive conditions. *The Journal of Abnormal and Social Psychology*, 68(3), 313.



- Karim, M. M., Choudhury, M. M., & Latif, W. B. (2019). The impact of training and development on employees'™ Performance: An analysis of quantitative data. *Noble International Journal of Business and Management Research*, 3(2), 25-33.
- Khan, A. S., & Rasheed, F. (2015). Human resource management practices and project success, a moderating role of Islamic Work Ethics in Pakistani project-based organisations. *International Journal of Project Management*, 33(2), 435-445.
- Komari, N., & Djafar, F. (2013). Work ethics, work satisfaction and organisational commitment at the Sharia Bank, Indonesia. *International Business Research*, 6(12), 107.
- Konopaske, R., Robie, C., & Ivancevich, J. M. (2009). Managerial willingness to assume traveling, short-term and long-term global assignments. *Management International Review*, 49(3), 359-387.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet Henrica, C. W., & van der Beek, A. J. (2011). Conceptual frameworks of individual work performance: a systematic review. *Journal of Occupational And Environmental Medicine*, 53(8), 856-866.
- Kotter, J. P. (2008). Developing a change friendly culture. *Leader to Leader*, 2008(48), 33-38.
- Koufteros, X. A., Vonderembse, M. A., & Doll, W. J. (1998). Developing measures of time based manufacturing. *Journal of Operations Management*, 16(1), 21-41.

- Kuye, O. L., Uche, C. B. N., & Akaighe, G. O. (2013). Organisational culture and ethical behaviour: A strategic standpoint. *Journal of Humanities, Social Sciences and Creative Arts*, 8, 1-12.
- Lado, A. A., & Wilson, M. C. (1994). Human resource systems and sustained competitive advantage: A competency-based perspective. *Academy of Management Review*, 19(4), 699-727.
- Lahiry, S. (1994). Building commitment through organisational culture. *Training and Development*, 48(4), 50-52.
- LaMorte, W. W. (2016). *The social cognitive theory*. Retrieved from <http://sphweb.bumc.bu.edu/otlt/MPHModules/SB/BehaviouralChangeTheories/BehaviouralChangeTheories5.html>.
- Lee, Y. J., Kim, S. H., & Lee, T. (2015). Effects of job characteristics, organisational culture on job satisfaction and turnover intention in public institution nurses. *Journal of Korean Academy of Nursing Administration*, 21(4), 354-365.
- Leedy, P. D., & Ormrod, J. E. (2005). *Practical research*. New Jersey, NJ: Pearson Custom.
- Lewin, K., Dembo, T., Festinger, L., & Sears, P. S. (1944). Level of aspiration.
- Lincoln, N. D., Travers, C., Ackers, P., & Wilkinson, A. (2002). The meaning of empowerment: The interdisciplinary etymology of a new management concept. *International Journal of Management Reviews*, 4(3), 271-290.
- Linz, S. J., & Chu, Y. W. L. (2013). Weber, Marx, and work values: Evidence from transition economies. *Economic Systems*, 37(3), 431-448.

- Lo, A. Y., Grotevant, H. D., & McRoy, R. G. (2019). Ethical considerations in adoption research: navigating confidentiality and privacy across the adoption kinship network. *Adoption quarterly*, 22(1), 75-93.
- Locke, E. A. (1965). Interaction of ability and motivation in performance. *Perceptual and Motor Skills*, 21(3), 719-725.
- Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment. *Journal of Management Development*, 5(3), 12-27.
- Luthans, F., & Doh, J. P. (2018). *International management: Culture, strategy, and behaviour*. McGraw-Hill Education.
- Madushani, H. D. P. (2016). Ethical issues in social science research: a review. *Journal of Social Statistics*, 3(1), 26-33.
- Mahdani, F., & Adam, M. (2017). The influence of motivation, emotional intelligence and organisational justice on job satisfaction and its implications on employee performance. *Journal of Master of Management*, 1(1), 1-15.
- Majid, N. (2010). Religious society, bringing values of Islam in life. *Jakarta: Dian Rakyat*.
- Malhotra, N. K., & Birks, D. F. (2007). *Marketing research: An applied approach*. New Jersey: Pearson education.
- Mann, M. J. (2010). *A quantitative and qualitative analysis identifying antecedents of work ethic beliefs and the relationship between work ethic beliefs and in-role and extra-role work behaviour: New work ethic dimensions and scale introduced*. State University of New York at Albany.

- Mapes, J., New, C., & Szwajkowski, M. (1997). Performance trade-offs in manufacturing plants. *International Journal of Operations & Production Management*, 4(8), 184-201.
- Marcoulides, G. A., & Heck, R. H. (1993). Organisational culture and performance: Proposing and testing a model. *Organisation Science*, 4(2), 209-225.
- Martin, J., Frost, P. J., & O'Neill, O. A. (2006). Organisational culture: Beyond struggles for intellectual dominance. *The Handbook of Organisation Studies*, 725(753), 725-753.
- Maseko, T. S. (2017). Strong vs. weak organisational culture: Assessing the impact on employee motivation. *Arabian Journal of Business and Management Review*, 7(1), 1-5.
- Maxwell, J. A. (2012). The importance of qualitative research for causal explanation in education. *Qualitative Inquiry*, 18(8), 655-661.
- Maxwell, J. A. (2012). *Qualitative research design: An interactive approach* (Vol. 41). Sage publications.
- McColl, E. (2005). Developing questionnaires. *Assessing quality of life in clinical trials*, 2, 9-23.
- McCullagh, O. (2019). Evaluating VaR: a qualitative and quantitative impact study.
- McGrath, C., Palmgren, P. J., & Liljedahl, M. (2019). Twelve tips for conducting qualitative research interviews. *Medical Teacher*, 41(9), 1002-1006.
- Mehr, S. K., Emadi, S., Cheraghian, H., Roshani, F., & Behzadi, F. (2012). Relationship between job satisfaction and organisational culture in



staffs and experts of physical education offices of Mazandaran Province. *European Journal of Experimental Biology*, 2(4), 1029-1033.

Melina Taurisa, C., & Intan, R. (2012). Analysis of the influence of organisational culture and job satisfaction on organisational commitment in improving employee performance (Study at PT. Sido Appear Kaligawe Semarang). *Journal of Business and Economics*, 19(2).

Mensah, J. K. (2015). A “coalesced framework” of talent management and employee performance. *International Journal of Productivity and Performance Management*, 23(8), 432-452.

Meriac, J. P. (2012). Work ethic and academic performance: Predicting citizenship and counterproductive behaviour. *Learning and Individual Differences*, 22(4), 549-553.

Meriac, J. P., & Gorman, C. A. (2017). Work ethic and work outcomes in an expanded criterion domain. *Journal of Business and Psychology*, 32(3), 273-282.

Miller, M. J., Woehr, D. J., & Hudspeth, N. (2002). The meaning and measurement of work ethic: Construction and initial validation of a multidimensional inventory. *Journal of Vocational Behaviour*, 60(3), 451-489.

Mira, M., Choong, Y., & Thim, C. (2019). The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*, 9(6), 771-786.

- Muafi, J. (2011). Causes and Consequences of deviant workplace behaviour. *International Journal of Innovation, Management and Technology*, 2(2), 123-126.
- Mutepfa, M. I., & Tapera, R. (2018). Traditional survey and questionnaire platforms. *Handbook of Research Methods in Health Social Sciences*, 1, 1-18.
- Narayana, A. (2017). A critical review of organisational culture on employee performance. *American Journal of Engineering and Technology Management*, 2(5), 72-76.
- Nazim, F., & Mahmood, A. (2018). A study of relationship between leadership style and job satisfaction. *Journal of Research in Social Sciences*, 6(1), 165-181.
- Neely, A., Gregory, M., & Platts, K. (2005). Performance measurement system design: A literature review and research agenda. *International Journal of Operations and Production Management*, 25(12), 1228-1263.
- Ngari, M. N. (2015). *Influence of in-service training on employee performance; a case of Judiciary's lower courts in Nairobi county, Kenya* (Doctoral dissertation, University of Nairobi).
- Ntayi, J. M. (2005). Work ethic, locus of control and salesforce task performance. *Journal of African Business*, 6(1-2), 155-176.
- Nunnally, J. C. (1978). *Psychometric Theory: (2<sup>nd</sup> ed.)* McGraw-Hill.
- Nyarku, K. M., Kusi, L. Y., Domfeh, H. A., Ofori, H., Koomson, I., & Owusu, J. A. (2018). Moderating the Service Quality-Customer Loyalty Relation through Customer Satisfaction, Gender and Banking Status:

Evidence from Mobile Money Users in University Of Cape Coast, Ghana. *International Journal of Academic Research in Business and Social Science*, 8(6), 704-733.

O'Donnell, O., Boyle, R. (2008). Understanding and managing organisational culture. Dublin, Ireland : *Institute of Public Administration*, 95.

Omogbe, O., & Umemezia, E. (2017). Organisational culture and employee performance in the Nigerian banking sector. *European Journal of Business and Social Sciences*, 6(8), 10-22.

Onyango, W. P. (2014). Effects of organisation culture on change management: A case of the vocational training Centre for the Blind and Deaf Sikri. *European Journal of Business and Management*, 6(34), 204-214.

Osibanjo, A. O., Akinbode, J., Falola, H. O., & Oludayo, O. O. (2018). Work ethics and employees' job performance. *Journal of Leadership, Accountability and Ethics*, 12(1), 107-117.

Ouellette, J. A., & Wood, W. (1998). Habit and intention in everyday life: The multiple processes by which past behaviour predicts future behaviour. *Psychological bulletin*, 124(1), 54.

Owoyemi, O., & Ekwoaba, J. O. (2014). Organisational Culture: A Tool for Management to Control, Motivate and Enhance Employees' Performance.

Padhi, P. (2017). Organisational culture and employee performance. *International Journal of Research in IT and Management*, 7(5), 77-81.

Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. Routledge.

- Parestu, R. S., & Achdmad, S. (2018). Influence of organisational culture on the employee performance mediated by work ethic: An Emperical Study at Pt Bank Negara Indonesia (Persero) Tbk Kediri Branch, East Java. *Russian Journal of Agricultural And Socio-Economic Sciences*, 80(8), 217-263.
- Parmenter, D. (2015). *Key performance indicators: developing, implementing, and using winning KPIs*. New Jersey, NJ: John Wiley & Sons.
- Paschal, A. O., & Nizam, I. (2016). Effects of organisational culture on employees performance: case of Singapore telecommunication. *International Journal of Accounting & Business Management*, 4(1), 19-26.
- Petty, G. C., & Hill, R. B. (2005). Work ethic characteristics: Perceived work ethics of supervisors and workers. *Journal of Industrial Teacher Education*, 42(2), 5-20.
- Phillips, R. (2003). *Stakeholder theory and organisational ethics*. Berrett-Koehler Publishers.
- Pillania, R. K., & Kazmi, A. (2008). A proposed framework for strategy implementation in the Indian context. *Management Decision*.
- Potwarka, L. R., Snelgrove, R., Drewery, D., Bakhsh, J., & Wood, L. (2020). From intention to participation: Exploring the moderating role of a voucher-based event leveraging initiative. *Sport Management Review*, 23(2), 302-314.
- Quinn, R. E. (1988). *Beyond rational management: Mastering the paradoxes and competing demands of high performance*. Jossey-Bass.



- Robbins, S. P. (2009). *Organisational behaviour in Southern Africa*. Pearson South Africa.
- Robbins, S. P., & Coulter, M. (2009). Organisational culture and environment. *Management*, 110-3.
- Rokhman, W. (2010). The effect of Islamic work ethics on work outcomes. *EJBO-Electronic Journal of Business Ethics and Organisation Studies*, 4(12),
- Rozanna, N., Adam, M., & Majid, M. S. A. (2019). Does Job Satisfaction Mediate the Effect of Organisational Change and Organisational Culture on Employee Performance of the Public Works and Spatial Planning Agency?. *IOSR Journal of Business and Management*, 21(1), 45-51.
- Sabri, H. A. (2013). Existing and preferred organisational cultures in Arab and American organisations. *International Journal of Business and Management*, 1(1), 64-84.
- Sabri, P. S. U., Ilyas, M., & Amjad, Z. (2011). Organisational culture and its impact on the job satisfaction of the University teachers of Lahore. *International Journal of Business and Social Science*, 2(24).
- Sadri, G., & Lees, B. (2001). Developing corporate culture as a competitive advantage. *Journal of Management Development*.
- Saffold III, G. S. (1988). Culture traits, strength, and organisational performance: Moving beyond “strong” culture. *Academy of Management Review*, 13(4), 546-558.
- Saleem, S., & Amin, S. (2013). The impact of organisational support for career development and supervisory support on employee

performance: An empirical study from Pakistani academic sector. *European Journal of Business and Management*, 5(5), 194-207.

Salihu, A. J., Salihu, M. B. R., & Umar, M. I. (2016). Impact of organisational culture on employee performance in Nigeria. *International Journal of Novel Research in Marketing Management and Economics*, 3(3), 48-65.

Samad, S. (2007). Social structural characteristics and employee empowerment: The role of proactive personality. *International Review of Business Research Papers*, 3(4), 254-264.

Santos, A., Hayward, T., & Ramos, H. M. (2012). Organisational culture, work and personal goals as predictors of employee well-being. *Journal of Organisational Culture, Communication and Conflict*, 16(1), 25-48.

Sapada, A. F. A., Modding, H. B., Gani, A., & Nujum, S. (2018). The effect of organisational culture and work ethics on job satisfaction and employee's performance. *International Journal of Research in Business and Social Science*, 8(5), 98-103.

Sarah, M., Sang, A., & Ngure, S. W. (2018). *Ethical Issues in Recruitment, Selection and Employee Performance in Public Universities in Nyeri County, Kenya*.

Sarwar, A., Ketavan, C., & Butt, N. S. (2015). Impact of eLearning perception and eLearning advantages on eLearning for stress management (Mediating Role of eLearning for Corporate Training). *Pakistan journal of statistics and operation research*, 241-258.

Sativa, O., Yunus, M., & Abd Majid, M. S. (2018). The influence of organisational culture and job satisfaction of work motivation and its

impact on the performance of employees. *Journal of Innovation Management*, 9 (1).

Saunders, M., Lewis, P., Thornhill, A., & Wilson, J. (2009). *Business research methods*. Financial Times, Prentice Hall: London.

Schindler, P. S., & Cooper, D. R. (2006). *Marketing research*. Tata McGraw-Hill Education.

Scholz, C. (1987). Corporate culture and strategy—The problem of strategic fit. *Long Range Planning*, 20(4), 78-87.

Schuh, S. C., Zhang, X. A., Morgeson, F. P., Tian, P., & van Dick, R. (2018). Are you really doing good things in your boss's eyes? Interactive effects of employee innovative work behaviour and leader–member exchange on supervisory performance ratings. *Human Resource Management*, 57(1), 397-409.

Scullen, S. E., Mount, M. K., & Goff, M. (2000). Understanding the latent structure of job performance ratings. *Journal of Applied Psychology*, 85(6), 956.

Selltiz, C., Johoda, M., Deutsch, M. and Cook, S. W. 1959. *Research Methods in Social Relations*, New York: Holt, Rinehart and Winston.

Senge, P. M. (1991). The fifth discipline, the art and practice of the learning organisation. *Performance Instruction*, 30(5), 37-37.

Serpa, S. N. F. (2016). An Overview of the concept of organisational culture. *International Business Management*, 10(1), 51-61.

Sharma, J. P., & Bajpai, N. (2010). Organisational commitment and its impact on job satisfaction of employees: A comparative study in public and

private sector in India. *International Bulletin of Business Administration*, 9(1), 7-19.

Sharma, J., & Dhar, R. L. (2016). Factors influencing job performance of nursing staff. *Personnel Review*, 45(1), 161.

Shen, Y., Chou, W. J., & Schaubroeck, J. M. (2019). The roles of relational identification and workgroup cultural values in linking authoritarian leadership to employee performance. *European Journal of Work and Organisational Psychology*, 28(4), 498-509.

Shodipo, B. (2009). *The good, the bad and the beautiful as the key to understanding Yoruba culture*. USA: Indiana University Press.

Simbolon, R., & Anisah, H. U. (2017). The Influence of organisational change and organisational culture on employee performance. *Journal of Management Insights*. 1 (1), 27-42.

Staats, H. E. N. K. (2003). Understanding proenvironmental attitudes and behaviour. *An Analysis and Review of Research Based on the Theory of Planned Behaviour*, 23(4), 178-203.

Stern, P. C. (2000). New environmental theories: toward a coherent theory of environmentally significant behaviour. *Journal of Social Issues*, 56(3), 407-424.

Stys, P. (2019). Interviews as a Means to Understand (and Silence) Contemporary Africa and Its Voices. In *Oxford Research Encyclopedia of Politics*.

Sumantri. (2011). *Influence Leadership, Organisational Culture and Organisational Citizenship Behaviour on Job Satisfaction and Employee Performance of Islamic Banking Jakarta*.



- Sun, P. (2010). Five critical knowledge management organisational themes. *Journal of Knowledge Management*, 4(6), 23-68.
- Szczepańska-Woszczyńska, K. (2014, September). The importance of organisational culture for innovation in the company. In *Forum Scientiae Oeconomia*, 2(3), 27-39.
- Tacq, J. (2011). Causality in qualitative and quantitative research. *Quality & Quantity*, 45(2), 263-291.
- Tanase, I. A. (2015). The importance of organisational culture based on culture transfer. In *Proceedings of the International Management Conference*, 9(1), 848-852. Faculty of Management, Academy of Economic Studies, Bucharest, Romania.
- Tapera, R., Senabye, P. K., Mhaka-Mutepfa, M., January, J., & Apau, S. G. (2019). The use of the Health Belief Model (HBM) in determining the factors associated with breast cancer screening among female students in Botswana. *International Journal of Health Promotion and Education*, 57(4), 203-216.
- Tashakkori, A., Johnson, R. B., & Teddlie, C. (2020). *Foundations of mixed methods research: Integrating quantitative and qualitative approaches in the social and behavioural sciences*. SAGE Publications, Incorporated.
- Tasmara, T. (2002). *Cultivating Islamic work ethics*, Jakarta: Gema Insani Press.
- Uddin, M. J., Luva, R. H., & Hossian, S. M. M. (2013). Impact of organisational culture on employee performance and productivity: A

case study of telecommunication sector in Bangladesh. *International Journal of Business and Management*, 8(2), 63.

Vacharakiat, M. (2008). *The relationships of empowerment, job satisfaction, and organisational commitment among Filipino and American registered nurses working in the USA* (Doctoral dissertation).

Velasquez, M. G., & Velazquez, M. (2002). *Business ethics: Concepts and cases* (Vol. 111). Upper Saddle River, NJ: Prentice Hall.

Vick, J. (2011). Effect of satisfaction, organisation commitment, professionalism toward behavior citizenship organisation and performance by staff industry. *Journal of Leadership, Accountability & Ethics*, 12(5).

Viotti, P. R., & Kauppi, M. V. (2019). *International relations theory*. New York, NY: Rowman & Littlefield.

Vipinosa, L. D., & Acevedo, C. G. F. (2015). Productivity, Work Values, and Teaching Effectiveness of Science Teachers in Capiz State University. *Educational Quest-An International Journal of Education and Applied Social Sciences*, 6(2), 69-74.

Waithaka, S. M., & Ngugi, K. (2012). *Analysis of factors that influence implementation of performance contracts in state corporations* (A Case of Kenya Civil Aviation Authority).

Wambugu, L. (2014). Effects of Organisational Culture on Employee Performance (Case Study of Wartsila-Kipevu Ii Power Plant). *European Journal of Business and Management*, 6(32).

Wang, D., Tsui, A. S., Zhang, Y., & Ma, L. (2003). Employment relationships and firm performance: Evidence from an emerging economy. *Journal*

*of Organisational Behaviour: The International Journal of Industrial, Occupational and Organisational Psychology and Behaviour*, 24(5), 511-535.

Wang, X., Edison, H., Bajwa, S. S., Giardino, C., & Abrahamsson, P. (2016).

Key challenges in software startups across life cycle stages.

In *International Conference on Agile Software Development* (169-182). Springer, Cham.

Wanjiku, N. A., & Agusioma, N. L. (2014). Effect of Organisation Culture on

Employee Performance in Non-Governmental Organisations.

*International Journal of Scientific and Research Publications*, 4(11), 1-12.

Wax, M. L. (Ed.). (2019). *Federal regulations: Ethical issues and social research*. Routledge.

Williams, C. (2007). Research methods. *Journal of Business & Economics Research (JBER)*, 5(3), 23-49.

Wyatt, J. C. (2000). When to use web-based surveys. *Journal of the American Medical Informatics Association: JAMIA*, 7(4), 426-429.

Yalokwu, P. O. (2008). Authentic Leadership and Spiritual Capital

Development: Agenda for Building Quality Management.

*International Journal of Development and Management Review*, 3(1), 1-5.

Yamane, T. (1967). Sampling Formula. *E-Book www.albookez.com*.

Yates, L. (2004). *What Does Good Education Research Look Like?*

*Conducting Educational Research*. Open University Press. The

McGraw-Hill Companies, Columbus, OH 43218-2605.

Yildiz, E. (2014). A study on the relationship between organisational culture and organisational performance and a model suggestion. *International Journal of Research in Business and Social Science*, 3(4), 52-67. York: Academic Press

Yoshikawa, H., Weisner, T. S., Kalil, A., & Way, N. (2008). Mixing qualitative and quantitative research in developmental science: Uses and methodological choices. *Developmental Psychology*, 44(2), 344.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). *Business Research Methods*, South-Western, Cengage Learning. *Mason, OH*.



## APPENDIX A

### QUESTIONNAIRE

This study is being conducted to assess organisational culture, work ethics and employee performance at the University of Cape Coast. It is meant for academic purpose only. Your candid opinions on the items in this questionnaire in terms of providing factual responses will make this study a success. Thank you.

#### Demographic Information

1. Sex: Male  Female
2. Age: Below 25 years  26-30 years  31-35 years  36-40 years  41-50 years  Above 50 years
3. Marital Status: Married  Unmarried
4. Educational Qualification: Diploma  Undergraduate  Post Graduate
5. Experience: Below 5 years  5-10 years  11-15 years  Above 20 years
6. Designation:  
Chief Administrative Assistants   
Principal Administrative Assistants   
Senior Administrative Assistants   
Administrative Assistants

#### Section A: Organisational Culture

To what extent do you agree with the following statements regarding the organisational Culture initiatives of the University of Cape coast?



1-Strongly disagree; 2- disagree; 3-Moderately agree; 4-disagree; 5-Strongly agree

No	Organisational Culture Variables	1	2	3	4	5
1	The Policies and the organisation structure in our organisation have been clearly defined.					
2	In our organisation people are rewarded in proportion to the excellence of their job performance					
3	My company has recycling program					
4	Our business has been built-up by taking calculated risks at the right time.					
5	A friendly atmosphere prevails among the people in our organisation					
6	Around here there is a feeling of pressure to continually improve our personal and group performance.					
7	In our organisation the attitude of our management is that conflict between competing units and individuals can be very healthy.					
8	People in our organisation are giving more ideas, information, feedback on customers, products, service etc.					
9	In our organisation trusting and friendly relations are highly valued.					
10	In our organisation people voluntarily ownup their mistakes					
11	In our organisation people take the initiatives and also preventive action on most matters.					
12	In our organisation people are always working together to solve problems with team spirit.					
13	In our organisation communication is used as an effective way of getting relevant feedback and critical information for corrective action.					

**Section B: Work Ethics**

To what extent do you agree with the following statements regarding work ethics initiatives of the University of Cape coast?

*1-Strongly disagree; 2- disagree; 3-Moderately agree; 4-disagree; 5-Strongly agree*

No	Work Ethics Variables	1	2	3	4	5
1	I believe that a job well done is a reward in itself.					
2	Even in this fast-changing world, sincerity, hard work and integrity continue to be the golden keys to success in one’s work life.					
3	I consider my occupational career to be one of the most important activities in my life.					
4	I believe that a person is known in society by the work he does.					
5	I feel a moral obligation to give a full day’s work for a full day’s pay.					
6	I welcome jobs that involve greater responsibility and challenge as they contribute to my learning and growth.					
7	I believe that one should never be last for work unless there is some real emergency.					
8	I believe that work provides a powerful channel to express one’s knowledge, ability and creativity.					
9	I believe that one’s work provides the best source of achieving perfection in life.					
10	Even if I don’t have to work to earn a living, I would still prefer to continue working.					

**Section C: Employee Performance**

To what extent do you agree with the following statements regarding the employee performance of the University of Cape coast?

*1-Strongly disagree; 2-disagree; 3-Moderately agree; 4-disgree; 5-Strongly agree*

No	Employee Performance Variables	1	2	3	4	5
1	I am able to deliver within the set deadlines					
2	I have steadily increased my personal output					
3	I am able to deliver under less than perfect conditions					
4	I have capability to plan my work, take personal initiatives on the job and handle different jobs					
5	I am able to identify and give top attention to top priorities					
6	I am eager to learn on ways of making themselves more productive					
7	Exercises fair and reasonable judgment in the allocating resources					
8	There is massive improvement in quality of work and capacity of work performance					
9	I communicate effectively with my colleagues for problem solving and decision making					
10	I have the tools and resources I need to do my job					
11	I can handle multiple assignments for achieving organisational goals and targets					
12	I could manage change in my job very well whenever the situation demands					
13	I provide suggestions to enhance my service delivery					