THE IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONS’ PERFORMANCE IN THE PUBLIC HEALTH SECTOR

THE CASE OF OCEAN ROAD CANCER INSTITUTE, TANZANIA
THE IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONS’ PERFORMANCE IN THE PUBLIC HEALTH SECTOR

THE CASE OF OCEAN ROAD CANCER INSTITUTE, TANZANIA

By
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A Dissertation Submitted to Mzumbe University Dar es Salaam Campus in Partial Fulfilment of the Requirement for the Award of Degree of Master Science in Human Resource Management (MSc-HRM) of Mzumbe University

2014
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled; The Impact of Organizational Culture on Organizations’ Performance in Public Health Sector: The Case of Ocean Road Cancer Institute, Tanzania in partial fulfilment of the requirements for award of the degree of Masters of Human Resource Management of Mzumbe University.

________________
Major Supervisor

________________
Internal Examiner

Accepted for the Board of ............................................
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I, Hendry Beatrice, hereby declare that this dissertation is my own original work and that the sources of information that has been utilised in this study were acknowledged. This dissertation has not been presented or submitted to any other university for a degree award.

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ACKNOWLEDGEMENT

This dissertation would not have been successfully completed, had it not been for the great contributions of some important persons. In this regard, I would like to mainly appreciate, tireless support from Dr. Godbertha Kinyondo (my research supervisor) for her kindness, understanding and professional guidance and encouragement.

I would also like to extend my thanks to my parents and relatives for showing me the importance of education and for the help they have given me right through my life. Besides, I value the contribution made by Executive Director – Prof. Twalib Ngoma, of the Ocean Road Cancer Institute for allowing me to conduct my study at his Institute and the respondents who supplied the data.

I am extremely thankful to all respondents who furnished me with the required data; and I also feel indebted to make a special mention of the name of Beatrice Erasto for assisting me to gather data from the respondents.

I express my sincere gratitude to my Husband ‘Adam’ who has provided me with a loving and supportive atmosphere needed to complete this study. I am also deeply appreciative to my Brothers Mtakama Majogoro and Mohamed Mbwana for helping me to analyze the data.

Lastly, I thank my co-workers and employer for their assistance; and other important people that I might have forgotten to mention.

Be blessed by GOD
DEDICATION

This dissertation is dedicated to my beloved Parents Mr. and Mrs. Lazaro Peter, who made my dreams come into reality.
### ABBREVIATIONS AND ACRONYMS

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<thead>
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<tbody>
<tr>
<td>A</td>
<td>Agreed</td>
</tr>
<tr>
<td>CPDS</td>
<td>Cancer Prevention Directorate Services</td>
</tr>
<tr>
<td>DA</td>
<td>Disagreed</td>
</tr>
<tr>
<td>DHRA</td>
<td>Directorate of Human Resource and Administration</td>
</tr>
<tr>
<td>DMS</td>
<td>Directorate of Medical Service</td>
</tr>
<tr>
<td>FAU</td>
<td>Finance and Account Unit</td>
</tr>
<tr>
<td>IAHPC</td>
<td>International Agency for Hospice and Palliative Care</td>
</tr>
<tr>
<td>IARC</td>
<td>International Agency for Research on Cancer</td>
</tr>
<tr>
<td>N</td>
<td>Neutral</td>
</tr>
<tr>
<td>NR</td>
<td>Number of Respondents</td>
</tr>
<tr>
<td>ORCI</td>
<td>Ocean Road Cancer Institute</td>
</tr>
<tr>
<td>PHS</td>
<td>Public Health Sector</td>
</tr>
<tr>
<td>PMU</td>
<td>Procurement Unit</td>
</tr>
<tr>
<td>PR</td>
<td>Percent of Respondent</td>
</tr>
<tr>
<td>SA</td>
<td>Strong Agree</td>
</tr>
<tr>
<td>SD</td>
<td>Strong Disagree</td>
</tr>
<tr>
<td>TR</td>
<td>Total Respondents</td>
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<tr>
<td>WHO</td>
<td>World Health Organization</td>
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ABSTRACT

The study focused on the impact of organizational culture on organizations’ performance in the Public Health Sector. Specifically the study aimed to determine the influence of task organization on organizational performance, to examine workers attitude and goals of organizational performance and to identify the influence of organizational climate on organizational performance.

The study area was Ocean Road Cancer Institute, Tanzania; and the study covered a population of 246 out of which the sample of 90 respondents were selected by the use of purposive and judgemental sampling techniques. The researcher used both primary and secondary way of collecting data such as interviews, questionnaire, and documentary review. Eventually collected data were analysed by the use of both qualitative and quantitative methods.

The major findings shows that task organisation factors such as encouraging employees to make decisions, assignment of clear duties and responsibilities, opportunity to pursue interesting and challenging work, and others have positive impact on organisation performance. Again, the study shows that factors that constitute organisational climate such as understanding the nature of the organisation output oriented, feeling of the presence of security working in the organisation, friendly and cooperative working environment; and feeling that organisation exerts pressure on work and being sensitive to the effects of stress have high impact on ORCI performance.

Similarly, the study indicates that factors that form workers attitude and goals such as, commitment and dedication, courtesy and punctuality, and presence of high morale and loyalty to the organisation are regarded as important factors with influence on organisation performance.

Therefore, it is recommended that in order to ensure that organisational culture has direct impact to performance; ORCI has to promote task organisation factors, organisation climate and factors associated with workers attitude and goals.
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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction
The study of organizational culture has received a great deal of attention among researchers in many fields of study. Researchers from the resource based view school of thoughts believe that organizational culture is an important explanatory variable of organizational performance. The purpose of this study is therefore; to determine the influence of task organization on organizational performance, examining workers’ attitude and goals on organization performance and identifying the influence of organization climate on organizational performance.

Accordingly, in this chapter, the study provides background information and statement of the study. It also describes the objective of the study both general and specific, research questions, significance of the study, and scope and limitations of the study.

1.2 Background of the Study
Organizational culture is the set of shared values, beliefs, and norms that influence the way employee think, feel and behave in the workplace. (Schein 2011) Organization culture has four functions: gives members a sense of identity, increases their commitment reinforces organizational values and serves as a control mechanism for shaping behaviour.

According to Nelson and Quick (2011) Organizational culture emerged as a central theme in organizational psychology where its initiatives were widely recognised as a legitimate source of organisational success Organizations do not exist in a vacuum but in a specific cultural environment. Culture is a concept rooted in anthropology and sociology where it is a key term in explaining the existence and nature of social order. Culture is formed by many factors, including the societal culture in which an organization exists, it’s through technology market, and competition, also culture develop during the course of social interaction. Organizational values develop
organizational norms, guidelines or expectations that prescribe appropriate kind of behavior by employees in particular situations and control behavior of organizational members towards each other.

Culture is a wide and multidimensional concept that one cannot hope to deal with in its entirety in a single study. This is because culture is divided into two major aspects in Anthropological and Sociological studies. The two major aspects of culture are Material and Non material cultures. Material culture is overt an explicit such as product industry, technology, art, that is every visible or concrete acquisition of man in society artifacts such as bridges, ports, hoes, houses, handcrafts. These are direct observation as the cultural product of any society (Kotter 2012).

The non-material aspect of culture consists of the knowledge, philosophy, morals, motivation, language, attitude, values, and norms shared and transmitted in society, Ethics, ideology and other behavioral traits exhibited at work (Kotter 2012). These are sometimes referred to as covert or implicit aspects of culture acquired by members of society. They are not visible or tangible, but they are manifested through the psychological state and behaviour of the people. The focus of this study is on the non-material aspects of culture. Here, culture is treated as independent variable and concept that determine other behaviour traits exhibited at work while Performance is taken and treated as the dependent variable.

As one of the key ‘stable factors’ culture within an organization is playing a critical role in the organization’s everyday operations, Ocean Road Cancer Institute implements its culture by a set of values, which reflect its Mission toward meeting it destined vision.

Like any other organisation ORCI function within a specific culture that influences its performance, for instance being transparent, accountable, making confidential of official information, caring for customers, teamwork and commitment.
Moreover ORCI Organization culture is described in three interacting levels: Artifacts, behaviors and values. ORCI artifacts include things that can be observed and felt in the work environment such as organizational structures, rules, processes and routines, tradition, performance management, reward and recognition system and the like. (ORCI 2012) Therefore, this study is mainly focusing on assessing the impact of organizational culture on organizations’ performance the case being Ocean Road Cancer Institute.

1.3 Statement of the Problem
Organisation culture is an essential aspect of any organisation. Hofsted (2008) argued that all organisations, everywhere, function with a specific culture, and its widely recognised in contemporary discussions of organisation performance that managers and other organisation practioners have to develop an understanding of their cultural settings if their organisations are to perform effectively.

Schein (2011) assets that many problems that organisation face in modern world stem on misconception on how organisation culture impact the performance of organisations. Kotter (2012) further argued that misunderstanding the impact of organisational culture on organisations’ performance originates from presence of few empirical research and literatures on the topic and most of the available few empirical research and literatures are poor quality, consisting of anecdotes, presicriptions based on Western Experience and fantasies.

Therefore, this study is undertaken to add up on few available empirical research and address the gap on misunderstanding of the impact of organisation culture on organizational performance. The study was focused on the public health sector in Tanzania and it took place at the Ocean Road Cancer Institute (ORCI) located in Dar es Salaam.
1.4 Objective of the study

1.4.1 General objective

The general objective of the study was to investigate the impact of organizational culture on organizations’ performance.

1.4.2 Specific Objectives

Specifically the study intended:

(i) To determine the influence of task organization on organizational performance.

(ii) To examine workers attitude on organizational performance.

(iii) To identify the influence of organizational climate on organizational performance.

1.5 Research Questions

The study was guided by the following research questions:

1. What is the influence of task organization on organizational performance?

2. How do workers attitude affect organizational performance?

3. How does the organizational climate influence organizational performance?

1.6 Significance of the Study

This study is expected to:

(i) Add new knowledge and insights on how organizations’ culture impacts organisational performance.

(ii) Help other researchers to develop interest to conduct research on similar topic in both public and private health sector and any other sector within or outside the country.

(iii) Help the management of ORCI or any other organisation to improve the areas where organization culture is negatively affecting their organizations’ performance.

(iv) Be used as a source of information for the future researchers and other stakeholders who will develop an interest in studying Organizational culture and its impact to organization performance or any other cultural related...
(v) Serve as a partial fulfilment for the requirement of a degree of Master of Science in Human Resource Management at Mzumbe University.

1.7 Scope and Limitations of the Study
The study was conducted in Tanzania, and was only limited public health sector, the Ocean Road Cancer Institute being a study case. The limited scope of the study is a result of having limited resources (time and funds) which the researcher owned. Although, the study was based in Tanzania and limited to public health sector, it is anticipated that the findings and recommendations of the researcher will be useful to the private health sector and other countries having the similar research problem.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This chapter provides a general overview of what has been written, relating to the research problem. The focus of this study is to assess the impact of organizational culture on the organizations’ performance in the public sector in Tanzania. The chapter highlights to understand the definition, conceptualization, and measure the relationship between organizational culture and organizational performance.

2.2 Understanding culture and Organization Culture
Culture has been called "the way of life for an entire society." The culture of a group can be defined as: "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 2011). Organization culture describes how things get done in an organization – in terms of the values, behaviours and assumptions which dictate the way people approach their work. Organization culture is deeply embedded and is distinct from climate. Culture affects performance, profit and even survival. We use the Human Synergistic Organization Culture Inventory, which incorporates the Circumflex model, to measure organization culture.

Culture is a universal phenomenon as there is no society in history without a culture. But culture varies from one society to another. Studies of formal organizations in both western and non-western societies have shown the implications of varying cultures for ‘organizational operations and performance’ Multinational organizations operating in different cultural contexts have become increasingly sensitive to the potential impact of the culture of a host country on organizational performance (Hofsted, 2008).
Schein (2011) defines culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adoption and internal integration, that has worked well enough to be considered valid, and therefore is to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

According to Thompson and Martin, (2010) when a group of people live and work together for any length of time, they form and share certain beliefs about what is right and proper. The established behaviour patterns based on their beliefs, and their actions often become matters of habit which they follow routinely. These beliefs and ways of behaving constitute the organization's culture. Also is reflected in the way in which people in organizations perform task set objectives and administer resources to achieve them. Moreover, Kotter, (2012) argues that culture refers to the set of behaviours that are common among the members of groups because these behaviours are expected by everyone. Culture in this study refers to the socio-cultural environment in its entirety. It is measured in terms of attitudes, beliefs norms and values which the people of the organization have and hold on. The point of focus in this study is on how these concepts influence organizational performance.

Sammuto and O’Connor (2009), argue that culture is the single most important factor contributing to the success or failure of Organizations. Some suggest a psychological theory of the link between Organizational culture and business performance. Some perceived culture as a reward of work, for if we sacrifice much to the Organization – a form of return to the exerted effort. Responsive culture provides the Organization the ability to be culturally inventive which is also related to leadership and top management has the responsibilities for building strong cultures. Leaders create the social reality of the Organization; they mould the values and attend to the vision and mission of the Organization. Relationship culture is also generally constructed and it reflects the meanings that are constituted in communication and that form commonly acknowledged definitions of the situation.
Culture is an important factor in understanding Organization, because for any Organization to operate effectively it must for some extent have a general set of believing and ideas. Because understanding the term of the cultural metaphor helps Organizations to be aware of how employees are thinking about the Organization phenomena, and to recognize how different attitudes, value and beliefs affect the workplace. Understanding and assessing the national culture and Organization's culture can mean the difference between success and failure in this generation's fast changing Organizational environment. Cultural assessment can provide measurable data about the real organizational values and norms that can be used to get management's attention. Though, it can be said that the basic assumption, values and norms drive practices and behaviours. Hence, when a culture is generated it becomes a driving force for the shape and scope of the Organization.

Organisation culture is defined by Schein, (2011) as the pattern of basic assumptions that a given group has invented, discovered, or developed in learning and that has worked well enough to be considered valid and therefore to be taught to new members. It becomes the common language and common background. The dominant culture that develops in an organization is primarily the product of the aims and methods of its founders, or their successors in senior management, combined with their interaction with a variety of internal and external forces.

Organizational culture is the field of the organizational studies and management, which describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organization. It has been defined as ‘the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization (Ravasi and Schultz, 2006).

With Organizational culture, the Organization is able to work in coordination and as a team. Moreover, both the employers and the employees become more involved in a constant joint effort to enhance the Organization’s overall performance. This then involves an impact similar to that of a chain reaction in which, the united goal of the
Organization to improve its services will eventually enhance their customers’ satisfaction and minimize the firm’s total costs. In addition, Organizational culture increases the employees’ sense of pride and self-worth. Thus, Organizational culture positively influences the Organizational behaviour, which makes work teams perform more efficiently (Cole, 2006).

Morgan (2010) has described organizational culture as: "The set of beliefs, values, and norms, together with symbols like dramatized events and personalities that represents the unique character of an organization, and provides the context for action in it and by it." Beliefs and values are words that will pop up frequently in other definitions, as well. Norms might be described as traditions, structure of authority, or routines.

Organizational culture is presently one of the important aspects for business efficiency and success. A number of theorists and researchers have developed theories and models that support the principle of this business concept. Most studies have shown the advantages of having an established Organizational culture, including increased profitability, enhanced customer satisfaction and developed workforce. While this is so, other studies claimed that Organizational changes in culture can also lead to failures. Though findings tend to have certain conflicts, the bottom line of this issue is that cultural assessment and the effective strategies for overcoming challenges to cultural change should be emphasized. Organizational culture refers to the philosophies, attitudes, beliefs, behaviors and practices that define an organization.

The organizational culture may reflect characteristics that differentiate one organisation from another, ranging from internal policies and procedures to public relations and customer interactions. Organizational culture influences the day-to-day experience of employees as well as the public perception of a company. A company’s culture is often closely related to its brand image, with each reinforcing and informing the other (Denison 2011).
Changing corporate culture and systems to accommodate the diversity of employees involves strategic initiatives that are designed to break down barriers that prevent all people from contributing to their fullest potential. Accordingly, corporate diversity initiatives that are "intentionally planned, targeted against business objectives, long-term oriented, and involve the entire Organization.

2.3 The Concept of Organization Performance
Performance refers to the degree of achievement of the mission at work place that builds up an employee job (Armstrong 2010). Different researchers have different thoughts about performance. Mostly researcher’s used the term performance to express the range of measurements of transactional efficiency and input & output efficiency (Denison 2011).

Field (2001) defines performance management as the style of management which involves open communication between manager and employees in setting goals, providing ongoing feedback to both parties as well as performance appraisal. In essence performance management illustrates how organizations should focus their energies and efforts to succeed and in particular on how to manage the big five namely; dependency, cost, quality, speed and flexibility

According to Handy (2009) performance is a continuous process to controversial issue between organizational researchers. Organizational performance does not only mean to define problem but it also for solution of problem (Hefated and Flood 2008) Said that organizational performance is the organization’s capability to accomplish its goals effectively and efficiently using resources. As similar to Gupta (2009) said that achieving organizational goals and objectives is known as organizational performance.

Handy (2009) suggested that organizations success shows high return on equity and this become possible due to establishment of good employees performance management system.
The degree of an achievement to which an employee’s fulfill the organizational mission at workplace is called performance (Cascio, 2006). Performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals.

The job of an employee is build up by degree of achievement of a particular target or mission that defines boundaries of performance (Cascio, 2006). Certain researchers have identified different thought, attitudes and beliefs of performance as it helps in measurement of input and output efficiency measures that lead to transactional association.

The capability of an organization to establish perfect relationship with resources presents effective and efficient management of resources. (Daft, 2000) In order to achieve goals and objectives of organization strategies have been designed based upon organizational performance. (Richardo, 2001) The equity based upon high returns helps in effective management of organization resources so that performance improves.

The performance measurement system helps in improving organization association to achieve goals and objectives at an effective manner. The strategic planning based upon development of goals and objectives help organization to focus non-financial or intangible assets. The quality, performance and services linked with customers have financial nature (Awadhi and Saada 2013).

2.4 Types of Organizational Culture

When we walk into an Organization we often get a 'feeling' about it; whether it feels fast moving and responsive, or old and backward looking, this 'feeling' is referred to as the 'Organizational culture'. Culture is about how a firm organizes itself; rules, procedures and beliefs make up the culture of a company. In this section we are going to briefly look at six types of Organizational cultures; power, role, task and
person cultures were described by Handy (2009) in his book Understanding Organizations.

2.4.1 Power Culture

For a Power Culture firm control is the key element, decisions are made by one or a small number of people. Power cultures are usually found within small Organizations or a section/department belonging to a large Organization. This is because it would be difficult to run a large Organization where only a small number of people were allowed to make decisions. In a powerful culture Organization, decisions can be made quickly as there is little consultation. However, lack of consultation could mean that a firm is not able to take advantage of the skills and experience of its workforce; it could even lead to employees feeling demotivated and high staff turnover. Ultimately the success of a powerful culture firm will depend on the strength of the decisions made by its founders/decision makers.

2.4.2 Role Culture

In a Role Culture Organization, individuals are assigned a specific role or job. They may have a job description listing the tasks they are responsible for. The role culture enables large Organizations to spread tasks among their employees and ensure key tasks are covered without unnecessary duplication. This is particularly useful for specialist roles, e.g. sales, marketing, project management and legal compliance. Specialist roles should increase productivity as employees are completing tasks they are fully trained and experienced to do. However a role culture may be unsuitable for Organizations with a small number of employees where everyone needs to be taken on a variety of tasks and responsibilities. Furthermore a role culture Organization may find it difficult to adapt, if its staff is controlled by tight systems and procedures.

2.4.3 Task Culture

Task culture refers to the use of teams to complete tasks, especially if the task/objective has a number of steps. The establishment of project teams to the completion of specific objectives/plans is an example of task culture. Project teams will be set specific tasks to complete within a set timescale and budget. A task
culture has a number of benefits; staffs feel motivated because they are empowered to make decisions within their team, they may feel valued because they have selected for the team and there is a sense of achievement when the team complete the task successfully. It may also allow teams to be more creative when problem solving.

2.4.4 Person Culture

Person culture Organizations focus on the people working within the Organization as they rely on the specialist knowledge of the workforce. Person cultures are found in Organizations where there is an opportunity for employees to develop their career and skills. Examples include universities, where staff can continue their education throughout their employment. Person cultures also include legal and accountancy firms, as the Organization is selling the specialist skill of its staff; this creates a need for staff to undergo continuous professional development.

Safford (2011) describes four types of Organizational cultures that include bureaucratic culture, clan culture, an entrepreneurial culture, and market culture.

2.4.5 Bureaucratic Culture

Organisations with a bureaucratic culture are hierarchical and compartmentalized with clear lines of responsibility and authority. Bureaucratic culture is regarded as the structure tree of an organization because power and responsibility are explicit in this culture. Work is organised and systematic with clearly fixed and outlined job descriptions. This culture is founded on supervision levels and control functions. Thus, bureaucratic institutions are mature, stable, and usually careful. The cultural dimension is formed of eight main characteristics, mainly hierarchy, procedure, structure, order, regulation, establishment and solidarity, caution, and power

2.4.6 Clan Culture

Tradition, loyalty, personal commitment, extensive socialization, teamwork, self-management, and social influences are attributes of clan culture. Its members recognize an obligation beyond the simple exchange of labour for a salary. The members understand that their contributions to the organization may exceed any contractual agreements. The individual’s long-term commitment to the organization
is exchanged for the organization’s long-term commitment to the individual. Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, they hold themselves accountable to the organization for their actions.

2.4.7 Innovative Culture
Organisations with this culture type are exciting places to work in which are characterised by adventure and an aggressive spirit. It is dynamic as employees are encouraged to accept new concepts that strive for innovation. The culture operates on independent, offers autonomy, and encourages employees to express their opinions and thoughts. It is entrepreneurial, ambitious, and people can thrive within this environment if they manage it well. Such organisations are creative places to work in, filled with challenges, originality, and individual uniqueness. Companies having this culture fall in the highly competitive and erratic environment which can also be full of risks as they allow members to take chances. Thus, innovative environments can be viewed by others as environments that are interesting, however, others may view them as places that are not easy to work in as they are full of challenges, competition, and risk taking which might be difficult to handle. Burnout and stress are routine within this cultural dimension as well as occupational hazards. The eight characteristics of this dimension are risk taking, results-orientation, creativity, pressure, stimulation, challenges, enterprising, and driving.

2.4.8 Market Culture
The achievements of measurable and demanding goals, especially those that are financial and market-based, characterize a market culture. Hard driving competitiveness and a profit orientation prevail throughout the organization. In a market culture, the relationship between individual and organization is contractual. The individual is responsible for some levels of rewards in return. A market culture does not exert much informal, social pressure on organizations members. They don’t share a common set of expectations regarding management style or philosophy. The absence of a long-term commitment by both parties results in a weak socializing process.
These four Organization culture types all represent different types of management Philosophies or styles. The cultures of these organizations are governed by how these companies are run or the beliefs of the founders of the organization. Essentially, the cultures in these organizations are driven top-down, with an emphasis on the type of business or industry that this organization serves.

Organizational culture can be analyses across three basic dimensions. Those dimensions are weak versus strong, low-Performance, and adaptiveness (Kotter, 2012). A strong culture promotes employees bonding through widely shared values and beliefs. According to Deal and Kennedy (2008) bonding is achieved when business is conducted with clear principle actively communicated to illustrate their relationship to business operating environment. Clearer goals decrease staff uncertainty and promote quicker response performances resulting into lower monitoring costs, improving efficiency due to the existence of a strong corporate culture. In a strong culture, a leader formulated strong value and practices relevant to competitive environment; own organizational commitment to manage according to established principles and worry for the well-being of stakeholder (Gagliardi, 2006).

A weak culture involves having widely different value and beliefs which make staff feel separated from the organization and that only a small group has loyalty toward management or individual (Gordon, 2000). This type of culture rarely supports stage implementation or performance. According to Kottler et al (2012) in a weak culture internal environment is too politicized such that issues get solved on the basis of turf and decisions are made based on lobbying in this kind of culture, people are hostile to change with innovator being thwarted and lazy getting rewarded. Encouragement is only to staff with machine expertise while entrepreneurial skills and leader ship capabilities staff are neglected and lastly executive short-sightedness. Adaptive culture promotes spirit of execution at advantage of available opportunities and threats for long-term success without compromising core values and ideals. This involves top management planning response to changing conditions, commitment to “doing the right thing” and satisfying relevant stakeholders focus on well being, staff
less threatened by job changes and willing to support change and encouraging, protecting and rewarding innovation and entrepreneurship.

**Figure 2.1:** Key Interrelationship between Culture and other aspects of an Organization

**Source:** Management Theory and Practice (2004)

Organizational culture can be analyzed at several different levels. This implies that there are different levels of cultural phenomena in organizations Schein (2011). These are;

Artifacts- this is the tangible and visible aspects of culture shared by members of the organizations that are the manifestations of the culture, example is office layout, manner of dress, public documents such as charters, employee orientation material
Norms- the second layer of cultural awareness is the norms that are guiding the appropriate behaviour in particular situations (Schein 2011) this will involve how members define and interpret the situation of organizational life and prescribe the bound of acceptable behaviour.

Values – culture is created as a result of solutions to problems that the group is facing. Values reflect the members preferred means of resolving the problems that the group is facing (Schein 2011). The values are the guiding principles of the group’s behaviour, irrespective of whether they are right or wrong, or whether they include the values that ought to be in the organization

Assumptions –at the deepest level of cultural awareness taken for granted assumptions about how organizational problems should be solved to understand a culture and to understand a group values and behaviours (Schein 2011)

2.5 The Impact of Organizational Culture on Performance

Potter (2012) state that knowing the culture of an organisational allow employee behaviour and performance to understand both the organisation’s history and current methods of operations, this insight provides guidance about expected future behaviours.

Every organization has a culture but not every organization has a performance culture. A performance culture reflected an organizational culture with performance as a priority, thus employees expected high performance from coworkers and celebrated accomplishments "In a corporation, the focus on performance is perhaps the most important dimension of its culture". He studied performance measurements and tracking systems in his quest to create a culture focused on performance, and linked solid management practices to high-performing organizations. Creating a high performing organization depended on transforming the organization's culture because a high performing culture promoted teamwork, innovation, and quality. Denison (2011) used data from 764 organizations to show that four different cultural traits related to different criteria of effectiveness. He stated, the traits of mission and
consistency were the best predictors of profitability, the traits of involvement and adaptability were the best predictors of innovation, and the traits of adaptability and mission were the best predictors of sales growth". Many companies performing at high levels had cult-like

According to Sinicka (2008) successful culture change depends on developing a action plan that focuses on the key issues and addressing them at the right level in the organizations. Sometimes enterprises wide system and compensation schemes need to be overhauled, but more often organisations’ performance and result are affected negatively by local behaviour issues such as treating people down by location and negative findings dealt with locally.

Several writers argue that a strong organizational culture is good in organization performance because it serves three important functions discussed below. First, organizational culture is a deeply embedded form of social control that influences employee decisions and behaviour organizational experience. This social glue is increasingly important as a way to attract new staff and retain top performers. Finally, organization culture assists the sense-making process. In other words, it helps employees understand organizational events and employees can communicate more efficiently and effectively thereby, reaching higher levels of cooperation with each other because they share cannon mental models of realities (McShane and Glinow, 2005).

Strong, powerful cultures have been hailed as keys to improved performance. Strong culture has almost always been the driving force behind continued success in businesses. Strong culture firms are said to generate an almost tangible social force field of energy that empowers employees and drives the organization toward superior performance. Several management researchers have connected strongly shared values with commitment, self-confidence, ethical behaviour, and reduced job stress (Saffold, 2011). He further states that studies on organizational culture tend to emphasize a single, unitary organizational culture. Multiple subcultures, however, appear to be the rule, unitary cultures the exception in several companies of cultural
control in there exists highly complex interrelationships among the plant's or branch's subcultures.

Organization development efforts, for example, may be often hindered rather than helped by strong, widely shared values. This is because the management and labour may represent powerful subcultures that are committed to highly salient but competing value systems. It could be deduced from the above explanations that some firms may obtain sustained superior financial performance from their organizational cultures; firms without such cultures cannot expect to engage in managerial activities that generate such performance.

According to Barney (2009) in order for a firm's culture to provide sustained competitive advantages, and thus, by implication, be a source of sustained superior financial performance, three conditions must be met. First, the culture must be valuable; it must enable a firm to do things and behave in ways that lead to high sales, low costs, high margins, or in other ways add financial value to the firm. Because superior financial performance is an economic concept, culture, to generate such performance, must have positive economic consequences. Second, the culture must be rare; it must have attributes and characteristics that are not common to the cultures of a large number of other firms. Finally, such a culture must be imperfectly imitable; firms without these cultures cannot engage in activities that will change their cultures to include the required characteristics, and if they try to imitate these cultures, they will be at some disadvantage (reputational, experience, etc.) compared to the firm they are trying to imitate.

Barney (2009) goes on to state that superior financial performance can be either temporary or sustained. Temporary superior performance is the result of competitive dynamics widely described in microeconomics. Suppose a particular firm is able, for any of a variety of reasons, to obtain superior financial performance. Other firms, observing this, typically will seek to obtain this same level of performance by duplicating whatever makes a successful firm successful. Imitation increases the
competition facing the initially successful firm, reduces margins, and decreases the level of financial performance.

Denison (2004) found that culture contributes to the success of the organization, but not all dimensions contribute the same. It was found that the impacts of these dimensions differ by global regions, which suggests that organizational culture is impacted by national culture. Additionally, Clarke (2006) found that a safety climate is related to an organization’s safety record.

Organizational culture is reflected in the way people perform tasks, set objectives, and administer the necessary resources to achieve objectives. Culture affects the way individuals make decisions, feel, and act in response to the opportunities and threats affecting the organization.

Adkins and Caldwell (2004) found that job satisfaction was positively associated with the degree to which employees fit into both the overall culture and subculture in which they worked. A perceived mismatch of the organization’s culture and what employees felt the culture should be is related to a number of negative consequences, including lower job satisfaction, higher job strain, general stress, and turnover intent.

Organizational culture also has an impact on recruitment and retention. Individuals tend to be attracted to and remain engaged in organizations that they perceive to be compatible. Additionally, high turnover may be a mediating factor in the relationship between culture and organizational performance. Deteriorating company performance and an unhealthy work environment are signs of an overdue cultural assessment.

Deal and Kennedy (2008) state that cultures, both weak and strong have powerful influence on organizational performance, but in strong cultures "everyone knows the goals of the corporation and they are working for them thus, in a strong culture employees' goals are aligned with management's goals; in a weak culture members'
goals are counter to management's direction or perhaps simply scattered and divergent.

Furthermore, Saffold (2011) identifies two relevant facts: first, culture can shape Organizational processes, but processes also act to create and modify culture. Culture's contribution to performance is a consequence of this ever-evolving interaction. Second, it is likely that culture's link to performance is considerably less straightforward than many studies imply.

According to McShane and Glinow (2005), when a firm's strong culture is misaligned with its environment, it is unable to effectively serve customers and other dominant stakeholders. Furthermore, these strong cultures would lock decision makers into mental models that blind them to new opportunities and unique problems. Thus, strong cultures might cause decision makers to overlook or incorrectly define subtle misalignments between the Organization's activities and the changing environment.

Organizational culture provides a sustainable, aggressive advantage. He introduced three conditions; first, he suggests that culture must be viable, second the culture must be rare and have attributes and third culture must be imperfectly imitable. These can provide assistance to superior organizational performance that can be temporary or continue for long term. Long term increase in organizational performance may cause to get the competitive advantage under long run (Kotter, 2012).

The performance of organization has a strong impact of strong organization culture as it leads to enhance productivity. The norms and values of organization based upon different cultures influence on work force management. In an organization strong culture enables to effective and efficient management of work force employees. The net profit in an organization helps in enhancing performance of employees. The common path for making perfect use of resources in same cultural association helps in positive development of organization. On basis of particular conditions organizational culture is helpful in improving and providing competitive edge. The
employee commitment and group efficiency helps in improving performance based upon organization sustainability. The nature and power of organization culture influence upon sustainability and effective of organization (Awadhi and Saada 2013)

2.6 Organizational Performance and Measurement
Culture in this study refers to the socio-cultural environment in its entirety. It is measured in terms of the attitudes, beliefs, norms and values which the people of a nation have and hold on to in general. The point of focus in this study is on how these concepts influence behaviour at work and how this in turn influences organizational performance.

Performance is the execution or accomplishment of work, tasks or goals to a certain level of desired satisfaction. In this study, however, organizational performance is defined in terms of the ability of an organization to satisfy the desired expectations of three main stakeholders comprising of owners, employees and customers. This study will be specifically carried out to examine the extent to which culture influences organizational performance. To this end, culture was used as the independent variable while performance served as the dependent variable.

According to Mudzimu (2012), doubt about the reliability of any single indicator of culture and organizational performance encourages the identification of substitutes for those found wanting or alternative or additional measures. As it is likely that any single indicator may measure a concept imperfectly, as in the case of organizational performance and culture, the error may be minimized by using multiple measures of each concept. In compliance with this strategy, multiple indicators were used to assess the impact of culture on organizational performance.

Mudzimu (2012) has contended that one of the relevant determinants of organizational performance is employee behaviour. To this end, questions were asked about the factors that determines employee’s behavior such as the family background, beliefs and religion, values, attitudes and perception of work, commitment to work, norms and collectivism versus individualism.
It can be measured in term of the following
1. Owner satisfaction with financial returns or profits from organizational operations
2. Employee satisfaction with the condition of the work, such as wages and remuneration, style of supervision, rapid promotion and the ability of the organization to guarantee job security.
3. Customers expressed satisfaction with the quality of service of the organization.

2.7 Variables Influencing Organization Performance
Marcoulides and Heck (2003) identified and tested a model for organizational culture and performance in their study. The modal identified five variables that influence the performance of organizations. These include: organization structure, organization values, task organization, employees attitude and goals and organization climate. However, due to time constraint of field work, this study will adopt and focus only on three variables that is Organization task, employee’s attitudes and goals and organizational climate
Figure 2.2: Variables influence organization performance

Source: adapted from George, Marcoulides and Ronald (2003)

2.7.1 Task Organization

This construct represents the typical strategies, policies, and actions used by the organization in achieving its production goals. The construct is measured by the diversity and intensity of methods used in selecting new employees (Selection), the quality and diversity of methods used in judging employee performance (Evaluation), the propriety of criteria and practices for remuneration (Compensation), the extent that members are dedicated to performing their organizational roles (Performance), the extent that managers take personal interest in the welfare and performance of their employees (Mentoring) and utilize effective methods of selecting decision-making alternatives (Decision Making), and the extent that employees have opportunities to pursue interesting and challenging work.
2.7.2 Organizational Climate
This construct is described by the perceptions of workers about a variety of conditions concerning the work environment. It is measured by the awareness among employees of the nature of the organization's output as a blend of product and service (Industry Role), the opinion among employees of the ease with which communications and resources are transmitted among the organization's elements (Flow Mechanisms), the perceptions among employees of the quality of interactions and recognition within and across organizational levels, as well as how the needs of individuals are a concern to the organization (Organizational Life), the awareness among employees of the organization's use of available technology and adoption of new ideas (Technology), and the perceptions of how much the organization exerts pressures on individuals yet is sensitive to the effect of stress.

2.7.3 Workers Attitudes
This construct reflects the beliefs of employees about a variety of issues related to social, political and organizational concerns, some of which may be influenced by the organization and some of which may be separately determined. In the present study, it is measured by the extent that employees resent recent organizational policies in acceptance of minorities (Prejudice/Tolerance), regard nationalism as important (Nationalism), regard common courtesy and punctuality as important work attributes (Social Amenities), regard dedication and commitment to the organization as important (Commitment), and the extent to which employees perceive that management involves them in the decision-making process (Involvement).

2.8 Importance of Organizational Culture
Mullins (2009) attests that culture helps to account for variations among organizations and managers, both nationally and internationally. Culture helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. Culture can help reduce complexity and uncertainty. It provides a consistency in outlook and values, and makes possible the process of decision-making, coordination and control. There is nothing accidental
about cultural strengths there is a relationship between an organization's culture and its performance.

Gerald (2009) explains that culture performs the following functions:

(i) Culture supplements rational management: creation of work culture is a time-consuming process. Therefore, organization culture cannot suddenly change the behaviour of people in an organization. Culture communicates to people through symbols, values, physical settings, and language, and, thereby supplements the rational management tools such as technology and structure.

(ii) Culture facilitates induction and socialisation: induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization; its cultural norms, and undefined conduct. The newcomer imbibes the culture of the organization, which may involve changing his / her attitudes and beliefs to achieving an internalised commitment to the organization;

(iii) Culture promotes a code of conduct: a strong culture in an organization explicitly communicates modes of behaviour so that people are conscious that certain behaviours are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behaviour in an invisible way. Where culture has been fully assimilated by people, they persistently indulge in a typical behaviour in a spontaneous way. Promotion of the culture of quality can help achieve good business results

(iv) Sub-cultures contribute to organizational diversity: sub-cultures, and sub-systems of values and assumptions, which may be based on departmentalisation, activity centres, or geographical locations, provide meaning to the interests of localized, specific groups of people within the macro organization. Sub-cultures can affect the organization in many ways: (i) they may perpetuate and strengthen the existing culture; (ii) they may
promote something very different from those existing; (iii) they may promote a totally opposite sub-culture (beliefs and values) or counter culture when in a difficult situation

(v) Acts as a control mechanism: Organizational culture is important at the workplace because it sets out a control mechanism. It controls how workers relate to each other and how decisions are made in the organization. It can either be formal or informal, but its impact will still be there. An example is where the organization hires a new manager who makes decisions without first studying the organizational culture. If the changes he intends to make conflict with the organizations culture, then he or she will face resistance and unless he can manage to show the employees the need for change, then his new policies will not be adopted by the organization.

(vi) Provides a sense of identity: Organizational culture gives employees a sense of identity. It makes them feel part of the organization because they understand what is expected of them. When they are given a role to play in order to help the organization achieve its objectives, they know their duties thus have a purpose in the organization.

(vii) Promotes mutual trust and understanding: Organizational culture helps employees to develop mutual trust and cooperation therefore improves organizational performance. This in essence helps employees to have fewer disagreements between themselves. In addition, it makes the decision making process in an organization much easier. When there is corporation and trust between management and employees, new policies will not be resisted by employees. This is because employees will be in a position to trust the management of the organization.

(viii) Gives employees a reason to behave in a certain way: An organization's culture gives employees justification for their behavior. This is important
especially when the employees need to comprehend why they behave the way they do. Or why an organization adopts certain policies concerning employee conduct. A positive environment encourages employees to be self-starters. When employees are given autonomy, left to contribute towards organizational goals, they are more likely to work and will need little supervision.

(ix) Employee commitment: If the management of an organization shows its employees that they have complete faith in them, the employees will feel an obligation to accomplish tasks in line with the trust accorded to them. This makes employees not only have commitment to their work but also to the organization.

Schein (2011) suggests that organizational culture is even more important today than it was in the past. Increased competition, globalization, mergers, acquisitions, alliances and various workforce developments have created a greater need for:

(i) Coordination and integration across organizational units in order to improve efficiency, quality, and speed of designing, manufacturing and delivering products and services;

(ii) Product and strategy innovation;

(iii) Process innovation and the ability to successfully introduce new technologies and programmes;

(iv) Effective management of dispersed work units and increase workforce diversity;

(v) Cross cultural management of global enterprises and multinational partnerships;

(vi) Construction of net or hybrid cultures that merge aspects of culture from what were distinct organizations prior to an acquisition or merger;

(vii) Management of workforce diversity; and

(viii) Facilitation and support of teamwork.
It becomes more important because maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and willingness to share knowledge with others.

Mullins (2009) draws further attention to the importance of culture by attesting to the fact that, without exception, the dominance and coherence of culture proved to be an essential quality of excellent companies. Moreover, the stronger the culture, the more it was directed to the marketplace, the less need was there for policy manuals, organization charts, or detailed procedures and rules. In these companies, people in all parts of the organization know what they are supposed to do in most situations because a handful of guiding values is very clear.

Therefore the importance of an organization’s culture cannot be overemphasized. The beliefs, stories and symbols of an organization help shape the culture of that organization and it is important for management to realise that culture is an integral part of their business and every effort must be made to preserve or improve it.

In addition to a greater need to adapt to these external and internal changes, organizational culture has become more important today as the world is geared towards a knowledge based economy. Maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and the willingness to share knowledge with others Dasanayaka and Mahakalanda, (2008). These characteristics are not intended to be all inclusive, but they do help to illustrate the nature of organizational culture.

The purpose and goals of the organization initially trigger the kind of culture that the founders or the successors want to see (their vision). The extent to which achieve this culture depends as much on other factors as on their own leadership and charisma. The external environment will play a significant role, since customers, competitors, suppliers and other stakeholders will all exert some influence on what the organization chooses to do, and how will do it. Internally, the abilities and attitudes
of employees, especially managers, will be critical. The nature of the technology available and the way it is implemented in the organization will also play a part in the development of culture. And, of course, on top of all these factors are organizational structure, mechanisms and procedures that are the major part of organization fabric. Figure, illustrate some important interrelationships that both produce and are deeply affected by the organization’s culture.

2.9 Theoretical Framework Regarding Organizational Culture

Basically, there are three theories of Organizational culture, which concentrate more on the transition and adaptation of culture in the Organization. One is developed by Schein (2011) which is also known as the relatively managerialist theory of culture reformation or transformation. Gagliardi’s (2006) typology of culture reformation or transformation, cultural dynamics model are the two other theories of Organizational culture which were both based on Schein’s theory. In Gagliardi’s theory, he maintained Schein’s emphasis on the relation between culture and strategy, but also stressed on the impact of strategic intervention to an Organization. Hatch’s (2003) cultural dynamics model on the other hand is the least managerially-related and most Organizationally-oriented as it situates top employees within cultural processes.

2.9.1 Workers Attitudes

Schein’s Theory of Organizational Culture and Leadership

Schein was among the first Organizational theorists who directly borrowed ideas from cultural anthropology. Schein’s theory emphasised on the significant role of leaders in cultural reformation or transformation by claiming that cultures are generally stable until the leaders act to reformation or transformation them. These reformation or transformations are done by changing the culture’s set of values. Schein argued that if the actions of the leader are successful, others will then accept the new values of the culture to which these actions were based. The role of the leader in Organization culture is supported by the proposals of Schein and Weber wherein both theorists stated that cultural reformation or transformation takes place through the direct influence of the leader.
2.9.2 Gagliardi’s three Types of Cultural Reformation or Transformation

Establishing this theoretical model from Schein’s basic cultural model, Pasquale Gagliardi (2006) concentrated on the relation between culture and strategy, implying that various strategic actions have different effects on corporate culture. Gagliardi’s theory depicted reformation or transformation and stability as counter forces whose interrelation results to three probable outcomes. These include apparent reformation or transformation, incremental reformation or transformation and revolutionary reformation or transformation.

Apparent reformation or transformation takes place within the culture without modifying it in any significant way. Gagliardi noted that apparent reformation or transformation occurs as strategies align themselves with the existing assumptions and values of the Organization. This means that Organizations overcome new challenges by selecting from the array of strategies allowed by existing assumption and values. This outcome suggests that the Organization only adapts within the limits of its current identity. Ironically, Organizational cultures that are within this pattern tend to reformation or transformation so as to stay the same.

2.9.3 Hatch’s Dynamics of Organizational Culture

The focus of Hatch’s (2003) Organizational culture theory is on the cultural dynamics and the processes involved in it. Hatch stated that the intention to consider reformation or transformation usually starts with symbolisation and realisation when management considers a new idea by means of language or other artifacts which then can be interpreted by members who will either accept the reformation or transformation or deny its influence. Similar to Gagliardi’s apparent reformation or transformation, Hatch supports the belief that the alignment of the symbols and the Organization’s values and assumptions can lead to a reformation or transformation that is relatively easy but with less impact.

2.10 Foundations of Organizational Culture

Organizational culture is founded by certain elements. In this case, the values within the corporation are the main foundation of Organizational culture. The value of the
Organization serves as its defining elements where symbols, practices, standards and other related matters are derived. Values can be defined as a consistent belief that a certain mode of personal or sociable conduct is preferable against a contradictory mode of conduct. In general, values are considered internalised beliefs which guide individual behaviour (Deal and Kennedy, 2008). Through this element of corporate culture, employees are able to establish a social identity which in turn generates meaning and connectedness.

According to Potter (2012), the Organizational culture has basically four significant strengths. The first strength emphasises its focus on the human capital aspect of Organizational life. Secondly, it stresses on the significance of harmonious internal relations among the members of the Organization, which in turn results to the attainment of common objectives and goals. It also makes the members, especially the Organization leaders to assess themselves in terms of the impact they have on the group. Finally, it develops the Organization’s relationship not only internally but also externally through the impact of their behaviour on the outside environment.

Several researchers like (Awadhi and Saada 2013) have concentrated more on defining values as the core foundation of Organizational culture. While values are significant factors or elements of corporate culture, other researchers have shown that Organizations differ more on practices rather than on their values. These contrary results were identified among national culture. In the study by Hofsted (2009), the researcher explained that values are derived from an individual’s early life, mainly from his or her own family.

This then supports the concept that Organizational culture is founded by Organizational practices. Typically, values are not openly visible for employees. However, in some part, values are expressed through Organizational practices. Thus, they can be obtained from existing Organizational practices found within the Organization, its department or individual work units. These findings were further supported by other researches. In a study by Wilderon and Van den Berg (2004), Organizational values and practices were measured by
asking for the degree to which practices should be present in the Organization. Results showed that Organizations tend to differ more on practices rather than on values. In spite of the differences in views, both findings generally contribute to the increased interest of various businesses in integrating corporate culture into their operations. In a way, the contradicting findings of the researchers are significant in further understanding about Organizational culture.

However, there are also factors related to the social and cultural aspects of a person's environment that can influence personal decisions and behaviors. Social and cultural processes may subtly shift individual perceptions of benefits, costs, acceptability and voluntariness of activities and situations (Berger and Thomas, 2007). Worldviews and cultural beliefs can frame perceptions and establish meanings and experiences attached to risks, which in turn can determine behaviour. For example, attitudes of duty and dedication may be the result of cultural belief patterns and these attitudes can affect the perceptions of and responses to risky situations.

2.11 ORCI Culture
The Ocean Road Cancer Institute (ORCI) is located along the Indian Ocean about 200 meters from the beach. This health facility is one of the oldest health institutions in Tanzania having been founded in 1895 by the German colonial government. At its inception, the hospital catered for German community and after 1st World War the British Colonial government adopted a policy that concentrated on provision of medical services for the European communities.

After independence in 1961, all the barriers from the colonial past were removed and the hospital was re-named the Ocean Road Hospital, catering for all races and operated as a maternity wing of the Muhimbili Medical Centre. In 1980, a decision was made by the Ministry of Health to make Ocean Road Hospital the hub for cancer services, whereby the Radiotherapy Unit of the Faculty of Medicine, University of Dar es Salaam was shifted from Muhimbili Medical Centre to the Ocean Road Hospital to give room for expansion. During the period between 1980 to mid 1996, deliberate efforts were made to upgrade the Radiotherapy Unit to a comprehensive
Cancer Institute. In June 1996, by an Act No. 2 of Parliament, Ocean Road Hospital was made an independent autonomous institute directly under the Ministry of Health and its name changed to Ocean Road Cancer Institute (ORCI).

The Chairman of the Board of Trustees and the Executive Director are appointed by the President of the United Republic of Tanzania. The institute has four directorates namely Medical Services, Cancer Prevention, Human Resource Management, Technical, and Planning. The main source of funding is from the Government of Tanzania. The institute also receives assistance from International organizations such as IAEA, WHO, IARC, UICC, INCTR, NCI, Open Society, IAHPC, Columbia University, University of Copenhagen etc.

ORCI realises the values of democratic governance, transparency, human rights, gender, equity and meaningful participation in decision making. ORCI encourages a culture of openness, encourage staff to make decision, mutual respect, critical reflection and learning. ORCI encourages staff members to give open feedback on a regular basis through staff meetings or feedback boxes and takes action where possible and make the working environment friendly. To measure the quality of services, open feedback is also sought from patients. ORCI clients are regularly asked to evaluate ORCI’s services and steps are taken to implement recommendations made.

The management of ORCI is committed to empowering its staff members by encouraging the taking on of responsibility in work and providing the necessary supportive framework for staff members through training and coaching. ORCI’s aim is to contribute to the creation of an inclusive society. ORCI, therefore, implements to become a centre with national, regional and international reputation for excellence in cancer control. Also to provide equitable, accessible, affordable and high quality services for early detection and cancer care to the public through prevention, research, education and treatment using modern technology and dedicated staff.
2.12 Empirical Literature Review

It is the literatures, or previous studies that relate or argue positively with your studies hypothesis and variables

Globally a number of authors and theorists have identified the relation between Organizational culture and Organizations performance (Awadhi and Saada 2013) for instance, has identified considerable performance correlations with performance and consistency for the dimensions of Organization of Work, emphasising on human resources and decision-making practices. The data that Denison used for his study were drawn from the Survey of Organizations (Taylor and Bowers, 2010). A similar instrument was also used by George (2003), to which the researchers found similar relations for emphasis on goal accomplishment and emphasis on human resources.

Ouchi and Jaeger (2010) evaluated the differences between American and Japanese cultures. According to them, the American culture is characterized by short-term employment, individual decision-making, individual responsibility rapid evaluation and promotion, explicit, formalized control, specialized career paths and segmented concern. On the other hand, the study reveals that Japanese culture is characterized by lifetime employment, consensual decision making, collective responsibility, slow evaluation and promotion, implicit formal control, non-specialized career path and holistic concern. This description exhibits a sharp and marked contrast between the two cultures from these views one can note that culture differ from one country to another.

Aluko (2003) conducted a study on the impact of culture on organizational performance in selected textile firms in Nigeria. The study examined the multidimensional impact of culture on organizational performance in selected textile firms from Lagos, Asaba and Kano in Nigeria. The main finding of the study was that irrespective of their cultural backgrounds, workers in the textile industry appeared to have imbibed the industrial way of life. The results of the analysis of the cultural variables showed a high level of commitment to work, low level of labour turnover and absenteeism, positive beliefs about work, positive work values, attitudes
and norms in all the firms studied. But these positive attributes of the cultural variables did not translate directly to high level of organizational performance in these mills because some other variables were at work. This was an indication that culture was not the sole determinant of organizational performance. The study found out that other factors most, especially exogenous variables such as, the economy, technology and the murky political climate all influence organizational performance significantly and much more than endogenous variable such as size, structure and style of management.

Researchers like Denison (2011) found a significant relation of involvement, adaptability, mission and adaptability with return on assets and sales growth. Gordon (2000) on the other hand derived his data from surveys on management practices and concluded that higher performing utilities rated higher than their less successful counterparts on Conflict Resolution, Top Management Involvement and Human Resource Development, whereas higher performing financial institutions rated higher on Encouragement of Initiative, Venture some and Action Orientation. In a sample of life insurance companies, Organizational culture appeared to have a positive effect as well.

The researchers found that positive effect on adaptability and culture's strength, which resulted in consequent growth in assets and premiums. Compared to lesser performing companies, Kotter (2012) concluded that higher performing companies with an established organizational culture gave higher value on their customers, employees and stockholders.

Culture is controlled and it refers to the processes that unite the Organization together. It must be consensual rather than conflict-oriented. The idealism of Organization culture reinforces the unifying strengths of the fundamental goals and establishes a sense of common responsibility. Task culture our performance culture is the considered to be the opposite of role of ORCI cultures. It maintains the strong sense of the basic mission of the Organization and teamwork is the basis on which jobs are designed.
As stated earlier in this research, this study focuses specifically to determine the influence of task organization, workers attitude and goals, and organisational climate on organisation performance.

Task organisation as part of organisational culture has specific and direct influence on organisational performance. In the study made by George (2003) shows that task organization such as maintenance of friendly and supportive work environment, high security of tenure and others have great contributions on employees and organisational performance. This study is supported also by Awadhi & Saada (2013) clearly points out that when task organisations’ factors are positively considered by any firm or organisation, they automatically excel in its overall performance.

On the other hand, studies on organisation culture centred on workers’ attitudes and goals shows direct relationship workers attitude with organisational performances. Ramsey (2009) conducted a systematic study of culture and work attitudes among Indian and English employees. In this comparative study, Ramsey found that Indian and English workers were similar with regard to honesty, tolerance, friendliness, attitudes change, attitude to law, self-control and self-confidence and acceptance of social differentiation. The two samples were similar with respect to trust in their colleagues, individualism and commitment to their organization. The study found out that there were also similarities in the relation between certain work-related attitudes and some non-cultural characteristics of the respondents.

The work of Peggy (2012) who conducted a research in Sri –Lanka on the impact of public collage’s culture on its overall performance, examining the contribution of workers attitude and goals on public collage’s performance revealed that there is a close link between the factors that constitute workers attitude and goals like involving employees in decision making process and others to successful performance of Public Collage Institutes.

Another cultural factor in this research study is the influence of climate on organisational performance. Sinicka (2006) shows that organizational climate
influences to a great extent the performance of the employees and organization because it has a major impact on motivation and job satisfaction of individual employees. Organizational climate determines the work environment in which the employee feels satisfied or dissatisfied. Since satisfaction determines or influences the efficiency of the employees, thus it can be said that organizational climate is directly related to the efficiency and performance of the employees.

Tayeb (2009) conducted a systematic study of culture and work attitudes among Indian and English employees. In this comparative study, Tayeb found that Indian and English workers were similar with regard to honesty, tolerance, friendliness, attitudes to change, attitude to law, self-control and self-confidence and acceptance of social differentiation. The two samples were similar with respect to trust in their colleagues, individualism and commitment to their organization. The study found out that there were also similarities in the relation between certain work-related attitudes and some non-cultural characteristics of the respondents.

According to Peggy (2012) who conducted a study on the impact of public health sector climate on effective service delivery, he suggests that public sector motivation is reinforced when the social environment is supportive and encourages individuals to spend time, effort and resources in helping the sector grow and develop. Therefore, the atmosphere in the public health sector is expected to affect the quality of the services provided to the citizens.

Therefore, the this particular study intends to identify specific factors of task organisation, workers attitude and organisational climate that have impact on organisation performance in the Public Health Sector, taking the case study of Ocean Road Cancer Institute.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
Research methodology means the way to systematically solve the problem or the science of studying how research is done scientifically. Research methodology incorporates research methods, techniques, and logical behind the methods we use in the context of the research study, explain why we use particular method or techniques and why we are not using the others so that research results are capable of being evaluated either by researchers or by others. Further, it explains why a research study has been undertaken, how the research problem has been defined, what data have been collected and what particular method has been an adopted and particular technique of analyzing data (Kothari, 2004).

3.2 Type of the Study
The study employed a case study design since the researcher wanted to concentrate on studying a social unity in detail and in totality. Also, this type of the study saves time and financial resources because a study concentrates only on a single social unity.

3.3 Area of the Study
The study was conducted at the Ocean Road Cancer Institute (ORCI) this is one of the public hospitals, which deals with prevention and treatment of cancer disease. The organization is within Dar es Salaam city in Ilala Municipal, situated nearby the Indian Ocean and the presidential palace with the aiming to assess the Impact of organizational Culture on Organization's performance.

3.4 Target Population
Nduguru (2007) defines a population in research studies as all elements (people having common characteristics, companies, production and so on that are interested in the research in relation to the research problem. The population can be very large or small depending upon the size of a group of persons or objects from which the
research plans to make inferences. The study population in this research involved all employees. The targeted population of this study included all employees at the Ocean Road Cancer Institute (ORCI). This population will be derived into six different parts. Namely Directorate of DHRA, DMS, PMU, Finance and Account unit, CPDS and Directorate of Planning. The total population covered was 246 from different department found at ORCI

3.5 Units of Inquiry/Analysis
Leedy (2001) defines the unit of inquiry/analysis as individuals about which information is required in the research project. Under this study, research data was drawn among employees of all categories Directorate of Human Resource and Administration, Directorate of Medical services, Finance and Account unit, Procurement Unit, Cancer Prevention Directorate, Procurement Unit and Directorate of Planning

3.6 Sample Size
A sample size is the number of individuals required in a sample. Sample refers to the exact number of individuals or items drawn from the populations to represent the same Adam and Kamuzora, (2008). Best and Kahn (2006) argue that a sample is a small proportion of a population selected for observation and analysis, the characteristics of which can enable the researcher to make certain inferences about the population from which sample was drawn. They maintain that there is no sample size that is best; any sample can be accepted depending on the nature of the study. However, a good sample should be that reflects an actual profile of populations from which it is drawn. The whole process of sample selection must be aimed at minimizing bias in the sample.

Therefore, in this study a sample of 90 respondents which is 36.6% of the whole population of 246 employees was involved in the study. The sample was considered representative of the total population.
3.7 **Sampling Techniques**

Sampling means drawing only part of the population and studying it and then making inferences about the population Kumar (2005). Sampling saves time and organization of data collection becomes more manageable since fewer people are involved. This study specifically was use purposive sampling. Johnson and Christensen (2004) define purposive sampling as non-random Sampling Technique in which the researcher solicits for sources or persons with specific characteristics relevant to the study.

Sampling is the process of selecting units of inquiry from a target population of interest so as to obtain data for the purpose of a research project. This technique was used in order to get specific information.

Limited time and financial resources obstructed the researcher to collect data from all population hence sampling technique was employed to get a representative sample. Purposive or judgmental sampling was used to the whole organization of the various directorates and unit so as to get reliable and accurate data together with the need to get the true representative number of people and each employee had an equal chance of being selected.

3.8 **Data Collection Methods**

To undertake the research study, the researcher used both primary and secondary sources. Primary data include questionnaires and observation, secondary data are data collected from organizational manuals, reports, and other documents found in the library so as to get relevant information. Primary data were the data collected from the field through questionnaire; interview and observation, the following below are the method used;

3.8.1 **Observation**

The researcher decided to use participatory observation which enabled the researcher to observe behaviour and actions of employees, employee’s attitude, organization task and management in the day to day activities. The decision to become participant
observers was reached due to the fact that the researcher was working closely with the staff of ORCI. The researcher observed the following strength

(i) Working together as a team
(ii) Good methods of solving customer complaints
(iii) Good supervision

In the other side the researcher observes the following weakness during field work

(i) Delay in providing service to customers with no good reason
(ii) Customers they dissatisfaction with the service offered, too many complaints
(iii) Poor organization of duties

3.8.2 Questionnaire

The questionnaire is a method of data collection, with a number of questions printed or typed, in a definite order in a form or set of forms distributed to people who meet the characteristics of the study Kothari (2004). In line with Kothari (Ibid) three advantages of using questionnaire convinced the researcher to use this method in this study.

First, it enabled the researcher to collect information that was free of bias because respondents were given the questionnaires to read at their own time and then write their answers reflecting their experiences and understanding. Also, the respondents had adequate time to give well thought out answers based on the study.

Therefore, in this study self- administered structured questionnaire was used, questions included both open, and closed questionnaires to enable the research to capture all the desirable information. The copy of sample questionnaire is given as Appendix 1.
3.8.3 Documentary Review

The document source of data plays an important role in the dissemination of knowledge in all disciplines, Ndunguru (2007). The researcher obtained data by passing through various documents such as journals, articles, acts and different books concerning the subject matter.

3.8.4 Data Analysis Methods

Kothari (2004) is of the view that data analysis is a process that involves editing, coding, classifying and tabulating the collected data. The study was used both quantitative and qualitative methods for data analysis. Quantitative method involves simple mathematical computations such as measurements of totals, ratios and percentages methods, hence being systematically presented in tables whereas, and qualitative data collection methods with feelings and other non-quantifiable elements. Under this study data were analysed using appropriate qualitative and quantitative analytical procedures. The quantitative data were analysed by the use Statistical Packages for Social Sciences (SPSS) software using descriptive statistics and cross tabulation. Qualitative data were analysed by the use of observation method where by the researcher observed various employees’ attitude and actions that influence their performance.
CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction
This chapter contains findings and analysis of data collected by researcher during the study. The data collected by researcher presented in this chapter both qualitatively and quantitatively. The result is presented through tables contains various cultural variables as argued by managers and employees and their respective percentage at the beginning of each research objective.

4.2 Demographic Characteristics of the Respondents
This section required the respondents to provide information about themselves, such as gender, age, highest education qualifications, functional area, professional field, and length of services. The information contained in this section is analysed and presented below:

4.2.1 Respondents with Regard to Gender
The following figure 4.1 indicates that 44.4% of respondents were males and 55.6% were females. This shows that female respondents were more dominant than males and thus it may be regarded that the public health sector is dominated by females than males.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Respondent</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>40</td>
<td>44.4%</td>
</tr>
<tr>
<td>Female</td>
<td>50</td>
<td>55.6%</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: The Author, (2014)
4.2.2 Respondents with Regard to the Highest Education Qualification

Table 4.2 indicates that 35.6% of the total respondents had diploma education (DM), 28.9% had a first degree/Advanced Diploma (D/ADM), 16.7% had post graduate education (PGE) being either Post – Graduate Diploma, Master’s Degree or PhD and 18.9% had Certificates. Accordingly education of the respondents was included in the research believing that respondents with high education have broader knowledge and their answers are likely to be more accurate.

Table 4.2: Respondents with Regard to Highest Education Qualification

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Respondents</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Graduate/Masters or PHD (PGE)</td>
<td>15</td>
<td>16.7%</td>
</tr>
<tr>
<td>Degree/Advance Diploma (D/ADM)</td>
<td>26</td>
<td>28.9%</td>
</tr>
<tr>
<td>Diploma (DM)</td>
<td>32</td>
<td>35.5%</td>
</tr>
<tr>
<td>Certificates (OS)</td>
<td>17</td>
<td>18.9%</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: The Author, (2014)

4.2.3 Respondents with Regard to Functional Areas

Table 4.3 indicates that 31.1% of respondents were from Directorate of Human Resource and Administration (DHRA), 11.1% of the respondents were from Cancer Prevention Directorate (CPD), 33.3% of the respondents were from Directorate of Medical Services (DMS), 2.2% of the respondents were from Directorate Planning (DP), 7.8% of the respondents were from Procurement and Management Unit and 14.4% of the respondent were from the Accounts Unit, Academic Unit.
Table 4.3: Representing Respondents with Regard to Functional Areas

<table>
<thead>
<tr>
<th>Function Area</th>
<th>Respondent</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directorate of Human Resource and Administration</td>
<td>28</td>
<td>31.1%</td>
</tr>
<tr>
<td>Cancer Prevention Directorate</td>
<td>10</td>
<td>11.1%</td>
</tr>
<tr>
<td>Directorate of Medical Services</td>
<td>30</td>
<td>33.3%</td>
</tr>
<tr>
<td>Directorate of Planning</td>
<td>2</td>
<td>2.2%</td>
</tr>
<tr>
<td>Procurement Unit</td>
<td>7</td>
<td>7.8%</td>
</tr>
<tr>
<td>Finance and Account Unit</td>
<td>13</td>
<td>14.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: The Author, (2014)

4.2.4 Respondents Regard to Working Experience with ORCI

Table 4.4 shows that 23.3% of the respondents had been working with the organization from 0 – 5 five years, while 26.7% of the respondents had worked with the organization from 6 – 10 years, 22.2% of the respondents had worked with the organization for 11 – 15 years, 11.1% of the respondents had worked with the organization for 16 – 20 years while 8.9% of the respondents had worked with the organization for 21 – 25 years and the least 7.7% had worked with the organization for more than 25 years. Working experience of the respondents was included in the research in regard that respondents with more experience are likely to be highly familiar with the organization culture compared to less experienced respondents.

Table 4.4: Represent the Respondents with Regard to Experience of Working

<table>
<thead>
<tr>
<th>Working Experience (Years)</th>
<th>Respondent</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 5</td>
<td>21</td>
<td>23.3%</td>
</tr>
<tr>
<td>6 - 10</td>
<td>24</td>
<td>26.7%</td>
</tr>
<tr>
<td>11-15</td>
<td>20</td>
<td>22.2%</td>
</tr>
<tr>
<td>16-20</td>
<td>10</td>
<td>11.1%</td>
</tr>
<tr>
<td>21-25</td>
<td>8</td>
<td>8.9%</td>
</tr>
<tr>
<td>25 Above</td>
<td>7</td>
<td>7.7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: The Author, (2014)
To Determine the Influence of Task Organization on Organization Performance

Table 4.5: Assignments of tasks or jobs to individuals at ORCI are based on:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>TR</th>
<th>R</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>The personal judgments, values, and wishes of those in position of power</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>The needs and plans of the organization and the rules of the system</td>
<td>60</td>
<td>20</td>
<td>66.67</td>
</tr>
<tr>
<td>(seniority, qualifications, etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matching the requirements of the job with the interests and abilities of</td>
<td>15</td>
<td>5</td>
<td>16.67</td>
</tr>
<tr>
<td>the individuals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The personal preference of the individuals and their needs for growth</td>
<td>15</td>
<td>5</td>
<td>16.67</td>
</tr>
<tr>
<td>and development</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: The author, (2014)
### Table 4.6: Task Organization

<table>
<thead>
<tr>
<th>Source: The author, (2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TR</strong></td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>I am encouraged to make suggestion</td>
</tr>
<tr>
<td>I am clear on what my duties and responsibilities</td>
</tr>
<tr>
<td>I am expected to have more individual responsibility for my job performance</td>
</tr>
<tr>
<td>I am given opportunity to pursue interesting and challenging work</td>
</tr>
<tr>
<td>Rewards is provided on a regular basis rather than based on achievement of results</td>
</tr>
<tr>
<td>Incentive and bonus program is linked to Individual performance on the basis of equity</td>
</tr>
<tr>
<td>Managers/supervisors take personal interest in the welfare and performance of their employees</td>
</tr>
</tbody>
</table>
### 4.4 Examine Workers Attitude on Organizational Performance

**Table 4.7: Worker’s Attitude**

<table>
<thead>
<tr>
<th>Employee’s commitment and dedication as the important factor for organizational performance</th>
<th>TR 90</th>
<th>SA 51</th>
<th>PR 56.67</th>
<th>A 39</th>
<th>PR 43.33</th>
<th>N 0</th>
<th>PR 0</th>
<th>DA 0</th>
<th>PR 0</th>
<th>SD 0</th>
<th>PR 0</th>
</tr>
</thead>
<tbody>
<tr>
<td>The overall morale in my organization is high. Most employees are productive and creative</td>
<td>TR 90</td>
<td>SA 48</td>
<td>PR 53.33</td>
<td>A 36</td>
<td>PR 40</td>
<td>N 6</td>
<td>PR 6.67</td>
<td>DA 0</td>
<td>PR 0</td>
<td>SD 0</td>
<td>PR 0</td>
</tr>
<tr>
<td>I am often involved in the decision making process of the organization</td>
<td>TR 90</td>
<td>SA 18</td>
<td>PR 20</td>
<td>A 42</td>
<td>PR 46.67</td>
<td>N 9</td>
<td>PR 10</td>
<td>DA 21</td>
<td>PR 23.33</td>
<td>SD 0</td>
<td>PR 0</td>
</tr>
<tr>
<td>I regard courtesy (good manner) and punctuality as important work attributes</td>
<td>TR 90</td>
<td>SA 57</td>
<td>PR 63.33</td>
<td>A 24</td>
<td>PR 26.67</td>
<td>N 9</td>
<td>PR 10</td>
<td>DA 0</td>
<td>PR 0</td>
<td>SD 0</td>
<td>PR 0</td>
</tr>
<tr>
<td>One of the major reasons I continue to work for this organization is that I believe that loyalty is important</td>
<td>TR 90</td>
<td>SA 27</td>
<td>PR 30</td>
<td>A 60</td>
<td>PR 66.67</td>
<td>N 3</td>
<td>PR 3.3</td>
<td>DA 0</td>
<td>PR 0</td>
<td>SD 0</td>
<td>PR 0</td>
</tr>
</tbody>
</table>

*Source: The Author, (2014)*
### 4.5 Identifying the influence of organization climate on organizational performance

#### Table 4.8: Organizational Climate

<table>
<thead>
<tr>
<th></th>
<th>TR 90</th>
<th>SA</th>
<th>PR</th>
<th>A</th>
<th>PR</th>
<th>N</th>
<th>PR</th>
<th>DA</th>
<th>PR</th>
<th>SD</th>
<th>PR</th>
</tr>
</thead>
<tbody>
<tr>
<td>understand the nature of the Organization output as service oriented</td>
<td>90</td>
<td>48</td>
<td>53.33</td>
<td>42</td>
<td>46.67</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>I feel security working in this organization</td>
<td>90</td>
<td>30</td>
<td>33.33</td>
<td>60</td>
<td>66.67</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>My working environment is friendly and cooperative.</td>
<td>90</td>
<td>54</td>
<td>60</td>
<td>26</td>
<td>40</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>I feel that the organization exerts pressure on my work and yet it is sensitive to the effect of stress</td>
<td>90</td>
<td>33</td>
<td>36.67</td>
<td>39</td>
<td>43.33</td>
<td>18</td>
<td>20</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Source:** The Author, (2014)
CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction
This chapter provides some discussions in relation to the findings, which have been presented in chapter four. Discussions enhance the understanding of the problem that has been researched on and hence facilitates a suggestion of the conclusion and recommendations. The details are provided as follows:-

5.2 To Determine the Influence of Task Organization on Organization Performance
One of the specific objectives of the study was to determine the influence of task organization on organization performance in the public health sector in order to be able to understand the impact of organizational culture in organization performance.

5.2.1 The Needs and Plans of the Organization and the Rules of the System
Table 4.5 has been observed by researcher as a factor influencing organization performance at ORCI during field work, 66.67% of the respondents both managers and non-managers argued that the task of organizations depends on seniority and qualifications rather than other factors such as personal judgments, values and wishes of those in position of power with 0%. This indicate that the culture of assigning task or job to individuals based on seniority and employees qualifications has a positive impact on organization performance.

5.2.2 Matching the Requirement of the Job with the Interests and Abilities of the Individual
Through the study Table, 4.5 the researcher has revealed another cultural factor that could influence organizational performance. 16.67% of respondents argued that the assignment of task and job at ORCI is based on matching the requirements of the job with interests and ability to individual. The task assigned to the employees at ORCI depends on their qualification and skills acquired that resulted to the good
performance. This finding is also supported by Potter (2012) in their study find that when tasks are assigned to employees based on their interests, skills and knowledge motivate them to perform better job hence increases organizational performance.

5.2.3 The Personal Preference of Individuals and their Needs for Growth and Development

Another cultural variable that influence organizational performance, though in a small extent is the personal preference of individuals and their needs for growth and development. 16.67% of the respondents argued that the personal preference of the individual such as promotion, allowance, further training and privilege impacts on the organization performance. Table 4.5 the researcher observed that non-managers tended to work hard so as to get promotion from non-managers to managerial positions. Likewise, Robbins (2010) asserts that organizations which consider staff training and development experience high performance compared to those who disregard the same.

5.2.4 Encouraged to Make Suggestions

In Table 4.6 the researcher indicated 50% of the respondents argued that were encouraged to make suggestions for the task assigned to them. At ORCI this is usually done through round table or meeting discussions to find the solution of various obstacles that hinder the performance of the organization. Also, through observation the researcher observed various meetings which seek employee suggestions on a solution of raised matters which hinder organization performance, for example to satisfy Patients with the service delivered. This indicates that the culture of employees to make suggestions on various organization matters have positive impacts on the performance of the organizations and should be encouraged and embraced by managers/supervisors.

This finding in line with the study made by Awadhi and Saada (2013) they point out that the involvement of employees to make suggestion on various issues in
organizational setting does not only increase employee morale to perform the job successfully but also increase organizational performance.

5.2.5 The Rewards are provided on A Regular Basis rather than Based on Achievement of Results
43.33% of respondents of a research questionnaire argued in Table 4.6 that the factors that influence the performance of the organization as most of the employees found committed to work on regular basis aiming to be rewarded which in turn increases the morale of performing the duties assigned to them. On the other hand, researcher observed that rewards influence the employee’s performance in terms of good handling of customers, providing services at the right time and well handling of customer complaints.

5.3 To Examine Workers Attitude on Organisational Performance

5.3.1 Employees’ Commitment and Dedication as the Important Factor for Organizational Performance
56.67% of respondents of a research questionnaire argued on Table 4.7 factor commitment and dedication to the task assigned influence much the good performance of the organization. This is done through care of customers visiting the organization. There was a huge improvements in customer care compared to the past years whereby customers were complaining bitterly about the service provided. Currently, the employees of the ORCI are punctual and use the available time effectively as well as the resources so as to reach the targeted goals. Another 43.33% of respondents not much agree with the factor above not only commitment and dedication was influencing the performance of the organization depend also on the equipment and facilitates to perform the particular duties assigned. This data was collected during field work conducted ORCI.
5.3.2 Employee at the Overall Morale is High and most are Productive and Creative

53.33% of research respondents said that the performance of the organization is high because the employees are productive. 40% of the respondents agree that the performance of the organization depends on the morale, and also employees to be productive and creative in performing the daily activities, while 6.67% disagree with the factors showing in Table 4.7 through observation the researcher observe that the employees are productive through performing the assigned task and the better way to make sure to reduce customer complaints so as to provide service at a right time with no delay and to make the royal to the organization.

5.3.3 Often Involved in the Decision Making Process of the Organization

20% respondents of research questionnaire strongly agreed that they were involved in decision making process in the organization and also 46.47% respondents agreed to be involved in decision making while 10% seems to be neutral and the rest 23.33% said they not involved in decision making besides through observation and documentary review the researcher revealed that the employees were involved in decision making through meeting that was conducted at the end of each month and they were given chance to give out their views as well as to make decisions on some matters for stance to buy new radiation machine, that can reduce delay of services delivery and provide suggestion on how to solve the problem of customer complaints that become crucial to the organization and good way to approach them and to make them royal.

Mullins (2009) points out that most of organization that give opportunity and encourage employees to make decisions on issues that affect them become more committed for achieving the assigned jobs thus, increase organization performance.

5.3.4 Regarding courtesy and Punctuality as Important Work Attribute.

63.33% agreed that Courtesy and punctuality is important work attributes, through observation the research realize that the employees at ORCI were arriving at work place early in the morning and do their own works before arriving the Patients and
were making sure all the equipments and facilities are ready to provide the service to Patients at the required time. Although there were few numbers of staffs, they managed well to provide the service to the patients. In being courtesy and punctual increases efficiency at the point of service delivery at the organization. However, 10% of research respondents disagreed with this as indicated in Table 4.7.

The finding matches with the study match with the study made by Denison (2011) which shows that when employees are punctuality and discipline those contributions on organizational performance increases.

5.4 To Identify the Influence of Organizational Climate on Organizational Performance.

5.4.1 Understand Nature of the Organization Output as Service Oriented
The questionnaire distributed by the researcher during field work 53.33% of respondents argue that they understand the nature of the organization output as service oriented to the community or society, in doing so, the organization make sure they keep good records of patients and once they want to refer to those documents being easy to get them with this as indicated in Table 4.8. For example, when a patient finished the treatment and came for a check-up after six months or years will be easy to find the past record.

Also ORCI operation guide and annual report about patients record were provide to the to society or community to know the exactly number of cancer patient who came to the hospital, which kind of the cancer society suffer and also to make research which ways will help the Institute to provide education about cancer and how to change our lifestyle.

5.4.2 The Working Environment is Friendly and Cooperatively
60% of the research respondents agreed that the environment is friendly and cooperative due to the fact that staff create good relationship with the newcomers and cooperate with them and give them guideline on how to operate the task that have been assigned to them with this as indicated in Table 4.8.
5.4.3 The Employees Feel Secured Working in the Organization

33.33% of the research respondents strongly agreed that they feel secured working in the organization and so they are ready to work for a long time as required by the organization and 66.67% of respondents also agreed with the statement above that they were happy to work for the organization because they were satisfied with the security of the employment. Denison (2011) suggests that adequate security of tenure to employees is very important as it adds of work organisation.

5.4.4 The Organization Exerts Pressure to Work and Yet is Sensitive to the Effects of Stress

43.33% of the respondents argued that organization exerts pressure on their work and yet it is sensitive to the effects of stress, the organization provide medical treatment to its employees and his family in doing so the employees can perform the particular task assigned to them as they know the organization will take care of them. But on the other side 20% of the employees are on the neutral side whether the organization exerts pressure to work and yet sensitive to the effects of stress or not.
CHAPTER SIX

SUMMARY, CONCLUSIONS AND POLICY IMPLICATIONS

6.1 Introduction
This chapter shows the main findings are summarized then followed by conclusion and recommendation to the Ocean Road Cancer Institute (ORCI) in which organizational cultural variables they should keep embracing as they have proved to have positive influences into organizational performance and which ones needs improvements or not needed as they had little or no influences on Organizational performance.

6.2 Summary of the Study
This study was intended to make assessment of the Impact of Organizational culture on organization performance in the Public Health Sector of Tanzania. Specifically the study aimed to determine the influence of task organization on organizational performance, to examine workers attitude and goals of organizational performance and to identify the influence of organizational climate on organizational performance.

The study employed both primary and secondary data were collected. Primary data include questionnaire and observation and secondary data were collected from organization manuals, reports and other documents.

The findings from the researcher indicate factor influencing organization performance in ORCI/PHS. The study recommends to the organization to embrace those positive cultural variables which had huge influences on organizational performance and abandoned/ improve on those cultural variables which had less influence on organizational performance.
6.3 Conclusion

Based on the findings presented on chapter four and five cultural factors that influenced organizations performance at ORCI were; Assignments of tasks or jobs to individuals at ORCI are based on the needs and plans of organization and the rules of the system (seniority, qualification) as opposed to other variables such as personal judgments, values, and wishes of those in position of power, matching the requirements of the job with the interests and abilities of the individual and the personal preferences of the individual and their needs for growth and development. So the task assigned to employees had a positive impact on the organizational performance and therefore should be embraced by organizational managers and supervisors.

Another variable that positively influenced organizational performance was employees’ commitment and dedication which scored 56.67% and courtesy (good manner) and punctuality regarded as important work attributes. Therefore, the organization should embrace the above mentioned variables as they were positively related to the organization performance. However, there were other cultural variables that had little/no influences on the organization performance which includes matching the requirement of the job with the interests and abilities of the individual, the personal preference of individuals and their needs for growth and development, given opportunity to pursue interesting and challenging work, the personal judgments, values and wishes of those in position of power.

This indicates that the organization should take necessary measures to improve/abandoned those cultural variables that tend not to improve the performance of the organization.

Apart from those factors above, there were other factors that lead to under performance of the organization which are as follows;

Insufficient number of staff compared to the work load, the number of staff available is small compared to the work load the organization need some more staff with that addition will be easy for them to organize and ensure better delivery of services,
Insufficient working tools like Radiation machines, Chemistry machines, drugs, computers and all necessary equipment and facilities that will increase the efficiency and performance of the organization.

6.4 Policy Implication and Recommendation

Apart from challenges identified by this study, there were also other challenges that the ORCI was facing and that needs attention in order to have an outstanding performance

Working Environment, Management should create good working environment to the employees, good working facilities like enough computers, furniture and good ventilation as well as to ensure security of their employees and customers for the better organizational performance.

Organizational policies: Management should make sure that policies of the organization are clear to all employees and the policies might be outdated due to the changing rules and regulation that enhance employees to be punctual and to report to the work place timely.

Employee’s participation: Management should enhance employees participation dealing with matter touching them and organization this will make the employees to feel their part of the organization, increase the feeling of belongings’ then enhance high performance.

Employees’ motivation: Management should encourage motivation and to maintain good relationship to its staffs that make them to work as a team, also to increase morale of work example of motivation that the management should provide to its staffs like loans, reward and allowance.

Establish a reward system: An organization that publicly rewards its employees for good performance or good conduct encourages the rewarded behavior. It shows its employees that it not only values the behavior but it also values it. This can be shown
by promoting employees based on the values the employee has shown and not just performance. Rewards need not be on promotional basis alone but it also includes bonuses, praise or a paid vacation.

Communication: An organization that effectively communicates information to its employees and makes it accessible to its employees makes them feel part of the organization. This makes employees want to do their best not just for their paycheck but for the organization. The kinds of information that can be transmitted to employees include: the long term plans of the organization, new developments such as opportunities or problems faced by the organization.

Decision making: The decision making process is vital in any organization. There are decisions that require secrecy due to their nature and this is understandable. There are other decisions that involve workers in your organization. These decisions should be made with the participation of the people they affect. This means consulting them or having a discussion in order to get their views and generate new ideas.

Human Resource as a key resource must be properly managed by the ORCI organization to enhance employees loyalty by ensuring grievance procedure is maintained. This kind of opportunities allow employees to make upward appeals and protect individuals from arbitrary action by their direct supervisor, strengthening the Open Door Policy to enable interactions of subordinates with their supervisors and when they need to do so, strengthening staff counseling and improving the exit interviews to contribute valuable upward information for management correction and problem prevention. By instituting more formal participative techniques programs that may result into more employees' satisfaction, better performance and to encourage subordinate-initiated communication

### 6.5 Areas for Further Studies

The findings presented in this study are a result of a case study conducted in one health facility in Tanzania. The major limitation of this kind of study is that they cannot be representative of the total population of all public health facilities in
Tanzania. In this case, there is a need for more studies in the country on the subject in other facilities to enable generalization of the observations.
REFERENCES


Aluko, M.A (2003). The Impact of Culture on Organizational Performance, Obafemi Awolowo university Nigeria


Awadhi, M.A and Saada, M.A (2013) Impact of Organizational Culture on Employee Performance, Vol. 2 Universities of Technology Malaysia


APPENDICES

Appendix 1: Questionnaire

Dear Respondent,

My name is Beatrice Hendry. I am a postgraduate student pursuing Masters of Science in Human Resource Management at the University of Mzumbe – Dar es Salaam Business School. I am currently conducting a research in the area of the impact of organizational culture on the organisation's performance in the public health sector in Tanzania.

You are kindly requested to complete the attached questionnaire as sincerely as possible. The information being solicited from you is purely for academic purposes. All information provided by you will be treated confidentially; hence, your name is not required. Your honest completion of this questionnaire will assist in generating information that will help the public health care sector to improve on the area of Organization culture in improving performance in quality service delivery and improved productivity.

Please, return the questionnaire not later than May 31, 2014 to your relevant Supervisor or directly to me.

Thanking you for your co-operation.
Section I: Demographic Questions

Please Mark (x) or Specify as Appropriate

What is your gender?

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<th>Male</th>
<th>Female</th>
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What is your age?

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<th>18 -30</th>
<th>31 - 40</th>
<th>41 – 50</th>
<th>51- 60</th>
<th>Above 60</th>
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What is your highest education qualification?

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<th>Postgraduate</th>
<th>Degree/Advanced Diploma</th>
<th>Diploma</th>
<th>Others (specify)</th>
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In which functional area do you work?

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<thead>
<tr>
<th>Functional Areas</th>
<th>Tick/Specify for others</th>
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<tbody>
<tr>
<td>Directorate of Human Resource and Administration</td>
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<tr>
<td>Cancer Prevention Directorate</td>
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<tr>
<td>Directorate of Medical services,</td>
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<tr>
<td>Directorate of Planning</td>
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<tr>
<td>Procurement Unit</td>
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<td>Finance and Account unit,</td>
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How long have you been working for in this organization?

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<tr>
<th></th>
<th>0 – 5 years</th>
<th>6 – 10 years</th>
<th>11 – 15 years</th>
<th>16 – 20 years</th>
<th>21 - 25 years</th>
<th>Above 25</th>
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Section II: General Questions

Task Organization

Circle the correct answer

Assignments of tasks or jobs to individuals at ORCI are based on
The personal judgments, values, and wishes of those in position of power
The needs and plans of the Institute and the rules of the system (seniority, qualifications, etc)

Matching the requirements of the job with the interests and abilities of the individuals

The personal preference of the individuals and their needs for growth and development

What do you know about organisation culture?
..................................................................................................................................................................................................................................................
Please indicate to what extent you agree or disagree with the following statements

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<tbody>
<tr>
<td>I am encouraged to express opinion and thoughts</td>
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<tr>
<td>I am clear on what my duties and responsibilities are</td>
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<td>I am expected to have more individual responsibility for my job performance</td>
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<td>I am given opportunity to pursue interesting and challenging work</td>
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<td>Rewards is provided on a regular basis rather than based on achievement of results</td>
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<tr>
<td>Incentive and bonus program is linked to Individual performance on the basis of equity</td>
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<tr>
<td>Managers/supervisors take personal interest in the welfare and performance of their employees</td>
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Organizational Climate

Please indicate to what extent you agree or disagree with the following statements

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<tr>
<td>understand the nature of the Organization output as service oriented</td>
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<tr>
<td>I feel security working in this organization and so I will be able to work for them as long as I want to.</td>
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<td>My working environment is friendly and cooperative. Nearly everyone would fit in with the organization, and newcomers mostly need few days to feel at home.</td>
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<td>I feel that the organization exerts pressure on my work and yet it is sensitive to the effect of stress</td>
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<td>The organisation offered autonomy</td>
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<td>Does organisation has high turnover</td>
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**Employee Attitudes**

Please indicate to what extent you agree or disagree with the following statements

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<tbody>
<tr>
<td>Employee’s commitment and dedication as the important factor for organizational performance</td>
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<tr>
<td>The overall morale in my organization is high. Most employees are productive and creative</td>
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<tr>
<td>I am often involved in the decision making process of the organization</td>
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<tr>
<td>I regard courtesy (good manner) and punctuality as important work attributes</td>
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<tr>
<td>One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.</td>
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THANK YOU VERY MUCH FOR YOUR CO-OPERATION