AN INVESTIGATION INTO EFFECTS OF ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT THE OSHANA REGIONAL COUNCIL

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ELLY ASHIKOTO

STUDENT NUMBER: 201193310

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SUPERVISOR: PROFESSOR T. BHEBHE (CHINHOYI UNIVERSITY OF TECHNOLOGY, ZIMBABWE)

ABSTRACT

The purpose of this study was to investigate the effects of organisational culture on employee performance at Oshana Regional Council (ORC). Mixed research methods were used to collect, analyse and interpret data from respondents and key informants. Participants of the study consisted of 103 employees of Oshana Regional Council. Questionnaires and face to face interviews were used to collect quantitative and qualitative data respectively. The Statistical Program for Social Sciences (SPSS) version 25 was used to compute the quantitative data. Descriptive and inferential statistics were applied to better understand the meaning of data. To examine the association between employee performance and organisational culture at Oshana RC, methodological triangulation was utilized to strengthen the credibility and validity of the findings. The study found that a Hierarchical Culture is the dominant culture at Oshana Regional Council. It was the finding of this study that the Hierarchical Culture is relatively weak and ineffective in driving employee performance. It was also a finding of this study that employee performance is positively influenced by organisational culture. The study concluded that a strong organisational culture can provide a number of benefits including organisational unity of purpose, behaviour control and it improves employee commitment. Furthermore, the study found that managers play a critical role in creating a successful organisational culture. The study recommended that Oshana Regional Council should improve its organisational culture. The study also recommended that ORC managers should use leadership styles that are most suited to their employees in order to achieve high productivity, ORC should strengthen its organisational culture and periodically conduct cultural audits.

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LIST OF ABBREVIATIONS AND ACRONYMS

ORC	Oshana Regional Council
CRO	Chief Regional Officer
FY	Financial Year

DECLARATION

I, Elly Ashikoto hereby declare that this study is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

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DEDICATION

This thesis is dedicated to my loving brother Martin Ashikoto and my sisters Etuna Shekupe Hainінga, Daniela Muton, and Megameno Haimbondi. May this serve as a constant reminder for you to pursue your aspirations! I LOVE YOU!

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The first chapter of this study explains the research by presenting the background to the problem, the problem statement, aims of the investigation, importance of the study, the constraints of the study, definition of important terminology used in the study, and the study's organisation. The purpose of this research is to collect, present, discuss and analyse scientific data which helps to demystify the effects of organisational culture on employee performance at the Oshana Regional Council (ORC). This research study addresses this problem from a public service work environment and viewpoint by focusing on a government institution.

The regional government is referred to as the second layer of government authority in Namibia, and the Oshana Regional Council serves as the Regional Authority. On August 31, 1992, the Oshana Regional Council was founded under Section 2 (1) of the Regional Councils Act, 1992. (Act 22 of 1992). The mandate of Oshana Regional Council, according to its Strategic Plan (2017, p.1) is to plan, administer, the region's socio-economic development, as well as to establish, settlement areas as thei- local authority. The vision for Oshana Regional Council, according to the Strategic Plan (2017), is to be industrialized, self-sufficient with infrastructural, socio-economic growth, and a better living standard for its residents by 2030. With the mission to manage, plan, and coordinate socio-economic development programs and initiatives in conjunction with all stakeholders to improve community living standards and accomplish long-term development.

Accountability, inclusiveness, responsiveness, transparency, professionalism, and innovation are values that the regional council aims to live by. However, besides having such a key mandate of delivering key services to its people, ORC is not functioning to the best of its capability and capacity. There has been an outcry from the general public that the Council should improve on its service delivery if it is to attain its goals. To understand how an organisation works, one must investigate the effectiveness of the organisational culture and how it supports employee performance (Martins & Martins, 2003).

The way in which an organisation operates has been variably defined as organisational culture. Organisational culture, according to Julie (2016), is a set of values that influence how employees perform their jobs (Needel, 2004). Culture encompasses all aspects of the organisation. Goke (2015) as cited in (Maxwell & Chukwudi, 2018) points out, culture embraces organisational values, norms, leadership styles and reward systems. Values are outstanding guides to organisational actions.

In recent years, the concept of organisational culture, in particular, has sparked a lot of attention in both research and practice. It has piqued the imagination of academics and business leaders alike because of a provocative promise: that culture may be the best way to boost employee performance (Jiddah, & Rayyan, & Umar, 2016).

According to Maxwell and Chukwudi (2018) organisational culture is crucial in fostering a work environment in which employees are eager to contribute to the organisation's success. In addition, employee performance and work ethic are heavily influenced by organisational culture. For employees, it is either the glue that holds people together or

the glue that drives them away. It entails standards and guidelines that govern employee behaviour in the workplace (Martins & Martins, 2003 cited in Maxwell & Chukwudi, 2018).

Individuals, teams, and organisations' behaviour and achievement are all influenced by organizational culture, according to studies (Owoyemi, et al., 2014). Organisational culture affects employees' interactions among employees and the organisation's stakeholders. Understanding the features of the current organisational culture, recognizing the intended future culture, and determining what needs to change in that culture to achieve desired goals are the first steps in creating an organizational culture that encourages employee success (Isa-, et al., 2016).

Organisational culture, according to Birasnav, Goel, & Rastogi (2012), as referenced in Rashid & Yeop (2020), depicts the values, principles, and conventions that should be accepted to bring individuality to an organisation. Positive attitudes, values, and practices, according to the aforementioned authors, are the foundation of a good company culture. The environment of public organisations in most African nations is tainted with negativities and other factors of poor performance (Birasnav, Goel, & Rastogi, 2012, as cited in Rashid & Yeop, 2020). As a result, public officials are urged to have a flexible mind-set to foster strong cultures in tainted public agencies. They are expected to reconsider their tactics in light of private-sector companies that are noted for their operational excellence (Birasnav, Goel, & Rastogi, 2012 as cited in Rashid & Yeop 2020).

According to Owoyemi et al. (2014), a good organisational culture is a good reward to the organisation in the form of employees' positive attitudes, awareness, and business ethics, satisfaction with their work and careers and contribution to organisational growth. These

benefits positively impact and improve employees' performance which in turn affects the organisation's performance, competitiveness and ultimately propel the organisation to achieve its short and long-term strategic plans (Wanjiku & Agusioma, 2014).

Organisational culture is seen as the organisation's identity, and it is the factor that affects how the organisation operates (Weerarathna, 2014). It consists of the organisation's attitudes, experiences, beliefs, and values that have been learned through social learning and that govern how individuals and groups inside the organisation interact with one another and with parties outside the company (Weerarathna, 2014). An action or activity that can be measured according to Endang, Wulida & Iqbal, (2020) is described as performance. Furthermore, performance is a measurable representation of either the quantity or quality of labour generated by people, teams, or organizations. Employee performance is a reflection of organizational performance or vice versa (Endang, Wulida, & Iqbal, 2020).

According to Weerarathna (2014) in any company, employee performance is the most important factor. When employees begin to perform poorly, it concerns management because it has an impact on the entire operation of the company. Employee loyalty is built on a foundation of cultural knowledge and awareness, which improves an organisation's conduct. Employee attitudes, as well as organizational effectiveness and performance, can be influenced by company culture, according to both managers and academics. Numerous metrics of organisational culture have been connected with a number of individual and organisational outcomes to investigate this idea. Shili (2009) cited in Omukaga (2016)

connected organizational culture with employee commitment, and the results show that there is a link between the two variables, implying that corporate culture has a direct impact on employee commitment in the organization. Various metrics of organisational culture have been linked with a number of individual and organisational outcomes to examine this hypothesis.

For instance, Shili (2009) links organisational culture with employee commitment his study results show that there is a correlation between the two variables, implying that corporate culture has a direct impact on employee commitment within an organisation (Omukaga, 2016). A strong culture according to Kandula (2006) cited in Simelane, (2017) is the cornerstone to great performance. Zain (2009) researched teamwork, communication, reward and training and development as factors of organisational culture and discovered that all four traits were key drivers of employee performance. Another study conducted by (Mohammed & Mohsin, 2020) shows the effectiveness of organisational culture and how it helps to achieve managerial requirements. Rashid and Yeop (2020) assert that organisational culture also influences managerial performance and knowledge management in various organisations. However, Sahertian, Setiawan, and Sunnaryo (2019); Jiddah, Rayyan and Umar (2016) agree that there is no evidence that organisational culture has a major impact on worker performance.

1.2 Problem Statement

By influencing how we interpret the world around us, organisational culture provides a potent mechanism for shaping behaviour. Organisations don't live in a vacuum; they are part of a culture or socio-cultural milieu that shapes how their people think, feel, and act. Organisational culture has a significant impact on an employee's day-to-day activities (Maxwell & Chukwudi, 2018). According to Julie (2016) employee performance in many organisations across the world has dropped over the last decade. When opposed to private companies, government institutions have a history of redundancy. According to the 2019 human resource annual report of Oshana Regional Council, employee turnover has been increasing, the Council's performance declined by 25%, and according to the 2020 annual plan, the Council's performance further dropped by 40%. So far, empirical evidence from diverse research on the effects of organisational culture on business performance has shown mixed, inconclusive, and inconsistent conclusions. In their study, Lok and Crawford (2004) cited in Awadh and Saad (2013) who discovered that organisational culture had a favourable impact on employee performance. Mahmudah (2012) found a substantial association between organisational culture and delivery of services. Jiddah, Rayyan, and Umar (2016) on the other hand, claim that there is almost no evidence to support the impact of organisational culture on employee performance. Similarly, Nwibere (2013) as cited in Kuronzwi (2019) stated that there is a lack of literature support for managers to expand their understanding in the domain of organisational culture's effectiveness in improving organisational performance. Although there has been a lot of research done on the impact of corporate culture on employee performance, there is still

some debate-, since studies fail to establish a rational link between company culture and employee performance. Empirical literature evidence-based studies have yielded diverse results about the effects of organizational culture on employee job effectiveness and competence. As a result, the subject of whether organisational culture promotes or degrades employee performance warrants additional investigation. The objective of this study is to contribute to the advancement of literature by investigating the effects of organisational culture on employee performance at the Oshana Regional Council.

1.2 Research Objectives

The main objective of this study was to investigate the effects of organisational culture on employee performance at Oshana Regional Council. The sub-objectives were as follows:

- To investigate the dominant organisational culture at the Oshana Regional Council.
- To determine the influence managers, have on successful crafting of organisational culture.
- To analyse the effectiveness of Oshana Regional Council's organisational culture.

1.3 Significance of the Study

The research will be valuable to Oshana Regional Council, the government and private organisations. The research will enable managers and employees to identify organisational cultures that support the attainment of strategic goals and objectives. Additionally, this study will help employers and executives to encourage the implementation of organisational cultures that ensure employee effectiveness, motivation, organisational

commitment and job satisfaction. This study will also fill the literature and methodology gaps that exist especially in Namibia and Africa as a continent.

1.5 Limitations of the Study

The investigation was conducted during the Covid-19 pandemic where restrictions to free movements, social distancing and lock downs could have affected the distribution and collection of data from respondents. To mitigate this problem, the research resorted to digital methods of distributing questionnaires and conducting interviews.

1.6 Delimitation of the Study

This research centred on 103 employees (management and staff) of the Oshana Regional Council. Inclusive of employees from its 11 constituency offices as well as employees from the 2 settlement offices.

1.7 Outline of the Study

This research is divided into five chapters. The first chapter acts as an introduction to the study, including background information, a statement of the problem, research objectives, the relevance of the study, as well as limitations and delimitations. Chapter 2 examines the literature review, while Chapter 3 outlines the research methodology and provides a road map for the study. The fourth chapter focused on data presentation, discussion, and analysis, while the fifth and final chapter, Chapter 5, will presents the study's findings, conclusions, and recommendations.

CHAPTER TWO: LITERATURE REVIEW

Chapter 2 reviews the current literature on corporate culture and employee performance. Primary, secondary, and tertiary data sources will be examined and re-examined to gain a better understanding of the concept of organisational culture and how it affects employee performance. This chapter will define key terms, types of culture, the role of culture in an organisation, elements of organisational culture, theoretical framework, and empirical findings by earlier researchers and conceptual framework before giving a summary of the chapter.

2.1 Meaning of Culture

Denison (2011), claims that the connective tissue that holds an organisation's members together so that they can thrive in the face of hardship is known as culture. Every company has a culture that shapes the actions of both management and employees. Culture is an organisation's ideology is, defined as "the traditions and beliefs that set an organization apart from others and instil a sense of vitality in its bones"(Ugwulebo, 2014). People co-create and recreate the worlds in which they live. Culture is a living, active phenomenon. Culture is defined as common attitudes and values inside a business that help create employee behaviour patterns (Scott, 2017). Culture cannot be pushed or produced in a short period, according to (Goke, 2015). Organisational culture takes a long time to develop. "Culture has an impact not just on how managers conduct within the organisation, but also on how they make decisions about the setting and strategy of the organisation." Lorch (1988), as referenced in (Goke, 2015).

2.2. Meaning of Corporate or Organisation

According to Kotter (1992), cited in Li (2015), corporate is a late 15th-century term derived from the Latin 'corporatus,' which is the past participle of 'corporare,' which means 'to form into a body.' 'Corpus' is a Latin term that signifies 'body.' Corporate now refers to a collection of persons who can be handled as a single entity for administrative purposes, which explains its use in the corporate world Li (2015). According to the author, the term "corporate" has been expanded in recent years to include anything related to business concepts or a business attitude, sometimes with a negative connotation. To put it another way, (Kotter & Heskett, 2010) argue that the term corporate refers to a business corporation or a specific company corporation. Whilst a collection of individuals or a firm that has been granted permission by the state to act as a single entity and is recognized as such in law for certain purposes is referred to as an organisation or corporation.

2.3. Meaning of Organisational/Corporate Culture

Organisational culture has been described in a variety of ways by numerous scholars. The following definitions come from a variety of experts and academics:

Organisational culture as defined by (Maxwell & Chukwudi, 2018) is a system of shared values, beliefs, and practices inside an organisation that interacts with formal a structure to establish behavioural norms.

Similarly, Armstrong (2011) asserts that corporate culture is a set of values, norms, beliefs, attitudes, and assumptions that impact how people behave in organisations and how things get done, even if they aren't explicitly stated. Values are what people and organisations are thought to value when it comes to how they act. Our acceptable standards and unwritten guidelines of behaviour are referred to as norms. Organisational culture, according to the above definition by Amstrong (2011) is concerned with the subjective part of what happens in organisations.

Organisational culture, according to Hofstede (2010) is a shared mental process that distinguishes members of one group from those of another. The author goes on to say that organisational culture is a revolving, engaged, and interactive force within the firm that is shaped by the gestures, behaviors, and attitudes of employees and management. Maxwell and Chukwudi (2018) define organisational culture as the "normative glue" that binds an organisation. According to the above-mentioned authors, organisational culture is composed of the company's shared beliefs and values. It influences the worker's degree of job satisfaction as well as the level and quality of their performance and it also has an impact on the level and quality of a worker's performance, as well as their job satisfaction (Maxwell & Chukwudi, 2018).

Moreover, Organisational culture can enhance communication, improve decision making as well as leading to resistance to change thereby impeding the smooth implementation of organisational strategies. According to Hasan, Astuti, and Iqbal (2020) the knowledge, practices, behaviour, beliefs, and attitudes that the organisation develops and expects every organisational member to follow to achieve organisational goals are known as organisational culture.

Similarly, organisational culture, as defined by (Kreitner, Kinicki, & Cole, 2008) as cited by Hasan, Astuti, & Iqbal, 2020) is a comprehension of how employees behave. According to Maxwell and Chukwudi (2018), organisational culture is the way an organisation operates. However, Ratnasari, Sutjahjor and Adam (2019) defined organisational culture as the developed and acquired norms, values, behaviours and philosophies of the organisation's executive managers that have become a guideline in employees' thinking patterns and action towards achieving strategic objectives

2.4. Meaning of Employee performance

Employee performance, according to Evans (2016) is described as how successfully a person performs his or her job, obligations, and responsibilities. In the interest of fairness and transparency, the measure of employee performance used should ideally be transparent to the employee, with performance objectives and standards made plain to the employee from the start (Noel, 2012). Kreitner, Kinicki, and Cole (2007) as cited in Evans (2016) in their works "Fundamentals of organizational behaviour", state that the function of organisational culture is to provide employee identity in an organisation, provide collective convenience, promote social system stability, and shape employee behaviour. In their works they further note that, organisational culture has a significant impact on practically every area of the organisation's operations, and it can also help to mitigate the effects of potential changes. The author further assert that employee engagement and, ultimately, employee performance are heavily influenced by organisational culture within an organisation. Organisational culture has an influence on workers and their job

satisfaction, managers and their life styles and strategies adopted by organisations to achieve their objectives. Many authors measure employee performance using the following indices productivity, employee commitment, punctuality innovation etc. Employee productivity is a measure of the output of a worker for a given quantity of input. It is a type of input/output analysis designed to evaluate how a single unit of input is transformed by worker into the expected output (Julie, 2016).

The ability to finish a needed task or fulfil an obligation ahead of or on time is defined by punctuality by Noel (2015). According to Kurt (2014) employees who are likely to be absent from the workplace or arrive late for work are unlikely to reach their performance goals. Noel (2015) posited that in cultures which values punctuality being late is seen as disrespectful of others time, and may be considered insulting. Another measure of performance is commitment many authors acknowledge commitment as a psychological phenomenon that an employee continues to working a job and feels bound to it, regardless of whether the job is fulfilling or not (Noel-, _2015). The author further notes that innovation is another essential component of employee's performance. Additionally, employee productivity is critical in any organisation, not only for the organisation's success, but also for the advancement of the employee's career. Employee performance is viewed as the foundation of an organisation because it facilitates its growth. Employee loyalty is based on their understanding and awareness of the company's culture, which enhances the company's behaviour (Sitengu, 2018).

2.5 Types of Cultures

Employees that feel valued as contributors to the organisation's mission are more likely to take on the challenge of attaining the mission and functioning as a team. It has the potential to turn an organisation's employees into a wellspring of innovation and new ideas (Cameron & Quinn, 2011). According to the aforementioned scholars, there are no good or negative organisational culture types. However, the conditions of the market in which they function determine whether a culture is positive or negative. According to these academics, a balance of the four culture types is required for organisational culture to have a good impact on organisational performance. Cameroon and Quinn (2011) further opined that in order to achieve optimal organisational performance, a variety of talents are required, which may not all be available in one culture type. The following cultures will be discussed in this study as outlined by Cameron & Quinn (2011): Bureaucratic Culture prioritizes internal emphasis and integration. In a controlled and structured work environment, this can be evident in a culture where leaders serve as coordinators, monitors, and organisers.

Their goal is to have a well-run, systematic organisation, and they place a premium on efficiency, consistency, timeliness, and uniformity, all of which lead to standardised outputs that can be controlled by leaders. This culture believes that having controls, capable procedures, and efficiency are the keys to achieving organisational success.

Clan/Consensual Culture is defined by tradition, loyalty, personal dedication, thorough socialisation, teamwork, self-management, and societal influences. Members are aware that their contributions to the organisation may go above and beyond any contractual

obligations (Cameron & Quinn, 2011) High levels of risk-taking, enthusiasm, and inventiveness describe an Entrepreneurial Culture. Experimentation, innovation, and staying ahead of the curve are all priorities. Entrepreneurial Culture not only reacts to, but also drives, environmental change (Cameron & Quinn, 2011). Furthermore, this culture supports flexibility, but instead of teamwork, it emphasizes dynamism and an entrepreneurial workplace with a visionary and innovator as the leader. According to this notion, innovation, vision, and new resources provide the best results in terms of organisational performance. Finally, there's the Market/Competitive culture. This culture is competitive, results-oriented, and externally orientated. It focuses mostly on customers and leaders. Its worth is determined by market share, profitability, and objective achievement (Cameron & Quinn, 2011).

2.6 The Role of Culture in the Organisation

Cited in Li (2015) Brown (1995) indicates the following functions of culture in an organisation Firstly, culture encourages dispute resolution. In Addition, Culture promotes coordination and control. Moreover, when a difficult decision must be made, organisational culture may even assist in narrowing the range of options to examine. A company's culture reduces ambiguity. Last but not least, organisational culture can be a significant source of employee motivation and, as a result, has a significant impact on the efficiency and performance of the organisation. A good corporate culture might give an organisation a head start-, because it encourages consistency, coordination, and control, as well as reduces anxiety, increases motivation, and facilitates organisational effectiveness, all of which improves the odds of success in the marketplace.

2.7 Elements of Organisational Culture

The following elements make up an organisation's culture: values, beliefs, philosophy, leadership styles, and reward system. According to Scott (2017), leadership style is the strategy used by management to guide employees toward accomplishing certain objectives. Leaders may shape the way cultures develop, establishing their company for a long-term competitive edge that is difficult to duplicate. Effective leadership shapes an organisation's work culture (Campbell, 1996 as cited in Udokwu, 2014). Without top-level support for ethical behaviour, employees will be unable to develop their own ethical decision-making procedures. Furthermore, an ethical corporate culture necessitates the establishment of a good ethics program to educate and develop compliance requirements, as well as effective monitoring to monitor the complex ethical judgements made by employees. It also demands the establishment of a strong ethics program to educate personnel, establish compliance requirements, and promote growth.

Udokwu (2014) recognised three distinct leadership styles: Participative leadership is another term for democratic leadership. It's a leadership style in which group members take a more active role in decision-making. This type of leadership encourages everyone to engage. Ideas are freely communicated, and discussion is welcomed. When a leader prescribes policies and procedures, determines what goals must be met, and assigns duties and controls all activities without allowing subordinates to participate meaningfully, this is known as Autocratic Leadership. This leadership has complete authority over the team, allowing for little individuality inside the group. Laissez-faire leadership style: This is a form of leadership style in which the leader takes a back seat and lets the group members

make the decisions. According to research, this is the type of leadership that results in the lowest levels of group production.

Biedman and Fieler (2014) varied cultures have different views and approaches to aging, religion, values and attitudes, and communication styles. According to Biedman and Fieler (2014) an organisational incentive system is a series of programs established by a corporation or other organisation to reward and inspire personnel. Agulana and Awujo (2005) as cited by Biedman and Fieler (2014) described a reward system as an organisation's integrated policies. Biedman et al; (2014) categorise the systems into two broad typologies, namely financial and nonfinancial, while psychologist like Goke (2015) and Scott (2017) classified reward systems into extrinsic and intrinsic.

2.8 Organisational Culture and its Dimensions

Hofstede (2010) defined four cultural aspects. Power Distance is the first aspect that represents societal inequality. Some people wield greater power than others, while others enjoy higher social standing and respect. It represents such disparities among society's many sectors. The second dimension is Individualism and Collectivism. According to Hofstede (2010), employees in an individualist culture are expected to behave in their own interests at work, and job objectives should be organized in such a way that they meet the individual's interests. Individuals in a collectivist culture are divided into in-groups. Employees act in accordance with the interests of their in-group, which may or may not coincide with their interests. When Organisations hire someone who is already well-

known, the risks are decreased. According to Hofstede (2010) Masculinity and Femininity are the third cultural dimension that shows whether a culture is mostly male or female in terms of cultural values, gender stereotypes, and relations of power. Employment in masculine civilizations is assigned to males and others to females. The fourth dimension of Hofstede's cultural Dimension theory is Uncertainty Avoidance. Because we cannot predict what will happen tomorrow, every human community has devised strategies to deal with this uncertainty. Another component Hofstede (2010) examined in his culture dimension theory is a long-term orientation. There are two types of orientation: long-term and short-term. The long-term orientation dimension is concerned with society's desire for virtue, with a focus on the future, and with a concentration on learning and endurance. In addition, a culture that is focused on the short term is more concerned with establishing absolute truth. Indulgence, according to Hofstede (2010) is the last cultural dimension, and it refers to a culture that permits relatively unfettered satisfaction of basic and natural human urges such as enjoying life and having pleasure.

2.9 Conceptualising Organisational culture

Organisational culture is challenging to conceptualise, according to Cameron & Quinn (2011) because there is little agreement on what it means, how it should be observed and quantified, and how it links to more established organisational psychology theories. Organisations have labelled anything, from value declarations to prevalent behaviour patterns, as organisational culture (Schein, 2010). Organisational culture was promoted as a universal answer to practically every organisational problem in the early 1980s.

However, it is arguable that the concept of organisational culture's complexity and nuances have done more to perplex executives and scholars than to educate them (Schein, 2010). Many studies have emphasised similar meaning as the common thread due to differences in how culture is conceptualised. Theories of organisational culture, according to Jiddah, Rayyan, & Umar (2016), try to explain phenomena that occur in and around persons. The authors go on to say that due to a lack of concrete information on distinct cultures, studying theories of organisational culture is typically challenging. One of the different theories among private and public sector organisations is a shared notion of organisational culture (Jiddah, Rayyan, & Umar 2016). According to the aforementioned authors, individuals in a firm frequently hire like-minded individuals to promote a specific, well-defined aim. This allows the organisation to concentrate solely on performance. Organisational culture theories usually focus on distinct aspects of company culture, such as ethics, profits, or philanthropy.

2.10 Theoretical Framework

This study is based majorly on Denison organisational culture model, other theories discussed are; Schein's theory of organisational culture and Hofstede's Manifestation of Culture.

2.10.1 Schein's three-level model

Ethnographic studies focus on the deeper components of culture, which may not be grasped without intensive, lengthy observations and connections with persons functioning in that culture, ethnographic approaches to the concept of organisational culture should be explored Schein (2010). According to Schein (2010), direct mechanisms such as behaviour, staff standing, and opinions, among others, have a direct impact on corporate culture. The purpose and vision of a corporation, rules and regulations, corporate identity, rituals, and design are all examples of indirect mechanisms that influence organisational culture. To this goal, Schein (2010) proposed a three-level description that includes artefacts, values, and underlying principles, as shown below:

Figure 2. 1 Schein's three-level model of corporate culture.

Source: E.H. Schein, Organisational Culture and Leadership, 2010.

Artefacts are observable characteristics of an organisation, but they might be difficult to interpret in terms of its culture (Schein, 2010). Logos, corporate apparel, structures, processes, and architecture are all examples. This is visible to all stakeholders and marks the organisation's surface. According to Schein (2010), Espoused values are the second culture, which focuses with setting standards principles and a code of conduct. This culture governs how the organisation presents and publicises its strategy, aims and ideologies. Schein (2010) further asserts that the traits in this level explain why a company might be driven in a particular route. The fourth culture mentioned by Schein (2010) is basic underlying assumptions. The author emphasises that these are the beliefs that are anchored in the organisational culture and are regarded as self-evident and unconscious behaviour. Because underlying assumptions are difficult to discover internally, the aforementioned author motivates the idea that these qualities in the third level require some time to determine or identify exactly what underlying assumptions exist in one's business.

2.10.2 Denison Organisational Culture model

Denison's study resulted in the creation of a model that focuses on four criteria that have been linked to organisational effectiveness. Mission, adaptability, consistency, and involvement are some of the elements to consider. These characteristics will be described and shown in greater detail further down.

Figure 2.2: Denison organisational culture model.

Source: Denison (2011, p.23), organisational culture

According to Denison (2011), the assessment instrument is designed to identify organisational culture and how it affects performance. Figure 2.2 depicts the four characteristics that are closely associated to organisational effectiveness, according to Denison (2011). The underlying aspects of corporate culture, mainly beliefs and assumptions, are depicted in the centre of this diagram.

According to Denison (2011) mission describes the direction in which the organisation is headed; it examines issues such as the company's strategy, vision, goals, and objectives. Adaptability, on the other hand, provides information on how well the organisation allows the demands of the business architecture or the external environment to influence

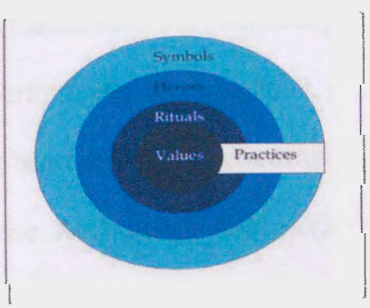
operations. Focusing on the client and bringing about change, for example, promotes both growth and survival, and this is linked to a learning company that strives for sustainability through its adaptability. The third theory is involvement theory which focuses on determining whether the organisation's people are aligned, in this theory collaboration is centred on continual empowerment, with efficacy and building capacities at its foundation. Last but not least is the consistency theory. This is based on the organisation's basic principles and guarantees that a well-coordinated structure is in place to get things done.

Denison (2011) agrees that the ideas and assumptions at the heart of this model are the components of an organisation that are often disregarded and difficult to assess. Whereas measuring it is challenging, the Denison culture model was created to attract attention to the soft features, which should be highlighted in the culture and performance assessment as organisational diagnosis takes place. For instance, if the Council receives a poor grade on empowerment under the involvement theory, a debate among the leadership team may conclude that employees want empowerment training. While logic may confirm the assumption made by organisation leaders, the Denison model points out that further analysis and diagnosis may provide more precise information to the team when a deeper introspection is conducted. Denison argues in this sub-mission that training employees on empowerment may not yield the anticipated benefits, - owing to other underlying influencing variables. According to Denison (2011), a low ranking on empowerment could be ascribed to low morale and a lack of trust from employees toward management.

2.10.3 Hofstede's Manifestations of Culture

Simelane (2017) cites Hofstede et al (1990) who categorise cultural manifestations into four groups: symbols, heroes, rituals, and ideals (as indicated in figure 2.3). Within a society, symbols are words, gestures, visuals, or things that have a specific significance. Heroes are people, living or dead, real or imagined, who possess culturally valued attributes and consequently serve as role models for others (Wilkins, 1984 as cited in Simelane, 2017). Rituals are group actions that are technically unnecessary but socially important within a culture, and might be considered to be performed for their own purpose. According to Hofstede (1980), as cited in Simelane (2017), these layers are analogous to the successive skins of an onion, progressing from shallow surface symbols to deeper rituals. Symbols, heroes, and rituals can all be categorised as practices since they are visible to an observer, but their cultural significance is determined by how they are understood by insiders. As illustrated in figure 2.3, the foundation of culture is generated by values, which are broad, non-specific sensations of good and evil, beautiful and ugly, normal and aberrant, rational and irrational that are typically unconscious and rarely discussable. These values cannot be seen as such, but are represented in behavioral options (Hofstede et al, 1990 as cited in Simelane) (2017)

Figure 2. 3 Manifestations of Culture: From Shallow to Deep Source. *Adapted from Hofstede, (1980)*



2.11 Empirical Review

The link between organisational culture and performance has been studied by many scholars. Organisational culture is an important component of organisational success and a source of competitive advantage according to Sharma and Good (2013). Correspondingly Employee performance is favourably connected with organisational culture, according to Weedrarathna & Greeganage (2014). Strong organisational cultures, according to these academics, are effective vehicles for outstanding employee performance. Ojo (2011) investigated numerous organisational culture concepts to determine the significance of the relationship between organisational culture and corporate performance in the business context. The study used a survey research approach. The population of the study was Nigerian employees in the commercial banking business. According to the conclusions of the study, organisational culture has a significant impact on an organisation's overall success. Similarly, Aluko (2013) investigated if there is a substantial positive association between organisational culture and employee performance, and discovered that a weak culture causes an organisation's and its employees to perform poorly and collaborate ineffectively. According to the author, a lack of involvement, consistency, adaptability, and mission can all be caused by a company's poor culture. According to Shahzad (2012) an examination of a large body of literature revealed that organisational culture has a significant impact on a number of organisational processes, personnel, and performance. Burnes (2009, p. 128) agrees with the foregoing, stating that "culture is at the heart of competitive advantage, particularly when it comes to maintaining high performance. According to Burnes (2009)'s Bain and Company report, approximately 70% of business leaders feel that culture is the most important source of

competitive advantage. Likewise, Immordino (2010, p. 84) recommends that it is important to create an organisational culture that encourages high-quality practices and that both enable and motivate people to achieve at a high-performance level. Kawooya (2010) conducted a study on the impact of leadership styles on employee performance. The Research adopted survey design in its design approach, while the sampling techniques as simple random sampling. The study sampled the opinion of 280 respondents using a questionnaire. The data was sourced through primary and secondary and results showed that there was a negative association between authoritative leadership and employee performance. According to the study, authoritative leadership has a negative impact on individual performance, reducing the efficiency of individual invention and creativity at work. Employee performance and democratic leadership style were also found to have a beneficial link in the study. According to Kawooya (2010) most employees had less authority from their bosses, which harmed employee performance in departments with laissez-faire supervisors and managers. Correspondingly, Chan and Chong (2014) investigated how leadership styles affect employee commitment. The questionnaire was adopted to sample the opinion of 384 respondents from a retail industry in China. A convenience sampling method was adopted. Their studies revealed that democratic leadership style has a substantial beneficial association with employee performance. They asserted further that democratic leadership styles have been found more appropriate for complex and dynamic organisation in modern days. Likewise, Maxwell and Chukwudi (2018) examined the influence of organisational culture on employee performance. The research approach included a sample of 300 employees from four bottling factories in eastern and southern Nigeria utilising a combination of judgmental and basic random techniques, with a structured questionnaire as the instrument. For correlations and analysis

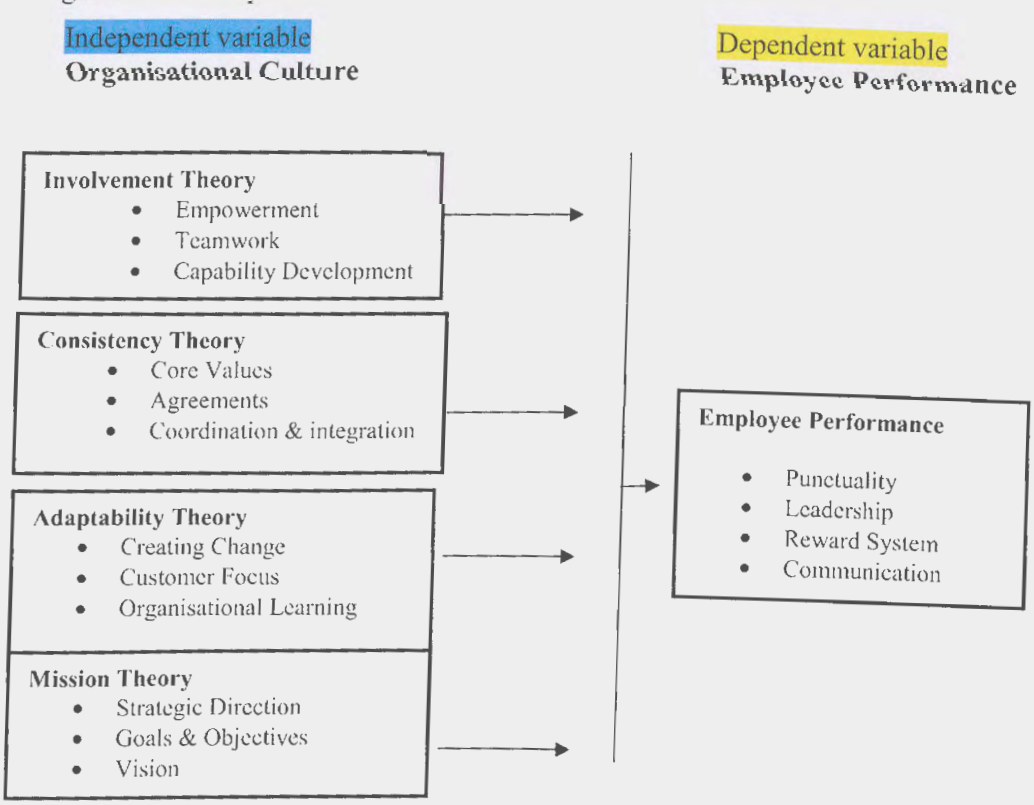
of variance, the primary data were analysed using version 20 of the Statistical Package for Social Sciences (SPSS). According to the study's findings, an organisation's culture has a considerable impact on employee performance. Employee performance was measured in terms of commitment, productivity, and punctuality, while culture was measured in terms of leadership style and reward system. Democratic leadership style has a 50.2 percent impact on employee productivity, commitment, and punctuality. Employee productivity, commitment, and timeliness are all affected by the same situation. Organisations have a leadership style and a reward system that are part of their culture. All leadership styles do not have the same impact on employee performance; in this study, only democratic leadership had the beneficial outcomes. The autocratic style was found to influence employee behaviour in a way that impairs performance, according to previous studies. Furthermore, according to the study, a reward system can have a good impact on employee performance only if it is appropriate for the organisation's personnel. Organisational culture has a significant impact on employee performance, according to these findings. A Critical Review of Organisational Culture on Employee Performance, conducted by Narayana (2017), is another study under review in this study. Employee engagement and performance were investigated as a result of company culture. A questionnaire was distributed to 251 respondents from 9 government bank branch offices and Malang Regional offices in order to collect data. Smartpls (Partial Least Square), a program that combines measurement models and hypothesis testing, was used to examine the data. Employee engagement and performance are positively influenced by organisational culture, according to the findings. However, other research has found that the association between numerous cultural traits and employee performance has changed through time (Denison, 2015).

A favorable association between the two constructs has been debunked in studies (Flamholtz & Randle, 2011; Ricardo, 2006). According to Cameron and Quinn (2011) there have been contradictory outcomes, with one assertion claiming that there is no association between organisational culture and performance (Ricardo, 2006). Relatedly, according to Nwibere (2013), there is a lack of theoretical support for managers to advance their knowledge in the area of organizational culture's effectiveness in enhancing corporate business performance. While there have been studies on the relationship between organisational culture and performance (Kotter, 2007; Denison, 2011; Schein, 2010), there have been fewer studies on the causal relationship between the two categories in the public sector (Cameron & Quinn, 2011). Few studies have been published in affluent nations such as Australia, New Zealand, and Ireland; however, the researcher has not found any such studies in developing countries such as Sub-Saharan Africa, specifically Southern Africa, Namibia, and Zimbabwe. (Abu-Jared, Yusof & Nikbon, 2010). Furthermore, Schein (2010) claims that questionnaires were ineffective in identifying the deep-seated assumptions in the construct of organisational culture, based on a review of the aforementioned Organisational Culture research by various scholars over the years. Due to the limitations of questionnaires in previous studies, it has been suggested that combining approaches would improve the reliability of results on organisational culture (Yilmaz & Ergun, 2008). To provide validity to this phenomenon, the above-mentioned author recommends the use of mixed approaches and methodological triangulation. As a result, this study adopted a mixed-method approach to cover this methodological gap. In conclusion, research shows that organisational culture, as a social construct, influences employee behaviour in the workplace (Schein, 2010).

2.12 Conceptual Framework

A conceptual framework is a visual or textual product that "explains, either graphically or in narrative form, the primary objects to be studied-the key components, concepts, or variables-and the hypothesized relationships among them," according to (Weerarathna & Geeganage 2014). Organisational culture is chosen as an independent variable, and employee performance is chosen as a dependent variable, in order to determine the link between organisational culture and employee performance at the Oshana Regional Council. The overwhelming direction of effect is demonstrated by the direction of the pointed arrows in Figure 2.4, where the independent variables directly influence the dependent variable of employee performance:

Figure 2. 4 Conceptual Framework



Source: ***Researchers own work***

2.13 Chapter Summary

The purpose of researching organisational culture, its definition, and growth, as well as an overview of its conceptualization, were discussed in this chapter. The types of culture and theoretical models that are used to define its varied components were evaluated in order to have a better understanding of the idea of culture. The role of culture in an organization was also discussed, as well as an empirical analysis of scholarly controversies around the concept of organizational culture. Before giving the conceptual framework, this chapter also examined employee performance and how to quantify it. Research Methodology will be discussed in the following chapter.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

Research technique is defined by Kothari (2004) as cited in (Gill & Johnson, 2010) as a systematic approach to resolving a research problem. This chapter defines and justifies the study's research paradigm, research philosophy, research designs, data collection instruments, population, sample methodologies, sampling strategies, and data processing techniques. The chapter also looked at how the research findings' validity and reliability will be ensured. Finally, the Chapter considered ethical issues.

3.1 Research Philosophy

Gill and Johnson (2010) note that, many organisational culture dissertation topics fall broadly within positivism or interpretivism, as a result, seasoned researchers may be required to adjust their philosophical assumptions throughout time and adapt to a new stance of adapting the combined philosophical paradigm on occasion. This study, - employed a pragmatic approach as a research philosophy because pragmatism uses both positivism and interpretivism. (Creswell, 2013). Additionally, as a philosophical viewpoint, pragmatism sees knowledge as a necessary fact or an intimate experience.

3.2 Research Design

According to a strategic framework for action that connects research topics to research execution is known as research design. The goal of a research design, according to (Mouton, Marais & Arogundade, 2020) is to arrange and organise a particular research in such a way that the research findings' eventual validity is maximized. This study employed a mixed research design which was anchored on exploratory research design for qualitative data which explored issues of organisational culture and quantitative research design to capture data on employee performance. Creswell (2013) argues that using a mixed research study is good in that it combines the advantages of both methods and each method mitigates for the weaknesses of the other. A Mixed research study also allows for triangulation of findings. Despite the fact that several researchers studied factors that influence change effectiveness and readiness using different antecedents than the proposed research, there appears to be a lack of research that tries to understand the relationship between organizational culture and employee performance in depth. Exploratory research looks into the causes and effects of various variables (Tredoux & Durrheim, 2013). The goal of this form of research is to connect the dots in research by separating causative factors and findings related to the topic of interest (Creswell & Poth, 2016). Exploratory research tries to uncover and examine essential topics in a subject in order to develop a basic understanding as a foundation for additional research.

According to Yin (2014) the research aims and problem being examined are the most important aspects that influence the choice of research methods.

The purpose of this study was to learn more about the impact of Oshana Regional's current culture on its performance and to figure out how Oshana Regional Council may improve its organisational performance by leveraging its culture. As a result, a mixed-method approach was used for this study, which allows for the use of both quantitative and qualitative methods to recognize the relationships between organizational culture and employee performance to provide more concrete evidence of the relationship between the two variables (Creswell, 2013).

3.3. Population

The total group of individuals, events, or things of interest that the researcher desires to explore," defines population Sekaran (2012, p.6). The population of this study was 140 employees as per the Oshana Regional Council's staff establishment (2021). The population has 59 male and 81 female members and among the population of 140, there were 6 employees termed as managerial staff.

3.4 Sample

The procedure by which a researcher picks a sample of participants for a study from the population of interest, is known as Sample says Sekaran (2012, p.21, as cited in Sitengu, 2018 p.34). The study's methodologies and tactics were based on both probability and non-probability sampling. In comparison to a study covering the entire population, the aforementioned author adds that employing a sample makes research more manageable and cost-effective because it saves the researcher time and money.

Purposive and simple random sampling techniques were the two main strategies utilized to pick the sample. From a population of 140, the sampling table by (Krejcie & Morgan, 1970) gives a sample of 103. Purposive non-random sampling technique was used for the qualitative study responses for the interviews consisted of key informants made up of purposively selected managers and these are six (6) in number. Based on their level of responsibility in providing guidance in the achievement of the Council's yearly performance targets and strategic goals, managers were determined as the most appropriate respondents for providing rich information about the organization's culture.

3.5 Research Instruments

According to Mugenda (2009) as cited in (Wanja & Odoyo 2020, p.13). The objective of a research instrument is to measure the variables of the study, and the instruments used should be devised by the researcher and produce reliable and useful data for decision-making. To obtain quantitative data, structured-questionnaires were used to acquire primary data. To make quantitative analysis easier, the structured questions used a 5-point Likert scale. Secondary data for the qualitative study was acquired using an interview guide, and interviews were recorded after the key informants (managers) granted their consent. (Andish, Yousefipour, Shah- Savaripour & Ghorbanipour, 2013).

3.6 Methods used to ensure Validity and Reliability

3.6.1 Validity

According to Mugenda (2009), as cited in (Wanja & Odoyo 2020, p.13), validity refers to the accuracy and significance of inferences drawn from study findings. It refers to an instrument's capacity to measure exactly what it was designed to measure. Wanja and Odoyo (2020) state that validity in every study, is crucial to ensure that methods used, instruments used and data collected are valid. Face validity, construct validity, content validity, internal validity, external validity, and criterion-related validity are all types of validity mentioned by Mugenda (2012).

Models and theories relevant to the research subject, problem statement, and study goals were used to establish the validity of the literature review. This research drew on a wide range of modern and classic literature. This helped to ensure that the required elements and notions were properly conceptualised. Furthermore, the empirical study's validity was assured by the use of measuring tools that were suitable to the research variables. To strengthen the credibility and validity of the data in the analysis to evaluate the link between performance evaluations and organisational culture, methodological triangulation was applied (Azilia & Rankin, 2012)

3.6.2 Reliability

Kumar (2012) defines reliability as the results' stability across time as well as an accurate depiction of the population. According to Timmerman (2005) a questionnaire, observation sheet, a test, coding system for data may be reliable without being valid. A reliable instrument is 'reliable' simply if it consistently gives the same results every time, if the same cases are re-measured even if the measurement is consistently 'wrong' (biased). To test for the reliability and internal consistency of the research instruments, the study used the scree plot to test factor loading. The analysis and assessment of current literature sources, theories, and models relevant to this study and similar studies were used to assess the reliability of the literature review. The empirical study's reliability was demonstrated by using measurement devices that had previously been proven to be dependable. Cronbach's alpha coefficients were also employed to determine the instruments' internal consistency and, as a result, their reliability (Creswell & Poth, 2016).

3.7 Pilot testing

A pilot study was administered to a randomly selected group of five (5) individuals outside the population to test the questionnaire's reliability and validity in order to make calculations for validity and reliability possible. This aided in the refinement of the questionnaire to ensure that it satisfied the research objectives and gave results that were comparable to previous studies.

3.8 Procedure

The researchers applied to the University of Namibia for ethical approval and permission to undertake the study. The Chief Regional Officer of the Oshana Regional Council signed a letter granting authority to undertake this research. Moreover, the researcher administered a pilot study to five (5) randomly selected Oshana Regional Council individuals to improve the validity of the questionnaires & conducted a trial run interview with the middle managers to test the validity of the interview guide. Appointments were made 10 days' prior via email, telephone, and face to face interaction for the qualitative study. And for the quantitative study researcher used the pick and drop method where self-administered questionnaires were given to participants for the actual study. The above-mentioned research framework was guided by Saunders, Lewis, and Thornhill (2019), who used the Research Onion diagram. The study felt that to go deeper and grasp what is at the heart of organisational culture and its influence on performance, one must peel off layer after layer until one gets to the bottom of the phenomenon, which is what this study performed.

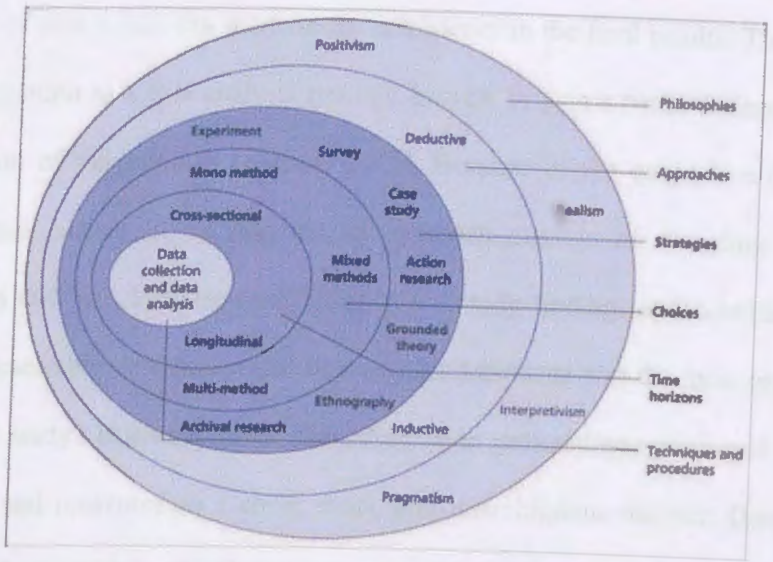


Figure 3. 1The Research Onion

Source: Saunders, Lewis, and Thornhill (2019)

3.9 Data analysis and presentation

Quantitative data was captured and computed using the Statistical Package for Social Sciences (SPSS) version 25. Both descriptive and inferential statistics were used to analyse quantitative data based on the assessed variables. From a qualitative perspective, the researcher used content analysis to summarise and categorise the interview field notes and recorded data according to common themes. To examine the association between performance evaluations and organisational culture at the Oshana Regional Council, methodological triangulation was utilized to strengthen the credibility and validity of the quantitative data in the analysis. Triangulation, according to Azilia and Rankin (2012) can boost study results by merging and analysing diverse data sources.

Validation of data points can increase the confidence in the final results. The researcher used triangulation as a data analysis strategy in order to gain a better understanding and interpretation of the findings (Kumar, 2012). Because of the qualitative character of organisational culture, it necessitates an approach capable of revealing underlying assumptions that will increase confidence in the study findings and conclusions. As a result, the researcher determined that this analysis technique was the most important for boosting the study's trustworthiness. The information gathered was processed, evaluated, interpreted, and presented in a clear, exact, and unambiguous manner. Data was also visually displayed with theatrical explanations in frequency tables, histograms, bar charts, pie charts.

3.10 Research Ethics

According to Newman and Glass (2014), academics must make a conscious effort to preserve the rights of human participants in studies. This study conformed to ethical considerations demanded of any academic research by adhering to research protocols and best practice. Ethical guidelines as outlined by Kimmel (2009) were religiously followed. The right of respondents to choose whether or not to participate, the right to confidentiality, privacy and anonymity of participants was respected. Data collected for this study will be stored in a secure cabinet under lock and key for five years before being destroyed. Finally, in order to avoid plagiarism, all sources used in this study were acknowledged (American Psychological Association, [APA], 2012)

3.11 Chapter Summary

This chapter outlined the research strategy, research philosophy and the research design used in the study to investigate the effects of organisational culture on employee performance at Oshana Regional Council (Oshana RC). The design combined the qualitative and quantitative research designs because it was mixed research. The chapter also outlined the research instruments, population, sample, sampling design and it also clarified how the reliability and validity of the research findings were achieved. The next chapter, Chapter 4, concentrates on data presentation, discussion and analysis.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

Using the methodologies provided Chapter 3, Chapter 4 presents, examines, and analyses the data received from respondents and interviewees. The quantitative data was analysed using descriptive statistics, and the qualitative data was categorized thematically into clusters for ease of interpretation.

4.2 Section A: Presentation of findings & Discussions of Quantitative Data

4.2.1 Rate of Response

A total of 103 surveys were issued to Oshana Regional Council workers, with 97 completed and returned, resulting in a 94 percent response rate. A response rate of 50%, according to (Mugenda & Mugenda, 2003), is sufficient for data processing and reporting of findings. They also say that a response rate of above 60% is acceptable. The study attained 94% response rate and this was viewed as very good. A high response rate helps to achieve validity and reliability of research findings. The 97 responses are part of the quantitative data which was subject to descriptive statistical analysis.

4.2.2 Demographic Data

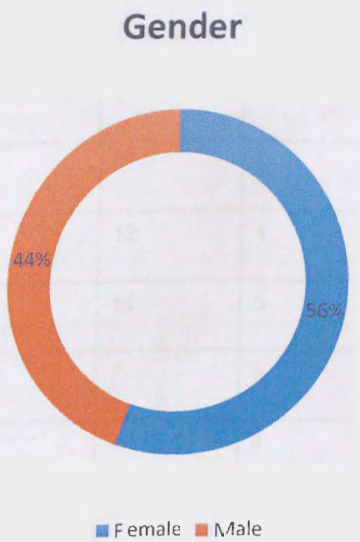
Gender, educational background, family life status, and age of respondents, according to Omukuga (2017) have a substantial impact on workplace motivation.

The biographical information provided in the questionnaires was the subject of this section. The goal of the demographic profile was to see if employees of various backgrounds and traits had varied perspectives on the organization's culture and performance. The demographic information which was collected included parameters of gender, age group, duration of years working at ORC and the department which the respondents work.

4.2.3 Gender composition of participants

The graph below reflects gender composition of the respondents.

Figure 4. 1 Gender composition of participants



The graph above revealed that out of the 97 respondents 56% (53) were female and 44% (47) were female. Females outnumbered males in this sample, according to the findings.

This is a true reflection of the employment statistics at Oshana where the total employment demographics shows that there are more female employees than males. It can therefore be stated with confidence that the above gender statistics are representative of the true situation at Oshana Regional Council.

4.2.4 Respondents' age groups and duration and duration of employment

In this regard, the researcher wants to determine the age of participants at the Oshana Regional Council. The table below displays the findings.

Table 4.2. 1 Respondents' Age Groups and duration of employment

Age group of Respondents	Duration of Employment at ORC					Total as a %
	Less than 5 years	5-10 years	11-15 years	16-20 years	More than 20 years	
20-25	3	0	0	0	0	**3**
26-30	19	2	0	0	2	**23**
31-35	4	12	1	0	0	**17**
36-40	10	11	0	2	0	**23**
41-55	1	7	6	2	2	**18**
55-60	0	4	4	4	1	**13**
Total as a %	**37**	**36**	**11**	**8**	**5**	**97**

The data gathered reveals that, most of the 97 employees that participated in this study come from the 36-40 age group and 26-30 age group both accounting for (23%) respective fully and then 41-55 age group (18%).

The rest of the considered age group comprises of less than 17% of the 97 respondents respectively. The above results showed that the respondents were dominated by young people in the recent years (See table 4.1). The number of years respondents worked at the Oshana Regional Council was also taken into account when comparing responses. Outcomes showed that the Oshana Regional Council employed both the youth and the experienced employees over the years. This was encouraged by Bhebhe (2015) who advocated for diversity in the workplace. Table 4.1 reveals that 97 people responded to the survey, 37% of respondents have been with the Council for less than five years, while participants that have been with the Oshana Regional Council for at least 5-10 years accounted for (36%), also at least 11. % have been employees at the Oshana Regional Council for 11-15 years. A composition of 8% have been with the ORC for a period between 16-20 years. These figures reveals that the employees considered for this research study have what the researcher believes to be the necessary experience to know and understand the effects of Council's culture on employee's performance. The study had also included the option for those that have been with the ORC for more 20 years which accounted for only 5%. The research needed this information to measure the understanding of organisational culture as a subject within the employees. It is believed that this data is to see if the respondents understood the culture of the Oshana Regional Council as an entity according to the number of years they have spent working for the ORC, also in addition to see if the company has a culture of embracing new and young people into the Council staff establishment.

4.2.5 Department of respondents

The detailed questionnaire required the employees at the Oshana Regional Council to indicate their respective departments. This was done with intentions to not only focus on one department when measuring the depth and the effects of organisational culture on employees' performance within the ORC at large. The summary below presents the composition of employee departments at the Council.

4.2.6 Response rate based on departments' summary

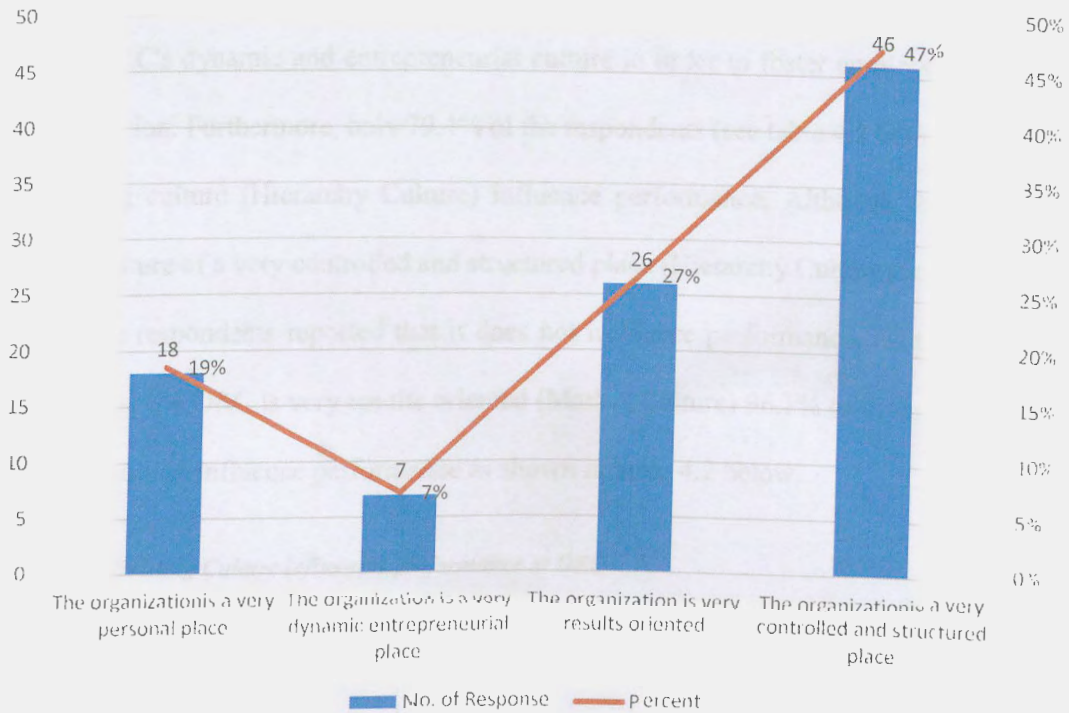
Administration Department - 44 (45% of all responses)
Finance Department - 9 (9% of all responses)
Rural Services – 6 (6% of all responses)
Planning Division - 17 (17% of all responses)
Human Resources - 17(17% of all responses)
Office of the Chief Regional Officer (CRO) – 4 (4% of all responses)

Research data indicated that six departments at the Oshana Regional Council were put into considerations for this research study. It was mandatory for the employees to share the departments that they work in. This was done with the aim to get an overview of how all departments feel impacted by culture of the organisation in their performance. According to the data, 44 out of the 97 employees were from the Administration department representing 45%. The Finance department was represented by 9 employees accounting to 9% of the total sample. The data also indicated that the Rural Services department and the Planning department were both represented by 6 and 17 employees respectively. There were 4 employees from the Office of the Chief Regional Officer (CRO) and 17 employees represented the Human Resource Department.

Most responses based on departments came from the Administration Department because the Oshana Regional Council is more into the administration and service delivery path as they aim to serve the residents of Oshana and beyond.

4.3 Analyses of Research Object 1: To investigate the dominant organisational culture at the Oshana Regional Council.

Figure 4. 2 Dominant existing Culture at ORC



The above bar graph indicates that Council is made up of a mix of the four cultures, with each culture's score fluctuating in strength. The major existing culture of ORC employees as shown in Figure 4.2. According to the findings, out of 97 participants 46.47 percent of respondents preferred the Council to be a very controlled and organised environment, (Hierarchy Culture). Hence Employee behaviour is controlled and managed by structures

(hierarchies), which also determine the extent to which they may make decisions, according to the findings of the study. While (26) 27 percent preferred the ORC to be very results-oriented. (Market Culture). According to Omukaga (2016) Employee performance will be affected by a performance-oriented corporate culture. Employees are obligated to put in greater effort in order to keep up with the pace and be competitive in the workplace.19% of the qualitative study participants found the ORC to be a very personal place (Clan Culture). The vibrant and entrepreneurial atmosphere (Adhocracy Culture) at ORC is the least popular with 7% favor. As a result, interventions and policies should address ORC's dynamic and entrepreneurial culture in order to foster employee growth and innovation. Furthermore, only 79.4% of the respondents (see table 4.2 below) agreed that exiting culture (Hierarchy Culture) influence performance. Although there is an existing culture of a very controlled and structured place (Hierarchy Culture) at the ORC, 60% of the respondents reported that it does not influence performance. Of those who reported that the ORC is very results oriented (Market Culture) 96.1% of them indicated that ORC culture influence performance as shown in table 4.2 below.

Table 4.2. 2 Existing Culture influences performance at ORC

Existing Culture at ORC	**Organisational culture influence performance**		**Total**
	Yes	**No**	
The organisation is a very personal place (Clan Culture)	12 (15.6%; 66.7%)	6(30%; 33.3%)	18
The organisation is a very dynamic entrepreneurial place (Adhocracy Culture)	6 (7.8%; 85.7%)	1(5%; 14.3%)	7
The organisation is very results oriented (Market Culture)	25(32.5%; 96.1%)	1(5%; 3.9%)	26
The organisation is a very controlled and structured place (Hierarchy Culture)	34(44.2%; 73.9%)	12(60%; 26.1%)	46
Total	**77(79.4%)**	**20(20.6%)**	**97**

4.4 Analysis of Research Object 2: To analyse the effectiveness of Oshana Regional Council's organisational culture

The 5-point Likert Scale (strongly agree (SA), agree (A), neutral (N), disagree (D), and strongly disagree (SD)) was used to indicate the respondents' level of agreement with various statements on characteristics of organisational performance based on questions derived from Denison four theories of measuring organisational culture namely: Involvement theory, Consistency theory Adaptability theory and Mission theory. Figure 4.3 – 4.6 below present the effects of Organisational Culture on Employee Performance at Oshana Regional Council. All these charts were generated to investigate the dominant organisational culture at Oshana Regional Council. The results are interpreted as follows:

FIGURE 4. 3 INVOLVEMENT THEORY

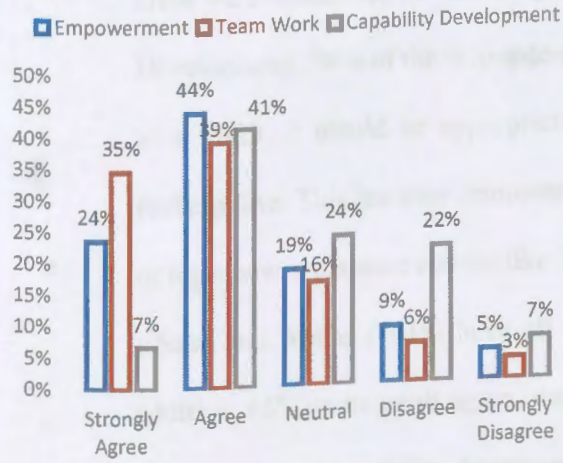


FIGURE 4. 4 CONSISTENCY THEORY

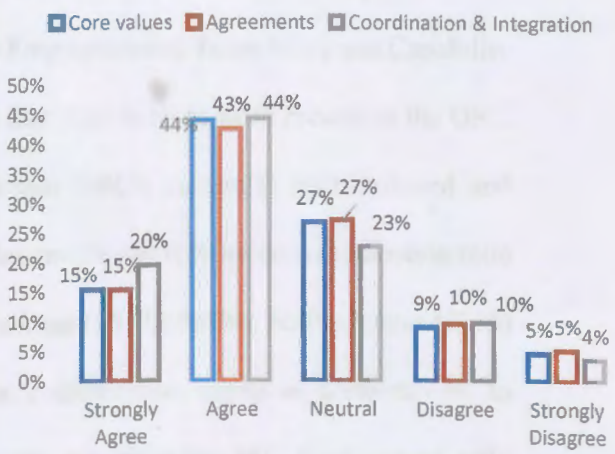


FIGURE 4. 5 ADAPTABILITY THEORY

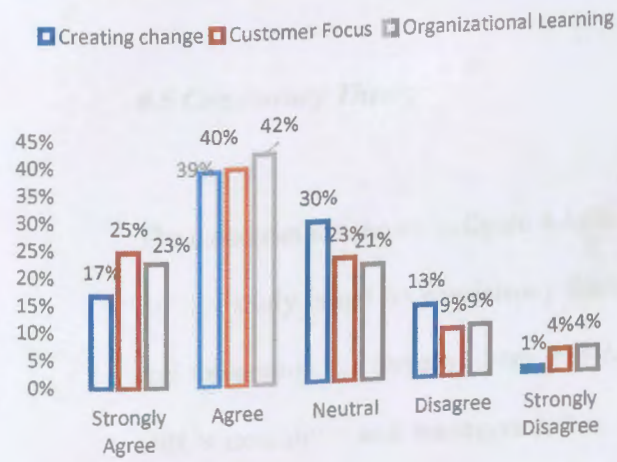
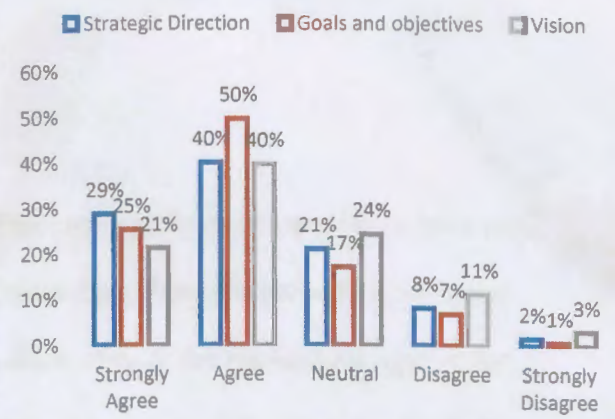


FIGURE 4. 6 MISSION



4.4 Involvement Theory

The results are illustrated in figure 4.3 above. Under this theory, three key performance areas were considered for this study. These are Empowerment, Team Work and Capability Development. 74% of the respondents agreed that there is team work present at the ORC as a result, it would be appropriate to state that ORC's culture is team-oriented and participative. This instance demonstrates that teamwork can survive even in a bureaucratic or high-power-distance culture like ORC. Omukuga (2017); Salihu, Salihu; Musa (2016) ; Saad and Abbas (2018) have all found that collaboration improves performance. In addition, 68% participants agreed that they are empowered at the ORC. Furthermore, only 49% agreed on capability development at the ORC and 29% disagreed. Thus, this co-variable (capability development) needs to be looked at and targeted intervention should be addressed to this group to create a conducive environment for employees at the ORC. In summary the respondents agree that there is high rate involvement theory at the ORC.

4.5 Consistency Theory

The outcomes are shown in figure 4.4 above. Three main performance areas were selected for this study based on consistency theory. Core values, Agreements, and Coordination and integration are three of them. For core values, 59% of the respondents agreed that ORC's executives and managers follow through on their promises, there is a clear and consistent set of values that governs the ORC's operations, and the Council is on track with its purpose and vision.58% of the respondents are in agreement with the consistency theory. When disagreements arise in the ORC, employees work together to address common problems and achieve common goals.

As a result, they work tirelessly to find win-win solutions. Participants were asked whether they agreed with how good the atmosphere is and how easy it is to coordinate projects across various sections at the ORC to achieve effective alignment of goals across different departments under the heading coordination and integration.64% were in agreement with coordination and integration as shown in figure 4.8 above. In summary Coordination and integration, followed by core values and agreements contributes the culture of the ORC.

4.6 Adaptability Theory

Three performance areas were measured under adaptability theory as shown in figure 4.5 above. The co-variables tested to quantify success under adaptation theory were creating change, customer relations, and organisation development. 65% of respondents interviewed agree that customer focus and organisational learning contributes to adaptability theory respectively. The 65% respondents in agreement feels that customer's inputs directly influences ORCs decision making; policies and procedures helps ORC provide services according to customer wants and needs; Failure is viewed as a chance for learning and improvement by the council, and learning is an essential goal in ORC's day-to-day operations. Only 56% of the respondents agreed that creating change, while 30% were indecisive and 14% did not agree. In addition, under creating change three questions were asked as follows: is the Council flexible and adaptable when changes are necessary; is change a result of pressure imposed to juniors by managers and whether if ORC employees were willing to bring in innovation.

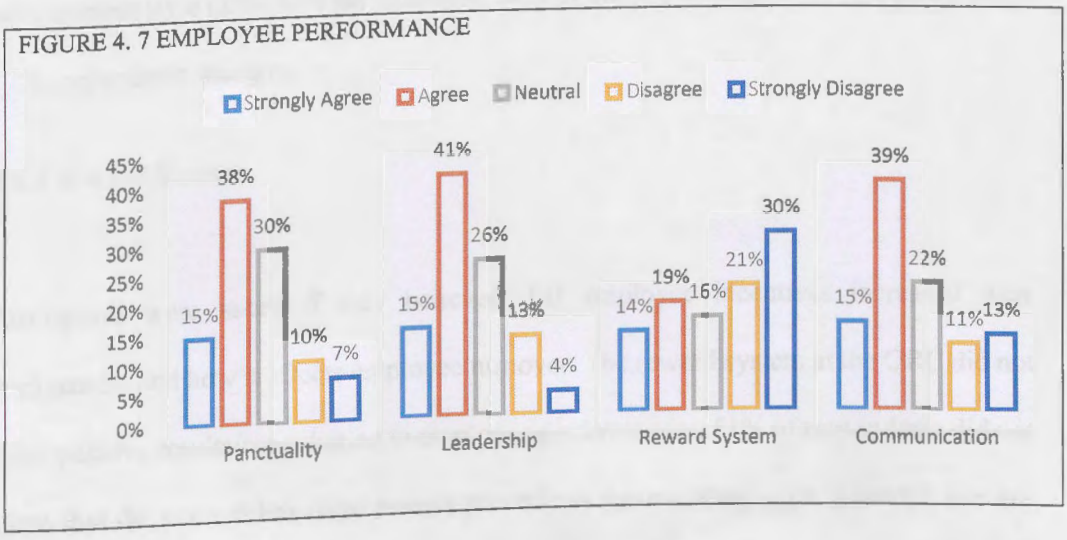
4.7 Mission

Mission and vision are important components of corporate culture because they impact employee behaviour and direct the many operations that will be carried out in the firm. Under the Mission theory, three key performance areas were considered for this study. These are Strategic direction, Goals & objectives and Vision. The results illustrated in figure 4.6 above reveal that 75% of the participants agreed that there is goals and objectives present at the ORC followed by 69% who agreed that there is a strategic direction at the ORC. Furthermore, only 61% agreed on vision at the ORC and 14% disagreed. Thus, this co-variable (vision) needs to be looked at and targeted intervention should be addressed to this group to create a conducive environment for employees at the ORC. In summary the respondents agree that the Mission at the ORC is well understood. Under this performance category the following were measured: The ORC has a distinct mission that provides meaning and purpose. Other organisations are being influenced by the ORC strategy to modify the way they compete in the industry. The council has well-defined objectives that are aligned with the company's objectives and mission. The ORC's goals are always being pushed in order to improve; The ORC has a shared vision for the future of the organisation; leaders have a long-term perspective, and the council's vision inspires and motivates its employees.

4.7 Employee performance

The outcomes are shown in figure 4.7 below. Four main performance areas were selected for this study based on employee performances. Punctuality, Leadership, Reward system and Communication were the co-variables studied to measure employee performances

FIGURE 4. 7 EMPLOYEE PERFORMANCE



4.8.1 Punctuality

Punctuality is one of the most essential aspects in determining an individual's performance and ability to keep their job. 48% of the respondents agreed that punctuality contributes to employee performance, participants were further asked whether they valued punctuality at the ORC; and if tasks are normally completed on schedule and workers achieve time related organisational goals. 30% of the respondents were indecisive while 17% respondents disagree that punctuality contributes to employee performance.

4.8.2 Leadership

Omukuga (2017) claims that an organisation's culture is shaped by the type of leadership it has. A culture of learning and sharing information is fostered by a leadership style that displays mentorship and support.56% of the respondents agreed that mentoring, facilitation, and nurturing are all qualities that the Oshana Regional Council exemplifies. Further indicated that management contributes to the positive culture of ORC and management style influences performance. 26% of the respondents were indecisive while 17% respondents disagree.

4.8.3 Reward System

Participants were asked if they believed that employee incentives increased their engagement and how it affects employee turnover. The reward system at the ORC did not show positive results/contribution to employee performances. 51% of respondents did not agree that the council has clear reward procedures (promotions, gifts, awards); nor are employees aren't compensated based on how well they do on the job. Only 33% of the respondents agreed that the reward system contributes to employee performance and the other 16% of the respondents were indecisive.

4.8.4 Communication

Communication is an essential component of any culture since it encourages the dissemination of core business values, beliefs, and practices. Communication of mistakes was discovered to be a crucial statement in the study, as shown in figure 4.7, in order to make employees feel valued and appreciated. Employees have timely and accurate information to advice policy and decision makers, according to 54% of respondents.

Mistakes and weaknesses are communicated in a respectful and non-threatening manner. 24 percent, on the other hand, were not convinced. Employees expressed their dissatisfaction with the lack of respect and politeness with which they were treated. They expressed their dissatisfaction with the lack of politeness with which errors were corrected.

4.9 Testing for Association using Chi-square

Table 4.7. 1 Chi-Squarre

	Chi-Square	Sig. Level (0.05)
Empowerment	27.485	.000
Team Work	54.082	.000
Capability Development	32.742	.000
Core values	31.299	.000
Agreements	60.784	.000
Coordination & Integration	63.979	.000
Creating change	17.186	.001
Customer Focus	36.557	.000
Organizational Learning	49.959	.000
Strategic Direction	50.577	.000
Goals and objectives	75.32	.000
Vision	49.649	.000
Punctuality	14.907	.005
Leadership	36.351	.000
Reward System	7.278	.122
Communication	40.165	.000

The Chi-Square Test of Independence analyses whether categorical variables are associated (i.e., whether the variables are independent or related). It's a test that isn't parametric. The Chi-Square Test of Association is another name for this test. The data is analysed using a contingency table in this test. A contingency table (sometimes called a

cross-tabulation, crosstab, or two-way table) is a data classification system that uses two categorical variables. One variable's categories appear in rows, while the other variable's categories appear in columns. There must be two or more categories for each variable, and in our case the Likert Scale categories (Strongly agree, Agree, Neutral, Disagree and Strongly Disagree) were used. The total number of cases for each pair of categories is represented in each cell. Table 4.3 above presents the results of Chi-square. After the variables were grouped according to different area of performances, a test for association between variables for performance was done. The results show an association between the following variables testing at 0.05 level of significance; Empowerment, Team work, Capability development, Core values, Agreements, Coordination & integration, Creating Change, Customer focus, organizational learning, Strategic Direction, Goals and objectives, Vision, Punctuality, Leadership and Communication. The only variable whose null hypothesis of association was accepted is the reward system with p-value of 0.122 greater than 0.05 level of significance. Thus there is statistical evidence of no association between other performance variables and Reward System.

4.10 Multinomial Logistics Regression

The multinomial logistic regression model is an extension of the binary one (A binary logistic regression model is a generalized linear model which used to computes the probability of the selected response as a function of the values of the independent variables), with several levels rather than dichotomous outcomes (Mood, 2010). According to Sperandei, (2014) the dependent variable (Y) is used to model the link between a polychromous response variable or multi category answers and a set of

independent variables or to forecast the likelihood of categorical response variables. This study considered all employee performances variables to see if they influence other categories. Odd ratio (OR) and 95% Confidence Intervals were used to test likelihood/chances that employee performance variables affect other variables.

When there are several explanatory variables, logistic regression is used to calculate the odds ratio. With the exception that the response variable is binomial, the approach is quite similar to multiple linear regression (Sperandei, 2014). The impact of each variable on the odds ratio of the observed event of interest is the end outcome. The key benefit is that it eliminates confusing effects by examining the relationship between all variables.

Table 4.7. 2 Employee performance based on punctuality

Employment performance based on punctuality	**Sig.**	**OR**	**95% Confidence Interval for OR**	
			Lower Bound	**Upper Bound**
Core values	.140	3.304	.675	16.177
Agreements	.115	.292	.063	1.348
Coordination and Integration	.776	.792	.159	3.944
Creating Change	.373	.483	.097	2.397
Customer Focus	.440	.021	.459	6.014
Organizational Learning	**.002***	**.068**	.013	.367
Mission	.853	1.139	.287	4.515
Empowerment	**.0001***	**1.661**	.012	.171
Team work	.127	4.131	.667	25.580
Capability Development	**.025***	**6.576**	1.271	34.041

a. The reference category is: Strongly Disagree. * $p < 0.05$

Table 4.7.2 above displays employment performance based on punctuality for respondents who strongly agreed with those who strongly disagreed as a reference category. The results illustrate that only three variables were significant in the model, which are

Organizational learning, Empowerment and capability development whose p-values were all less than 0.05 level of significance. Furthermore, the results show that respondents who strongly agreed on capability development (OR = 6.576, 95% C.I = (1.271; 34.041)) were 6.5 times more likely to be influenced by punctuality than those who strongly disagree, holding constant all other variables. Empowerment (OR = 1.661, 95% C.I = (0.12; 0.171)) is 66.1% higher when influenced by punctuality for those who strongly agreed. For those who strongly agreed on organizational learning, the odds of being influenced by punctuality is 93.2% lower [i.e. (1-0.068)*100] as compared to those who strongly disagree holding constant all other variables.

4.11 Analysis of objective 3: To determine the influence managers, have on successful crafting of organisational culture.

Table 4.7. 3 Employee Performance based on Leadership

Employee Performance based on Leadership	Sig.	OR	95% Confidence Interval for OR	
			Lower Bound	Upper Bound
Empowerment	.584	.598	.095	3.757
Team work	.977	1.042	.062	17.562
Capability Development	.253	.248	.023	2.712
Core values	.887	1.139	.189	6.872
Agreements	.737	.709	.095	5.268
Coordination and Integration	.399	.382	.041	3.576
Creating Change	.239	.228	.019	2.678
Customer Focus	.802	1.226	.249	6.038
Organizational Learning	.201	3.428	.519	22.634
Strategic Direction	.380	2.810	.280	28.181
Goals and Objectives	**.030***	**.027**	.001	.700
Vision	.293	3.219	.364	28.435

The reference category is: Strongly Disagree. * $p < 0.05$

The results Table4. 7.3 shows that only one variable was significant in the model, which is Goals and Objectives whose p-value was less than 0.05 level of significance. For those who strongly agreed on goals and objectives, the odds of being influenced by leadership is 97% lower [i.e. (1-0.030) *100] as compared to those who strongly disagree holding constant all other variables.

Table 4. 1 Employee performance based on Reward System

Employee performance based on Reward System	Sig.	OR	95% Confidence Interval for OR	
			Lower Bound	Upper Bound
Empowerment	.188	.154	.009	2.498
Team work	.562	.445	.029	6.899
Capability Development	**.015***	**34.262**	2.014	582.725
Core values	.407	.423	.056	3.229
Agreements	.138	3.168	.691	14.533
Coordination and Integration	.728	1.580	.120	20.751
Creating Change	**.030***	**.178**	.037	.850
Customer Focus	.196	2.373	.640	8.805
Organizational Learning	.539	.588	.108	3.200
Strategic Direction	.278	.239	.018	3.169
Goals and Objectives	.122	.118	.008	1.767
Vision	.598	.643	.125	3.317
The reference category is: Strongly Disagree. * $p < 0.05$				

Table 4.6 compares respondents who strongly agreed with those who strongly disagreed as a reference category in terms of job performance based on reward system. Only two variables were found to be significant in the model holding constant all other variable,

which are: capability development and creating change. Furthermore, the results show that respondents who strongly agreed on capability development (OR = 34.26, 95% C.I = (2.014; 582.725)) were 34.26 times more likely to be influenced by the reward system than those who strongly disagree, holding constant all other variables. Creating change (OR = 0.178, 95% C.I = (0.037; 0.850)) is 17.8% lower when influenced by reward system for those who strongly agreed holding constant all other variables

Table 4.7. Employee performance based on communication

Employee performance based on communication	**Sig.**	**Exp (B)**	**95% Confidence Interval for Exp (B)**	
			Lower Bound	**Upper Bound**
Empowerment	**.057***	**.239**	.055	1.044
Team work	**.043***	**7.016**	1.059	46.496
Capability Development	.801	1.160	.367	3.668
Core values	**.005***	**.181**	.055	.602
Agreements	**.008***	**.134**	.031	.590
Coordination and Integration	.212	.397	.093	1.694
Creating Change	.854	.863	.179	4.168
Customer Focus	**.007***	**.111**	.022	.550
Organizational Learning	.520	1.576	.394	6.306
Strategic Direction	**.037***	**9.212**	1.139	74.504
Goals and Objectives	.477	.525	.089	3.097
Vision	.137	3.318	.683	16.112
a. The reference category is: Strongly Disagree. * $p < 0.05$				

Table 4. 7 above shows employment performance based on communication for respondents who strongly agreed with those who strongly disagreed as a reference category. The results demonstrate that six variables were significant in the model, which are Empowerment, Team work, Core values, Agreements, Customer focus and Strategic direction, whose p-values were all less than 0.05 level of significance. Furthermore, the results indicate that respondents who strongly agreed on Empowerment (OR = 0.239, 95% C.I = (0.055; 1.044)) had 23.9% lower odds to be influenced by communication than those who strongly disagree, holding constant all other variables. Teamwork (OR = 7.016, 95% C.I = (1.059; 46.496)) is 7 times higher when influenced by communication for those who strongly agreed holding constant all other variables.

For those who strongly agreed on organizational learning, core values and customer focus, the odds of being influenced by communication is 81.3% lower [i.e. (1-0.181)*100], 86.6% lower [i.e. (1-0.134)*100], and 88.9% lower [i.e. (1-0.111)*100], respectively as compared to those who strongly disagree holding constant all other variables. Strategic direction (OR = 9.212, 95% C.I = (1.139; 74.504)) is 9 times higher when influenced by communication for those who strongly agreed holding all other variables. In summary a relationship was determined by between all statistical significant variables in the model and communication. When you analyse variables at different levels in all of the models above, you can infer that there is a relationship between ORC culture and employee performance.

4.12 Section B: Presentation of findings & Discussions of Qualitative Data

Interviews were conducted with identified key respondents who held positions as managers to get in-depth understanding on issues surrounding organisational culture and employee performance at Oshana Council. These findings represent the information gathered through face to face interviews conducted for qualitative analysis. The reason why the author chose to have interviews with managers is that they are the ones who understand the organizational culture of the Council and they also have influence in shaping the culture of the company. Managers are also involved in decision making, taking corrective actions and mapping the best possible strategies to drive employees to work well towards the achievement of the company overall objectives. The Council has 6 managers. Interviews were conducted with 4 of them; Manager A, Manager B, Managers C, Manager D. Transcriptions of these interviews are found in Appendix 3 in a separate document. None of the managers agreed to be tape-recorded. Summaries and analysis of the interviews are presented in the following subtopics.

4.12.1 Theme 1: How do you understand the concept of organisational culture at the ORC.

Table 4.9. 1 Concept of organisational Culture

ger A	Manager B	Manager C	Manager D
a Regional Council has a efined organisational e. The Council Clearly s what is expected from mployee the Council has a rd of process.	*Organisational Culture is the concept of practices of instilled cultured and informally or formally adopted behaviours in any institutional settings and these practices are now viewed as norms and traditions in the said environment and are practised by all.*	*These are set standards and values that guide behaviour conduct and actions of each staff member.*	*Organisational Culture is how we carry ourselves on daily basis, to achieve or execute our duties.*

As indicated in table 4.9.1 on the above the interviewees have different views of the concept of organisational culture. Manager B and C, view the concept as sets of standards and practices of the company and the employees embrace it as the main guide to their output.

4.12.2 Theme 2: The most dominant Culture at ORC and how effective it is?

The purpose of this research was to look at the underlying dominant qualities that were thought to be prominent within Oshana Regional Council. The results of the qualitative data suggested that Hierarchy Culture was the extant prevalent trait of the Oshana Regional Council.

One key informants narrated that:

> *"The council's current culture is exceedingly regimented and controlled. What people do here is often governed by formal protocols."*

The managers were further asked as to whether the above culture influences employee performance, all interviewees recited that the above culture is ineffective and does not influence performance. Manager C reasoned that the organization does not practice what it preaches, especially from the political point of view, the political office bearers of the council interfere with administrative activities such recruitment, procurement for their own political gain. Hence this consequently affects the Council's performance and fosters a negative culture.

4.12.3 Theme 3: How are you and your subordinates impacted by the organisational culture of the Council?

Table 4.9. 2 Impact of Organisational Culture at ORC

MANAGER A	MANAGER B	MANAGER C	MANAGER D
The Council believes in total involvement of all staff members. Their inputs are valid	*Negative culture instilled has resulted in distrust and poor performance*	*We live by the standards and values as set up by the Council. We strive to be professionals at our duties and accountable for what we do*	*The environment is quite negative employees do not live by the values and standards as stipulated in the Council's customer service charter. Hence the departments performance is impacted as it relies on other departments*

As indicated in table 4.9.2 above response table by the key informants of the study. Manager B and Manager D agree that they are impacted negatively by the culture of the

Council as they see it to be negative and this affects their departmental performance. On the other hand, Manager, A and Manager B support the core values set out by the council and strive to live by them.

4.12.4 Theme 4: Is there a Relationship between organizational culture and employees' performance in the Council?

Table 3.

MANAGER A	MANAGER B	MANAGER C	MANAGER D
If the performance agement system is ated all staff members expected to perform	*Yes. The two phonemes are interdepended and culture mostly influences the behaviour including the performance level of employees*	*YES: Because we do not operate in a vacuum, the set of rules and principles (known us our Culture) that guide us on how to operate and achieve our organisational goal*	*Yes. Because if the culture is positive then the performance will be high, and vice versa*

4.12.5 Theme 5: How can you create an organisational culture to be a support drive to employees' performance?

Table 4.9. 4 Organisational Culture as a supportive drive

Manager A	Manager B	Manger C	Manager D
'he Council need to alue all staff members' nputs and not only ose of in management	*Instil positive behaviour, Communicate friendly, Promote Self-confidence in employees*	*Engage employees in the organisation, planning and guide them Give them freedom to give their input. Improve their knowledge through training and development Have clear communication channels.*	*Practice what we preach, live by the standards set out in th customer service charter, Respect each other communicate well, improve on punctuality invest in employee's skills recruit seasoned experts*

As indicated in Table 4.9. 4 Manager B had this to say:

> *"Organisational communication is an important aspect of corporate culture since it involves the sharing of information and the promotion of an organisation's core values"*

Based on the above findings, the Council is not having proper communication channels, most of the interviewees indicated that in order to create a work culture as a supportive drive for performance the council needs to enhance its communication procedures.

Manager D further stated that:

> *"The wheel on which effective interpersonal and organisational relationships thrive is known as communication." hence the Councils needs to have a clear communication strategy in place on how to communicate to its internal and external stakeholders".*

In addition, as narrated above by manager A and Manager D in order for the Council to create a culture that is a supports drive of employees the Council needs to value and respect its employees, involve and engage them in Council matters. Furthermore, Manager C & Manager D noted that the council needs to recruit well-seasoned employees and also invest in the skills of their employees. In support of this notion are findings from Kuronzwi (2019) study were managers stated that a good working culture always support the productivity of employees. They also agreed that if an organisation develops a strong supportive culture, it is more clear and likely to move towards the overall company objectives.

4.12.6 Theme 6: Any other issues that hinder optimal performance of employees at ORC?

Table 4.9. 5 Any other issues

Manager A	Manager B	Manager C	Manager D
hana Regional Council has low budget to implement jects and improve formance of their staff nbers	*Negative Behaviour, Negative practices to employees by managers*	*Unrealistic expectations, Lack of planning, Lack of commitment No team work*	*Low budget, not sticking to deadlines Low implementation performance appraisals*

As narrated in the above table 4.9.5 Manager A & Manager D said that the Council performance is hindered by the low budget. Whilst, Manager B alludes that negative behaviour and negative practices hinder performance and leads to low performance.

Additionally, Manager C indicated that:

> "*The organisation's current collaboration atmosphere should be supported and maintained because it improves employee performance. This could be maintained by encouraging employees to communicate and implement their innovative ideas in a more flexible environment. Management should identify individuals that share the same interests and allocate them to the same workgroup when assigning group projects and duties.*"

Apart from the questions in the interview guide, the interviewees were asked for their thoughts on what may improve organisational performance. "*The Council should find innovative ways to improve staff performance*" Manager A

4.12 Contribution to Knowledge

Culture represents social cohesion and gives people a sense of belonging. Organisational culture is a framework that establishes a shared semantic base that serves as the foundation for communication and comprehension. If these functions do not perform properly, the organisation's efficiency may suffer as a result of the existing culture (Armstrong, 2004) culture challenges us and gives us the courage to discuss issues that go beyond the organisation's technical operations. According to the findings of the study, corporate culture has a significant impact on people's expectations and behavior. Some of these can result in non-constructive disagreement and inhibit knowledge management network interchange. This study discovered that teamwork may thrive among employees in a company, even within the hierarchy culture that exists at the Council.

This discovery will aid the Council and other public institutions in promoting organisational cultures that promote teamwork, employee effectiveness, efficiency, motivation, and job satisfaction. As a result, if companies want to boost employee performance, they must recognize this requirement and establish an environment that encourages teamwork. Furthermore, regardless of the type of organisation, strategic goal orientation is closely linked to employees' basic demand for job security, which is crucial to their performance. As a result of this study, managers and employees will be able to recognize organisational cultures that promote the achievement of strategic goals and objectives. To summarize, the outcomes of this study suggest that Schein's (2010) three-level model and Denison's (2011) organisational culture model are strongly related. Future studies on organisational culture and employee performance can use both theories as anchor theories.

4.13 Chapter Summary

The data received from respondents and from interviews carried out with key informants were analysed quantitatively and qualitatively in this chapter and this led to a detailed discussions and analysis which led to the drawing of empirical research findings. The link between each of the elements of organisational culture and employee performance was investigated using descriptive and inferential statistics including the analysis of variance (Anova). The data was presented, analysed and interpreted to disclose key findings about the study's variables.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMEDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions, and recommendations. The study's broad goal, as stated in chapter one, was to investigate the effects of organisational culture on employee performance at the Oshana Regional Council.

5.2 Summary of Findings

5.2.1 Summary of findings from literature Review

Bureaucratic Culture, Clan/Consensual Culture, Entrepreneurial Culture, and Market/Competitive Culture, according to the literature evaluated for this study, are essential for organisational culture to have a positive impact on organisational performance. Furthermore, the literature indicated that many scholars and academics have examined the link between organisational culture and performance, and that the aspects that make up an organisation's culture are values, beliefs, philosophy, leadership styles, and reward system. Moreover, direct mechanisms including behaviour, employee status, and opinions, among others, have a direct impact on company culture. Strong organisational cultures, according to the literature assessed for this study, are great drivers for outstanding employee performance. Likewise, the review found that a poor culture causes an organisation's and its personnel to perform poorly and collaborate ineffectively, resulting in a lack of involvement, consistency, adaptability, and mission. Finally, this study literature found that organisational culture has a considerable impact on a variety of organisational processes, personnel, and performance. Organisational culture, as a social construct, influences employee behaviour in the workplace.

5.2.2 Summary of findings from quantitative data

According to the qualitative study findings, the most prevalent culture at the Oshana Regional Council is Hierarchical Culture. It was also found that hierarchies control and govern employee behaviour, as well as the amount to which they may make decisions. However, this organisational structure has little impact on staff performance at the Council, as the majority of respondents said the culture was ineffectual, indicating the need for a more flexible structure. Additionally, the study sought to determine the influence managers have on organisational culture. The study revealed that managers have a significant role to play when it comes to crafting an organisational culture that fosters success. The majority of respondents agreed that the organisation's leadership exemplifies mentoring, facilitation, or nurturing, according to the data. In addition, 56% of the respondents indicated that the management style of the organisation was likely to influence employee performance. This conclusion is backed up by 59 percent of respondents who believe that leaders and managers keep their promises. While 74 percent of the respondents said that teamwork and interdependence were likely to influence their success. Employees also receive feedback from senior managers and their supervisors. According to the findings, 54% of respondents agreed that mistakes and weaknesses are shared in a respectful and non-threatening manner, and employees have timely and accurate information to assist policy and decision-makers. According to the conclusions of the study, hierarchies control and govern employee behaviour, as well as the amount to which they may make decisions. There is a clear and consistent set of values that governs ORC's way of doing business and the ORC is in sync with its mission and vision.

According to the findings of this study, corporate culture provides a system of shared meanings through shared fundamental corporate principles, which serves as the foundation for ORC's communication and mutual understanding. According to the consistency theory, 58 percent of respondents felt that the ORC's shared corporate fundamental values were likely to influence their performance. The study findings also highlighted that organisational culture improves employee performance by motivating, structuring, and channelling employees' behaviour toward organizational goals. Employees become more united as a result of organisational culture, which promotes better understanding and cooperation. The study findings reveal that organisational culture enabled internal integration and coordination between different departments. Furthermore, according to the findings of the study, organisational culture demonstrates a strong sense of purpose and devotion to the organisation's objective, which improves employee performance toward goal fulfilment. Employees perform better when they believe the company has long-term objectives.

5.2.3 Summary of findings from qualitative data

According to the qualitative study findings, the most dominant culture at the Oshana Regional Council is Hierarchical Culture. In addition, based on the qualitative study findings, the Council is not having proper communication channels, most of the interviewees indicated that in order to create a work culture as a supportive drive for performance the council needs to enhance its communication procedures. Furthermore, the goal of this research was to determine the type of link that exists between ORC's corporate culture and employee performance. According to the findings of this qualitative study, organisational culture is positively linked to employee performance. These findings are in line with earlier research that suggests organisational culture variables are predictive of both organisational and personnel performance. The study further revealed that the organisational culture at ORC helps in adopting harmonious employee relationships that lead to effective organisational performance.

5.3 Recommendations

The study came up with the following recommendations:

- ORC should strengthen its organisational culture.
- A strong organisational culture should be adopted as this lead the organisation to improved employee performance.
- Based on the conclusions of the study, the Council should conduct cultural audits twice a year to determine whether the organisation's culture is still relevant and whether corporate values are shared among employees.
- The study recommends that ORC managers should adopt leadership styles that are most suited to their employees for high productivity.
- ORC staff should support one another and enhance unity as this helps to achieve high employee performance.
- Employers should provide training to employees following with their functional needs as outlined in their performance agreements, as well as conduct quarterly performance appraisals.
- There should be adequate funds set aside by the organisation to support production so that employees achieve their performance targets.

5.4 Recommendation for Further Research

Considering the study's limitations, it is suggested that a broader study be undertaken that includes more Namibian organisations. There is need for more research on how organisational culture affects other aspects of business, such as employee loyalty and retention, as well as other human resource variables.

5.5 Conclusions

Employee performance was found to be positively influenced by organisational culture, according to the study. The study also found that organisational culture can be advantageous during organisational development, and that a strong culture can provide a number of benefits, including cooperation, behaviour control through structures, communication, and a commitment to advance the organisation's shared ideals. Organisational culture has evolved as a result of advancements in areas like employee empowerment, organisational leadership, and talent management, as well as cultural features like values, conventions, and practices, and these qualities can be utilized to assess the same. Furthermore, it was determined that in order to establish a successful organisational culture, managers need not disregard corporate culture and its themes, such as dominant attributes, leadership, and employee involvement and management. If everyone in the organisation understands the culture, it can benefit the company because it has been demonstrated to have a direct impact on employee performance. Improved staff performance can boost an organisation's efficiency, allowing it to give distinctive client or customer value and acquire a competitive advantage.

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APPENDIXES

Appendix A: Questionnaire for Oshana Regional Council Employees

Dear Respondent,

My name is Elly Ashikoto. I am a student of the University of Namibia and I am carrying out a research on ***'The Impact of organisational culture on employee performance at Oshana Regional Council'*** for my Master's thesis. It takes about 5 minutes to complete the survey. Your responses will be used confidentially by the researcher and used for this research purpose only. Feel free to give out your opinion and your answers are confidential. Please do not write your name on any part of the questionnaire. Thank you.

SECTION A: DEMOGRAPHIC DATA

MARK WITH AN [X] FOR YOUR MOST APPROPRIATE ANSWER

1. Gender

Female ◯ **Male** ◯

2. Age

20-25 ◯ **26-30** ◯ **31-35** ◯ **36-40** ◯ **41-55** ◯ **55-60** ◯

3. How long have you been working at ORC?

Below 5 years ◯ 5-10 years ◯ 11-15 years ◯ 16-20 years ◯ More than 20 years ◯

4. Which department do you work in?

Office of the CRO ◯ Human Resources ◯ Finance ◯ Rural Services ◯ Administration ◯ Planning Division ◯

SECTION B: ORGANISATIONAL CULTURE

1. **Please select (Circle) the dominant character that best defines the existing culture at ORC?**

a) The organisation is a very personal place. It is like an extended family. People seem to share a lot of them- selves.

b) The organisation is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.

c) The organisation is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.

d) The organisation is a very controlled and structured place. Formal procedures generally govern what people do.

2. **Organisational culture refers to how things are done in an organisation. In your opinion does the above organisational culture influence your performance?**

a) [YES]

b) [NO

***Respond with either; SA=Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree.**

QUESTIONS	**SA**	**A**	**N**	**D**	**SD**
1. Involvement Theory **1.1 Empowerment**					
a) There is motivation for employees to be committed to the achievement of the organisational goals.					
b) There is two-way open communication between the manager and the subordinate.					
c) Employees believe they can influence their work place through their ideas and involvement.					

1.2 Team Work					
a) Cooperation across different parts of the organisation is actively encouraged, Employees believe in working together collaboratively, preferring cooperation over competition.					
b) Teamwork is used to get work done, rather than hierarchy.					
c) The organisation promotes a strong sense of community & employees freely express their opinions.					
1.3 Capability Development					
a) There is continuous investment in the skills of employees.					
b) The capabilities of people are viewed as an important source of competitive advantage.					
2. Consistency Theory					
2.1 Core values					
a) The leaders and managers "practice what they preach".					
b) There is a clear and consistent set of values that governs the way we do business.					
c) The culture at Oshana RC is in sync with its Vision and Mission.					
d) Corporate core values influence your behaviour and performance in the course of work.					
2.2. Agreements					

a) When disagreements occur, we work hard to achieve "win-win" solutions.					
b) Everyone strongly believes in a set of shared values about how people should work together to solve common problems and reach mutual objectives.					
c) When customers have problems with the products or service they receive, those problems are almost always resolved within 24 hours.					
2.3 Coordination & Integration					
a) The atmosphere here is good, I believe in working together collaboratively, preferring cooperation over competition.					
b) It is easy to coordinate projects across different parts of the organization, as there is good alignment of goals across levels.					
3. Adaptability Theory					
3.1. **Creating change**					
a) The Council is flexible and adaptable when changes are necessary & employees have a clear idea of why & how to proceed throughout the process of change.					
b) I believe that most change is the result of pressures imposed from higher up in the organization.					
c) Oshana is a dynamic place, Employees are willing to bring in innovation.					
3.2 Customer Focus					

a) Customer input directly influences our decisions.					
b) Our policies and procedures help us to provide the service our customers want and needs.					
c) We give the highest priority and support to meeting the needs of clients and customers and to solving their problems.					
3.3 Organizational learning					
a) The Council views failure as an opportunity for learning and improvement.					
b) Learning is an important objective in your day-to-day work.					
c) People lack the interpersonal and technical skills they need to work effectively in teams					
4. Mission					
4.1 Strategic Direction					
a) There is a clear mission that gives meaning and direction to our work.					
b) Our strategy leads other organisations to change the way they compete in the industry.					
4.2 Goals & Objectives					
a) The Council has clearly defined goals that relate to the goals and mission of the business.					
b) As an employee you align your personal goals with those of the Council.					

c) The Council constantly stretch its goals, to continuously improve.					
4.3 Vision					
a) We have a shared vision of what the organisation will be like in the future.					
b) Leaders have a long-term viewpoint.					
c) The Council's vision creates excitement and motivation for its employees					

2. Section B: Employee Performance

*Respond with either; Strongly Agree, Agree, Disagree, Strongly Disagree.

QUESTIONS	SA	A	N	D	SD
1. Punctuality					
a) At the Council punctuality is valued a lot.					
b) Tasks are normally completed on schedule.					
c) Workers achieve time-related organisational goals.					
2. Leadership					
a) The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing.					
b) Management contribute to the positive culture of this organisation.					
c) Management Style influences your performance.					

3. Reward System					
a) The Council has clear reward procedures. (promotions, gifts, awards)					
b) Employees are rewarded in proportion to the excellence in their job performance.					
c) Employee rewards increase employee performance and reduce turn over.					
d) Given rewards or not, I will perform to my best ability.					
4. Communication					
a) Mistakes and weaknesses are communicated to juniors by seniors in a polite and non-threatening way.					
b) There is two-way open communication between the manager and the subordinate.					
c) Employees have access to timely and accurate information about what's really happening in the organisation and why.					

Section C: Additional Information

Are there any other comments you would like to make about Organisational culture and employee performance which are not covered in the questions above. If so, please write them below.

Thank you very much for participating in this survey.

END OF QUESTIONNAIRE

Appendix B: Interview Guide for Managers

SECTION A: ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE

1. Generally speaking, "Organisational Culture" refers to how things are done in an organisation. How well do you understand the concept of organisational culture at ORC?

2. Please Circle the most dominant character that best defines the existing culture at Oshana RC?

   a) The organisation is a very personal place. It is like an extended family. People seem to share a lot of them- selves.

   b) The organisation is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.

   c) The organisation is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.

   d) The organisation is a very controlled and structured place. Formal procedures generally govern what people do.

   e) In your opinion does the above organisational culture influence the performance of your subordinates? **[YES] [NO]**

3. How are you and your subordinates impacted by the organisational culture of the Council?

4. Do you think organisational culture and employees' performance in the Council has a relationship? [YES] [NO] Please support your answer

5. How can you create an organisational culture to be a support drive to employees' performance?

6. In your view, are there any other issues that hinder optimal performance of employees at ORC? Please elaborate.

Section B: Additional Information

1. Please state any additional information you want to express that has not been discussed regarding Councils organisational culture and performance?

Thank you very much for participating

Appendix C: Permission Letter

NBS
NAMIBIA BUSINESS SCHOOL
UNIVERSITY OF NAMIBIA

Teopolina Hamutumua
Chief Regional Officer
Oshana Regional Council
Private Bag 5543
Oshakati

07 October 2021

TO WHOM IT MAY CONCERN

Re: MBA Public Sector Management, Student – Ms. Elly Ashikoto Student Number-201193310

As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

Ms. Ashikoto has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Ms. Ashikoto with the information she requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that her topic touches on "An investigation on the impact of organisational culture on employee performance in Oshana Regional Council".

NAMIBIA BUSINESS SCHOOL
NBS
07 OCT 2021
ACADEMIC SERVICES
UNIVERSITY OF NAMIBIA
Inspiring Minds & Shaping the Future

340 Mandume Ndemufayo Ave. – Private Bag 16004 – Pionierspark – Windhoek – Website: www.nbs.edu.na
Tel: + 264 (61) 413500 – Fax +264 (61) 413512 – E-mail: info@nbs.edu.na

Appendix D: Similarity Check

Document Information

Analyzed document	Elly Ashikoto 201193310 Submission for Exam updated docx (D123817497)
Submitted	2021-12-30T22:03:00.0000000
Submitted by	
Submitter email	ellyashikoto@gmail.com
Similarity	10%
Analysis address	mwakipg.unam@analysis.urkund.com

Sources included in the report

SA	**University of Namibia / Master Thesis NBS - May 2021 - Peke-Ndawanapo Anghuwo 200140094.docx** Document Master Thesis NBS - May 2021 - Peke-Ndawanapo Anghuwo 200140094.docx (D106373094) Submitted by: pnanghuwo@gmail.com Receiver: mwakipg.unam@analysis.urkund.com	30
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W	URL: https://en.wikipedia.org/wiki/Organizational_culture Fetched: 2019-09-26T07:37:01.3970000	1
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W	URL: https://www.ijser.org/researchpaper/The-Relationship-between-Organisational-Culture-and-Employee-Performance.pdf Fetched: 2019-10-27T11:44:41.6770000	1

Curiginal

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SA	**u3037755+-+Research+Proposal.pdf** Document u3037755+-+Research+Proposal.pdf (D50897561)	9

Appendix E: Thesis Language Editing

Dr. Joseph Namutungika Mukoroli
Oracle Writing and Editing Services
Box 25074, Windhoek, Namibia
Cell: +264811474631
Email: jmukoroli@unam.na

24 December 2021

To whom it may concern

LANGUAGE EDITING – Elly Ashikoto

This letter serves to confirm that a **MASTER OF BUSINESS ADMINISTRATION IN MANAGEMENT STRATEGY THESIS** entitled: **An Investigation on the effects of Organisational Culture on Employee Performance at Oshana Regional Council.** was submitted to me for language editing.

The thesis was professionally edited and track changes and suggestions were made in the document. The research content or the author's intentions were not altered during the editing process and the author has the authority to accept or reject my suggestions.

Yours faithfully

Mukoroli

Dr JOSEPH NAMUTUNGIKA MUKOROLI
PhD in Language and Literacy
M.A. in the Art of Teaching
B. ED in Education